



ASSESSMENT OF THE CONTRIBUTIONS AND CHALLENGES OF
“KISTANE GURAGE DEVELOPMENT ASSOCIATION” IN THE CASE
OF EAST GURAGE ZONE, SOUTH SODO WEREDA,CENTRAL ETHIOPIA
REGIONAL STATE.

MA THESIS

SHAMBEL KIFLE HABTE

JANUARY, 2023
WOLKITE, ETHIOPIA

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A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER OF ARTS DEGREE
IN DEVELOPMENT STUDIES (DEVELOPMENT PLANNING AND
MANAGEMENT)

JANUARY, 2023

WOLKITE, ETHIOPIA

DECLARATION

I hereby declare that this MA thesis is my original work and has not been presented for a degree at any other university, and all sources of material used for this thesis have been duly acknowledged.

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Acknowledgements

First and foremost, I want to express my deepest gratitude to my advisor Bisrat Gebru and the co-advisor Gifawosen Markos, next to God the Almighty, for their unreserved and continuous advice, starting from the development of the draft until the completion of this study.

Secondly, my appreciation would go to all respondents who participated, provided crucial information, and provided valuable cooperation during the course of data collection. Thirdly, I would like to thank the South Sodo Wereda administration for paying me during my time of education and supporting me financially specifically to conduct this research.

Fourthly, I would like to thank Tsehay Nima, my lovely wife, together with my little kids Yordanos Shambel, Betelehem Shambel, Natanael Shambel, and Kaleab Shambel for their tremendous support, and my friends Maseresha Melese and Dr. Nebiyou Abesha for their support in my study. I don't have words for the courage, morale, and financial support they offered me at the time of study.

Abstract

This research work seeks to explore the assessment of the contributions and challenges of the "kistane gurage development association" in the case of gurage zone, sodo wereda pick up the appropriate lessons from the organization as a community-based development organization. This work is aimed at illustrating the contributions and challenges of the Kistane Gurage Development Association when it was in operation. Four hundred ninety questionnaires were prepared and distributed to the respondents, but the actual respondents were reduced to four hundred sixty-five because they refused to return them to the researcher. In addition, twenty sample respondents from different sections of the Kistane Gurage originated individuals were selected purposefully. Six respondents have participated in interviews, and the rest fourteen participated in focus group discussions. The data gathered from these respondents analyzed in a thematic mode. The findings depict that KGDA was established on December 3rd, 1992. The finding shows that KGDA has faced some challenges from the beginning to now, and this organization is seriously challenged by a shortage of skilled manpower, a shortage of capital, and a loose structural organization at the grassroots level, i.e., the Woreda level. The main contributions of KGDA were that it constructed several schools and health institutions and also constructed over two hundred fifty kilometers of all-weather roads. The majority of the respondents agreed that KGDA's downward journey occurred because of the deterioration of organizational structures and unnecessary political interventions at the woreda and zonal levels. According to many of the respondents, KGDA can be more active for strong operation now due to the many prospects that the country has achieved in general and the Kistane Gurage people in particular. KGDA is a pure community-based development organization that was organized by the Kistane Gurages. KGDA still has a lot of lessons to give to any development organizer. KGDA as an organization was fruitful in integrating the migrant Kistane Gurages and the local Kistane Gurages, but it is highly challenged by the problem of forming organizational structures at the woreda levels.

Key words: *organizational structures, development associations, "Kistane" Gurage, community-based organizations.*

ACRONYMS AND ABBREVIATIONS

ADA: - Amhara Development Association

CBDO: - Community Based Development Organization

CBO- Community Based Organization

CD: - Community Development

CRDA:-Christian Relief and Development Associations

CSA: - Central Statistics Agency

CSO- Civil Society organization

EPRDF: - Ethiopian People Revolutionary Democratic front

FDG: - Focus Group Discussion

ILO: - International Labour Organization

KGDA: - Kistane Gurage development Association

NGOs: - Non-governmental Organizations

SNNPRS: - South Nations, Nationalities and Peoples Regional State

SWARDO: - Sodo wereda Agriculture Rural Development Office

UNECE: - United Nation Economic Commission for Europe

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Chapter One

1. Introduction

1.1 Background

In the middle of the nineteenth century, America and the world experienced a severe war amongst the American peoples, commonly termed the American Civil War of 1860–1865. Hence this civil war that laid the foundation and paved the way for the existence of community-based organizations. So the emergence of community-based organizations (CBO) and charitable agencies was highly associated with the American Civil War in the 1800s. They were designed to offer assistance to those displaced, disabled, or impoverished because of the war. At the time, there were efforts to rehabilitate in many development arenas, like the expansion of public schools, the creation of settlement houses, hospitals, orphanages, and other charity services. Boasu.(2011).

Due to the rapid rise of such organizations and the paucity of government attention, the distribution and coordination of services soon became problematic, especially in the late 1800s (Boasu, 2011). According to Gittell and Vidal (1998), as cited in Boasu (2011), the term community-based organization was first introduced by American Social Workers during the 1800s to address the problem of cooperating with charity-based services, reflecting the structural perspective of the community.

The next phase in the evolution of community-based organizations stressed cooperative planning among privately run community service agencies. By the late 1940s, community-based organizations had become professionalized in the field of social work. In the 1960s, new realizations about the context of American communities (particularly the vast social and economic underclass and the inability of the welfare bureaucracy to adequately address the needs of the poor) influenced the orientation of community organizing efforts to deal more closely with community organizing (Boasu, 2011). It was during this period that the concepts of community organization and community organizing became more interconnected. The emphasis on organizing, rather than the organization, led to an emphasis on citizen participation and empowerment. During the 1980s and 1990s, community organizations expanded to the

point of being referred to as movements, and the process of community organizing expanded into many community-based organizations (Fisher, 2002).

Community-based organizations, or CBOs, are local non-profit groups that work to generate improvements within a community on the local level. They are the community development process in the form of a formal organization. They are usually locally formed and staffed, and their actions are specific to the location they operate in. Most CBOs are mainly volunteer organizations, with few paid positions as most of their funding is delegated towards completing the group's objectives. Their local status also means that they may be limited in what resources they have access to, depending on the geographical location of the CBO and the community it serves (Ibid.).

Community-based organizations (CBOs) in Africa, according to Asundo (2014) and Nordiska (2002), are highly associated with the independence of the continent. The period that followed the independence of the ex-colonies created a vacuum in the provision of public services, precipitated by the withdrawal of personnel and funding from metropolitan sources. The capacity of the nascent post-colonial African states to provide services has therefore steadily diminished. In many of the newly independent countries, expatriate church organizations and missionary societies tried to bridge the gap by running schools, hospitals, vocational training centers, etc. Community-based organizations can also refer to organizations that are aimed at making anticipated improvements to a community's social health, well-being, and overall functioning. These organizations occur in geographically, psychosocially, culturally, spiritually, and/or digitally bounded communities.

Ethiopia is unique in Africa in that it has never experienced a colonization process, except for the five years of Italian military occupation. It has subsequently maintained a strong civic culture and hosted diverse types of CBOs due to its prolonged experience in traditional community-based associations like "Iqqub" and "Iddir". While the country is among the ancient nations with unilateral modern authoritarian statehoods and has traditions dating back to 3000 years for most of its political history, its traditional CBOs still play an important role in communal life and grassroots collective activities. They are also known for promoting a culture of self-help and social solidarity during emergencies, food crises, conflict, and political

instability, most notably in and around peripheral areas and marginalized rural and urban communities, even though they lack the ability to bring developmental issues into practice (Feleke, 2015:1).

Moreover, until the 1980s, development paradigms were top-down and less participatory, and the state was considered the only actor in development. However, such approaches were not effective in improving the wellbeing of the community. Hence, since the 1980s, development has become people-centered and participatory (Pieterse, 1996; Muchombu, 2004; Abegunde, 2009). According to scholars in favor of people-centered development, people are not mere recipients of the fruits of development. Rather, they are important actors since development is made for them. This is because the community has the ability to identify their problems and needs, plan, and conduct activities together using available community resources. Therefore, this process leads to community development (Getachew, M. 1998).

Community development is a process conducted by community members. It is a process where local people cannot only create more jobs, income, and infrastructure but also help their community become fundamentally better able to manage change. Its concrete benefits, such as empowerment and infrastructure, come from local people changing attitudes, mobilizing existing skills, improving networks, thinking differently about problems, and using community assets in new ways. It improves the situation of a community, not just economically but also as a strong functioning community in itself (The Cabinet of the Government of Rwanda, 2008). In CD, the community itself engages in a process aimed at improving the social, economic, and environmental situation of the community.

There are different features of society in which these social relations are manifested for the common good. These social relations and interactions depend on existing social realities like values, culture, norms, economics, religion, politics, and others. Based on the existing instances different social, cultural, religious institutions can be formed. From these, Community Development Associations (CDAs) are the major ones that have invaluable impacts on a given society.

CDA's are also known as local organizations and are given different names in different places. (Abegunde, 2009), CDA; these include "community-based organizations, "neighbourhood councils, and the United Community, among others. Irrespective of the variance of the CDA name, all stand to serve the community, which they stand for. A community is a group of individuals who share values and practices. As a result, they are characterized by a strong network among and in between. Thus, community members are always striving to achieve some communal agendas, irrespective of their differences.

The first local NGOs were established in Ethiopia by evangelical missionaries at the end of the 19th century and were focused on the provision of education and medical facilities. Many of these were in remote parts of the country and had only local impact. More formal national and international NGOs began to be established around 1960, when neither the Ethiopian government nor local self-help groups were able to meet the development needs of a growing population. The first official local religious NGO, the Ethiopian Evangelical Church Mekane Yesus (EECMY), was set up in the 1960s to coordinate education, medical and rural development programs in remote parts of western and southern Ethiopia (Clarke, 2017).

The first secular NGO was the Ethiopian Red Cross, also established in the 1960s. The first international NGO (INGO) was the Swedish Save the Children, set up in 1960. The number of international NGOs (INGOs) increased after 1970 as a humanitarian response to the 1973 and 1984 famine disasters. International NGOs such as OXFAM and CARE began relief and rehabilitation services in Ethiopia at this time and probably saved millions of lives. During the initial famine of 1973–74, various groups engaged in relief operations by forming the first NGO umbrella organization known as CRDA (Christian Relief and Development Association), a coalition of Catholic charities, other religious affiliates, and local secular NGOs.

In developing countries like Ethiopia, there are many problems. This is mainly because of many unfulfilled demands that are related to economic, social, and political issues that cause a shortage of access to facilities like health, education, water, roads, etc., with a variety of digress in many developing countries. The community development process requires a catalyst who believes change is possible and is willing to take the first steps that are needed to create interest and support (Frank and Smith, 2009). This study will be conducted by using the Kistane Gurage

Development Association (KGDA) as a catalyst, as the association has established the main intervention areas of education, health, and basic skills training (KGDA Buletin, 2010).

Therefore, this study has the purpose of exploring the contribution of KGDA to the CD process and finding out the challenges that it has faced. Issues of community participation and empowerment, KGDA partnerships with other development partners, the contributions of KGDA to the community development process, and its challenges will be explored.

1.2. Statement of the problem

The need to address a wide range of problems adversely affecting vulnerable groups prompted the emergence and growth of non-governmental organizations (NGOs) globally, as we experience them today (Desalegn, 2008). The famine of the 1970s and 1980s has largely contributed to the influx and emergence of NGOs in Ethiopia (CRDA, 2004). The modern understanding of NGOs is new to Ethiopia, with a history not extending more than five decades (Desalegn, 2008). The first indigenous organizations that were apparently similar to the present NGOs were traditional self-help groups that existed for generations before they were developed into organized entities. Those traditional self-help groups, which have been registered as proper organizations, are today known as community development associations (Van, J., 1998).

