



*Indira Gandhi National  
Open University*

**INDIRA GANDHI NATIONAL OPEN UNIVERSITY  
SCHOOL OF GRADUATE STUDY**

**ASSESSING COMMUNITY DEVELOPMENT ACTIVITIES OF COMMUNITY BASED  
ORGANIZATIONS (CBOs)  
CASE STUDY IN THE CASE OF “SILLASE” DEVELOPMENTAL “IDIR”, ADDIS  
ABABA, ETHIOPIA**

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**ADISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL WORK OF INDIRA  
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REQUIREMENTS FOR MASTER OF SOCIAL WORK**

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## DECLARATION

I hereby declare that the dissertation entitled, **ASSESSING COMMUNITY DEVELOPMENT ACTIVITIES OF COMMUNITY BASED ORGANIZATIONS (CBOS) CASE STUDY IN THE CASE OF “SILLASE” DEVELOPMENTAL “IDIR”, ADDIS ABABA, ETHIOPIA**, submitted by me for the Partial Fulfillment of MSW to Indira Gandhi National Open University,(IGNOU) Addis Ababa is my original work and has not been submitted earlier, either to IGNOU or any other institution for the fulfillment of the requirement for any other programme of study. I also declare that no chapter of this manuscript in whole part is lifted and incorporated in this report from any earlier work done by me or others.

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## **DEDICATION**

This Dissertation project work is dedicated to my Brother Ermiyas.

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## **List of Abbreviations and Acronyms**

<b>LIST OF ABBREVIATIONS AND ACRONYMS</b>	
<b>SACCO</b>	<b>Saving and credit association</b>
<b>CBO</b>	<b>Community Based organization</b>
<b>IGA</b>	<b>Income generating Activities</b>
<b>EDA</b>	<b>Emanuel Development Association</b>
<b>ACORD</b>	<b>Agency for Cooperation and Research in Development</b>

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## ABSTRACT

*“Idirs” are the prominent community based organizations in Ethiopian communities which are established primarily for helping their members at the time of loss of family and relatives. Nevertheless, through time different compelling factors urge Idirs to engage in developmental endeavors in addition to their major objectives.*

*This is a Master of social work thesis on assessing community development interventions of community based organizations (CBOs) study: the case of “Sillase” developmental “Idir”, Addis Ababa.*

*The general objective of this thesis is to assess communal development contribution of this developmental “Idir” to its member and the community. Further, the thesis assess the contribution of the Idir to its member to build their capacity, empower them economically, get access to basic education and health services and infrastructural development. Moreover, the thesis has discussed the major challenges that hamper its developmental interventions.*

*In order to gain a holistic overview of developmental activities of the “Idir” eighty members from the total population of hundred members were selected and interviewed; both primary and secondary data were collected during the fieldwork and desktop review. Both qualitative and quantitative methods were also used to gain a broader understanding of the system and the activities involved, and to increase the validity of the data.*

*This research has shown that “Sillase” developmental “Idir” has played different community development roles in capacity building, economic empowerment, educational development, infrastructural and social development. It argued that there are challenges identified like financial constraints, professional and technical limitations, members organizational related challenges. Further, the government and none governmental support limitation identified as external challenges. The thesis highlights that the developmental “Idir” has to avert the challenges identified and it is essential that the government and none governmental organization create conducive environment to similar developmental “Idirs” to engaged in more development activities.*

**Key Words: Community, community based organization, community development and “Idir”**

## **CHAPTER ONE**

### **1. Introduction**

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

Human being is a social animal. Hence, being therefore another or any other mutualistic relation is naturally endowed character. There are different features of society in which these social relations are manifested for common good. These social relations and interactions depend on the existing social realities like; values, culture, norms, economic, religion, political and other realities. Based on the existing instances different social, cultural, religious institutions can be formed. From these, Community Based Organizations the after (CBO's) are the major ones which have invaluable impacts in a given society.

CBOs are also known as local organizations and also given different names in different places. (Biddle and Biddle, 1968; Agbola, 1998, Abegunde, 2009, p.237), CBO, these include 'community development associations', 'neighborhood councils' and united community among others. Irrespective of the variance of CBO name all stand to serve the community which they stand for. Community is a group of individuals having shared, values and practices. As a result they are characterized by strong network among and in-between Thus, community members are always striving to achieve some communal agendas despite irrespective of their differences.

CBOs are normally 'membership' organizations made up of a group of individuals who have joined up together to further their own interests" (FirozeManji and Anil Naidoo, 2003, p.1). This means existence of CBO presuppose to have common interest of individuals to provides social services at the local level. According to(Marta and Yvette 2006, P.4) CBOs are non-profit organization whose activities are based primarily on volunteer base of contribution in terms of labor, material, financial, psychological, moral and any other supportive support to maximize

common interest members or else to the none members. It is therefore, they are established by mutual agreement of local people of homo or heterogeneous attributes living or working within the given environment. The existing unity creates ground for self-governance and diffusion of power through wider circle of the population. (Adeyemo, 2002; Adejumobi, 1991, as cited on Abegunde, 2009, p.237). Ultimately, these voluntary CBOs are institution run to improving the social and economic wellbeing of every member.

CBOs are institutions that establish to address societal issues that negatively affect communities' interest. The prior purpose of community based organization is serving the community based on shared interest.

Globally sincethe mid of 1990s there has been growing interest in the development of community in the work of “community based organizations” (CBOs). Many agencies including governmental and non-governmental have been providing grants to enable these organizations to grow and become effective in the delivery of services to their respective communities. (FirozeManji and Anil Naidoo, 2003).

In most countries failure of government in meeting the socioeconomic demand of citizens has been identified as one of the reasons behind the proliferation of (CBOs) in the new millennium.(Abegunde, 2009, p.236).CBOs in different countries of the world have been playing pivotal role for their respective community in particular and for the other community in general. To mention some prominent contributions of CBOs towards achieving community development in terms of economic empowerment, capacity building, infrastructure development, health and other related development the following testimonies from some countries are discussed.



CBO in USA Massachusetts city are involved in different economic activities that help to serve the local community to increase their level of disposable income by the fund obtained from of state and federal government grants. They further involve in different maintenance and building of infrastructure and house for needy. They are also providing training for the state's workforce. Moreover, they help to facilitate the attraction of businesses to local communities. They represent a considerable employment base and increase the disposable income available to local areas. (James and Jennings, 2005, p.6). The aforementioned CBO contribution on economic development, building of communal infrastructure, capacity building is promising and that is why the state and the federal government is funding this CBO and it is possible to conclude that CBOs are considered as an integral part of sustainable development.

Evidence from the literature reveals that the activities of CBO in Nigeria, in Lagos CBOs in the state solely relied on internally generated revenue with very little government. The organization in 1998 built a court and community hall, primary school, bank, post office and opened up several roads. A study conducted by Abegunde (2006) on the activities of the CBOs area of Osun state discovered that there were about 160 CBOs in the area. About 40% of these CBOs provided social facilities worth 17.56 million naira to their community.

Despite shortcomings of CBOs in some of the states in Nigeria, they have been made by the people in contributing to the socio-economic development of their district. If social and economic problems that impede effective participation of people are addressed, CBOs in Nigeria can contribute towards poverty alleviation and physical development of Nigerian communities (Abegunde, 2009, p. 239). Hence, effective participation is the major input for the success of a

given CBO emanated from economic challenges and both economic capacity and participation are interdependent and interrelated for effectiveness of CBO.

Contributions of CBOs in Nigeria Osogbo province to socio economic and physical development of members are very promising. Most (85%) of the CBOs had membership of 2 to 100 people. Around 51 (36.4%) and 2 (1.4%) out of the total CBOs in the study area had given out loan to members and members of the public on housing construction respectively. In financing community development projects, nearly all (133 CBOs) or 95.0% of the total CBOs agreed that they did team with other CBOs to achieve community goals while 62 (44.3%) of them used money saved in the CBOs' purses. In addition, 98 CBOs (70%) combined their efforts with public fund raising while 63 (45%) of them worked on members to mobilize resources to develop community projects. These include constructions of roads (29.41%), community hall (25.49%), king's palace (3.92%), electricity (3.92), and flood control (3.92%), schools (1.92%), agriculture (1.96%), public toilet (9.80%), houses (3.92%) and potable water (well, bore-holes) (5.89%). Other community projects developed by the CBOs in the study area include donation of land for the construction of schools, health center and successful control of flood in 2003. In addition to contributions from members, they also raised funds (100%) from the public for community development projects like construction of roads, community halls, palace and provision of potable water and control of flood among others. CBO member s voluntarism is reflected on by the contribution for the construction of infrastructure.

CBO active engaged in fighting AIDS was supported by the assumption that controlling and responding to the epidemic is best achieved through the active involvement of communities.

Theoretical literature on CBOs has argued that they are well positioned to reach the previously missed elements of the society and tackle disease and poverty at their roots since they can reach to the grassroots level of the community (Bratton, 1990; Clarke, 1998; Tendler, 1982).

All the above and other developmental objectives can be achieved through different CBO and in doing so, they are in one or another way involves in community development activities that will result to community development. COBs do not exist only by themselves. They are supposing different network with different stakeholders and are interconnected with public or private or any other stake holders of development role players (Rhonda and Robert 2009, p. 106).

To bring about an effective community development via CBOs the strategic effort to produce resources that increases the capacity of community members with the desired progress of their quality of life is crucial. Hence, the purpose of community development is to produce assets that may be used to improve the livelihood of the community through different economic development agendas that are designed to mobilize the existing resource (Rhonda and Robert 2009, p.11).

Ethiopian societies are also not an exception to practice such kind of interaction through different community based institutions for common good and to fulfill different societal demands as per need. “Idir” is an indigenous community-based organization found only in Ethiopia (Ayele 2015).

In Ethiopia “Idirs” are established based on common consensuses reflected on mutual agreement on the bases of voluntarism to organize members at the time of in need of facilitating funeral ceremony of the respective members and to help victims to revive from grief. Ethiopian different communities have been using there respective “Idir” for the sake of facilitating funeral ceremony. At the time of a death of a member or death of his or her family or a relative all “Idir”

members are immediately informed to join the victim for help. This social institution is considered as the main stakeholder for facilitating the funeral and then a cash payment is made to the victim as compensation and cover some ex. Membership in “Idir” presupposes contributions of money mostly on monthly basis. In the past time people who were not a member in “Idir” were ostracized by the community and were given low social respect. From this one can deduce that how “Idir” has prominent position in the life of Ethiopian society.

Previously, they were only commonly considered for facilitation of funeral ceremony. However, through time, attention and commitment of members force to assess and ask why the only purpose of these “Idir” is to help people at the time of sorrow? The existing poverty level in a society has becoming intense in line with the high death rate. Facilitating burial ceremony is become routine task which intensively exhaust their capacity in terms of finance, human and time resources. With this background, few “Idir” have started to look the other way that will help the society sustainably before death. This is, engaging in developmental activities. To meet the new agenda they have been trying to have and follow different set up to accomplish different developmental activities, however, still they retain their prior purpose of their establishment or else establish new “Idir” exclusive to funeral ceremony. The objective of “Idir “today then directed to participation in the development process of the country by participating in numerous diverse local and national developmental programs. And today, in a number of ways they are becoming very significant.

Now a day CBOs are facing constraints from providing a more diverse range of services to their communities due to certain limitation to mention; poor leadership, lack of networking with local and external organizations, legal registration by public agencies.

Likewise, “Idirs” have also different challenges to use their development potentials. The major challenges of “Idirs “are;

- Most members are old age women and men, thus these members are not at productive age group and illiterate.
- The foundation of “Idir “is traditional practice and its activities are run in traditional way which lack systematic work flow or effectiveness.
- The traditional set or outlook about “Idir “lack clear and organized structure in which their activities cannot be managed and implemented well.
- Commitment of the members for social aspects of “Idir” rather than development aspect is more stronger,
- Most “Idir” leaders lack resources management skills and concept of community development work to enhance members’ commitment to development,

In nut shell, these and other factors are hampering the developmental role of “Idir”. Hence, this research tries to assess CBO “Idir” developmental contribution on some selected community development categories and identifying promising side and with the existing limitation and suggest the way forward for the existing problems from the relevant data collected and processed accordingly.

## **1.2 Statement of the problem**

Developmental activities are supposed to be backed by effective participation of the relevant stakeholders to achieve developmental goals that enhance the quality of life of human beings in which, then enabling them to play their respective roles in the social, cultural, economic, political and other dimensions so that the social functioning goes well (Nienke Van der Have, 2011, p.1).

CBO's are unit of the societies established to achieve certain goals in different dimensions by their respective communities since they are more than any institutions very close to individuals' members. Hence, they are very sensitive for individual, group and communal problems that result in individual, group and communal dysfunction respectively. It is therefore, wise to deal about how CBO's are playing role towards maximizing the needs and priorities of the members in developmental activities.