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

CDA's are units of societies established to achieve certain goals in different dimensions by their respective communities since they are more than any institutions very close to the community established to solve problems. Hence, they are very sensitive to group and communal problems that result in group and communal dysfunction, respectively. It is therefore wise to deal with how CDAs are playing a role in maximizing the needs and priorities of the community in developmental activities.

Development associations are institutions that are established to address socioeconomic issues that negatively affect communities' interests. The primary purpose of a community-based

organization is to serve the community based on shared interests. Globally, since the mid-1990s, there has been growing interest in the development of communities through the work of “community development associations” (CDAs). 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. (Firoze Manji and Anil Naidoo, 2003).

In most countries, the failure of governments to meet the socioeconomic demands of citizens has been identified as one of the reasons behind the proliferation of CDAs in the new millennium. (Abegunde, 2009). CDAs in different countries around the world has been playing a pivotal role for their respective communities in particular and for other communities in general. Problems of various types in the community can be solved through different community development associations, and in doing so, they are involved in community development activities that will result in community development. CDAs do not exist by themselves. They are supposing different networks with different stakeholders and are interconnected with public, private, or any other stakeholder in the development role (Rhonda and Robert, 2009).

To bring about effective community development via CDAs, the strategic effort to produce resources that increase the capacity of community members with the desired progress in 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 resources (Rhonda and Robert 2009).

Ethiopian societies are also not an exception to practicing such kinds of interactions through different community-based associations for the common good and to fulfill different societal demands as per need (Ayele 2015). Therefore, it is wise to deal with how CDA’s are playing a role in maximizing the needs and priorities of the community in developmental activities, and the challenges they are facing while working will have paramount importance in order to provide policy-related recommendations to improve their development role in the community.

Hence, the Gurage road construction organization (GRCO), which has been operating since 1962, is one of the most successful CBOs in particular in Ethiopia and in Africa in general, The

road from Alemgena to Wolamo and Wolkite to Hossana were constructed in the south east and south west part of the Gurage aereas. The Kistane Gurage Development Association's contribution and challenges, as well as the attitude of the people towards the association and other related issues, play an important role in improving the development contributions of the association and community participation. The contributions and challenges of KGDA, as well as the attitude of the people towards KGDA, are assessed so as to assess how the KGDA provides the necessary contributions to avoid some critical problems of society in the sphere of education, health, and some other infrastructures (roads, water, and so on) for changing the physical and social lives of the people. It provides shelter, security, recreation, and an economy. It plays a central role in the health and wellbeing of its occupants and also supports their employment and educational achievements. However, in the Sodo area, there is a shortage of adequate affordable and accessible education, health, and other infrastructure delivery in general to the communities. The researcher observed the research gap in different studies, and based on that, it can extract the gap. Hence, two important persons worked on special developmental associations on different issues. For example, the roles, contributions, and challenges of NGOs in Ethiopia (Ayele, 2008) and the case study in Silase developmental idir (Girmawit, 2017) So that the research gap that the researcher wanted to entertain or treat is to investigate the contributions of the Kistane Development Association in Sodo district, to explore the challenges and problems that were encountered by the Kistane Gurage Development Association in Sodo district, and to assess the support of the community and public participation towards the Kistane Gurage Development Association.

1.3. Objectives of the Study

General Objective

The general objective of the study is to explore the development contributions and problems encountered by the Kistane Gurage Development Association in Sodo district.

Specific Objectives

1. To investigate the community development efforts of the Kistane Gurage Development Association.
2. To examine institutional capacity so as to manage and monitor the development projects of the association.

3. To assess the support of the sodo/kistane community towards the Kistane Gurage Development Association.
4. To investigate the challenges encountered by the Kistane Gurage Development Association while implementing its organizational programs.

1.4. Research Questions

This research tries to answer the following basic research questions: Questions related to the contributions and effects of the Kistane Gurage Development Association in Sodo Wereda are listed as follows:

1. What are the contributions of the Kistane Gurage Development Association to community development?
2. Does the community have a positive attitude towards the association and support its development efforts?
3. What are the gaps in institutional capacity for managing and monitoring the development projects of the association?
4. What are the key challenges encountered by the Kistane Gurage Development Association while implementing its organizational programs?

5. 1.5. Significance of the study

The importance of studying the assessments of the KGDA is a very serious problem, specifically for the poor community that affects their socioeconomic status and their day-to-day lives. In this case, the study will contribute some ideas that benefit the people at large. The finding will give a clue to government institutions or the communities on how to solve the problem, and they will try to reduce the huge gap in access to education, health, and other infrastructure in terms of demand and supply. The findings of this study will also be valuable to other researchers because they give a clue that serves as a basis for research on the access to public participation and the contributions of the KGDA to the people in different parts of social services and others in Sodo areas. The study will hopefully add new information that can aid or

assist researchers in this study area of how to maximize public participation and the contributions of the KGDA to communities. The result of the study will be used as an input for any researcher who is interested in conducting research on a relative problem. Moreover, it will provide a hint that will help the Kistane-Gurage Development Association in its efforts to attain healthy development.

1.6. Scope of the study

This study aimed to assess the contributions, effects, challenges, public participation, and attitudes of society towards the Kistane-Gurage Development Association, the attitudes of the community towards the association, and the key challenges encountered in Sodo district. In addition, to enhance the accuracy of the study and under deep investigation, the area coverage of this study will be limited to Sodo District. It has 58 kebel, and from these kebel, 12 were purposefully selected as the target of this study based on the settlement type and the size of the population. In fact, analyzing the issues and phenomena at a wider level might give a better understanding of the situation under consideration. However, due to a number of constraints, mainly the willingness of the interviewees and financial cases, this study is limited to the activities of the Kistane-Gurage Development Association.

1.7. Limitation of the Study

Although this study is conducted carefully, I am still aware of its limitations and shortcomings. First of all, the study is conducted in a selected single wereda in the Gurage Zone of Sodo district, and by no means is it representative of the whole zonal woredas that have the same development association. One wereda is not enough for the researcher to observe all of the contributions and challenges local development associations are facing. It could have been better to consider different parts of the country where the same local associations are actively engaged in development activities. However, because of time and financial constraints on the one hand, an in-depth investigation of the contributions and challenges of the Kistane Gurage Development Association has been restricted to focusing only on a limited area.

1.8. Organization of the study

This research paper has been organized into five chapters. The first chapter of the research paper focuses on the general introductory part of the study, which contains important

components like background, problems that pushed the research to conduct this research, and objectives that will be addressed at the end of this study. Chapter two contains insights from literature related to the contributions, effects, and challenges of development associations. Moreover, the attitudes of the community towards the association and participation of the public in local development activities are incorporated into the literature.

The next chapter (Chapter 3) is about the methodology that will be followed and the background of the study area and the Kistane Gurage Development Association. Here are the methods and tools that will be used to analyze the contribution and challenges encountered by the KGDA, the attitudes of the local community towards the association, and all about public participation in local development. Chapter four will be data collection, analysis, and interpretation of the main findings. The last chapter will be the findings, conclusion and the recommendations for different stakeholders.

Chapter Two

2. Literature Review

This chapter reviews related literature about the local development associations and their contributions and effects on the local development efforts of the government. Here, the participation of the local community and the attitude of the people towards the associations were also reviewed.

2.1. Local Development Associations and their History

Community development associations (CDAs) or corporations (CDCs) exist to ‘develop’ or ‘improve’ an area and its residents by providing basic services such as health care, education, and other forms of social development. In most cases, CDAs are officially designated as ‘private voluntary’ or ‘non-governmental’ associations; however, these labels should be applied with some skepticism, especially in non-democratic or underdeveloped countries. In these contexts, these associations are often dominated by members of the political elite or are otherwise controlled by government officials (Zdenek & Walsh, 2017).

Ethiopia is one such case where CDAs are officially recognized by the government, but these organizations are far from being independent of the government, and many, in fact, are creations of the government (Clarke, 2017). Nevertheless, CDAs play an important role in the lives of locals, especially in areas where local governments are unwilling or unable to provide assistance or basic social services. CDAs also give a voice to the community as, depending on their internal structure, local residents are generally members or else engage with the organization on a closer or more regular basis than they do with elected representatives or public administrators (Sullivan, 1994).

Community development associations – in the most general use of the term – have no set beginning since they can be formal or informal, large or small, publicly or privately funded, etc. (Clarke, 2017). There is no official record of the ‘first’ CDA and often few publicly available records on existing groups since, more often than not, they are informal groups of residents

dedicating their time to the betterment of their community through a variety of means (Farooq, 2012).

CDAs are found in most democratic states, as they are born out of the right to freely associate and to pursue one's own goals as long as they do not infringe on the rights of others. Crucial is the fact that democratic states do not prohibit, although they may regulate, the private provision of certain services. According to the United Nations, community development is defined as "a process where community members come together to take collective action and generate solutions to common problems." The outcome of this process is not only prevalent but necessary in democracy since it often involves "a set of values and practices that play a special role in overcoming poverty and disadvantage, knitting society together at the grass roots, and deepening democracy (Sullivan, 1994; Farooq, 2012). The objective of this research is firstly to 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 the CBO role in community development.

Community development is one of the ways social workers can bring about sustainable change for individuals, groups, and 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 in post-World War II reconstruction efforts to improve less developed countries (Wise 1998, as stated by Rhonda and Robert 2009). This means that community development is not a new phenomenon; rather, it has been a trend for many decades.

Community development is considering people as a part of a community with their assets and strengths, seeing them as people with power by 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 the empowerment of groups of people to maximize their potential.(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 of having different opportunities that help the community enjoy life. Moreover, it creates opportunities for people who do not have adequate personal resources to meet their needs or for communities with large populations of people who need assistance, ultimately aimed at bringing 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, redefining problems and opportunities, and discovering new options. In any case, community development requires network building to meet communal development demands. (Carl, 1988) Therefore, to build up the network, the existing capacity of the community needs to be recognized and appreciated, as well as creating opportunities.

For them to explore and build their capacities in different dimensions is very important in order to build the economic, human, social, and environmental aspects of the given community. Once different community development activities are introduced to the community, it develops leadership qualities, different capacities of individuals, alleviates different social evils, selflessness, and others. Subsequently, community development adheres to community leadership as a source of change through the active participation of members in an inclusive manner for the practical implementation of different communal agendas. (Jimn.d) In the previous sections, it was pointed out that community incorporation and development have to be inclusive if they are intended to develop communities in every dimension. Today's communal problems are multifaceted and need to be addressed by concerned stakeholders. The argument of Michael and Paul (2008) states that community development is a process of bringing about change within and for communities to address 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 have a strong relationship. CBOs, in one way or another, work for community development in different dimensions. A number of researchers have highlighted the significance of CBOs contribution in different developmental aspects in general since they are helping communities 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 the financial capacity of the members in particular and the community itself in general by creating different opportunities that alleviate financial constraints, like fund raising, establishing microfinance institutions, saving, and credit associations (Hussain, Khattak, and Khan, 2008, p. 749). Hence, community development relies on interaction between people and joint action rather than individual activity.

2.2. The Importance of Local Development Association

A local community development association is very important to overcome the social and cultural problems of the community at large. Hence, community development has continued to be viewed as a strategy of intervention in rural society to promote socioeconomic changes. It has been particularly popular among non-governmental organizations (NGOs), donor agencies, and many national governments around the world. Its "social values and principles" include mobilizing the people of the community to promote their self-help, mutual assistance, and problem-solving capacities; adopting "democratic" practices in the decision-making process; reframing social relationships in ways that correct existing structures of inequality; utilizing local resources to support initiatives; and self-directing the planning and organizational processes. Such initiatives often start on a small scale and then replicate themselves, expanding over larger areas and thereby not only leading to an improvement in the community's standard of living but also creating beneficial relationships with the state, markets, and civil society (Mequment, 1998).

The failure of centralized agencies and top-down planning to reach the poor with sustainable development solutions has led to a search for more effective approaches. This reassessment has resulted in project designs that attempt to devolve decision-making and resources to lower levels of government, communities, and user groups. Now, a growing body of evidence confirms that community involvement in the initiation, planning, implementation, operation, and maintenance of development projects does indeed lead to more sustainable results. (World Bank Discussion Paper No. 375, 1997, p. v)

The participatory process gives communities the opportunity to analyze and discuss their local situation in a systematic fashion. This raises awareness about local problems and their causes and about the availability of internal and external resources. Through the participation process, communities become responsible for the implementation of their action plans. Rather than being mere recipients of services and grants, communities take the lead in the development process.

By doing so, they strengthen indigenous institutions and local organizations. Through the participation process, communities become aware of the need to plan and execute their actions within hard budget constraints. They become aware that cost recovery is needed to ensure sustainability. This also opens the way to the acknowledgement that much can take place immediately through better use of existing local resources and latent capacities. (World Bank, Source Book for Community-Driven Development in the Sub-Saharan African Region, p. 13)

Social funds have proved to be an important instrument for creating projects that reach the poor using community-based strategies. Social funds have provided much valuable experience on the mechanisms for reorienting development agencies toward participation and demand-based projects. They have also instituted groundbreaking initiatives to increase community involvement and control over project implementation. The results of social fund work are also beginning to show the importance of building the capacity of local organizations—a form of social capital—and the huge potential of development projects to do this. (World Bank Discussion Paper No. 375, 1997, p. v)

If development projects can strengthen local-level social capital, they may indeed leave in place the capacity for communities to continue to help themselves. When that occurs, projects will be seen as an input into the lives of the poor, rather than the poor being seen as an input into development projects. (Ibid. p. v)

2.3. Public Participation

Public Participation Public participation is the term derived from the combination of the words ‘public’ and ‘participation’. Thus, it warrants defining the term ‘public’ before dealing with the definition of public participation. In international conventions, ‘the public’ is commonly referred to as “one or more natural or legal persons”, (UNECE, 1991). ILO (2000: 2) defined

the public as “a vast and heterogeneous group of people or stakeholders, organized or not, who are concerned by a specific problem or issue”. Thus, for the purpose of this dissertation, the term ‘public’ is operationalized according to the ILO's (2000) definition. The term public participation has numerous different meanings and definitions. Different authors have different meanings when using the term ‘public participation, depending on who the people are and what the setting is. It is always viewed differently depending on its context and purposes. Its meaning has shown progressive development from time to time. In the past, public participation was considered an opportunity to give comments in a public hearing, to vote in referendums, or just to be a member of a social movement society.

White (1992) defines public participation in terms of the level of participation as the active involvement of the local people in decision-making concerning development projects or their implementation. The common theme amongst these various definitions of public participation places people at the center stage, and the emphasis is on their active participation in their own development-related matters to ensure sustainable livelihoods. Other categories of public participation definitions spotlight the extent to which they influence decision-making. For Gluck (1999), public participation is a process by which people make decisions about the institutions, programs, and environments that affect them. For ILO (2000:6)

“Public participation is a voluntary process whereby people, individually or through organized groups, can exchange information, express opinions, articulate interests, and have the potential to influence decisions regarding the outcome of the matter at hand.” This definition refers to the aspect of participation. Public participation, in the context of this paper, is a process through which local people, individually or collectively, take part and influence decision-making in the planning, implementation, monitoring, and evaluation of local development.

This could be achieved through the active participation of the public at large. Community participation was also manifested in terms of its own resource mobilization for the implementation and maintenance of projects. The CPC played a vital role in undertaking such activities. This type of participation was considered a cornerstone for the other types of community participation, as it was used to ensure the expression of the real commitment of the community to the project. In all cases, the majority of community members were involved in raising financial contributions to meet their share of the project costs. As a quick expression of

their commitment to the project's implementation, some CPCs were using innovative ways of collecting community contributions. One of the ways was to pay the community's share by borrowing from different public funds (e.g., 'Idirs', Kebele/Woreda funds), which would be paid back later on while the project was under implementation.

The other method was similar, but the borrowing was made from the private sector and philanthropists residing in the locality. The community contribution to the project cost was largely used to cover the implementation costs of projects. But in some cases, it was used for the maintenance of the project. The fund office has strongly required every community member to participate in sharing the project cost. Hence, such innovative mechanisms that were employed by project committees were understood to be meant only to tentatively shorten the time taken to mobilize contributions and realize the fast absorption of the fund's assistance (Semunugus, 2003).

Many scholars articulate the origin of modern community development in post-World War II reconstruction efforts to improve less developed countries (Wise 1998, as stated by Rhonda and Robert 2009). This means that community development is not a new phenomenon; rather, it has been a trend for many decades. Community development is considering people as a part of a community with their assets and strengths, seeing them as people with power by 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 the empowerment of groups of people to maximize their potential.(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 of having different opportunities that help the community enjoy life. Moreover, it creates opportunities for people who do not have adequate personal resources to meet their needs or for communities with large populations of people who need assistance, ultimately aimed at bringing 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, redefining problems and opportunities, and discovering new options. In any case, community development requires network building to meet communal development demands. (Carl, 1988) Therefore, to build up the network, the existing capacity of the community needs to be recognized and appreciated, as well as opportunities created.

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

2.4. Empirical evidence on Community Development Association

The current silence in the research literature of conceptual and empirical interest in understanding community development association and development efforts is illustrated by some recent studies that attempt to summarize large bodies of evidence about the effects of CDA (Oxford Policy Management, 2013). Gaventa and Barrett (2012) state that:

Understanding what difference CDAs and engagement make to development and to more accountable and responsive CDAs has become a key preoccupation in the development field. been over a decade since CDAs and community participation moved toward the mainstream in development debates and a strategy for achieving poverty alleviation. Despite this, a large gap still exists between normative positions promoting and the empirical evidence and understanding of what difference CDAs engagement makes (or not) to achieving the stated goals.

Their study is based on a meta-analysis of a sample of 100 case studies. They identify four types of outcome from their evidence base: CDAs and the construction of trust for local development; CDAs and the practice of CBOs in local development; CDAs and building responsive development; and CDAs and inclusive and cohesive societies.

The study also distinguishes four types of community participation in CDAs and others: participation in local associations; participation in social movements and campaigns; participation in formal participatory governance spaces; and mixed examples where several of these forms of participation apply.

Actually, the study of community development association has emerged more recently, specifically in the 1990s with Vidal's (1992) introductory work focused on the history and contemporary state of community development association, which had begun to appear in the 1960s as a response to the War on Poverty.

Therefore, while community development association has existed for some time, little of the research that has been performed since the beginning of their existence examines the effects of these organizations on local development outcomes. The study of community development association has primarily focused on the organizational infrastructure, their outputs, and their successes and failures (Briggs, Mueller, & Sullivan, 1997).

While these topics are important from a programmatic standpoint, the impact of CDAs when conceptualized as a local-level intervention are important to understand as well in the context of local development research. Most importantly, if effects are detected, it is important to then understand how they are accomplished – bridging the local work with science and replicable solutions as Burgess suggested. Currently, this type of work is largely absent from the literature, besides a few studies that are described here.

Place-based or community development as an overarching approach has been implemented in multiple forms with varying levels of success. Given the importance of community organizations, perhaps the most salient feature of place-based community development is the institution of the CDAs and strategies employed by these organizations. CDAs began forming in the 1960s as a result of the civil rights movement and War on Poverty and have continued growing since. These community-based development organizations are typically initiated by individuals or small groups within communities and target geographically defined areas (Vidal, 1992).

In Ethiopia, in the last two decades, due to a shift in development thinking in general and increment in organizational and resource capacity of CBOs in particular, efforts have been observed that recognized and acknowledged the role of CBOs in the development process. In an unpublished paper (Moges, 2010), indicated that, after years of overlooking the potential roles that CBOs can play a role in development, development communities (INGOs and donors) that provide development support in the “third world” have begun to re-consider the importance of CBOs in development.

In similar thought, it is argued that, the innovation of new development approach which gives emphasis on local actors and the CBOs innovative coping mechanisms to tackle their problems and their involvement in different activities have contributed a lot for re-thinking and re-theorizing of CBOs' role in development. Getinet (1999) also substantiates this point. She argues that CBOs have a significant role to play in promoting local development and in improving the living conditions of the people in which development is destined for.

However, mere recognition of the existence of CBOs per se is not a solution to the structural and deep-rooted problems of CBOs in Ethiopia; rather, CBOs require enough space, and needs to be mainstreamed in the formal development structure and approach. Despite the challenges to examine the roles, functions, definition and representation of CBOs, the undeniable fact and the bottom line of this discussion is that CBOs can have a role to play in local development which is contributory to the locality. On top of that, such organizations have also a potentially valuable asset to be exploited and utilized for development (Wolde, 2010).

Varieties of CDAs exist in Ethiopia and primarily established to solve social problems of the community but also address other community concerns at times (Pankhurst 1998). Similarly, Yan (2004) explained that mutual help is essential to the human race to progress to a full humanity. Only through a reciprocal linkage among people would the progress of the whole human race be possible (Yan 2004).

Furthermore, studies have demonstrated that participation in voluntary associations have multiple benefits (Teshome et.al, 2014; Bown, 2000). In the same way, Beck and Eichler (2000) emphasized that consensus organizing involves a strategic leadership-building process that

develops empowerment and stimulates fresh thinking and action on a range of issues related to poverty (Beck and Eichler 2000).

Moreover, Breton (2001) stated that neighbor networks make a bigger contribution to resilience in socio-economically deprived neighborhoods (Breton 2001).

2.5. Theoretical framework

This study uses the theories of Civic Driven Change, the "illusion of civil society," and Kramer's views on the "third sector" as a theoretical framework to examine the various ideas and conclusions presented in the study. These resources were chosen because they directly address the goals that have been set forth as well as the research questions that are mentioned in Chapter 1. According to Wolde (2010), these theories act as a link between the ideas and the results.

2.5.1. Community Driven Change/CDC

When examining community-based initiatives, the CDC idea pays proper attention to the role that CBOs play in defining their problems and solutions rather than relying on outside help and support. Boyte (2008) claims that the "CDC lens" focuses on social norms and standards that are established by the community to address the underlying causes of issues rather than merely accepting historically developed social rules as dictated by outsiders. Furthermore, the "CDC lens" provides a fresh viewpoint that positions citizens as important players in change processes. The author goes on to explain that citizens have a number of civil and political rights, along with corresponding responsibilities, which are essential to comprehending citizenship and civic initiations. In "CDC lens", civic actors are the ones which decide about structural and enduring changes in their society.

As Boyte explains further, at best, aid agencies with good intentions and practices play a facilitating role in lieu of deciding everything for the society from above. This approach calls for civic change as a tool for development of a society in place of aid change which has been dominant in mainstream development. Many proponents of the "CDC lens" claim that the most important aspect of "CDC lens" is that it takes a perspective of citizen-driven change and bottom-up process of social change and development than hierarchical and top-down decision making procedures.

Dagron underlines the importance of citizen involvement and participation to ensure sustainable development. The author argues “conceptualizing development without the active involvement of people deviates from its original intent and is unsustainable “....communication in development as dialogue and debate is at the core of civic involvement and social change” (Gumucio-Dagron, 2008). Furthermore, on top of questioning the “natural” boundary between the private and public dichotomy, the “CDC lens” further stresses the fact that local process, change and development will engage with each other to bring about large scale social transformation or development (Biekart and Fowler, 2009).