Having the above rational behind, there are different CBO's to serve the communities in different setting and from these CBO's, "Idir" is the one and the most important in Ethiopia which is established primarily for helping individual at the time of loss of family and relatives. However, through time with different forcing factors their purpose of establishment has become to change but still holding their prior purpose. As "Idir" is mostly characterized by cultural practice in every part of Ethiopia and every household (head) mostly is a member of even more than one "Idir". There are different kinds of "Idirs" depending on kinds of members; (Women "Idir"; Men "Idir"), ethnical back ground, religion and other kinds with the common purpose for their members. Having diversified "Idirs" have its own cones and prone. To mention some they are closed to none qualified members as per their criteria and this will result is social or individual discrimination and on the reverse encompassing members from similar background helps to maintain strength and create common understanding.

From my observation I have noticed that because of the existing problems related to economic crises, increment of death rate now become a challenge to Idirs finance. One remedy for this challenge is that engaging "Idir" in developmental activities which is very promising to generate more income to support its member and strength their capacity to be involved in the development activities. Currently, "Idir" on their developmental activities engaged in: Income generating

activities (IGA), construction of different infrastructure, establishing saving and credit Cooperation (SCCO) and other related activities.

Since the inception “Idir” is more of traditional framework in which members, leaders and bylaws are act accordingly. This in return has its own challenges on the smooth functioning of the “Idir” towards accomplishing the respective vision and mission. Members of Iddir are characterized by; aged members with wide range of illiteracy, poor leadership and coordination skill towards common goals. The traditional practice on documentation, small amount of monthly contribution, poor participation, life serving leaders, members’ withdrawal with different case, internal conflict, cultural influence, extravagance poor commitment, none inclusiveness, low female participation.

The objective of this research is to assess the existence or none existence of all the above aforementioned and the unmentioned gaps

### **1.3 Objectives of the study**

#### **1.3.1 General objective**

The general objective of this study is to assess developmental activities of one of the developmental Idirs “Sillase” developmental “Idir” which is found in Addis Ababa city administration in Akaki Kality Sub City on economic development, capacity building, health development, infrastructure development, social service development for its members and the communities around

#### **1.3.2 Specific objectives**

- To identify the social, economic, health care and educational and capacity building benefits, infrastructural development that members gained from “Sillase” developmental “Idir”.

- To explore major existing challenges that hamper developmental activities of Sillase” developmental “Idir”.
- To generate actionable suggestions to replicate best practices in other similar community based organizations,

#### **1.4 Research Questions**

The following are the research questions of the study:

- What are the major contributions of ‘Sillase’ developmental ‘Iddir’ to its members?
- What are the major challenges’ of Sillase developmental “Idir” in development programs?
- What are the best practices that could be replicated in other similar Community Based Organizations to benefit its members in development beside funeral services?

#### **1.5 Significance of the study**

Development issue is a concern of all and has priority concern of developmental “Idirs”. “Idirs” are now become participatory in different developmental activities and witnessing different promising progress to their respective members of community and the general public. This study is significant to deal with different factors that are affected the developmental objectives of “Idirs” and to identify the encouraging and challenging issues to bring sustainable developmental activities. ‘Idir’ is an institution that is the foundation for social justice and equity in community that is important for social work program in the community. The study emanates workable ideas for community based organizations, contributes to the existing literature in the area, provides suggestions to community leaders and members of civil societies to use the potential of ‘Iddir’ for development programs. Moreover, it paves the way, for different NGOs to establish



partnership with “Idirs” to successfully accomplish their duties and to initiate for further study to discover the qualities of ‘Iddir’.

### **1.6 Scope and Limitation of the Study**

The scope of the study was limited to a single “Idir” that located to Akaki Kality area. This study used a more of qualitative research design, which allows the respondents to share information in their own words and enabling the researcher to investigate new occurrence in depth. Quantitative research design only used to define percentage of the occurrences and this limit to somewhat display the numeric representation. There were very few publications and documentation of the developmental “Idir” activities as a result of poor documentation and reference resources have created limitation.

### **1.7 Organization of the Thesis**

This research paper divided into five chapters. Chapter one devoted to background of the study, the statement of problem, objectives of the study, research questions, significance of the study, operational definitions of key concepts.

Chapter two dedicated to Literature review that comprised of detail review of literature related to the research topic. CBO community developmental contribution the world from different continent, CBO community developmental contribution in Africa and CBO community developmental contribution CBO in Ethiopia, assessed from the perspectives of; Financial capacity and management; Social development activities; Economic development activities.

Chapter three focused on research design and methodology, universe of the study, sampling method, tools and procedures of data collection, data processing and analysis as well as ethical considerations in the research processes. Chapter four presented the major findings of the study.

Chapter five provided conclusions and the possible indications from social work perspective based on the major findings.

### **Operational Definitions**

- **Community:** a number of people having common ties or interests and living in the same locality
- **Community development:** Efforts to strengthen social networks and a community's capacity for social and economic justice ( Loretta, 2009)
- **Community-based organizations:** are those organizations within the communities which come together for attainment of desired objectives in the interest of the group, (Onyeozu, 2010)

## CHAPTER TWO

### 2. Review of Literature

#### 2.1 The Concept of Community

This chapter is dedicated to disclose the conceptual framework of community, community based organization and community development. Followed by different countries experiences of modern CBOs role towards community development activities. Because of the complex nature of the above terms, different scholars defined from different point of view and on this research the researcher tried to demonstrate some different kinds of definition which is related to the very intention of the research which is disclosing the merits of CBO in community development.

Brennan (as cited in Institute of Medicine, 2012) stated community is a complex concept, characterized by owning common identity or shared history of members. Which means community is related to sense of belongingness come emanated from the shared characters. Pertinent to this definition community sense of belongingness creates sense of ownership which intern help the members to morally obliged them to serve the community accordingly and to do so availability of different resources are very crucial and for this community. CBOs share risks, cost and benefits among their members on equitable basis and their leadership and managers are liable to be called to account for their stewardship (Boasu, 2011). Anyanwu (1999) defined community as a group of people living in a given geographical environment within a legally established area who communicates each other. Further Anyanwu (1999, p.3) stated the six principal characteristics of community as:

- **Shared territory:** A community occupies a territorial area, within which its members live and develop the ways of life that give the community the unique features that tend to make its identity easily recognizable;

- **Shared beliefs:** These are the beliefs which are nurtured and cherished by the people in the development of their common ideals, objectives, attitudes, and values;
- **Shared bond of fellowship:** This is a feature that distinguishes one people from another. It may be characterized by the demand of obligations from citizens and the conferment of benefits upon them;
- **Set standards or pattern of behavior:** The idea behind this characteristic is that a community arises from the living together of human beings. The psychological situation that ensues from such living together is that people perform mutual actions and reactions towards one another. Such interaction is incessant; and no citizen can wholly cut himself off from such social relations;
- **Common culture:** This is the aggregate of the social, ethical, intellectual, artistic, governmental and industrial attainments of a community, and by which it can be distinguished from any other community. It includes the ideas, traditions, customs, usages, institutions, associations, and material objects characteristic of such community;
- **Common administration:** The preservation of the culture of a community necessitates the establishment of a common administration for running the affairs of the community. This connotes the formulations of process, involving responsibility and accountability, for the effective regulation of the operations of such a community. It presupposes effective leadership and the recognition of a chain of functionaries to get things done in the community.

All the aforementioned scholastic definitions have their own distinctive futures of area of focus. However, the commonality lies on and possible to infer that for the existence of a given community there has to be common social bond that leads to social interaction in between and among member within specified area.

## **2.2 Community Based Organization (CBO) and Key Indicators**

In this section the researcher assesses the relevant definition of Community based organizations herein after CBO. In heterogeneous world which is characterized by diverse components in which by return affect many dimensions of community life and institutions including CBOs. Thus naming of CBO is also varying depending on the existing realities of the ground.

Bashi (2015) articulate that CBO could also be known as community development association, voluntary association, and union, club, formed for public independent of the state or government control. Though CBOs are having different naming, the primary purposes of the reasons of their establishment are serving the respective demand of community members set up by collective action of members that can be categorized in homogeneous or heterogeneous attributes of members in voluntary and non-profit base with intervention of developing and changing the social and economic wellbeing of every member (Abegunde, 2009, 237). The same to the over argument CBOs are also defined as local organizations established to provide different social services at the local level in none profit form whose activities are based primarily on common efforts exerts in labor, material and financial support as(Marta and Yvette,2006).Subsequently, community diverse component is the opportunity for them and being volunteer and none profitability help to maximize communal interest rather than the individual interest and they are for the people by the people and to the people.

According Indian Guidelines for Community Based Organizations (CBOs) Community Based Organizations; CBOs are none political, religion formally registered or informally registered organization; institutions of people live in specified area whose structural functions are owned and run by members themselves with clearly separate books of accounts, systems and ways of

working. Henceforth, for the existence of CBO legality and distinct financial account for their defined activities are prior requirements and then serve the lower community by serving as representatives of the poor members. Their representativeness by self-initiated representation, where the CBOs authorized themselves as a representative of the given community based on active participation (Colleen and Jennifer n.d.).

As it is the case with other things to be actually representative and effective, there are factors that determine the success of community-based organizations. Adequate incentives, resource, sufficient different knowledge and skills and resources, effective communication, effective system of monitoring, evaluation and feedback are worth mentioning (Gamaliel and Mgawanyemba, 2008).

The following are the key indicators for successful implantation of community based organization:

### **2.2.1 Effective Leadership**

Effective leadership is very crucial in any activities and for CBO to have an effective leadership it has to first have; clearly defined diversified board governance form different background. Elected members have to know and value the existing social norms and values. In doing so it is possible to bring belongingness of the rest member. Vision and mission of the given CBO has to be clearly articulated and stated from the perspective of the existing realities of the given society and this return secure transparency. The mission and vision has also communicated to third party like donors, government organs, and for many other stake holders. Existence of good Leadership results in creation of novel ideas and pro-activeness so that it is possible to build reputation as a “go-to” place for community stakeholders.

### **2.2.2 High Performing Staff**

Capacity of community organization leaders to attain the stated mission and vision is very important to implement and deliver quality service for the immediate and long run demand of the community. The other prominent future that CBO is it has to have cleared organizational structure that state roles and duties of leaders and other members.

### **2.2.3 Financial Strength**

Financial capacity has great impact on the performance of CBOs. Financial strength builds up an effective CBO as far as there is wise financial utilization. Grabbing local resource to build the capacity of CBO is very important.

### **2.2.4 Effective Work**

CBO has to have a clear long-term vision and strategy that can be articulated to the board and community. This in turn assures sustainability of the stated vision. Indicators in line with the exiting mission and vision have to be articulated measure the organization's impact. In addition CBO has to make sure that every activity is demand driven of beneficiaries with the necessary quality and has to be available on time. The last but not the least CBOs have to be dynamic and open for change from as per need and have to take lesson from previous activities.

## **2.3 Community Development**

The objective of this research is firstly aimed at assess CBOs contribution towards community development. As a result it is important to discuss what community development is and then it is wise to address CBO role in the eye of community development.

Community development is one of the frame works for social workers to bring about sustainable change for individuals, group and the communities. Community development combines the idea of “community” with “development” and relies on interaction between people and joint action, rather than individual activity. (Jim, n.d)

Many scholars articulate the origin of modern community development from post-World War II reconstruction efforts to improve less developed countries (Wise 1998, as stated on Rhonda and Robert 2009). This means that community development is not new phenomena rather it has been trend before many decades ago.

Community development is considering people as a part of a community with their assets and strengths, seeing them as people with power by process of locating available local assets in a community, including individuals, associations, and institutions, and connecting them with one another in a way that can multiply their power and effectiveness for the sake of individual, group and community good.(Loretta, 2009).It is also defined as the employment of community structures to address social needs and empowering of groups of people to maximize their potentials.(Allison, 2009).

Community development has a variety of strategies available to meet the needs of those persons and groups who are less advantaged and deprived from having different opportunities that help the community to enjoy life. Moreover, it creates opportunities for people who do not have adequate personal resources to meet their needs or with communities with large populations of people who need assistance ultimately aimed at to bring about social, cultural, economic, political and environmental progress as well (Rhonda and Robert 2009). In short, fixing poverty in different dimensions is the end result of community development by addressing different communal challenges. (Ted K. 2005).Flexibility is central to community development actions that are appropriate for the situation of the community and redefining problems and opportunities and discover new options. In any case, community development requires network building for communal development demand. (Carl, 1988) It is therefore, to build up network the existing capacity of community need to be recognized and appreciated as well as creating opportunities



for them to explore and build their capacities in different dimensions are very important in order to building economic, human, social and environmental aspects of the given community. Once different community development activities are introduced to the community it develops leadership quality, different capacities of individual, alleviate different social evils, selflessness and others. Subsequently, community development adhere community leadership as source of change through active participation of members in inclusive manner for practical implementation of different communal agendas. (Jimn.d)

In the previous sections it was pointed that what community incorporate and development has to be inclusive if it is intended to develop community in every dimensions. Now day's communal problems are multi faced which needs to be addressed by concerned stake holders. Argument of Michael and Paul (2008)states that community development as a process of bring about change within and for communities to diverse individual, group and communal identified problems and to bring about changes that will be about achieving greater equality, justice and respect by volunteers and activists as well as paid professionals.