2.5.2. Perspectives on the “third sector”

Kramer (2000) created four views, or as he put it, "four alternative or supplementary paradigms," to help make sense of the complicated and contentious idea of the "third sector" and to explain its fundamentals. Political economy, organizational ecology, new institutionalism, and open/mixed system are the four viewpoints that make up this research. The latter two perspectives will be discussed and linked to the major findings

According to Kramer, one useful way to understand the “third sector” is the Neo-institutionalism, which rejects the static public-private dichotomy. Instead, this perspective advocates about the blurring of boundaries between the sectors. The other perspective which helps to understand the roles and functions of the “third sector” in Kramer’s view is the mixed and open system perspective or in his words an “intermediate area”. According to him, the basic idea of this perspective is that the “third sector” can be explained in its relation with the other sector rather than something isolates and separate. This perspective explains the “complex interactions between four major sectors of the society such as state, market economy, the civil society of voluntary organizations and the community of households” (Ibid).

2.5.3. The Illusion of Civil society

The concept of civil society and the roles that CSOs play in Africa is very different from other parts of the world and it is a result of its own unique historical processes. According to Chabal and Daloz (1999), in the “Western World”, the formation of civil society is associated with democratic process and social movement to challenge the state in its relation with society. This

resulted in the existence of strong, independent, highly organized and vibrant civil society which protects and defends public interests unlike its African counterpart. Hearn (2007) supports the above argument with regards to the formation of NGOs and CBOs in East Africa. She argues that in African context, NGOs and CBOs are “created by civil servants who are either working in government structures or “restructured” out of a job but who still retain contacts within ministries and government officials” (Ibid). Ethiopia is not, by and large, an exception to the above general picture of CSOs in Africa.

It is believed roles on the one hand, and the government recognition of the role of CBOs as partners in development as separate from the government structure and the market on the other provide a sound justification to consider CBOs as part of CSOs. Besides, the lack of clarity to delineate the boundary of civil society in the academic discourse in general provides additional reason to consider CBOs as part of the “ambiguous” umbrella that, given the current involvement of CBOs in local development term called “civil society”.

Chabal and Daloz (1999) argue in the same line of thought with Hearn’s. They believe that the “dichotomy between state and civil society, which is substantially taken for granted in most current interpretations of African politics, does not reflect the realities on the continent (Ibid). For them, the notion of civil society would only apply if it could be shown that there were meaningful institutional separations between a well-organized civil society and a relatively autonomous bureaucratic state as the case in the western world, rather what we observe in Africa is the constant interpretation, or straddling, of one by the other”(Ibid).

To explain the illusion of civil society in Africa, Chabal and Daloz (1999) further argue that the development of properly grounded associations charged with the defense and promotion of a “common good” within the public sphere is highly problematic in Africa due to the basic fact that “African societies are essentially plural, fragmented and, above all, organized along vertical lines instead of horizontal functional bonds or ties of solidarity between those who are similarly employed and professionally linked”(Ibid). By conceptualizing KDA as part of civil society, some of the findings of the research in the upcoming chapters will be assessed in line with this theoretical framework as deemed necessary.

Chapter Three

3. Materials and Methods

3.1. Description of Study Area and KGDA

This study is intended to be conducted in the south sodo wereda administration in the central ethiopia regional state, ethiopia. south sodo woereda is found 104 km south of addis ababa and 198 km north east of hōssna town, which is the capital city of the central ethiopia regional state, and bordered with mesekan woreda in the south and oromia regional state in the west, north, and east. geographically, according to sodo wreda, the area is full of ups and downs topography with a variety of land features generally; flat land with a gentle slope comprises 50% of the wereda. This is about 15% ups and downs, 23% mountainous valleys, and 12% hilly areas. Moreover, there are 58 huge kebeles (swardo 2022).

The average annual rainfall ranges from 2500 mm to 1500 mm and is unevenly distributed throughout the year. Extreme fluctuations in rainfall, both in its annual totals and the distribution throughout the year, are the primary constraints for agriculture, particularly under rain-fed conditions. The mean annual temperature of the area ranges from 28 oC to 18 oC in the Kola and Woina Dega agro-ecological zones, respectively. The wereda is located between the latitude and longitude of 8° 18'5"N and 38° 32'48"E, respectively, and has an elevation between 1700 and 3460 meters above sea level (SWARDO 2022). As indicated by the wereda administration agriculture and rural development office, the type of soil commonly found in the area is 60% brown, 22% black, 12% red, and 6% grey. Crop production and livestock are integral parts of farm activity in the study area. The major crops growing in the study area include cereals, teff, legumes, vegetables, fruit, and enset. Regarding livestock production, cattle, small ruminants (such as goats and sheep), equines, and poultry are the dominant types of livestock kept by farmers. According to CSA (2013), for the population projection of 2017, the population of the district is estimated at about 195,858.

Kistane-Guraghe People Development Association is a non-governmental, non-political, and non-profit organization established on December 3, 1992, by the people of Kistane. The association was formed to assist the Kistane people in economic, social, and cultural development. Many consider the Guraghe in general and the Kistane Guraghe in particular to be

national pioneers in Ethiopian modern business development. After the end of the five-year Italian occupation of Ethiopia, the Kistane Guraghe people were quick to engage themselves in trade and other economic development activities (KGDA bulletin 2010). This study will be conducted in Sodo Woreda, Ethiopia; it is one of the 16 woreda as of Gurage Zone, SNNPRS Region, and Ethiopia. KGDA has started its operation in this woreda since its establishment.

3.3. Research Approach and Design

In line with the pragmatism paradigm, this project implements a mixed-methods design in which the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (Creswell, 2014). A sequential mixed design is selected that involves a two-phase project in which the researcher collects qualitative data to explore the views of participants in the first phase, analyzes the results, and then uses it to build on to the second, quantitative phase (Creswell, 2014).

A descriptive survey research design was employed to carry out the study because it is believed that it fits to get detailed data from many respondents and is appropriate to assess the status of phenomena. Moreover, it includes cross-sectional studies that make use of questionnaires or structured interviews for data collection with the intent of generalizing from a sample to a population so that inferences can be made about some characteristics, opinions, practices, attitudes, or behaviors of that population, and it also makes possible the prediction of the future based on findings on the prevailing conditions (Creswell, 2003).

In line with this, Creswell (2006) stated that descriptive research gives a better and deeper understanding of a phenomenon, which helps as a fact-finding method with adequate and accurate interpretation of the findings.

3.4. Methods

Both qualitative and quantitative methods of data collection with their respective techniques were used that involve focus group discussion (FGD), key informant interviews, and personal observation for qualitative data, while an attitude scale and pre-determined household survey questioner were used for quantitative data (Creswell, 2014).

3.4.1. Sampling Techniques and Sampling Population

The selection of sampling techniques for the study is based on the representativeness and resourcefulness of the sample. Therefore, in order to collect a wide range of and in-depth information for the study from the selected village using the probability sampling technique, the researcher uses random sampling, where there will be a focus on the location of the household, participation, and contributions of the household head (HHH) to identify the effects of and

challenges encountered by the KGDA and people's attitudes and participation towards the local development association.

Then, the sample was collected randomly, giving everyone an equal opportunity to be selected in each group. In order to determine the sample size, the study used a sampling frame from which the sample size was determined, and the study used twelve (12) kebeles selected purposefully and proportionally as a sampling frame to manage the data properly as a result of the large population size of the target population.

To determine the sample size, according to Basil and John (2010), the following procedure was used for its popularity and appropriateness: If we have 'N' number of population (household heads), the size of the sample is

$$n = \frac{N}{1+N(e^2)} = n = \frac{195858}{1+195858(0.05*0.05)} \quad n = \frac{195858}{1+195858(0.0025)} = 490.645$$

Where N= population size

e = precision usually set at 5%

n= sample size

Therefore, the sample size of the study in the selected woreda will be 490. In order to determine the number of participants from each of the twelve (12) kebeles here, to determine the actual size, According to CSA (2013), for the population projection of 2017, the population of the district is estimated at about 195,858 and its household size could be 39,171. Therefore, 490 household heads will be part of the study.

3.4.2. Data Collection Instruments and Techniques

Two types of structured **questionnaires** and a check list were used as tools to gather information from the sample population. With regard to the technique, interview, non-participatory observation, and focus group discussion for qualitative data and a closed-ended survey questioner and attitude scale for quantitative data were used. The researcher believes that this approach helps to substantiate or support the information collected using one instrument after another.

Household Survey

As indicated above, for quantitative data on the basis of the research approach selected, a household **survey questioner for the effects of KGDA** and livelihood change on the one hand and an **attitude scale** for people's perceptions and participation in KGDA development activities will be prepared on the other.

Household level Questioner

In order to assess the effects of KGDA on society, the development efforts of the government to provide social services in Sodo Woreda and the challenges the KGDA faces in the community were addressed by household questioners in the study. Participant household heads were asked about the development effects KGDA brought to their village and the main challenges the development association has to expand its development efforts.

Attitude scale

People's perception of KGDA and participation in its development activities were measured through their responses to "attitude statements" related to the advantages of local development associations, the role they could play in rural development, and the benefits they provided for the local community. On the other hand, farmers' views about local development associations were measured by their responses to 'attitude statements' related to their participation in the development activities of the association.

The questionnaire contains 12 statements on a Likert-type attitude scale to measure people's attitudes. Six statements arise about the importance of local development associations for rural development and the overall role the association could play. Six other statements raise issues related to the participation of farmers in the development activities of the association. Attempts have been made to keep all statements moderately positive or negative. Items in the scale were placed in random order. Eight statements were worded so that agreement with the statements would mean a favorable attitude, and disagreement with the rest would mean a favorable attitude.

Key-informant Interviews

The contribution of KGDA to local development and the challenges it faced during its operation were assessed by conducting face-to-face interviews with key informants through a semi-structured questionnaire. Six key informants were selected from the woreda civil society organization (CSO), Woreda government offices, Kistane Gurage elders, KGDA board members, and the association as part of the study. So interviews are made by using semi-structured questions that were prepared in Amharic for six selected key informants regarding the role and their reasons for facing the KGDA during its active time. The interview was conducted to answer the research questions, especially to list out the main challenges and contributions, which will help the researcher give clear information on what KGDA is and to learn the lessons if they are valuable for today. These interviewees included the main leaders and the then board members who had an active role in the KGDA, the community elder as a beneficiary of the work of the organization, educated individuals of "kistane" origin, experts who are working on the woreda level, and the current top officials of the sodo woredas. The interview was conducted in note-taking, and with the permission of the interviewees, there was a video and audio recording. The recordings helped to remember the omissions in note-taking during the data analysis process.

3. 4.3.Focus Group Discussions /FGD/

The idea behind qualitative research is to purposefully select participants or sites that help the researcher understand the problem (Creswall, 2014). With this in mind, two groups of seven selected community representatives from Sodo district were involved in the FGD, and the author was try to create a suitable discussion environment on issues related to:

- How the community perceives KGDA and their activities
- Effects of KGDA on rural development of Sodo woreda
- Interactions that exist between the community and the KGDA, and
- Participation of the community in the development activities of the association; hence,

After preparing a focus group discussion guide in Amharic, the researcher conducted two (2) focus group discussions. Which holds a total of 14 individuals? Each group discussion was planned to comprise seven individuals. So the focus group discussions were conducted in an

actual manner with the previous KGDA leaders, kistane elders, and woreda workers, as well as with elders who gave better information and participation about KGDA in Buee and Kella. All these focus group discussions were aimed at getting valuable information on the role of the organization as a whole and on the lessons to be learned from the organization for today's development issues of sodo woredas, in addition to the best achievements and the unique nature of the KGDA. These discussions helped the researcher triangulate, better understand, and validate the evidence that he collected from interviews and questionnaires.

3.5. Methods of Data Analysis

In this study, the data collected through the questionnaires were analyzed using descriptive and inferential statistics for household questioners on the status of community participation. In addition to this, this technique also enables us to study the individual influence of the KGDA, and here I will see the effect of the KGDA on rural development or otherwise. On the other hand, the participation of the community in KGDA and their participation were identified as major issues in the study. The level of variation in attitude and participation between different groups of the community was tested and analyzed. After the completion of the data collection, the next step was analyzing and interpreting the data using different qualitative techniques. The first step was the translation of interviews and focus group discussion results that were collected in Amharic to English in a way that kept their originality and answered only the research questions. The data collected through interviews, focus group discussions, and observation was analyzed thematically, and sources were triangulated to maintain their reliability and validity, which made the findings and conclusions acceptable. Here, the presentation and analysis of data are focused on using more explanations than any other method. In general, in this study, the data that was collected through the questionnaires were analyzed using descriptive and inferential statistics. The researcher has been officially employed the SPSS (Statistical Package for Social Sciences) version 2024 software.

3.6. Ethical Considerations

Conventions and principles related to research ethics are the most important component of the research method and have the potential to invalidate the findings of a particular study if they don't get proper attention. Therefore, this study was give due attention to the ethical principles

of research that are conveyed by the general research community. Volunteer participation, confidentiality, informed consent, and privacy of the respondents and participants, as well as the cultural and personal norms of the participants, were respected by the researcher during the whole process of the study.

Chapter Four

4. Results and Discussion

4.1. Result

This chapter of the research presents the major findings that emerged from the gathered information in a thematic-analytic model. It was planned to address about 20 respondents in the interview and focus group discussions and 490 respondents in the questionnaire. When the actual research was conducted, especially the number of questionnaire respondents, returned was 465 due to different challenges and makes the response rate 94.9%. These respondents' challenges include; the inability to get some individuals becoming too busy in their career, some of the individuals being outside of Ethiopia and failure to meet them in electronic means, and some of them were unwilling to respond.(see table 4.1.1.below.)

4.1.1. Table of Data Collection Tools

No	Data Collection Tools	Number of questionnaires Distributed	Rate of Performance in percent	Number of questionnaires Responded	Rate of Performance in percent	Remark
1	Questionnaires	490	100%	465	94.9%	
2	Interview	6	100%	6	100%	
3	Focus Group Discussion	14	100%	14	100%	
4	Total	510	100%	485	95.1%	

4.1.2. The Origin of the KGDA Since 1992

When we see the emergence of the Kistane Gurage Development Association, it is related to the downfall of the Derg regime and the coming of the EPRDF into power. This is termed the era of

the Ethiopian People Revolutionary Democratic Front, in addition to the transitional period. According to all interviewees, KGDA was highly favored and made good efforts to establish its organization as a local development association. Moreover, the KGDA was established by Kistane elites who reside in Addis Ababa. The main role in the foundation of the KGDA was played by prominent figures of the Kistane Gurage people, like Dr Sime Debella, Zenebe Frew, and Dr Denbel Balcha, Ato mokeria Maru, Tsegaye Sime etc. After the establishment of the organization, several committees were formed to start the official work of the KDA. Moreover, during this period, the support of the community in education, health, and the construction of roads were very limited, and high attention was given to forming KGDA as an institution.

4.1.3. Conducive Factors for the Establishment of Kistane Gurage Development Association

Most of the respondents agreed that the former existing Gurage cultures like "jegi", "wujo," and "wusacha" played a substantial role. According to elder focus group discussants, all the above-mentioned Gurage traditional cultures have a basic developmental element in that people show voluntariness to work together. In addition, these traditional associations have a sense of taking unity as strength to prosper. This existing situation helped as an enabling factor to establish KGDA as a developmental organization.

Respondents, like the previous board members of the organization and educated individuals, believed that the presence of higher officials and civil servants who came from Kistane Gurage land in the EPRDF government was another enabling factor to make the establishment of KGDA actual.

All of the respondents in the group discussions expressed that the most influential enabling factor was the Kistane Gurage people's strong interest and initiation to provide financial support. Everybody who originated from Kistane Gurage and was living in any corner of the country actively participated.

The other enabling factor was the need for helping and supporting the rural community at large, which had already migrated and settled in different urban centers in Kistane Gurages. According to focus group discussants in Kella, the urban residents of Kistane Gurages were spending their time, money, and everything to organize and unite the people in one group and in a unified manner.

4.2. The Overall activities of The KGDA

The overall activity of the KGDA is/was several in its manner to support the community at large. These activities are concentrated on education, health, road construction, and prospering the culture of the Kistane Gurage peoples. According to the interviewee's participants, KGDA made great achievements in the expansion of education to rural society, the accessibility of health centers and facilities, and the development and upgrading of the people's culture as a whole.

4.2.1. General Demographic Characteristics of the Questionnaire Respondents

No	Number of Questionnaire Respondents	Age		Sex		education			position		Total	remark
		b/n 25-45	b/n 45-70	male	Female	diplo ma	Degree	masters	Exper t	Offici al		
1	465	379	86	378	87	45	411	9	410	55	465	

4.2.2. The contributions of the KGDA in education

Education plays a pivotal role in the development of the country in every aspect. In line with this, the Kistane Gurage Development Association contributed a lot to educational activities. All the respondents of the interviewee's participants said that KGDA contributed more to the presentation of reference books for different schools in Sodo district. KGDA distributed reference books to several junior and high schools in the woreda, such as Buee Secondary and Preparatory School, Damu Secondary School, Zenzem Gerbi Secondary School, Nurena Kella Primary and Medium School, Kella Secondary and Preparatory School, and so on. In addition to the above educational achievements of the KGDA in education, the first and most important one is mentioned as follows:

- It prepared a trilingual dictionary, i.e., Kistanegna-Amharic-English, and published and distributed it to the society.
- It prepared the Kistanegna Alphabet (Fidel Gebeta) and distributed it to the people.

- It constructed the Buee Technical and Vocational College and filled it with full equipment, which was later transferred to the regional government.
- It delivered student chairs to several Sodo junior and high schools each year.
- It supports laboratory equipment in many schools.

It paved the way for the beginning of education by mother tongue, which is Kistanegna, because to begin mother tongue education, it needs language instruments like grammar, the alphabet, and a dictionary. In general, KGDA has made tremendous contributions to education, as indicated by 81.1% of the respondents. (See table 4.2.2.)

4.2.3. The Contributions of the KGDA to Health Facilities

All the respondents to the focus group discussion agreed that KGDA made a great effort to construct health institutions like hospitals and health centers. According to all the respondents, KGDA contributed a lot to the construction of health institutions and the fulfillment of health equipment's needs for the benefit of the community. In line with this, it took initiative and direct participation for the construction of Buee Primary Hospital and Enebuyo Health Center. Moreover, KGDA has delivered several different types of health equipment from year to year until now. As interviewees, respondents said that the KGDA prepared a huge nationwide telethon held in Buee town, the capital of Sodo, in 2008 (2001 E.C.) to mobilize the Kistane Gurage community so as to engage to fill the gap of government in education, health, culture, road construction, and the like. In this telethon, different aids, meaning aids in money or cash, in kind, and in other forms, were collected. In the meantime, focus areas of involvement were identified. The focus areas were education, health, and the development of Kistane culture, as selected by the committee. After a year, the committee selected major projects like the construction of a referral hospital, a technical and vocational college, and a cultural center for the development of the Kistane culture as a whole. However, the referral hospital later on reduces its status to primary hospital for different reasons, especially political ones. In general, the KGDA made valuable contributions in the health sector. As you can see from the result of the respondents to the questionnaire, 85.4% are satisfied with their effort. (See table 4.2.2.)

4.2.4. The contributions of the KGDA in road construction

Generally, infrastructures are very useful for human beings, and particularly the construction of roads is the mother of all infrastructures that laid the foundation of others. Hence, according to the respondent's focus group discussion participants, the KGDA has constructed several kilometers of gravel roads that connect the federal highway to the many Kistane rural areas. Moreover, the organization constructed about 250 kilometers by mobilizing the wealthy, the educated, and the rural people. This constructed all-weather road made possible the easy fusion and connection of the people by large. Such constructed roads to mention are the ones from Kella-Qeshet Erob Gebeya-Aymellel, Buee-Fatto-Endebuyo, and Derekonz River to Damu, etc. In addition to the above points, the contributions of the KGDA in road building are good based on the results of the questionnaire, in which 79.1% responded for good and better performance of the organization's efforts. (See table 4.2.2.)

4.2.5. The contributions of the KGDA in the development of culture

According to the respondents among the participants in the focus group discussion, KGDA has contributed immensely to the development of the Kistane Gurage culture. The organization put forward a plan to construct a cultural center at Tiya (Tiya is a world heritage site that was registered by UNESCO in 1980), and additionally, it prepared the "Gordena Serra," which is a cultural book, and took it to the publishing organization for publishing purposes. Moreover, they donated money for individuals who prepared written documents on the culture and history of the Kistane people and student supporting materials at large.

4.2.2. Table the result of the respondents on the contributions of the KGDA for the betterment of community Development in the different ways.

Questions/statements	Rate of Frequency and percentage	Rank					Total
		Very poor	poor	good	Very good	excellent	
contributions of the Kistane Gurage Development association in Educational Activities	Frequency	20	48	377	18	2	465
	Percent/%	4.3	10.3	81.1	3.9	0.4	100
contributions of the Kistane Gurage Development association in Health Facilities	Frequency	23	24	397	19	2	465
	Percent/%	4.9	5.2	85.4	4.1	0.4	100
contributions of the Kistane Gurage Development association in road construction	Frequency	30	47	368	18	2	465
	Percent/%	6.5	10.1	79.1	3.9	0.4	100
The project success rate in KGDA in terms of cost?	Frequency	60	47	338	18	2	465
	Percent/%	12.9	10.1	72.6	3.9	0.4	100
There were/are several construction projects in KGDA, so what is the project success.	Frequency	20	27	398	18	2	465
	Percent/%	4.3	5.8	85.6	3.9	0.4	100
The project success rate in KGDA in terms of meeting or attaining objectives	Frequency	40	46	352	25	2	465
	Percent/%	8.6	9.9	75.7	5.4	0.4	100
Community/Stakeholders are participated in contributing money for health issues.	Frequency	14	17	235	197	2	465
	Percent/%	3.0	3.7	50.5	42.4	0.4	100

4.2.5.2. The Community attitudes towards the KGDA

All the respondents of the focus group discussion participants were agreed that the peoples of Kistane Gurage are very keen and positive towards the KGDA because they observed the organization as their identity. Now days one of the main problem is mobilization capacity of the KGDA so as to work in power, In addition to this the questionnaire result is assured this fact. (See table 4.2.3.)