Community development and CBOs has strong relation. CBOs in one way another are work for community development in different dimensions. A number of researchers have highlighted the significance of CBOs contribution indifferent developmental aspect in general since they are helping community in many different ways. Their prominent role can be; to plan, implement, and monitor social and economic development programs and provide technical and financial help to the communities as per the context. Further CBOs help to build up financial capacity of the members in particular and the community itself in general by creating different opportunities that

alleviate financial constraints like it can be fund raising, establishing micro finance institution, saving and credit association (Hussain, Khattak and. Khan. 2008, p.749). Hence, community development relies on interaction between people and joint action, rather than individual activity

### **2.3.1 Community Development Dimensions**

Community development has wide perspectives and for the purpose of this research the researcher is focused on selected dimensions of community development related to economic development, capacity building, health care service development, infrastructure development and social service development. Commonly accepted and widely known definition of these operational terms are:

#### **2.3.1.1 Capacity Building**

Community capacity building (CCB) focuses on enabling all members of the community, including the poorest and the most disadvantaged, to develop skills and competencies so as to take greater control of their own lives and also contributes to inclusive local development by challenging economic and social challenges. To do survey stakeholders are responsible including CBO (AntonellaNoya and Emma Clarence p.3)

#### **2.3.1.2 Economic development**

Economic development is the process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services. The economic developer's role is to influence the process for the benefit of the community through expanding different opportunities (Rhonda and Robert 2009, P. 8). Moreover, it is also the expansion of capacities that contribute to the advancement of society through the realization of individual, group and community potential that lead to creation of economic growth and ensuring sustainable life.

### **2.3.1.3 Educational development**

Education may be defined as a purposive, conscious or unconscious, psychological, sociological, scientific and philosophical process, which brings about the development of the individual to the fullest extent and also the maximum development of society in such a way that both enjoy maximum happiness and prosperity. It is also the development of individual according to needs and demands of communities. Education has some special features. To mention it is continuous process to grasp knowledge for development of particular aspects of human personality or a harmonious integrated growth which in return create conducive for the good of the individual, group or the welfare of the society in general. It is stabilizer of social order, conservator of culture, an instrument of change and social reconstruction (Sati hand Ahmad, P.3). By education I mean an all-round drawing out of the best in child and man's body, mind and spirit. Mahatma Gandhi

### **2.3.1.4 Health care service**

World health organization constitution states health as a complete condition of physical, mental and social well-being and not merely the absence of disease or infirmity. The enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being irrespective of race,culture, religion, and political belief, economic or social condition. Healthy peoples are fundamental to the attainment of peace and security and are dependent upon the fullest co-operation of individuals and States. Every state is striving to promote health provision in order to create healthy communities that actively take part in different development activities. The extension to all peoples of the benefits of medical, psychological and related knowledge is essential to the fullest attainment of health.

### **2.3.1. 5 Infrastructure Development**

Lack of infrastructure is hindering the economic growth and has the effects of contributing to increase the productivity and it is expected to contribute to future economic growth in developing countries where infrastructure is still insufficient. Therefore, infrastructure development is one of the most integral parts of the public policies. World Bank is actively engaging on promoting the improvement of infrastructure by providing various support programs to developing countries. However, the precise relationship between infrastructure and economic growth is still frequently debated (Byoungki, 2006).

### **2.3.1.6 Social Development**

As per Social Development Overview - World Bank, 2016 review, social development focuses on the need to “put people first” in development processes with the inclusion of the poor, marginalized and vulnerable group of society by empowering people, building organized and resilient societies ultimately to promote economic growth and leads to better interventions and a higher quality of life through which people and societies maximize their opportunities, and become empowered to handle their affairs (Mohan and Sharma, 1985 as cited in Shamsun,2014 , P.8).

## **2.4 Idir a Community Based Organization (CBO) Experience in Ethiopia**

It is not an exception to have community based organizations for Ethiopian. As most of African countries Ethiopian community is also characterized by communal way life which is further strengthened by establishing different CBOs for the purpose of fulfilling different communal interests.

CBO is a generic term which is given to all community based association established by the community for the community with the essence of local community development by local collective and individual action irrespective of the vision, mission, purpose, membership

background of variety. From the prominent CBO which can be mentioned and exist in all over the country are “Iqub” and “Idir”. However, both are established for serving different communal demand. From my experience and my observation as a part of community “Iqub” has been contributing in different ways for Ethiopian society mainly meant for building economic capacity of members and widely known in different part of the country.

“Idir” is formerly established for accomplishing funeral ceremony by providing financial and psychosocial support. However, this only trend is now becoming history and “Idirs” are currently engaging in different community development activities in line with their former mission. As a result they are now participating in communal development activities for their respective members or even to the rest community. The researcher tried to disclose the historical background of “Idir” establishment in Ethiopia for the general highlight before their developmental achievements.

Ethiopia is one of East African nation which was not never been colonized by European unlike that of the rest African countries. Because of this, Ethiopians are able to retain their identity which is reflecting on their distinctive futures different community based organization. “Idir” is one of CBO which Ethiopian different identities are reflected in line with their purpose of establishment.

Ethiopians have many distinctive futures from the rest of African countries as a result respective establishment of community organizations are molded the typical futures of individual country or community actualities as a result “Idir” is an indigenous community-based organization found only in Ethiopia (Ayele 2015).

It is very difficult to trace the actual time for the development of “Idir” in Ethiopia. However, it is believed it was started during the Italian occupation. The main purpose of them was for the burial of the dead. But, as time went out and the societies needs for different social services begun to expand out of the existing limited social and economic needs and begin to play roles in other social aspects and become an insurance scheme to assist members and the community problems. Endreas and Pankhurst were the first who came up with the idea that “Idir” might have its origin among the Guraghes. Building on this claim Pankhurst refers to a pamphlet by Yehibret Minch Idir (a SoddoKistane/Guragheiddir) which claims that their “Idir” was established in 1907 by merchants of hides, wax, fat and coffee (Dejene 2009, 536).

“Idir” begin in the capital of Ethiopia Addis Ababa, by migrant group at the time of Italian occupation from 1936-1941G.C (Dejene 2009) Because of the liberation struggle number of death was increased and to accomplish the funeral ceremony they stated to use this “Idir” in different vicinity made up by a group of persons living in the same neighborhoods with an objective of providing financial assistance at the time of loss of beloved. (Bazew and Chanie, 2015). Since then they are becoming prominent Ethiopian CBO which is most of the case religiously and ethnically heterogeneous with high level of member’s participation (Dejene, 2009). It is therefore, these help to established common consensus reflected on mutual agreement on the bases of voluntarism to organize members at the time of in need that beg the intervention of members participants (Ayele 2015). Their voluntary base run by member’s participation makes “Idir” share distinctive futures of CBO which were mentioned on the elsewhere in the above.

Researchers currently providing testimony that “Idirs “have transformed themselves from burial associations to multifunctional like undertaking a number of development work on schooling, establishing day care sewerage system, sanitation, building approach roads, engaging members in to IGA business activities and credit facilities, social control, day cares, schools and the likes. (Solomon 2009). In addition their roles are extended to lobbying different stake holders in mobilizing resource fund raising and involve local administration such as the provision of different infrastructure (Solomon, 2009)

“Idirs” are widely known and accepted CBO among Ethiopian since their inception facilitating funeral ceremony and from another different kind of CBOs “Idirs” are now the most common which are engaged in development activities. The recognition of “Idirs” is good entry point for communal sustainable development (Ayele 2015). Promoting sustainable development is about steering societal change at the interface between the social: this relates to human mores and values, relationships and institutions and the economic: this concerns the allocation and distribution of scarce resources. (Ekins 2000, 7 as cited in Baker 2006).

According to Solomon ( 1999,p.7) these are the main rationales why “Idirs” are chosen from different CBO to assess their development contributions and they are suitable for development in general and particular are the following grounds that include extensive experience in collection and management of financial resources and “Idirs” are voluntary self-initiated mutual support units established as permanent institutions which is considered as one factor that contributes to sustainability of the interventions; imposing financial discipline among members; high degree of stability in membership composition and location; “Idirs “are highly valued in the society and are able to exert powerful social sanction;

Possession of authority to arbitrate disputes among members or reconcile quarreling members;  
Poor households have “Idirs “as well it is therefore possible to reach poor households and  
Women form their own “Idirs “as well it is also to target both sexes. As “Idirs “contribution  
dates back to long time the years 1974-1992 were difficult period for “Idirs “because of the then  
existing regime and their role only confined only to social assistance. The then existing tight  
regulations for registration and conducting meetings were very challenged as a result interference  
on community development activities were taken over by ‘Kebele’ which are the smallest local  
level administration units. After 1992 progress has been to start on encompassing CBOs in  
community development since the prevalence of HIV/AIDs in addition to deeply rooted poverty  
need the intervention of CBOs to contribute their level best by their financial capacity since they  
are sources of finance resources (Solomon, 1999).

From the research which is conducted in Amhara region Sefer “Idir”; funeral insurance is the  
core function for their members in terms of financial supply and other immediate demand and  
also in line with this service they are playing on the reduction of different harmful traditional  
practices practiced in the society at the time of mourning. In doing so they are providing  
psychosocial support to get ride victim from their grief. In addition they arrange loan provision  
to manage for unforeseen challenge like illness, destruction of harvest in rural area. This in  
return helps members to have easiest and quickest provision of credit with fewer ups and down  
to challenge their problems. Community sanitation and crime prevention is also one of their  
concerned areas of intervention witnessed. It also has been playing key role by engaging in  
development projects and coordinating members. “Idirs” are also actively participating in  
different community development programs such as in construction of roads and schools, as well  
as installation of public utilities( Mekuria, 1973, as cited in Ayele, 2015 p.10) Provision of



credits, conflict resolution, risk copings and others in addition to funeral services are the major benefit gained from Idir today.

As a result they are becoming the prominent institutions which are established by common will of members to reduce poverty by using the already existing communal bond strengthened by different social capitals as risk sharing and coping mechanism during different communal crises.

### **2.5 Background of “Sillase” Developmental “Idir”**

The research conducted to assess the community development activities of “Sillase” developmental “Idir” showed that this developmental “Idir” was established by people who were displaced from the place called “Piazza”, Addis Ababa, Ethiopia by government for the developmental purpose in 2004G.C. The city government as a replacement resettle residents to different parts of the city including; “Gelan”, “Akaki”, “Jemo” and “Kality” specific areas of Addis Ababa. From these displaced people, today developmental “Sillase Idir” members are the one.

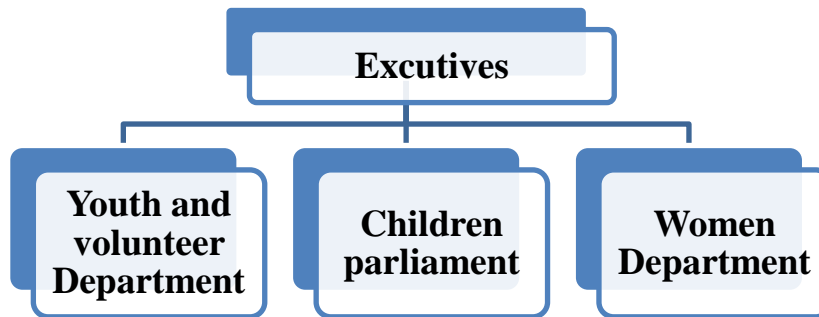
While living in their former residing place “Piazza”, they were member of “Idir” called “Yemidirtor Mastenageja”. The naming implies that members were soldiers who some of them retired and injured and establish to resettle there life after the military service. The then members were about 300 households. Most of them won their daily bread by engaging in pity trade, guard, and few were employed in government office and most of them were pensioners .While in their stay they were also doing different developmental activities. Like construction of community tap, engaging on income generating activities, covering medical expenses of members and families and others. Hence, involving in the developmental practice was not new concept for them when establishing this developmental “Idir” in 2010G.C.

Upon displacement some members were distributed to the above mentioned resettlement areas and only 100 members resettle in Akaki Kality sub city, Woreda 2, specifically called “Ketema limat” village in 2010G.C and they were able to establish this developmental “Idir” with the vision of creating community which is economically efficient. Its mission is serving individual at the time of in need before death at any cost and the overall goal is solving communal problem in all aspect and secure livelihood of the household in every dimensions in 2010G.C. However, the establishment was very challenging as Mr. Dessalgen Haile, who is the then and now chair person.