4.2.3. Table the result of respondents on the level of the community attitude towards the Association and support of KGDA development efforts

Questions/statements	Rate of Frequency and percentage	Rank					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	
community/ Stakeholders are supported the KGDA in kind	Frequency	55	11	100	296	3	465
	Percent/%	11.8	2.4	21.5	63.7	0.6	100
The community/ Stakeholders are participated in contributing money for health institutions building.	Frequency	10	13	120	303	19	465
	Percent/%	2.2	2.8	25.8	65.2	4.1	100
community/ Stakeholders are supported the KGDA in labour base during construction	Frequency	22	5	99	337	2	465
	Percent/%	4.7	1.1	21.3	72.5	0.4	100
KGDA make information available to project stakeholders for good participation and awareness	Frequency	0	23	134	300	8	465
	Percent/%	0	4.9	28.8	64.5	1.7	100

Community attitudes towards KGDA is so positive	Frequency	15	4	113	331	2	465
	Percent/%	3.2	0.9	24.3	71.2	0.4	100
majority of Community attitudes towards KGDA is good	Frequency	31	3	80	349	2	465
	Percent/%	6.7	0.6	17.2	75.1	0.4	100
KGDA had/has a procedure or process to communicate with stakeholders address any issues as and when they occur	Frequency	21	3	90	349	2	465
	Percent/%	4.5	0.6	19.3	75.1	0.4	100

4.2.4.4. The Success of KGDA in projects Execution

According to the respondents to the interviews, as we have mentioned earlier there were a number of challenges and problems with the Kistane Gurage Development Association (like a lack of adequate finance, skilled manpower, and the like). But the organization's project executions were very successful. These project successes are manifested in the construction of schools, health institutions, and roads. The KGDA has played a great role in the construction of social services and other infrastructure. In line with this, the success of the project performance of the Kistane Gurage Development Association is apparently seen in the lives of the community. (See table 4.2.4 below.)

4.2.4.. Table of the results of respondents on project performance

Questions/statements	Rate of Frequency and percentage	Rank					Total
		Non e	Fe w	Me diu m	Hig h	Very High	
Cooperation and Integration Management	Frequency	30	3	109	321	2	465
	Percent/%	6.5	0.6	23.4	69.0	0.4	100
Resource Management	Frequency	41	3	109	300	12	465
	Percent/%	8.8	0.6	23.4	64.5	2.6	100
Community participation Management	Frequency	0	3	109	331	22	465
	Percent/%	0	0.6	23.4	71.2	4.7	100
Capital Management	Frequency	20	3	100	340	2	465
	Percent/%	4.3	0.6	21.5	73.1	0.4	100
Time Management	Frequency	0	15	98	351	1	465
	Percent/%	0	3.2	21.1	75.3	0.2	100
Cost Management	Frequency	22	26	110	299	8	465
	Percent/%	4.7	5.5	23.7	64.3	1.7	100
Risk Management	Frequency	18	20	74	333	20	465
	Percent/%	3.9	4.3	15.9	71.6	4.3	100
Quality Management	Frequency	0	42	103	294	26	465
	Percent/%	0	9.03	22.1	63.2	5.6	100

4.3. The Challenges of the KGDA

Any public organization faces different challenges in its operational time. KGDA, as an organization, faced internal and external challenges. Most of the respondents replied that there were many influential and crucial internal and external challenges encountered by this organization. But few respondents argue with this idea, and they have said that there were influential internal challenges and problems in KGDA. According to them, these internal problems include failure to recruit members in the big cities of the countries and in the rural areas of Kenya, organizational structure problems, and a lack of skilled staff (a lack of a corporate management system). The previous leaders' focus group discussants accept that there is a loose organizational structure and poor leadership within the organization because the leaders are volunteers. But most of the respondents agreed that the most crucial challenges are external, and these are economic, political, and social.

4.3.1. The Economic Challenges of KGDA

According to respondents the time of establishment, as well as the operational time of the organization, was very challenging. At this time our country was in series of security problem and period of unrest because at that time it was a transitional period. As many of the elder respondents said, even though the Kistane Gurage peoples both in urban and rural had the ambition to contribute much money, the existing country context limited a lot. This situation forced many kistane Gurages not to pay as they pledged, which caused a challenge in collecting the amount of money assigned to be collected by different committees. The failure to collect the pledged amount of money caused financial problems during the construction of schools, health institutions and roads and it brought an additional burden on the leaders. They remembered that the then leaders borrowed some amount of money even from individuals not to stop the construction works. The other economical challenge was the full collection of money and turned in practice to the people.

According to the questionnaire responses shortage of money, lack of community mobilization skill and lack of project management skill and the like are wide in magnitude and exert an effect on the works of KGDA, Hence these and other factors were observable as an economical challenge in the life of KGDA at its operational time.(see table 4.3.2.)

4.3.2. The Political Challenges of KGDA

As most of the respondents said that the entire challenges of KGDA were accompanied by the political systems of Ethiopia. Because of the political systems in the developing countries are highly attached to the lives of the people and their daily activities. According to respondents, the political challenges of KGDA started before the formal establishment of it. Before KGDA became true in 1992, there were challenges. Several people who had a high attachment with the EPRDF were considering/attending the founders (elite Kistane Gurages) in suspicion. They were asking why the Kistane peoples are making repeated meetings. Finally with different ups and downs the elite kistane Gurages made possible the establishment of KGDA in 1992. According to the respondents, the political challenge continued and reached up to now. As all of the respondents informed that the researcher, the most influential and strategic political challenge on KGDA happened after 2008. After this time the zonal and woreda officials were not positive and started so as to lag the activities of KGDA even it was prohibited the work of keeping the environment by Green economy development at woreda level.

According to all interviewees especially the board leaders and members of KGDA, the zonal government wanted one and unified Developmental organization as a zone, no need of divided woreda development associations. But KGDA would perform somehow the day to a day activities in hardship situations. In general the kistane Gurage Development Association has so money problems like shortage of capital , lack of skilled manpower, lack of resource management and soon.(see table 4.3.2.1.)

4.3.2.1 Table results of respondents of key challenges faced KGDA implementing its organizational programs

Questions/statements	Rate of Frequency and percentage	Rank					
		Non e	Fe w	Me diu m	Hig h	Very High	
Shortage of capital	Frequency	15	20	98	304	28	465
	Percent/%	3.2	6.5	21.1	65.3	6.0	100
Lack of community mobilization skill	Frequency	28	33	88	299	25	465
	Percent/%	6.2	7.1	18.9	64.3	5.4	100
Lack of project coordination and facilitation of full staff or Skilled man power of KGDA	Frequency	30	23	88	279	45	465
	Percent/%	6.5	4.9	18.9	60	9.7	100
Lack of Resource Management	Frequency	19	16	106	300	24	465
	Percent/%	4.1	3.4	22.8	64.5	5.2	100
Lack of Quality Management	Frequency	22	26	98	289	30	465
	Percent/%	4.7	5.5	21.1	62.2	6.5	100
Risk Management	Frequency	30	43	74	286	32	465
	Percent/%	6.45	9.2	15.9	61.5	6.9	100

4.4. Discussion

In this part of the research, the process of cleaning, analyzing, interpreting, and making the data presented above more discoverable yields valuable insights. This data was analyzed in a thematic model depending on each research objective. The analysis is based on the KGDA's developmental community-based perspectives by relating them to the other theoretical aspects.

4.4.1 Societal Values in Community Development with KGDA

Rohonda P. and Robert H. (2009) showed honesty, loyalty, fairness, courage, tolerance, and lifelong learning as societal values in the community development process. The core managers and administrations in community-based development organizations serve in volunteerism. This volunteer service provision needs strong diligence and stamina from the leaders. They have to be courageous and honest. In this regard, the researcher has the courage to say that the professional values in the community development process in the community-based organization were fully utilized by the KGDA leaders. Their effort and courage were manifested by traveling each kebeles in selected days to solve the challenges of the Kistane Gurages that were happening in each phase, and their honesty was expressed by using their cars for public use, not to expend anything from the public fund. The KGDA leaders had criteria for serving each community. They had followed a way that, the more the kebeles backward, the better they had gotten the chance to be served first; this was fair, and it manifested the fairness of the leaders. The sustainable purpose value was very important for the KGDA. The Kistane Gurage Development Association started its organizational work by constructing schools, health institutions, and roads. As it is known, school construction and road infrastructure are the backbone of all infrastructural developments, and they play a key role in sustainable development even though the organization couldn't sustain itself to accomplish its purposes fully.

4.4.2 Forms of Community-Based Organizations and KGDA

Community-based organizations are many in form and type. These include independent organizations, community development corporations, information exchange networks, service

delivery networks, adaptable manufacturing networks, business cooperatives, public-private partnerships, regional institutions, regional leadership programs, metropolitan planning organizations, regional government initiatives, special service taxing districts, foundations, and so on (Rohonda P. and Robert H., 2009). All these types of community-based development organizations have a common and distinct nature. From these types of organizations, community development corporations have a nearby characterization with KGDA. A community development corporation is a non-profit organization that works in a particular area in a defined territory and is normally gauged by its residents.

A board of directors, usually selected from the membership, governs CDCs and may also have broad positions reserved for representatives of key local institutions such as banks, city government, or the hospital. The typical partners are incorporated into CDS. These include faith-based institutions, non-profits, government departments and agencies, private developers and businesses, banks, national and international intermediaries, social service agencies, schools and colleges, and others related to the specific mission of the CBDOs. These organizations also have a capacity for the volunteer base that is vital to CDCs becoming fruitful. KGDA, as a community-based development organization, has the combined characteristics of many of these types. It is more similar to a community-based development organization because KGDA was non-profit, particularly working only in Kistane Gurage areas, and had a board of directors who were selected from the membership, and these board members were governing the organization. Since KGDA is a community-based development organization, it has different and peculiar characteristics that it shares with many other forms of CBOs.

4.4.3. People`s Organization Development Theory and KGDA

People`s organizations are part of civil society and can be found in the middle of the other sectors. While the state is responsible for law and order, the market is mostly private and profit-oriented. The family sector is private. In the middle, we find community-based, non-governmental, and other people-based organizations. The four sectors, i.e., state, family, market, and civil society, depend on each other and influence each other`s actions. Changes in politics, for example, can lead to distortions in the market sector and also influence the behavior of civil society. The civil society itself provides an area for the people to unite themselves and plan activities in a field of their interest. It`s a place for the discussion of issues they perceive as

important. They play an important role in development. A strong civil society contributes to change and development. If a revolution is done by the people and not for the people, they become self-governing. It is believed that governments need an active and vibrant civil society to perform well, and a strong civil society is said to play a critical role in the democratization process of a given country (Gladys M. 2009). KGDA as an organization is or was part of the people's organization in Kistane Gurage Land. As the theory demonstrates, KGDA as a civil society provides a good area for the Kistane Gurage People, who unite themselves for a common purpose and plan activities to construct schools, health institutions, and roads. KGDA contributed a lot to societal change and development. It is/was true that KGDA was a developmental as well as the Kistane Gurage people's democratic institution, which contributed many more ways for the Kistane Gurages to stay successful, especially in urban business activities.

4.4.4. KGDA and Government Policies

In several developing and developed countries around the world, especially in sub-Saharan Africa, most government policies do not favor all community-based organizations in all states. This is because some other government policies limit the proliferation and operation of community-based organizations. As cited by Agbola (1992), non-governmental organizations often proliferate where governmental policies and regulations favor their activities and cherish their interdependence. It is recognized that this is a situation where community-based organizations are at the mercy of local government officials to approve their project proposals, which delays the speedy execution of projects. In most cases, this approval may take up to weeks before the authorities of the local government consent to the proposal and write the community-based organizations officially. Dill (2010) underscored that officials of local government are imposing many controls on the operation of community-based organizations, and for community-based organizations to be recognized and qualify for funding by agencies, they must legalize their legal status (to be registered). In other countries, community-based organizations must first seek clearance and approval before they can embark on any project.

The Kistane Gurage Development Association had passed through so many wonderful ups and downs with the challenges of a shortage of capital and government policies. As we have observed above in the data presentation part, KGDA was in a positive policy relationship with

the EPRDF government. But the problem is at the woreda and zonal levels. The governments in the zone and wored are suspected the KGDA as political entity and had political missions as a whole. This shows that government policies at any level are important for the success and failure of projects performed by community-based organizations. A positive relationship between government policies and the CBOs facilitates the successes of community-based organizations.