In addition to the establishment of this developmental “Idir” it was necessary to form another independent none developmental “Idir” for the facilitation of funeral ceremony. Thus two “Idir” were formed namely: “Tewodros “Idir” and “Midirtor Mastenageja” “Idir” that provide facilitation of funeral ceremony for the member of the developmental “Idir”. 90% and 10% of developmental “Idir” members use “Tewodros developmental “Idir” and “Midirtor” “Mastenageja” “Idir” respectively.

## **2.6 Focus Groups of “Sillase” Developmental “Idir”**

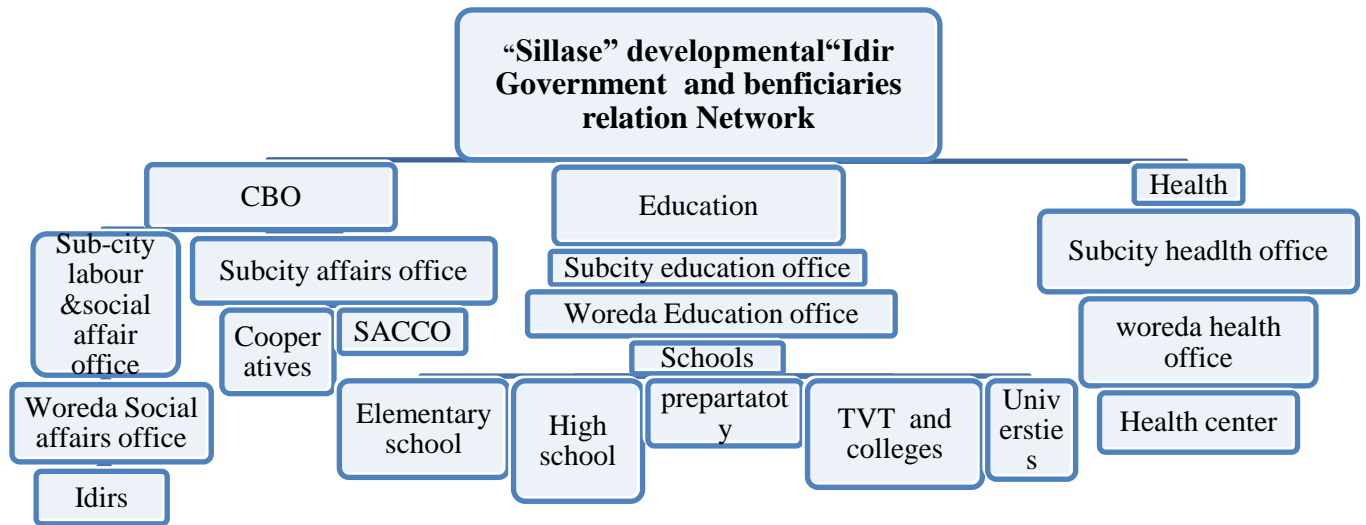
This developmental “Idir” has been working of different communal developmental activates by focusing on different groups of the community. It is therefore, focus on; youths, women and children. These focus groups have 7 respective committee members. But it is not to mean that it is exclusive to these groups but it incorporates elders, disables, vulnerable and others in its provision of developmental activities accordingly. All the executives and support committees are working voluntary.



**Figure 1 Focus Groups Departments of “Sillase” developmental “Idir” Field survey, 2017**

- **Youth and volunteer Department:** composed of different youths and volunteers from the members and community with different educational qualifications like doctors, nurses. It works with the executives on youth related matters.
- **Children Parliament:** committees are from grade 5-8 students. Focused on child related matter and work on child right, awareness creation on child related matters since they are vulnerable.
- **Women Department:** A women affair is managed by this department.

General assessment of the field research drawn to the below conclusion on developmental “Idir” government and beneficiaries relation Network



**Figure 2 Sillase' developmental Idir Government and beneficiaries relation Network own survey, 2017**

## **CHAPTER THREE**

### **3. Research Design and Methodology**

Research Design refers to the systematic way of collecting, analyzing and interpreting data to provide answer for the raised research problem. As the existing problem varies methods of implementing for data collections are also varies for the production of best outcome. Therefore, methods have to be suitable for collecting the data needed to be contextualized. Choice of methodology has to be based on the research problem and the theoretical approach.

Here below the researcher tries to explain the choice of methodology used to conduct the research. This research was carried out using a combination of qualitative and quantitative methods followed by their respective analysis. The reason for choosing to combine the two methods was to overcome some of the limitations with the use of only one of the approaches, and to increase the validity of the results.

#### **3.1 Study Area Description**

Capital city of Ethiopia, Addis Ababa was founded in 1887. The city is located in the central highland of the country, with an elevation .2400 meters over sea level, which makes Addis Ababa found in the highest elevation African cities. (Girma Kebede 2004). There are 10 sub cities in the capital. Of this Akaki Kality is one which is mainly characterized by high concentration of industries zone which is one of the sole reason for different community challenges. The district is the southernmost suburb of the city and borders with the districts of Nifas Silk Lafto sub city Close to it are located in Akaki district of Oromia regional state. This sub city is characterized by high concentration of industries which leads to high concentration of people who enrolled in casual laborer based and it is also characterized by existence of different social and economic evil. “Sillase” development “Idir” is found in

Ethiopia, Addis Ababa, Akaki Kaliti sub city, Woreda 2 specifically called “Ketema limat” village.

### **3.2 Universe of the study**

This research was conducted on one of the CBOs, which is “Idirs”, and from these “Idirs” the researcher gives emphasis on “Sillase” developmental Idir” which is found in Addis Ababa, Akaki Kaliti Sub city. This “Idir” is selected by researcher that, it has engaged in development aspect. It has 100 members. However, for the purpose of simplicity the researcher used 80 members for representative sampling.

### **3.3 Sampling and Sampling Methods**

Research is conducted to draw conclusion that will be applicable to large population that the conclusion derived from. However, because of technical, financial and time constraints research are implemented by taking sample from the given population with the appropriate scientific methods that assure representativeness.

For the purpose of this research probability sampling techniques was employed. Probability sampling techniques primarily used in quantitatively oriented studies and involve selecting a representative number of units from a population, or from specific population where the probability of inclusion for every member of the population is determinable. For the sake of this research of the 100 members of the developmental “Idir” 80 members were taken that presumed to be representative as per Krejcie and Morgan (1970), as cited in, IGNOU, MSW - 006, B 3, p.87).

### **3.4 Tools for Data Collection**

Scientific research use different scientific data collection tool allow to systematically collecting important and relevant details that in meanwhile provide relevant answer for the objectives of

research. For small population which the drawn sample is small is also small it is difficult to analyzed in numeric term as a result it is wise to deal the details with case by case, descriptions of features, cases, observation, field visits, discussions and interviewing in the meanwhile use them as a source of relevant data. Thus, the researcher used less structured data gathering tools via an open-ended questioning and closed ended (Creswell, 2007). These primary data were collected by using: in-depth interviews, observation and focus group discussions in line with the basic research questions of the research.

### **3.4.1 Interview**

Interviews can be useful when researchers know that potential respondents at a particular place (Scott and Deirdre, 2009). The purpose of conducting interviews is to gather responses which are richer and more informative than questionnaire data. The researcher used structured and none structured interviews to allow the possibility to be flexible and to adjust the questions to each of the respondents. These interviews were conducted to obtain detail about the activities have been performed in this development “Idir”.

The in-depth interview was conducted in each member’s household with their consent through assistance of the management of the organization. The interview was conducted on door to door base for 80 members with due care. Personal interview was chosen due to large number of members (71.25%) were not capable to properly fill the questionnaire as a result of their low educational level .The survey study was chosen to reduce the number of spoiled paper that directly affects the research findings and in order to have clear oversight to member living condition specifically and the community in general.

For the purpose of this researcher the researcher used interview guide for the individual members of the “Idir”, management team of the “Idir” that was relatively structured. The questions were fixed in advance. Interviews were conducted to obtain more detailed information of socio demographic character mainly, to identify about the developmental activities carried out by the developmental “Idir” thus aimed at dig experiences, opinions and feelings of members. In addition, some unstructured interviews were conducted with several key respondents:

The key informant’s interview was conducted with all executives of Sillase developmental “Idir”, government and NGO officials. Each interview recorded on tape recorder. Some unstructured interviews were conducted with some of the key respondents to make easy and flexible the collection of the information.

### **3.4.2 Observation Guide**

Observation creates the opportunity to identify and analyze instances as they occur. This allows events, actions and experiences and so on, to be 'seen' through the eyes of the researcher, often without any construction on the part of those involved (Jane and Jane 2003 p.37). It is therefore, possible to generate actual picture of scenario via observation. In undertaking observation, a major concern of the researcher was to drive self-critical of the data and to know the tangible development activities conducted by the developmental “Idir”. In addition observation was conducted actively and in return the researcher had good understanding of the activities, the respondent actions, in the sampled environment.



### **3.4.3 Focus Group Discussion Guide**

In addition to individual interview of members focus group discussion was held with the selected sample of 100 members which were 80 members. There were 20 members presented in the discussions. The focus group discussions were conducted in the developmental “Idir” shade.

Focus group discussion is primary aimed at collecting relevant data from specific group selected for the purpose of the study. In a focus group, a group of participants are simultaneously asked about their attitudes or opinions by a discussion leader or facilitator (Lavrakas 2008, 171)

In guiding focus group discussions, the facilitator plays two roles: an expressive and an instrumental role and then attended to the socio-emotional expressions of the selected group and closely attend to the content of the discussion treating all participants as equals and keeping the tone of the discussion friendly. (Janet, 2005 p.158) At the end, interpret the information within the context of the motivations of the participants (Lavrakas 2008).

### **3.4.4 Document analysis**

Document analysis is a methodology where certain texts provide the source of data for research. Secondary data are written for different context by different intention. Documentary analysis demand appropriate source review to assure reliability and validity of the research. A full consideration of the documents is therefore very important in relation to the source evaluation and can often provide a useful background and context for the project (Koshy, 2005). For this research document analysis obtained from; the developmental “Idir” constitutions, operational documents, brochure, minutes and others.

### **3.5 Data Analysis and Interpretation**

Data analysis is a systematic search for meaning. It is a way to process qualitative data so that what has been learned can be communicated to others. It comprises, organizing and interrogating data in ways that allow researchers to see patterns, identify themes, discover relationships, develop explanations, make interpretations, mount critiques. It often involves synthesis, evaluation, interpretation, categorization of finding.

The data collected from the interviews and FGDs as well as observation were transcribed and translated carefully to the extent possible. The transcribed data was carefully read, examined, verified and finally edited in the way they are meaningful.

### **3.6 Ethical Considerations**

Considering Ethical issues in a research is imperative. The researcher focused on participants' informed consent and participants have the right to withdraw from the study at any point, without fear of repercussions. It was considered to take care to eliminate unnecessary risks in their research design. The confidentiality of the information collected from the participants was informed. This in return helps to develop confidence and to ensure that the respondent will have control over their own participation in the research process. Confidentiality is a basic principle for social works as well as for every scientific research. This principle helps respondents to feel comfortable and to be open for research questions and in return it serves to increase the reliability and validity of accurate information.

## CHAPTER FOUR

### 4. MAJOR FINDINGS AND DISCUSSIONS

#### INTRODUCTION

This chapter is dedicated to present and analyze the data from both primary and secondary sources. Primary data collected by using different methodologies discussed in chapter three by interviewing and focus group discussion with members from “Sillase” developmental “Idir” members and discussion with key informants from government bodies and donor representative. Focus group discussion was held with 20 members. In addition to these active observations were made at various times to have understanding about the activities of Idir, members’ participation, infrastructure and physical situations of the area.

#### 4.1. Sillase Developmental “Idir” Members’ Profile on over all Socio- Demographic Characteristics

##### 4.1.1 Gender Composition of Sillase Idir Members

Table 1.1 Participants distribution by gender

Sex	F	%
Female	50	62.50
Male	30	37.50
Total population	<b>80</b>	<b>100</b>

Source: Own field survey, 2017

The above table shows that 62.50% and 37.50% are male and female respectively. Female number composition are larger in number than male

#### 4.1.2 Age Classification

**Table 1.2 Participants distribution by age**

<b>Age Particulars</b>	<b>F</b>	<b>%</b>
<b>30-40</b>	14	17.50
<b>41-50</b>	17	21.25
<b>51-60</b>	23	28.75
<b>61-70</b>	17	21.25
<b>71-80</b>	9	11.25
<b>Total population</b>	<b>80</b>	<b>100</b>

**Source: Own field survey, 2017**

The research revealed the developmental “Idir” members who are aged from 30-40 years old comprises 17.5%. From members who are between 41-50age consists of 21.25%. 28.75% are categorized in age group that ranges from 61-70 which is the largest population. Only 11.25% are aged from 71-80. Totally, this show that it comprises most aged groups of the community which has also impact on the sustainability of the developmental “Idir” since it has closed membership having such age group. Though, members’ families have many children in youth group who are not exactly members but beneficiaries of developmental activities.

### 4.1.3 Educational Background

**Table 1.3 Members Educational background**

<b>Educational level particulars</b>	<b>F</b>	<b>%</b>
<b>Never Attended</b>	<b>4</b>	<b>5.00</b>
<b>Write and read only</b>	<b>16</b>	<b>20.00</b>
<b>1-4 grade</b>	<b>18</b>	<b>22.50</b>
<b>5-8 grade</b>	<b>19</b>	<b>23.75</b>
<b>9-12 grade</b>	<b>20</b>	<b>25.00</b>
<b>TVT</b>	<b>2</b>	<b>2.50</b>
<b>Diploma</b>	<b>1</b>	<b>1.25</b>
<b>Total population</b>	<b>80</b>	<b>100.00</b>

**Source: Own field survey, 2017**

Education is the pillar for every developmental activity. As per the above table, members' educational level is not as such satisfactory. From the 80 members involved in the sample survey members never attended school count 5%, whereas member who can only write and read count 20%. Members who joined first cycle from 1-4 grades were 22.5%. 23.75% of members fall in grade 5-8 and members who join high school from grade 9-12 cover 25% the majority of the members found in this educational bracket. Only 2.5% and 1.25 % join Technical and vocational training and diploma respectively. This indicates that they lack basic and professional knowledge in different aspect to participate in the "Idir" community development activities and to become beneficiary and benefited others. The results showed that most of them join high school and only 5% are illiterate which is least and promising. This means that still this developmental "Idir" is challenged by lack of knowledge and skills related to illiteracy.

#### 4.1.4 Family size

**Table 1.4 Participants Family size**

<b>Family size particulars</b>	<b>F</b>	<b>%</b>
<b>0</b>	<b>1</b>	<b>0</b>
<b>1-3</b>	<b>28</b>	<b>35.00</b>
<b>4-6</b>	<b>35</b>	<b>43.75</b>
<b>7-9</b>	<b>14</b>	<b>17.50</b>
<b>10-12</b>	<b>2</b>	<b>2.50</b>
<b>Total population</b>	<b>80</b>	<b>100</b>

**Source: Own field survey, 2017**

Based on the survey conducted, the above table shows that members were characterized by having large number of family size. Around 35% has 1-3 children. Family head that has 4-6 children consists of 43.75% which took the lion share and only 17.5 % were children from 10-12. The least family number encompasses 10-12 families 2.5% of the total population. All children are beneficiaries of this developmental “Idir” in one or another way.

#### 4.1.5 Marital status

**Table 1.5 Participants Marital statuses**

<b>Marital status indicators particulars</b>	<b>F</b>	<b>%</b>
<b>Unmarried</b>	<b>0</b>	<b>0</b>
<b>Married</b>	<b>43</b>	<b>53.75</b>
<b>Divorced</b>	<b>10</b>	<b>12.50</b>
<b>Widowed</b>	<b>20</b>	<b>25.00</b>
<b>Bachelor</b>	<b>7</b>	<b>8.75</b>
<b>Total population</b>	<b>80</b>	<b>100</b>

**Source: Own field survey, 2017**

Concerning marital status, members who are married took the line share which is 53.75%. Next divorced cover 12.5% of the total population. 25% and 8.75% are widows and bachelors respectively. Family member who lived in marriage has taken more than half the sampled population which implied those children and the rest families are in safe institution since stable family is base for every institution. The divorce rate was also the least from the other particulars which is very interesting not to have such social evil. Widows' numbers were greater than bachelors this is further aggravated by age as a result they do have many complication which result in decreasing their effectiveness in the developmental "Idir" role.

#### 4.1.6 Religion and Ethnicity composition

**Table 1. 6 Religion and ethnicity composition**

<b>Variables</b>	<b>Particulars</b>	<b>F</b>	<b>%</b>
Religion	Orthodox	80	100
	Muslim	0	0
	Protestant	0	0
	Others	0	0
	Total population	80	100
Ethnicity	Oromo	22	27.50
	Amhara	38	47.50
	Tigre	20	25.00
	Total population	80	100.00

**Source: Own field survey, 2017**

The above table shows that the members are homogenous in religion all members (100%) are follower of orthodox Christian religion; this is happened as a result of the name of the developmental Idir was derived from orthodox religion. This was violating the norms of Idir that is opened for all religions. Development is inclusive by its nature however this developmental “Idir” deviate from this principle. Of the total, 47.5 %members are Amhara, 27.50% are Oromo and 25% Tigre.



#### 4.1.7 Silase Developmental “Idir” Management

**Table 1.7 Developmental “Idir” Management Sex and Education**

<b>Position</b>	<b>Sex</b>	<b>Educational stratus</b>
Chair person	Male	Grade 12
Vice Chair person	Male	Grade 8
Secretary	Female	Grade 12
Casher	Male	Grade 8
Auditor	Male	Grade 8
Activity Manager	Male	Grade 8
Evaluator	Male	Grade 8

**Source: Own Survey 2017**

The above table shows that the management members comprised of seven. Of this number 6 (85.7%) are males and 1 (14.3%) is female. This indicates gender unbalance, required more empowerment of women for more equality. Regarding educational background only 2(28.6 %) have secondary level education the reset 5(71.4%) have primary level education. This also calls for more education to be productive, innovative and lead the program with adequate knowledge.

#### 4.1.8 Financial flow

**Table 1.8 Financial flow of developmental “Idir”**

Year	Financial flow in ETB	Activities performed	Increment from previous year in ETB
2009	200	No activities just introduction, assessment and Campaign for foundation	
2010	350,000	Installment of Tap water	350,000
2011	500,000	Provision of different training	150,000
2012	104,000	Infrastructural construction, installment of water Taps training, construction of mill	-396,000
2013	500,000	Training, medical treatment	396,000
2014	3500,000	Training, camping medical treatment, construction of road	3,000,000
2015	3300,000	Training, medical treatment, construction of road	100,000
2016	3400,000	Purchasing of tractor, Motor, saving and credit association	350,000

Source: Own Survey 2017

This developmental “Idir” showed a promising progress on its annual budget and to see the progress from its commencement to 2016 G.C Most of the time the developmental “Idir” grasp resource on daily base which means they act accordingly and have flexible rule. The above table 1.8 indicates that the developmental “Idir” was diversified its activities up on the availability of funds and material donation. According to the management committee feedback the progress was due to their practical societal demand response to the immediate demand of their community like create accesses to potable water.

#### **4.1.9 Different costs**

This developmental “Idir” had no clear or estimated cost in relation to operational cost. The research indicated that they did not have planned budgeted cost for such cost and manage such expense accordingly. For example, monthly contribution of members as the case may be used to buy mobile card to facilitate coffee ceremony to invite guest and stationery materials

#### **4.2 Fund raising strategies**

The seven executive members plan what has to be done in the budget year and they discussed with the other 21 supportive committees that represent youth, women and children. The activities of the developmental “Idir” are Project based which are not well framed and planned systematically and as a result as other developmental NGOs they were not able to secure fund for long term bases consistently. This development “Idir” earns budget and grants from different sources and uses different strategies to secure them . Some of which identified by the research are listed below.

#### **4.2.1 Networking**

It was identified from the focus group discussion, to strength the existing social capital and trust they used celebration of holiday and different events as community gathering and used this opportunity to discuss different communal issues that begs intervention and brought to the management. Hence, in such way they assure participation, prioritize demanding needs, accept grievance of members and develop demand driven solution.

It had very good working relation with different stakeholders including government, none government organizations, individuals, professionals. This in return helps them to disclose their suitability to different community development activities by inviting respective responsible person of these different stakeholders though still much more left.

First and for most what the “Idir” has been doing is that, invite focal peoples of organization, professionals and others whom they thought important or helpful for their accomplishment of their developmental agendas and then they just send an official invitation letter to the stakeholders just to visit the multi faced community development activities held by them and with their capacity they tried to brief over all activities to the guests which is supported by beneficiary testimonies. This will be their turning point to be in the heart of the guests and most guests will then promised to support or sponsor their activities. Especially if the guests are foreigners they present cultural cloth of Ethiopians as a gift just by stating that “we are so grateful for only visiting us and encouraged us” (Key informant, Mr. Getachew, General Manager of the developmental “Idir”).

#### **4.2.2 Developing proposals**

It is no doubt attractive proposal is very important to impress donors. The observation made and the focus group discussion undertaken revealed that they did not have formalized proposal writing skills and they just prepare draft and submit to a given donor and the donor if it is interested urges them to re write as per the need. Proposal writing and other administration cost is covered from them on the contribution of the hundred members which is 5 ETB per month. There is no one who specialized in writing proposal since their educational status challenge this but still they were working and became fruitful. They focused on what they want to achieve for the community development before they assure the budget or any other resource.

#### **4.2.3 Source of income**

The lion share that took on the contribution of source of income in terms of money for this developmental “Idir” were; from none governmental organization and governmental organizations, civil society members contribution of training per diem in addition to their monthly contribution. Professionals and elites help by provision of their respective qualifications which were difficult to estimate in terms of money. There were also individuals and organization that support in kind and in different materials.

According to data collected from the key informant interview “Idir” general manager they rely on firstly on financial support from donors. The major donor for “Idir” are Agency for Cooperation and Research in Development (ACORD) Ethiopia, Emanuel development Association (EDA), Christian Aid, Save life charity, Merry Joy, Concern Ethiopia, Fin ado Belgian Charity. However most of them were support for a while and lack sustainable work relation which at the end create financial constraints for the idir. Finally the least source of income is monthly contribution of members which is 5TB. And almost all members support the

development “Idir” by appreciating the development activities, labor, and good will, providing information but not in skill and knowledge.

#### **4.2.4 Membership contribution**

Starting from the inception every member of the developmental “Idir” is expected to contribute monthly contribution which is now only 5 ETB per month and 60 ETB per annum per member before two years ago it was 2 ETB. However, it is very sound to raise question if the financial capacity of members has been increasing why there is no increment on the amount of contribution they are paying?

#### **4.3 Major Contribution of developmental Activities of “Sillase” Developmental “Idir” to the members**

Currently CBOs are characterized by active involvement of development issues and social issues “Sillase” developmental “Idir” is not also an exception to show its commitment towards focusing on community developmental issues.

This section is dedicated to disclose different developmental activities which have been accomplished by this developmental “Idir” towards fulfilling communal demands of its members. To create concrete and clear picture on the assessing the developmental activities the researcher categorized the developmental activities of the “Idir” under: in terms of economic development, capacity building, health care service development, infrastructure development and social service development starting from its establishment. I.e from 2010 G.C till 2016G.C. From the research finding community developmental activities of this developmental “Idir” are discussed below

#### **4.3.1 Economic Development**

From the community development activities of the developmental “Idir” economic development is one which had a great impact on members.

Firstly, in order to build economic capacity of elders; around three shower rooms with three latrines are constructed and used as an income generating activities to support elders and HIV/AIDS victims. From the focus group discussion held and from informants it was identified that five members were benefiting and earn on average 500 ETB per month each which was not the case before and now able to feel very much secured than before.

Secondly, promising economic development was that the developmental “Idir” has constructed grinding mill for the whole nearby community and for the members and generated on average about 15,000 ETB monthly and 180,000 ETB annually. This mill is owned members organized by self-help group. This is because there is no legal framework for developmental “Idir” to run business and use the self-help group to fill this gap. It has enrolled different members to run the mill and create job opportunity for three persons who are none members. The income gained from the mill directly goes to the developmental “Idir” account for another developmental activity to the members’ the community priority need.

Thirdly, this developmental “Idir” has established saving and credit cooperative association named after “Hibret” means that Union. Unlike the idir the association include other members from the community. The association has earned its startup capital from the Sillase idir which worth 25,000 ETB and its capital has now reached 180,000 ETB. Members of the association save mandatory saving 10 ETB and different voluntary saving 6% interest.

Fourthly, some SACCO members received loan to build and renovate houses and used for rental purpose and use as one of income generating means and become additional income. There is also female “Idir” with in the umbrella of the developmental “Idir” established by the initiation of one female members to build the capacity of others. The members of this group also contribute 10 ETB per month

Fifthly, the developmental “Idir” conducted numerous training at least two times per month and trainee received per diem. Minimum of 100ETB per day and they contribute half to the development “Idir” account for development activities which became trend and took the half to themselves to cover their saving for their membership fee for their respective associations and SACCOs .

The last but not the least, members has received different trainings that build capacity that leads to economic development. To mention some, business skill, entrepreneurship, leadership, book keeping and financial management among others.