4.4.5. Local Economic Development and KGDA

Local economic development (LED) is a process that brings together resources from within and outside the community to address challenges and promote economic growth in a systematic and organized manner at the local level. Local economic development does not just happen; a local community needs to coin its economic assets, decide upon a common strategy, and organize itself to implement the strategy. The Community-Based Development Organization allows local communities to raise funds towards infrastructure needed to support the development of their areas. A large amount of local economic development is planning to use the community-based development infrastructure approach to self-help and to use the voice of the community by themselves. Local Economic Development offers local government, the private and not-for-profit sectors (NGO), and local communities the chance to work together to improve the local economy. It focuses on improving competitiveness, increasing sustainable growth, and ensuring that growth is inclusive. Local economic development includes a range of disciplines, including physical planning, economics, and marketing. It also includes many local governments and private sector functions containing environmental planning, business development, infrastructure provision, real estate development, and finance (World Bank, 2011).

Thus, local economic development is about communities economically improving their investment, climate, and business-facilitating environment to boost their competitiveness, retain jobs, and improve incomes. Local communities respond to their LED needs in many ways, and a variety of methods can be taken. In line with how KGDA built well to strengthen local economic development in the land of Kistane Gurage, KGDA brought together the resources of the Kistane Gurage people from inside and outside to address community challenges. The first prioritized challenge of the then Kistane Gurages was the construction of road infrastructure, followed by education and health institutions. KGDA unified the Kistane Gurages to solve this

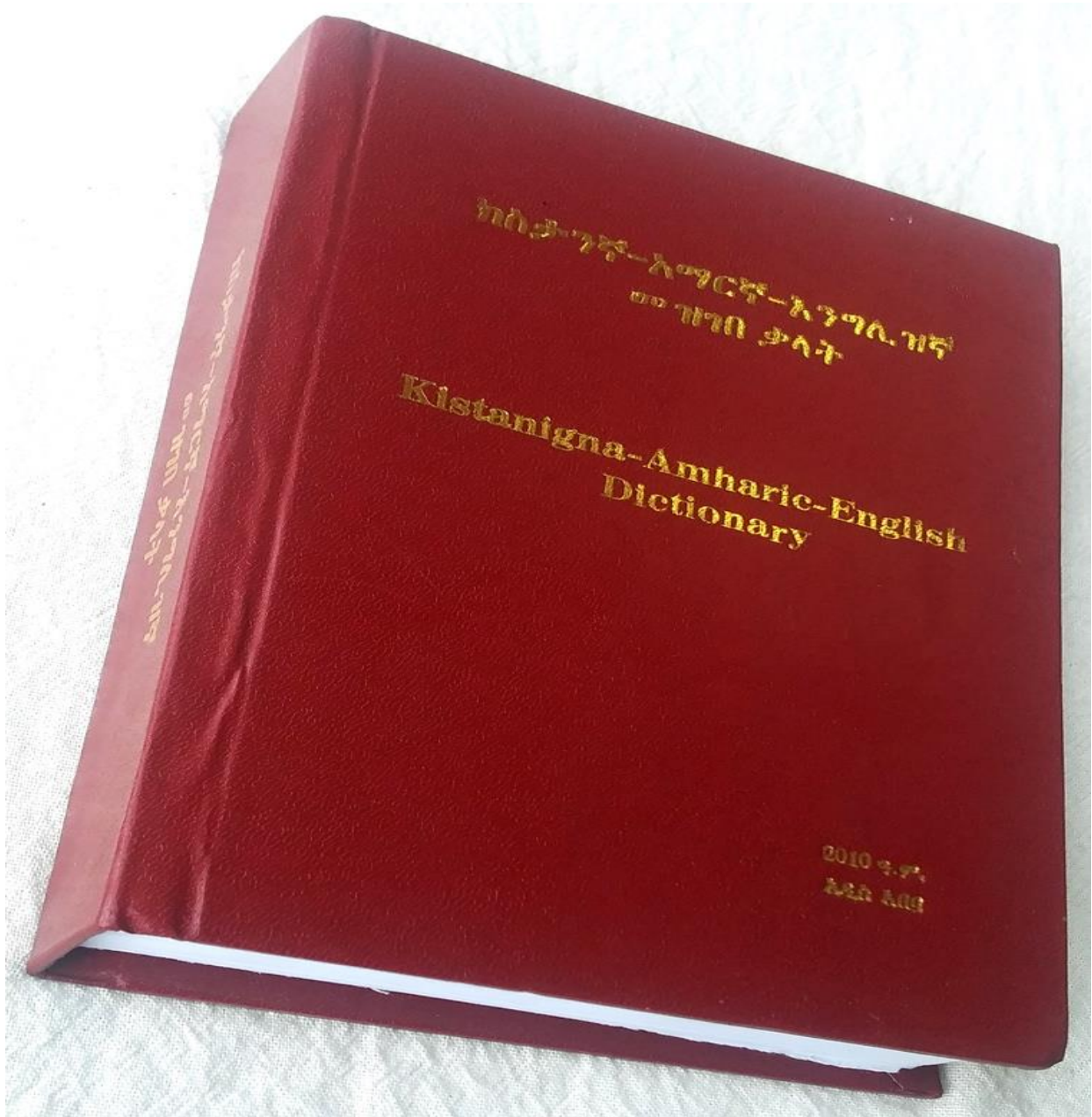
challenge. The local economic theorists envisaged that there are many processes and activities to bring about the improvement of the community. KGDA in Kistane Gurage Land improves many things in line with the construction of roads and other social infrastructure.

These include:-

- KGDA is investing in infrastructure such as the construction of roads,
- KGDA is investing in health and educational development because it utilized the public labour force during construction, which taught the public how to bring about change.
- Supporting informal and recently emerging business, after the construction of roads by the KGDA, the urban business was simply moved to the rural Kistane Gurage areas, which opened a door to the emergence of many small towns in the Gurage land.
- Creating a job for the private economic development of individuals

Some of the pictures of the Contributions of Kistane Gurage Development Association.

Figure 4.4.6.Trilingual Dictionary(Kistanigna-Amharic-English)



Source of picture-<http://www.kistane development org/> and KGDA Bulletin 2010.

Figure 4.4.7. Building of Water Institutions



Source of picture-<http://www.kistane.development.org/> and KGDA Bulletin 2010.

Figure 4.4.8.Educating Children



Source of picture-<http://www.kistane.development.org/> and KGDA Bulletin 2010.

Figure 4.4.9. Building of Roads



Source of picture-<http://www.kistane.development.org/> and KGDA Bulletin 2010.

Chapter Five

5. Findings, Conclusions, and Recommendations

5.1. Introduction

This is the last chapter of the study. The researcher presents the findings on the contributions and challenges of the development association of Kistane Gurage as a community-based development organization in the Sodo district. Out of the findings, the researcher then makes recommendations on how to better manage and decide on the future fate of the KGDA and, after that, suggests some directions. The last part of this chapter makes suggestions for further research.

5.2. Major Findings and Conclusions

The people of Kistane Gurage started to think about forming a developmental CBO, going back to 1992, soon after the downfall of the Derg regime and the coming of the EPRDF into power. The formation of KGDA as an organization was highly associated with this event. On December 3, 1992, the Kistane Gurages formed KGDA as a developmental community-based organization mainly for the construction of schools, health institutions, and all-weather roads. KGDA constructed several schools and health institutions. This organization was able to construct over 250 kilometers of all-weather roads. Based on this construction, the Kistane Gurages were able to form a connection between themselves and the federal highway, which passes from Addis Abeba to Wolaita Sodo. These construction projects had faced so many different challenges and opportunities. Some of the challenges include a shortage of capital (adequate finance), a lack of strong organizational structure, a lack of a corporate management system, conflicts between the committees, and the government's interference. The opportunities included the eagerness of the founding persons of the then committee members, the economic condition of the country, especially for the urban Kistane Gurages, the presence of Kistane Gurage origin higher officials, their expertise in the government system, and the commitment shown by the then leaders of the KGDA.

The establishment of the KGDA had its pushing and conducive factors. The Kistane Gurages migratory nature, the social connection between the urban and rural residents of the Kistane

Gurages, and the infrastructural backwardness of the areas at that time was considered the pushing factors. The conducive factors include the financial attachment through the trading system of the kistane Gurages, the early migration of the Gurages to different urban centers, which called for modernization in their birthplace, and the early and long-lasting Gurages' associational socio-cultural practices like "Iqqub", "Iddir", "Wujo", "Weje", "Jegi," "Wusacha and others. These socio-cultural practices trained the Kistane Gurages to work, develop, and prosper together.

KGDA is a purely community-based developmental organization. This organization worked on the development of schools and health institutions, road construction, and cultures in general. This organization is a special community-based organization from other CBOs in Kistane Gurage due to its construction of schools and health institutions, development of culture, especially the publication of “Gordena Serra,” and over 250 kilometers of all-weather road, which is challenging not only for the CBOs but also for the local governments.

Today, KGDA has so many opportunities to practice any activity because there are eager young educated kistane individuals, and so many very rich kistane gurus can work with KGDA's better delivery to society in an improved manner. Moreover, there is a conducive political atmosphere that can support public development.

The KGDA has also proven itself to be a long-lasting community-based development organization, playing a significant role in mobilizing community resources (talents and skills, leadership, human capital, and financial and material resources)

5.3. Recommendations

The research finding has significance in a number of areas. First and foremost, it will be valuable for the developmental process of the Kistane Gurage Development Organization itself, then governmental and non-governmental organizations, and other stakeholders, including social workers and policy makers.so

The researcher tried to make the following recommendations:

- Development performers, especially community-based development organizations, should adjust themselves to the existing government policies to sustain and fulfil the purpose of their founders.
- The current Sodo woredas political leaders should facilitate and support the KGDA to perform well, be a strong organization, and execute better than before.
- The Gurage Development and Culture Association should work in collaboration with KGDA to create harmony and benefit the whole Gurage at large because the two development associations (the Gurage Development and Culture Association and the Kistane Gurage Association) are working for the betterment of the same people (Gurages).
- The Kistane Gurage people need to give support and acknowledgeable programs for the efforts and fruits of it, as well as for the individuals who have tried their best to strengthen KGDA.
- Development performers need to learn from KGDA that associational efforts are more powerful than private activities for public change

5.4. Suggestions and Further Research

This research work is mainly focused on the organizational work processes of KGDA. Due to this fact, some areas are left vacant for further research, even though they have a connection with this title.

These include:

- The KGDA's have different reasons for the deterioration in their organizational performance and loose organizational structure, especially at the grassroots level. Today, many people are arguing to know what the facts behind this are.
- Another special suggestion is the creation of a unified, strong, and widely accepted developmental association by unifying all the resources of the Gurages, including the KGDA and Gurage developmental and cultural associations. Now there are so many associations that are working for the Gurages in the zone. These scattered efforts need to be unified for better and more advanced public development. So as to unify the various developmental associations, further detailed research is needed.

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APPENDIX .I. QUESTIONNAIRES

1. QUESTIONNAIRES



**WOLKITE UNIVERSITY
COLLEGE OF SOCIAL SCIENCE AND HUMANITIES
DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES
PROGRAM OF MASTERS IN DEVELOPMENT PLANNING AND
MANAGEMENT**

Dear Participants, I am Shambel Kifle, a student of wolkite university Department of Governance and Development Studies Program of Masters in Development Planning and Management For successful accomplishment of the research paper, I need your assistance. The survey will take about 10 minutes of your time. The information gathered is anonymous and will remain strictly confidential. It will be used only to advance knowledge and for the dissemination of the overall results at academic or professional forums. Only the researchers will have access to the data collected. Completing this questionnaire will be considered as your consent to participate in our research project and permission to use the data collected from this questionnaire in future research these questionnaires will be responded by woereda officials, government workers and selected Kebele residents.