Here is below testimonies from focus group discussion, observation and interview to substantiate the above discussion:

According to Kiros Tsegaye , one of the members of Sillase developmental “Idir” .She started her business of selling traditional bread called “Injera” borrowing 7, 000 in two disbursements. She has repaid about ETB 8000ETB.She is still paying. She also said that “I was very much grateful for being a member of this developmental “Idir” If SACCO was not established from where I would get such money and expand my business. At this time I am self-sufficient I do not need hand of my children I can generate on average of 1000-1500 ETB



permonth. According to the interview feedback, there are also about 10 members who took loan and built and renovate their houses and abled to generate 500-1000ETB per house

Mrs. Etenesh is one of the members of the organization who has received business skill and financial management training who used to be house wife. Now with the knowledge and skill she acquired from the training she has opened shop with 10000ETB an estimated capital. She explained that *“I am so much happy, I can fulfill my household demand for my children and I did not expect my husband pocket ”*. She further stated that *“Sillase developmental “Idir” strive for members but some members were change resistance and only the chairperson ran for everything which she has fear who will be in his absence.*

#### **4.3.2 Capacity building**

Capacity building of community member is considered as a change agent for individual, group and communal development that lead to strong communal development. Therefore, to have such community must be backed by efficient capacities in different dimensions is very important. This developmental “Idir” has been building capacities of its members in different perspectives which are listed below from the in-depth interview, focus group discussion conducted with members and from key informants.

First, with the intention of building capacity of its members 30 women had established self-help group and took food preparation training with the support of government and NGOs. The idir support this group from the income of the mill and are now engaged on renting kitchen facilities and currently the group are getting 1000 ETB per month

Second, the developmental “Idir” has established its own football club from its member’s children, theater club, and reproductive health club in order to capacitate 30 youth who are members of the clubs to prevent themselves from HIV/AIDS and other transmissible diseases.

Third, for strengthen the financial capacity of members it established saving and community cooperatives (SACCO) it has provided seed money of 25000ETB as grant and monitor members' income generating activities. However, the trend of receiving loan was seen as very poor.

Fourth, this developmental “Idir” initiated for the establishment of umbrella institution of the 27 “Idir” that are not engaged in developmental activities and able to provide one tractor, water pump which are used as on source of IGA all. Hence, by broadening its network it increase and diversify its income and able to accomplish developmental activities as per need and demand.

Five, with the intention of creating conducive clean environment this developmental “Idir” has organized members and provide training to create green area and fruit production to 38 members including other members from the community with the objective “Green life share oxygen”

Six, on expanding the project of creating green area in their nearby few Km away from developmental “Idir” in the specific area called “Gelan” over 5000 seedling were planted by mobilizing all members, different stakeholders from government, nongovernment and community members by covering full expenses. They brought different fruit and distribute to its members to plant in their backyard and to keep the environment clean on the way.

More so, this developmental “Idir” is known by being an intermediate between people and government office. Government bodies easily get community via it since it had wide range acceptance. For example from the recent campaign where I also got chance to participate, registration of before, birth, death and marriage divorce, adoption is certified in sub-city administration level but now it shifted to Woreda and to introduce shift of authority to the

community they used this developmental “Idir” created conducive environment to communicate the change to the lower community by its campaign. Further member are well aware of all criminal and fine punishment failing to register.

**Table1.9 Summary of capacity build training delivered**

<b>Different Capacity Build Training</b>	<b>Frequency of delivery</b>	<b>Training Sponsored by</b>	<b>Remark</b>
Leadership	2	ACCORD Ethiopia, EDA	All executives
Conflict resolution	3	EDA	All members
Financial record and book keeping	5	ACCORD Ethiopia	All executives
Business skills	5	ACCORD, Silase developmental Iddir,	All interested members
Entrepreneurship	4	Government, EDA	Executives and interested members
Urban Agriculture	3	EDA	All members
Food preparation	4	global food preparation institute	All interested members
House keep& child raising	3	FINIDO Belgian Charity	All members
Basic computer	2	Sillase developmental “Idir”	Interested members
utilization of resources environmental preservation	2	Sillase developmental “Idir,	All members
Peace and Security	1	Sillase developmental Iddir,	All members

**Source: own survey 2017**

To some up as it can be observed from the above table, there were different trainings delivered which were included all members and closed selected few like leadership. This shows that emphasis was given by the developmental “Idir” to build their capacity by awareness creation. And also indicted the diverse working relation with both governmental and none governmental bodies.

Some informant testimonies her below are delivered from the focus group discussion and interview held.

A mother of three children has took business skills and financial and book keeping management and she is now enrolled in on bakery and she is using the knowledge very well. The other beneficiary who is secretary of women “Idir” was on the way to start her own business very soon by the food reparation training received and loan obtained from the exiting SACCO.

Mr. Joseph one of the male members who took training on urban agriculture and bee hiving and mean while he was able to get money with knowledge he has acquired by planting apple avocado and other fruits and used for home consumption and in line with this he also engaged in bee keeping and able to have 20 kilograms of Honey per month and able to sell 110-150 ETB per KG.

In addition to income from his pension he generates income. He recount “ *I had vision to expand my promising activities but un able to get working area and the government bodies were unable to provide land and creating stepping stone even with in my compound. In addition, I was tried to have recreational area for the nearby community by cleaning the area which used to collect waste and started to plant fruit and flower and government visitors came to me to ask why I planted fruit and still now giving me warning to destroy them and refused to do so and*

*waiting them to do by themselves though there was no which I breach and lack of government official positive attitude were hampering not only my activities also my “Idir”.*

#### **4.3.3 Health care service development**

Research findings from interview and focus group discussions conducted revealed that sampled developmental “Idir” members were involved in awareness creation training and campaign on health related issues, care and support of the affected and infected peoples and advocacy activities that are related to HIV/AIDS for so many times. From table below, it can be observed that the developmental member “Idir” has received different training in relation to health promotion and able to promote members health situation.

**Table 1.10 Different Health relate issue training**

<b>Different Health relate issue training</b>	<b>Frequency of delivery</b>	<b>Training delivered by</b>	<b>Remark</b>
HIV/AIDs control and prevention	Six times	Akaki Family planning office , Hope Ethiopia, DKT Ethiopia	All members attended with the rest community members.
Family planning	Three times	DKT Ethiopia and Akaki Family planning office	All members attended with the rest community members.
Environmental sanitation and hygiene keeping	Two times	Sillase developmental “Idir”	All members attended with the rest community members.
Care and support	Three times	Concern Ethiopia, help age international	All members attended with the rest community members.
Child care	Four times	Marry joy	All members attended with the rest community members.
Prevention of Alcohol and drug related challenges	One times	Sillase developmental “Idir”	10 members’ children with the rest community members.

Source: own survey, 2017

From the field visit in the community and individual householder, I have observed that very clean environment and household situation and personal hygiene are reflected on every member which was rest of awareness creation of the above trainings.

**Table 1.11 Medical treatments delivered to members**

Medical treatments	No of beneficiaries	Estimated cost
Eye treatment	100	2500 ETB per person
Internal and external medication	100	More than 1 million ETB
Eye treatment surgery	15	100000ETB
Cancer therapy	3	30000ETB

Source: own survey, 2017

From focus group discussion and interviews some testimonies were forwarded. The followings were some members' testimonies who were received different medical treatment

Mrs. KirosTsegaye took medical treatment of her gastric and kidney related health problems and has received medical treatment of 3500ETB and she was much grateful for the support she had since she was not be able to do anything.

One of the member of the developmental "Idir" who was suffered from bile stone his total expense was covered estimated to 3000 ETB . Other member who is with disabilities received wheel chair which worth 9000 ETB.

Abyot SisayManaseb was one of the members of this developmental "Idir" who was suffered from chronic heart problem and he was about to die. He went to different hospital in the country and unable to heal and the developmental "Idir" covered his total expense to treat him abroad for



more than 480,000ETB. He and his wife articulated that “We do not have word what the “Idir” did for us next to God and both burst in to tears.....

For two youths and one elder who have an impairment on their leg provide Wheelchair which worth 30,0000ETB. For women who faced hearing impairment provide hearing machine worth 7000 ETB.

According to AtsedeAssefa and many others of member of this developmental “Idir” were able to able to get received eye check up and get eye glass with their spouse. AssefaBalcha is a technician who was suffered by eye sight problem and unable to work more than a year and now he got treatment and abele to have an eye surgery and had glass and able to work from that time onwards and was so grateful. They also invited specialist doctor for 15 days for the treatment of nerve related cases of different people and this campaign was conducted in collaboration with the Woreda health extension offices.

To sum up promotion of health development was the major success of developmental “Idir” as all executives and members word. Health promotion was the area of their success of this developmental “Idir”. For all members who were received different medical treatments a result able to save such amount that they would expend had it was not covered by the “Idir”. Always medical expenses reimbursed for all members with their family.

#### **4.3.4 Infrastructural development**

From the field visit observation and key informant the following were major infrastructural development:

First, the developmental “Idir” start its activities first by installing 3 community taps for its members as a result they are able to reduce problem of shortage of water supply. And through

time every household able to have at their door water supply with the support of this developmental “Idir”

Second, It established self-help group constructed mill by the total cost over 450,000ETB and this help the members and community to access the service nearby their community.

Third, they construct bridge and road within their vicinity. Inside road of every member are asphalted with coble stone and with appropriate sewerage that includes drainage system. The observation was made during the survey. Furthermore, it was observed that raw material prepared for community drainage and sewerage system in modern way and they spend more than 17,000 ETB .

#### **4.3.5 Education**

Educational support was one of the areas of development programs of this developmental “Idir”.

There are about 200 students who got educational support for the Idir out of which 25 of them continuously sponsored by this developmental “Idir” in terms of provision of school supply and medical provision and there are 9 university students studying in different universities of Ethiopia who are supported with school supplies. For freshman students who joined in different Universities every year the Idir provides that all basic need like soup, blanket, school supplies and sanitary materials.

This developmental “Idir” till now for the past six years supported around 2800 youth out of which 50 were children of members of the developmental “Idir” took different professional trainings and course in different institutions on different profession like on computer science, auto mechanics, electricity, food preparation and others. Of these trainees Getachew one of the

males stated that 99 % of them are hired in prominent institutions and able to change their life and assist their families.

The members have children who had graduated in different field of studies and serving them voluntarily. Accordingly 2 lawyers ,3 accountants , 3 doctors ,4 engineers , and 3 administrators contributing for development program Sillase Development Idir..

There was one member who was working as a guard in three organizations to win his family bread and suffered a lot. He has four children but now thanks to the “Idir” all his for children graduated two from medical school and two from social science universities in accounting with the support of this developmental “Idir” and he got relief and only work in only one government office as guard.

Alem who is one of the female members said that with the help of this developmental “Idir” my son took training on preparation of food and now he is hired in one of four star hotels and now she is a pensioner and her son is the one who support her with his two sisters. *She described I am so grateful what the developmental “Idir” management did for her.*

#### **4.3.6 Social service development**

Inclusion of marginalized people and meeting demands of poor is social service. Concerning social service provision it is possible to say that all the above mentioned development were for needy which means that this developmental “Idir” is playing its role in social development. The survey findings show that all sampled members were participated in different capacity building trainings and made a change in individual and family life.

This developmental “Idir” has also a session of community meeting in different holidays by preparing different refreshment and this in return helped to maintain the social cohesion and develop trust between and among the members. This finding was based on what was collected from key informant interviews, focus group discussions. To see especial cases from the field survey her are some testimonies:

Zewditu has a daughter aged 15 with autism problem and she has received medical treatment and witnessed progress and in such way she got benefit and very much happy since the developmental “Idir” did not disregard her daughter and in doing so the Idir is addressing vulnerable demand.

The same to this as mentioned in before HIV/AIDs elder patients treated well even to the extent to have their own IGA. This in return help them psychologically secure in addition to financial and heath development. There are also around 10 home care givers from the member who took training on care and support and treat members at the time of in need in critical stage.

#### **4.4 Challenge faced by “Sillase” Developmental “Idir”**

From the aforementioned discussions the major findings regarding to communal development contribution of the developmental “Idir” on selected community development indicators were discussed. It has been indicated that the developmental “Idir has been contributing to members by building capacity of members, promoting health, educational development, economic empowerment and social development. Empowering people at individual, group and community levels will result in development that leads to national, regional and global development. Having witnessing this promising activities there were limitation that hamper the smooth functioning of the developmental “Idir” and this section emphasizes on findings that indicates the challenges and limitations of the developmental “Idir” and accordingly

categorized as in general internal and external challenges. Specifically: professional human resource limitation, Age, closed membership, financial constraints, poor incentives, poor facilities and technical limitations as internal challenges and from external challenges: challenge in relation to government bureaucracy, policy related challenges, challenges from the rest community and other CBOs. More over the cumulative impact of both internal and external limitation bring sustainability challenge to the organization.

#### **4.4.1 Internal Challenges of “Sillase” Developmental “Idir”**

##### **4.4.1.1 Professional human resource limitation**

The first prominent limitation of this developmental “Idir” identified was lack of professionals. The executives also assure this upon the key informant interviews. From my observation and interview it has shortage qualified members and executives. The developmental “Idir” members do not have member with professional knowledge to perform different developmental activities. To mention some, the accountant is not professional and lacks to properly manage the financial flow, poor leadership and managerial capacity to lead the CBOs to success.

The table above where discussed the educational back ground of the executive members shows that this developmental “Idir” experience gaps professional capacity. It was pointed out by the key informants and during focus group discussions since they do not have qualified members unable to replace long serving executives. This leads to poor communication, poor understanding of realities, and poor documentation since less courage and knowledge to compile documents and success stories. Upon field visit poor documentation, was also observed. Proper financial management challenge was not emanated from limitation of either the either executives or members’ lack of known-about financial management knowledge and skills.

#### **4.4.1.2 Age of Members Challenge**

Most of the members are 40 years old and member who fall in retirement has took also larger share and this implies that Sillase Developmental “Idir” is challenged by lack of members who are productive, innovative, and more energetic age group.

#### **4.4.1.3 Closed membership Challenge**

Sillase Developmental “Idir” membership is closed membership. The members are who were at the time of inception of the developmental organization; it did not allow registering new potential members, this situation further aggravated by existence of aged members and unable to replace them. Even professional children of members were not member which needs to be seen critically. This has significant challenge with the sustainability of the “Sillase” development Idir.

#### **4.4.1.4 Financial constraint**

From the major challenge in which this “Idir” suffered from financial constraint is critical one to perform communal development activities in multiphase dimensions. All the executives stated that the developmental “Idir” lack sufficient and consistent financial resources as one of the critical challenges. Though they wanted to more responsive for the communal demand because of the financial constraints they could not address different communal demand in sustainable manner. They also pointed out unavailability of consistent financial resources hamper to meet the needs and demand of the member as well as the rest community. The Key informant interviews substantiate this argument, stakeholders as a donor made similar collusions since the budget constrain unable to meet the demand of the developmental “Idir” demand.

The research has identified that the “Idir” has no well-established and reliable sources income. The existing mill at this time is becoming reliable to somewhat since per month it generate 15,000 ETB. The mill started to provide service as of last year and with the income the developmental “Idir” rented office with 2000ETB which was not the case before. This shows

that if sustainable source of income granted, it is possible to perform more activities and respond to many demanding calls.

#### **4.4.1.5 Poor facilities and technical limitations**

Sillase Developmental “Idir” lacks of different facilities. It had no modern office equipment like computers, cameras, projectors and others important to execute their development agenda.. It was observed, they do not have meeting hall, no library, and no recreation center for youth. The developmental “Idir” experience gaps especially in terms of technical capacity. Documentation and report writing was done by hand and unable to trace whereabouts of certain document. Because of the limitation they obliged to incur cost for printing, copying, and writing.

#### **4.4.1.6 Lack of incentive**

All the executives and support members work on voluntary base with no any other incentives. As a result, actual implementation of developmental activities was seriously affected. General manager is the sole person to run every activities. In case the general manager move or become in a position not to perform the activities the developmental “Idir” will be at risk. The research has identified executives and general manager is working voluntarily since all do have other livelihood activities to earn income. Hence, no doubt they prioritize for the activity that wins the daily bread. From Focus group discussions which were conducted with members and all of them raised this as one of their challenges. This challenge supported by evidence from minute and attendance failure to attend different meet regularly the sole reason for this lack of attention and personal commitments.

### **4.5 External challenges of Sillase developmental “Idir”**

#### **4.5.1 Government bureaucracy and lack of confidence on the developmental “Idir”**

Some activities were very discouraging to reach on the final communal development outcome. Leaders were very much challenged by critics from some government officials sometimes

challenged developmental activities by creating different ups and down without justified ground. Lack of prompt response from the government organ was another challenge for the delaying of activities. The research identified that the developmental “Idir” has faced challenges which are associated with governance bureaucracy to indicate some, the government fails to provide office and workings area as a result they were supposed to incur 2000ETB for office rent and unable to create job opportunities in terms of IGA respectively.

#### **4.5.2 Policy related challenges**

Despite these calls from government, there is no policy from government allow “Idir” to own and run business. Workable policy that matches with the development felt needs of the members require prior attention as a result financial insecurity forces them to relay on some sort of unreliable sources for income that challenge its existence.

#### **4.5.3 Communal challenges**

From other “Idir” none developmental leaders found in the proximate community with their members who are solely engaged on facilitating funeral ceremony and from different community members without justified rationales criticize the community development activities and to change this perception they use strategies of making or approaching friendly and enabling them to see different visible community development activities and trying to assure accountability and transparency. This problem has been practiced since its inception. Community members who have negative attitude towards appreciating the promising achievements of this developmental “Idir” is related to jealous and wrong perceptions



#### **4.6 Sustainability Challenge**

The aggregate negative implications of both the internal and external challenges lead to raise question of sustainability on this developmental “Idir”. It is therefore, sustainability is the end challenge. The research findings presented above do indicate that the developmental “Idir” has different challenges that hinder him to do community development activities sustainably.

The CBO like “Sillase” development “Idir” is important for the reasons such as to bring up collective efforts of indigenous people; create conditions which broaden the base of self-governance respond to community felt needs rather than market demand of pressure; intertwine the efforts of the people with those of government authorities; promote community contribution and sense of ownership on local development efforts; provides service and amenities which neither the government nor NGO can provide; promote volunteerism among community members; closed to and can reach to individual and community groups and operate with relatively low cost and resources.

#### **4.7 Summary of the of findings “Sillase” Developmental “Idir’ Study**

In Akaki Kaliti sub city there are around 600 “Idirs”. And over all in Addis Ababa there are over 7500 “Idirs”. Among all “Idirs” with all these challenges, this developmental “Idir” stood first in different years for its developmental achievements. The Idir has got more than 35 awards from different governmental organizations and from different stakeholders. From Woreda “Idir” counsel of 156 members, it stood first by its achievements towards changing the community.

This development “Idir” has no specified activities that were clearly articulated and strictly followed. According to the executive body, the activities are performed according to community need. It has been striving to promote health condition of different community members by providing medical assistance and home based care for elderly peoples, supporting, providing educational materials for students. Constructing community taps and latrine, capacity building by

providing different trainings for the newly established financial association before they engage in income generating activities and providing starting capital for different groups of community to start a business are the prominent activities of this developmental “Idir”

The finding related to the assessment of the developmental “Idir” different empowerment and beneficiary centered different communal activities were done. From the study it has been discovered that this developmental “Idir” as CBO is contributing its part on development. By creating opportunities of income generating activities, establishing saving and credit association, by providing trainings that lead member to engage to business activities are identified as economic role contribution and many of its and they are beneficiaries from such opportunities. In addition, concerning empowerment, as most members are female who are aged and they are able to help themselves the community as well by making them to involve the developmental “Idir” and able to support of the community. Boris, etal, 2009 argument substantiates this fact of developmental “Idir” contribution.

One of the main findings drawn from this research was that the roles this developmental “Idir” has been playing on building the capacity of members as one of community development activities. The research findings have established that this developmental Idir has been building the capacity of its members by providing different trainings and camping which were enclosed all members in collaboration with government and none government organ. This shows that emphasis was given by the developmental “Idir” to build their capacity by awareness creation training and campaign. This also indict the diverse working relation with both governmental and none governmental bodies. In line with this provision of seed money to build up financial capacity of members is another capacity building dimension of this developmental “Idir”.

Creating healthy environment by planting seedling is also one achievement on capacity building of community.

Different literature review identified how different community organizations impact on health care development of individual and member. CBOs like “Idir” are becoming a model for closer health services/community interaction, including expansion health insurance schemes, to contribute to providing a more enabling environment to needy (Haile Maria metal, 2015).The developmental “Idir” health care related activities have the potential to impact directly or indirectly on member through: saving life properly, reducing the direct costs of member by inviting different health professional on volunteer base and reimburse and covering different medical expense of members with their family cost management strategies by re-prioritizing expenditure towards health care. In addition with the provision of different health related trainings the developmental “Idir” is able to decrease cost since prevention is better that cure.

With the intention of capacity building of members as mentioned before there were plenty of trainings were given and conducted different awareness creation campaigns in collaboration with government and none governmental organs. In doing so, they can also generating income from training participant. Afterward, these financial resources are used to run different community development activities.

The developmental “Idir” held different development activities in relation to infrastructural development and to mention some, mill installment, community tap installment, inside road, construction of ditches and bridge. Social development is also promising achievement of this developmental “Idir” by strengthen the social bond and alleviating societal challenges. The

developmental “Idir” works toward alleviating social evil and bring about smooth social function which people enjoy social justice and equity.

The prominent challenge identified were that financial and human resources limitations. This “Idir” has a broad vision and mission to serve not only its member but also to the rest community and become role model for other developmental “Idir”.

Concerning financial limitation, the research study has identified 90% of financial flow come from none governmental organizations followed by members contribution of their per diem from every training. I got a chance to attend three training with the members and it was very inspiring to see their dedication to contribute while they were supposed to take for themselves. To diversify source of income and to minimize reliance on donors expanding source of income is very crucial. Otherwise, in the near future its developmental operation will be at risk.

The other finding related to challenges being faced by developmental “Idir” was technical and facilities limitations. It is possible to say that the developmental “Idir” has no professional among executives and members thus lack professional and technical as a result do not have the capacity to engage technical personnel who can participate unable write attractive proposals, success stories and no well written report. There were less stapes taken to alleviate this challenge from providing capacity building trainings is identified as an entry point to this challenge. The problem in relation to adequate facilities, the research has revealed that did not have necessary facilities to carry out their development work. There was no formally written report, financial book keeping, oral and customary ways of performing activities prevail. This

in return has its own con of time wastage, information distortion and inaccessibility of information timely and adequately.

The other point identified as developmental “Idir” challenge, conclusion drawn from the survey indicates that the financial statements are communicated orally on different general meeting. Lack of accounting and financial knowledge took the lion share and the existing over trust for executive by the members make the executives reluctant. In addition members are also not aware of financial management well due to their educational level and they will not be in a position to inquire the financial flow. To substantiate, since from the establishment the then executives are still continue to be functional their constitution does not limit term of serving. The situation in the near future will be threat because the developmental “Idir” is closed to new members and this need to be addressed soon.

The finding that has to do with poor incentives was also considered as challenge. The survey has established that the sampled CBOs rely on volunteers for the implementation of their activities.

Issue of sustainability is also identified as a challenge. CBOs depend on funding that comes from outside sources to support service delivery efforts. The survey established the same. This is so because apart from having a limited source of funding, they solely depended on external financial support for the running activities. If developments “Idirs” are use their out most potential they are suitable for development in general and particular are the following grounds (Solomon 1999).

## CHAPTER FIVE

### 5. Conclusions and Recommendations

“Sillase” Development “Idir” has been contributing different community development activities that categorized under; capacity building, economic development, educational development, health promotion, social development and infrastructural development. In addition, it was further observed that this developmental “Idir” faced with a number of challenges. Professional human resource limitation, age, closed membership, financial constraints, poor incentives, poor facilities and technical organizational challenges and external challenges related to government policy and other community perception of developmental Idir.

#### 5.1 Conclusions and Implications

The general objective of this research was to make assessment of community development focusing on “Idir”. For the purpose of this study “Sillase” developmental “Idir” in Akaki Kality sub city, Addis Ababa, Ethiopia has considered. The researcher has selected 80 members from the total number of 100 populations of the “Idir” members. Unlike that of most “Idir” this is a developmental one which has been witnessing many community development activities.

The research has identified the importance of “Idir” in different community development activities. CBO are playing significant roles in capacity building, promotion of health service, economic empowerment, social development and educational support. This developmental “Idir” is empowering individual member, communities and institutions by building capacities in different dimensions.

Concerning building capacities of members the developmental “Idir” have been providing different professional trainings and awareness creation camping. As a result many members are becoming beneficiary and fruitful. Enabling of communities in different capacity is prior agenda of the government and other stakeholders like NGOs and in one way or another they are contributing to this.

Study findings in relation to the second objective of this research are to investigate the overall impacts of the developmental activities in general to the developmental “Idir” members in particular. Members of Idir became economically empowered via the established SACCO, open business by using the delivered business skill trainings. The members were benefited from capacity building on HIV/AIDS prevention and care, family planning, environmental sanitations and others. Technical and vocational training were also given to some to member children and benefited a lot. The findings on challenges and limitations being faced by the developmental “Idir” were related to some of the discussion on inputs for indicators for effective CBO operations.