The questionnaire has personal information as an introduction and it contains 5 parts with total of Thirty Two (32) objective questions.

Instruction: Please indicate your beliefs about the following statements by putting a tick (x) mark to the response that corresponds to your opinions toward each statement. There are no rights or wrong answers.

Using the scale below, please respond to each statement as genuine as possible. Your choice will be:

1-“Very poor”, 2-“poor” 3-“Good”, 4-“very Good” and 5-“Excellent”

Thank you in advance for taking your precious time to fill out the questions.

Part-one- Personal Information of Respondents

1. Gender: Male Female

2. What is your level of education: Diploma Bachelor Degree Masters PHD

3. Your current position: Expert Team leader Manager Director

Part- Two- List down the contributions of the kistane gurage development Association for betterment of community Development

1. The contributions of the Kistane Gurage Development association in Educational expansion is

Very poor poor Good very Good Excellent

2. The contributions of the Kistane Gurage Development association in Health Facilities or Health institutions constructions are

Very poor poor Good very Good Excellent

3. The contributions of the Kistane Gurage Development association in road construction and rehabilitation is

Very poor poor Good very Good Excellent

4. There were/are several construction projects in KGDA, so what is the project success rate of the KGDA in terms of time, people’s participation, quality of projects and durability?

Very poor poor Good Very Good excellent

5. What is the project success rate in KGDA in terms of cost?

Very poor poor Good Very Good excellent

6. What is the project success rate in KGDA in terms of meeting or attaining objectives?

Very poor poor Good Very Good excellent

Part-Three: Does the community have a positive attitude towards the Association and support its development efforts.

For the following 10 questions, please select the level of agreement for each question.

1. Strongly Disagree, 2.Disagree, 3.Neutral, 4.Agree, 5.Strongly Agree

No	Questionnaires	Level of Agreement				
		1	2	3	4	5
	Section III					
I.	Identify level of peoples support 7. The community/ Stakeholders are participated in contributing money for health institutions building. 8. The community/ Stakeholders are supported the KGDA in kind 9. The community/ Stakeholders are supported the KGDA in labour base during construction.					

II.	<p>Community attitude towards KGDA</p> <p>10. The Community attitudes towards KGDA is so positive</p> <p>11. The Community attitudes towards KGDA is so negative</p> <p>12. The Community attitudes towards KGDA is moderate</p>					
III.	<p>Distribution of Information to the community</p> <p>14. KGDA make information available to project stakeholders/Community for good participation and awareness</p>					
IV.	<p>Manage community/Stakeholder Expectations</p> <p>15. KGDA had/has a procedure or process to communicate with stakeholders to meet their needs.</p> <p>16. KGDA had/has procedure or process to communicate to address</p>					

Part-Four: What are the gaps in institutional capacity in managing and monitoring the Development projects of the association?

For the following 8 questions, evaluate the level of importance of the following knowledge areas of project management to success of the community project.

1. None, 2.Few, 3. Medium, 4.High, 5. Very high

No.	Institutional capacity in managing and monitoring community Development projects	Importance for community project success				
		1	2	3	4	5
17.	Cooperation and Integration Management					
18.	Monitoring and evaluation Management					
19.	Time Management					
20.	Cost Management					
21.	Quality Management					
22.	Resource Management					
23.	Risk Management					
24.	Community participation Management					

Part- Five: Can you mention the key challenges encountered by the kistane gurage Development Association while implementing its organizational programs,

Evaluate the level of importance of the following knowledge areas of the KGDA project management to success of community project.

1. None, 2.Few, 3.Medium, 4.High, 5.Very high

No.	Measuring key challenges of KGDA	Importance for community project success				
		1	2	3	4	5
25.	Shortage of capital					
26.	Lack of community mobilization skill					
27.	Lack of project KGDA full staff or Skilled man power					
28.	Lack of Resource Management					
29.	Quality Management					
30.	Risk Management					

31.List down the main contributions of the KGDA-----

32.what are the main challenges of KGDA in its operation -----

APPENDIX.II. INTERVIEW GUIDES

2.INTERVIEW GUIDES



WOLKITE UNIVERSITY

COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

PROGRAM OF MASTERS IN DEVELOPMENT PLANNING AND MANAGEMENT

I am Shambel Kifle, master's student from Wolkite University. Purpose:-The purpose of this interview is collecting valuable information concerning the Contributions and challenges of the Kistane Gurage development association which is a title for the award of degree of masters in development planning and management from Wolkite University at the end of Ethiopian fiscal year 2015. Your kind cooperation in providing me a genuine answer to the following questions is highly recommended for the successful completion of this study. Please note, your responses will be kept confidential throughout the study period and will be used only for academic purpose.

Thank you in advance for your relentless cooperation for your giving me your golden time to answer the questions.

2.1. Interview guide for the educated individuals of the Sodo wereda

Name (optional) ----- age-----

Educational status----- Position-----

Work experience -----

Questions

1. Can you tell What KGDA is for you? How do you express it?
2. Do you know why the KGDA was established?
3. Can you tell me the contributions of KGDA?
4. How can you perceive the presence of the KGDA for today's development of the woreda?
5. What makes KGDA unique from other forms of Local Development Associations?

6. What were the main challenges of KGDA?
7. What are the main lessons that can be extracted from the organization?
8. You can forward anything you believe very important for this study?

2.2. Interview guide for the previous board members of the KGDA.

Name (optional) ----- age-----

Educational status----- Position/. -----

Work experience -----

Questions

1. Can you tell us What KGDA is for you?
2. What comes to your mind when someone speaks about kistane gurage development association?

3. How do you express the situations when KGDA was established in the Sodo areas"?
4. What were the opportunities that help KGDA to be successful at the time of establishment and during it works?
5. Could you tell me the main contributions/achievements of KGDA throughout Sodo kistane societies?
6. What were/are the major challenges that KGDA faced during its establishment and during operation?
7. Do you think KGDA moved forward or backward (ups and downs) since its formation and operation? How?
10. What makes KGDA unique from other forms of Local Development Associations?
11. You can forward anything you believe very important for this study?

2.3. INTERVIEW GUIDE FOR TOP OFFICIALS OF THE SODO WEREDA

Name (optional) ----- age-----

Educational status----- Position -----

Work experience -----

Questions

1. Can you tell us what KGDA is for you?
2. What were/are the main purposes of the organization when it was established?
3. What are the main lessons that can be extracted from the KGDA?
4. How do you feel on the effectiveness of the KGDA when it was compared to since its establishment period?
5. What were/are the main contributions of KGDA?
6. What were/are the main challenges of KGDA?
7. What makes KGDA very important for this study?

APPENDIX .III.FOCUS GROUP DISCUSSION GUIDES.

3. FOCUS GROUP DISCUSSION GUIDES



WOLKITE UNIVERSITY

COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

PROGRAM OF MASTERS IN DEVELOPMENT PLANNING AND MANAGEMENT

I am Shambel Kifle, master's student from Wolkite University (oral self-introduction).

Purpose:-The purpose of this discussion is collecting valuable information concerning the contributions and challenges of KDGA which is a title for the award of degree of masters in development planning and management from Wolkite University at the end of the current Ethiopian budget year 2015. Your kind open discussion on the following guiding points will be helpful to me in providing valuable information and will be helpful for the successful completion of this study. Please note, your discussions will be kept confidential throughout the study period and will be used only for academic purpose.

Thank you in advance for your good cooperation for your giving me your golden time to participate in the discussion.

3.1 DISCUSSION GUIDE POINTS FOR ELDER KISTANE GURAGE

1. Do you remember the works of Kistane Gurage Development Association?
2. How do you evaluate its value for the current Gurage development especially to the "Kistane Gurage"?
3. Do you have clear information on the contributions and challenges of KGDA?
4. What would be the people's assumptions and participations in strengthening and consolidating of KGDA's function today?
5. What are/were the challenging and the prospecting factors in your area during KGDA operational time?
6. You can forward any other thing that you believe very important for this study?

3.2. DISCUSSION GUIDE POINTS FOR PREVIOUS LEADERS OF KGDA

1. How do you remember your Managerial career at KGDA?
2. How do you evaluate the feeling of the then rural Kistane Gurage people concerning the service you were Delivering?
3. What were the reasons you were finally terminate the Leading of KGDA?
4. What would be the people's assumptions to the KGDA function today? What would be the challenges to do so?
5. What are/were the challenges of KGDA at this time in general?
6. What were the opportunities in KGDA when it was constructing infrastructures?
7. You can forward any other thing you believe very important for the study?

Appendix.Iv. Lists of Key Respondents (interviewees)

Code,	Name of Respondents	Age	Title	Sex	Educational level	Work Experience		Current Position	Date of interview	Time of interview	Place of Interview	Mechanism of Interview
						In KGDA	Other					
A.	Abebe Tessema	46	Ato	M	Masters	-	23	Sodo w/party head	Apr.16/2023	3:40	Sodo woreda office	Face to Face (vide)
B.	Amare Argaw	48	Ato	M	Degree	--	28	Sodo wored Expert	June 01/2023	4: 00	Sodo woreda office	>>
C.	Tsegaye Sime	50	Ato	M	Degree	--	18	Artist and Former KGDA board member	June 07/2023	8;00	Home	Face to face
D.	Aschalew Tadesse	45	Ato	M	Masters	--	24	In FDRE I/Agency, Qilinto Industrial park Manager& KGDA b/member	June 13/2023	3:00	Addis Ababa	Telephone
E.	Wubtayehu Bati	49	Ato	M	Masters	-	28	FDRE	Apr	3:00	Addis	>>

								Accreditation Service Manager &KGDA b/member	21/2023		Ababa	
F.	Alemayehu Gurmu	54	Doctor	M	PhD	-	29	Addis Ababa University Lecturer &KGDA b/member	June 17/2023	3:30	Addis Ababa University	Telephone

APPENDIX .V. Participants in Focus Group Discussions

Focus Group Discussion A

No,	Name of Participant	Age	Title	Sex	Educational level	Work Experience			Current Position	Date of Discussion	Time of Discussion	Place of Discussion	Type of Focus
						In	KGDA	Other					
1.	Kifle Gebi	79	Ato	M	3	-	-	Member of Gordena cultural elder	May 28/2023	4:30	Kella council Hall	Kistane Gurage Elders	
2.	Tadele Worku	71	Azmach	M	5	-	-	Member of Gordena elder					
3.	Negash Molla	70	Ato	M	4	-	-	Member of Gordena cultural elder					
4.	Mulatu Geda	50	Ato	M	6	-	-	Farmer and elder					
5.	Teshome Hailu	55	Ato	M	8		-	Farmer					
6.	Alemayehu Taye	61	Ato	M	4	--		Farmer					
7	Mekonen Tereda	76	Ato	M	5	-		Member of Gordena cultural elder					

Focus Group Discussion B

1.	Yalew Mesele	35	Ato	M	Degree	--	9	Woreda official	June 4/2023	3:30	Buee Council Hall
2.	Tariku Mulat	34	Ato	M	Masters	--	9	Woreda official			
3.	Girma Mechal	42	Ato	M	Masters	--	13	Woreda official			
4.	Alemayehu Hailu	40	Ato	M	Degree	--	15	Woreda official			
5.	Aschalew Afework	31	Ato	M	Degree	--	6	Woreda official			
6.	Teshome Molla	39	Ato	M	Degree		13	Woreda official			
7.	Embet Jember	30	w/ro	M	Diploma	--	7	Woreda official			