However, all the promising activities would be challenged unless otherwise timely response is delivered to the already identified challenges. To mention as summary, lack of qualified and professional, poor managerial skills, poor monitoring of activities being implemented, lack of energetic man power since most of them are age which is more aggravated by closed membership and no room for replacement, and un- organized activities with more of traditional features

Their legality issue on running business is still questionable otherwise; running here and there for unreliable finical source will be hectic and not sustainable

## **5.2 Recommendations**

The research finding has significance in a number of areas. First and for most it will be valuable for the developmental “Idir” itself, then governmental and none governmental organizations and other stakeholders, social workers and policy makers.

### **5.2.1 Implication to the “Sillase Developmental “Idir”**

From the finding the research has assessed different developmental activities delivered by the developmental “Idir” which are most enjoyed by members and communities. Subsequently, the research help to maintain the promising side and to make use of the inputs identified as challenges and to take necessary measures either independently with the development “Idir” capacity or with the concerned stakeholders.

Concerning, financial limitation though it was result of cumulative problems need priority hence strong financial base create potential for further relevant action. Diversifying different IGA program is important to secure demanded finance. Moreover, strengthen bond with different NGO should be done so that they able to secure long term budget. Members are well aware of why the developmental “Idir” is established for and this is big asset however all members have to evolve in the developmental activities for higher and big impacts.

Furthermore saving trend of members need to be strengthening and the “Idir” executives are expected to do more since saving is major means to economic empowerment.

Different facilities are very important to run the development activities like computers, camera, and projectors and so on. So that they will avert challenge related to poor documentation and poor activity running will be averted.



It is also very important on this developmental “Idir” constitution for leader to have term end. In order to building its capacity it is must to open the door for new members either from member family or from the nearby community to participate in developmental activities. Their closed membership has to be changed and new blood are important and the age situation of member is highly demand this change. They should work for to have educated and professional executives that help the development activities with their respective knowledge and education they have. In addition incentives and hiring professional should be done for better achievements. More importantly, the nomenclature of the developmental “Idir” has to be inclusive.

#### **5.2.2 Importance for other and the newly established development “Idir”**

Since this developmental “Idir” has promising achievements concerning different community development activities. This in return, help the newly established developmental “Idir” will benefit a lot from identified strong and weak sides and it has immense experiences sharing trend to willingly welcome and help developmental activities of other developmental “Idir”.

#### **5.2.3 Government and none governmental organizations**

The research has indicated that the developmental “Idir” has experience of working with government bodies. However, the attitude of some government official towards the developmental Idir activities has to be changed and they need to support to benefit community members. In addition the government has to provide land and support as per need for development interventions.

It was already mentioned that, this “developmental “Idir” are doing promising work to help community members as well, however, in some case because of the identified challenges is not functioning properly. It is therefore recommended that government and its other partners including NGO have to focus capacity building of this developmental “Idir” so as to ensure their

continued existence and quality contributions in the development that is already going on in the community.

It also is recommended that the developmental “Idir” by itself, government and none governmental bodies have to work on strength the executives capacities at any cost for the betterment of all.

None governmental organizations have graduation plan and hand over their activities to the local CBO like developmental “Idir”. Mere consideration of CBO on graduation is not as such enough it rather need preparation to build the capacity of CBO since NGO are more structured, professionally staffed working with timely delimited planned activities and applying this qualities to CBO in today’s context is unthinkable so restructuring and reorganizing CBO is must and in doing so community transformation to CBO is possible. To this end, both government and other developmental stakeholders should revisit the current stand for the sake of communal change by repelling or enacting new regulations and operating procedures in which CBO able to extend their impact

#### **5.2.4 For policy makers**

CBO “Idir” in the country is not allowed to run business which is the major legal gap. This is evidenced in the fact that there is no policy at government level supporting the operations of CBOs in this direction. Since the developmental “Idir” has been witnessing progressive community development activities it needs to be supported by government by creating favorable legal system that enable them to run business and generate income sustainably.

### **5.2.5 For Social Work discipline**

The first implication for social work education is the developmental “Idir” can be an interesting institution for social work practicum where student would get knowledge and skills practically.

And it can be a suitable developmental area for further social work researches from different perspectives.

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## Appendix 1

### Interview Guide for “Sillase” developmental “Idir” members

Introduction: Good morning / afternoon. My name is Girmawit Dereje I am a social work student at IGNOU. I am interviewing “Sillase” developmental “Idir” members here in Akakai District, in order to find out about the contribution of this developmental “Idir” in development. As you are the member of the “Sillase” developmental “Idir”, I would like to assess the benefit of “Idir” in your development. I am going to ask you some questions and the contribution of Idir developmental activities in improving your living situations. Your answers are completely confidential. Your name and household members will not be written on this document unless willing. Do not have to answer any questions that you do not want to respond and you may also end this interview at any time you want too.

However, your honest answers to these questions will help us better understand the importance of your involvement in this developmental “Idir”, which members are benefiting from, and your genuine response will be used to create better finding of the research. I would greatly appreciate your help in responding to this survey. If you are willing, we can proceed to the interview .The survey will take for about 30-40 Minutes.

#### Background of information

##### Individual house hold situation

1. Name \_\_\_\_\_
2. Age \_\_\_\_\_
3. Sex  
Female   
Male
4. Educational status
  - a) Illiterate
  - b) 1-4
  - c) 5-8
  - d) 9-12
  - e) Technic and Vocational training\_\_\_\_\_

- f) Diploma
  - g) Degree and above
5. Family situation
    - a) Number of members\_\_\_\_\_
    - b) Sex ration how any female and how many males\_\_\_\_\_
  6. Religion\_\_\_\_\_
  7. Ethnicity\_\_\_\_\_
  8. For how long you have been member to this idir\_\_\_\_\_
  9. Reason for being membership\_\_\_\_\_
  10. How much your Membership Contribution is and in how many time?\_\_\_\_\_
  11. Do you know Area of service you get from the idir and Are you satisfied by the service? Which area?\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
   
\_\_\_\_\_
  12. Do you have communication schedule with executives? If so For how often you Communication with leaders\_\_\_\_\_
  13. Any room to communicate disappointment?\_\_\_\_\_
   
\_\_\_\_\_
  14. Are there any rooms to communicate to address the demanding need?\_\_\_\_\_
  15. You receive report? If so in what interval on monthly yearly
   
\_\_\_\_\_

## Appendix 2

### Interview Guide for the Executives of “Sillase” developmental “Idir”

Good morning/Afternoon. My name is Girmawit Dereje I am social work student at IGNOU. I am interviewing Executives of “Sillase” developmental “Idir”.... in order to find out about the community developmental contribution of this developmental “Idir” towards its member. As you are one of the executive, I would like to discuss with you about the different developmental activities you have been performed, benefit you have earned to the community and some other related issues. I would like to assure you the confidentiality of the information you will provide and I ask you your consent before. Your name and household members will not be written on this document without your consent. You do not have to answer any questions that you do not want to respond and you may also end this interview at any time you want too.

Though, your truthful answers to these questions will help us to understand the importance of the developmental “Idir” to its members and genuine response will be used. I would greatly appreciate your help in responding to this survey. If you are willing, we can proceed to the interview. The survey will take for about maximum of 40-50 minutes.

#### A) Personal Background

1. Name \_\_\_\_\_
2. Position in the “Sillase” “developmental” “Idir” \_\_\_\_\_
3. Age \_\_\_\_\_
4. Sex  
Female   
Male
5. Educational status \_\_\_\_\_
6. Family situation
  - c) Number of members \_\_\_\_\_
  - d) Sex ratio how many female and how many males \_\_\_\_\_
7. Religion \_\_\_\_\_
8. Ethnicity \_\_\_\_\_
9. For how long you have been member to this idir \_\_\_\_\_
10. Reason for being membership \_\_\_\_\_

11. How much your Membership Contribution is and in how many time?\_\_\_\_\_

**B) Organizational Management**

1. When and where the “Sillase” developmental “Idir” was established (Short brief story)?  
And who were the founder of this “Idir”?
2. What are the vision, mission and goals of the Iddir?
3. If there any organizational structure?
4. Does “Sillase” developmental “Idir” have plan? If it is yes please explain
5. Is there any annual plan?

<b>Annual plan years</b>	<b>Planned activities</b>	<b>Activities performed</b>
<b>2010</b>		
<b>2011</b>		
<b>2012</b>		
<b>2013</b>		
<b>2014</b>		
<b>2015</b>		
<b>2016</b>		

6. Membership criteria if any and Trend of membership

<b>Number of members</b>	<b>Year G.C</b>						
	2016	2015	2014	2013	2012	2011	2010
<b>Female</b>							
<b>Male</b>							
<b>Total</b>							

7. Does the developmental “Idir” have its own place to provide the expected service?  
Yes      No
8. Is the space enough for any of its service? Yes      No
9. Types of services developmental “Idir” provides?

**C) Leadership quality plan, educational background, training leadership, documentation**

10. Number of executive body with their status and their educational background?

11. Executive number of staff

Types of department		Year G.C						
		2016	2015	2014	2013	2012	2011	2010
	Female							
	Male							
	Female							
	Male							
	Female							
	Male							
	Female							
	Male							
	<b>Total</b>							

12. Is there any information management system to document any activities of the developmental “Iddir”?

**D) Financial source and financial management**

1. Capital Accumulated

Year in GC	2016	2015	2014	2013	2012	2011	2010
Capital (In Birr)							

2. Types and amount of operating expense

Types Expense (In Birr)	Year in GC						
	2016	2015	2014	2013	2012	2011	2010
Stationary							
Monthly salary							
Other cost							
Operational cost							



3. Membership contribution?
4. Sources of income of for the idir?
  - a) Membership contribution
  - b) Governmental support
  - c) NGO
  - d) Gift
  - e) Other\_\_\_\_\_
5. Do you have future plan to diversify your sources of income?
6. Is there any separation of account for its development activities and other Sillase” developmental “Idir” services?

**E) Communication and democracy**

7. How many times does the executive committee of the Sillase” developmental “Idir” will have a meeting schedule attendance?
8. Does the Sillase” developmental “Idir” has relation with other Idirs, development partner, NGOs and local government
9. How is women participation in leadership/management?
10. Does the Sillase” developmental “Idir” give affirmative action for women, orphan and vulnerable children and elder and disable people?
11. Is there any annual reports? If there is please ask them to handle in hard copy?
12. What challenges do you faced in your operation? If these challenges are please specify the internal and external one?

## **Appendix 3**

### **Focus group discussion guide for “Sillase” developmental “Idir” members**

The major purpose of this research is to assess “Sillase” developmental “Idir” community development of its members. You are invited to participate in this research because you are the member of this developmental “Idir” and I kindly request you to participate in this research, please be reminded of the following points.

- Participation in this focus group discussion is voluntary you are also free to withdraw from the discussion any time without any reservations.
- You will not be asked to provide any classified information about yourself.
- You can ask any questions about the study at any time for clarification.

However, your honest answers to these questions will help us better understand the importance of your involvement in this developmental “Idir”, which members are benefiting from, and your genuine response will be used to create better findings of the research. I would greatly appreciate your help in responding to this survey. If you are willing, we can proceed to the focus group discussion.

#### **Focus group discussion Guide for “Sillase” developmental “Idir”**

1. What are the developmental activities of “Sillase” developmental “Idir”?
2. What do you think major challenge for this idir?
3. In what way your contribution to “Sillase” developmental “Idir”?
4. How they perceived about activities?
5. Benefit received if any?
6. What they want or contribute to this idir?
7. How you follow financial transparency of Benefit received if any?

## Appendix 4

### Interview Guide for Developmental Partner

Good morning/Afternoon. My name is Girmawit Dereje I am social work student at IGNOU. I am interviewing Developmental Partner of “Sillase” developmental “Idir”..... in order to find out about the community developmental contribution of this developmental “Idir” towards its member. I would like to discuss about the different developmental activities of this developmental “Idir” with developmental partner. Before processing to the interview, I assure you the confidentiality of the information you will provide and I ask you your consent before. Your name will not be written on this document without your consent. You do not have to answer any questions that you do not want to respond and you may also end this interview at any time you want too. Though, your truthful answers to these questions will help us to understand the importance of the developmental “Idir” to its members and genuine response will be used. I would greatly appreciate your help in responding to this survey. If you are willing, we can proceed to the interview. The survey will take for about 30-40 Minutes.

#### A) Personal Background

1. Name\_\_\_\_\_
2. Position in your institution\_\_\_\_\_
3. Sex \_\_\_\_\_
4. Educational status
  - A. High school please specify\_\_\_\_\_
  - B. Diploma
  - C. Degree
  - D. Masters
  - E. Other\_\_\_\_\_
5. Please verify your working relation with the “Sillase”developmental “Idir”?
6. How your institutions describe the developmental activities  
“Sillase”developmental “Idir”?
7. In what form your institution support “Sillase”developmental “Idir”?
8. Benefit of your institution has received from “Sillase”developmental “Idir” as a developmental partner?
9. Please identify the strength and constraints that they have in your working relation?