

INDIRA GANDHI NATIONAL OPEN UNIVERSITY

A study of potential local institutions to partner with World Vision Ethiopia: With reference to Digeluna Tijo Area Development Programme

By: Ashenafi Alemu

**Dissertation prepared in partial fulfillment of Master of
Art in Rural Development to Indira Gandhi National Open
University, (IGNOU) New Delhi**

**September 2011
Sagure**

Declaration

I hereby declare that the Dissertation entitled

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

Submitted by me for the partial fulfillment of the M.A. in Rural Development to Indira Gandhi National Open University, (IGNOU) New Delhi is my own original work and has not been submitted earlier either to IGNOU or to any other institution for the fulfillment of the requirement for any course of study. I also declare that no chapter of this manuscript in whole or in part is lifted and incorporated in this report from any earlier work done by me or others.

Place:

Signature

Date:

Enrolment No.

Name

Address

Certificate

This is to certify that Mr./Miss/Mrs.....

Student of M.A. (RD) from Indira Gandhi National Open University, New Delhi was working under my supervision and guidance for his/her Project Work for the Course MRDP-001.

His/Her Project Work entitled

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

Which he/she is submitting, is his/her genuine and original work.

Place:

Signature

Date:

Name

Address of the Supervisor

Acknowledgment

In first of all, I would like to thank God for giving me wisdom and patience to undertake this cumbersome work. Next, I would like to acknowledge my dissertation advisor Mengistu Huluka (PhD) for his continuous advise and mentoring when doing this research. I am also grateful for World Vision Ethiopia Digeluna Tijo Area Development Program for facilitating condition that helped for smooth accomplishment of the research. I would like to acknowledge the leaders of LIs who gave me their precious time for participating on interview schedule, focus group discussions, and case studies. I am also very grateful for WVE Digeluna Tijo ADP Community development workers who were actively participated on collecting data from the LIs.

Table of contents

List of Tables.....	7
List of figures.....	9
List of Acronyms	10
Abstract.....	11
CHAPTER ONE	17
1.1. Introduction	17
1.1.1. Non Governmental Organizations (NGO's)	18
1.1.2. World Vision Ethiopia.....	19
1.2. Problem Statement	20
1.3. Significance of the study.....	23
1.4. Objectives of the Study.....	24
1.5. Research Questions	25
1.6. Operational Definition of terms used in the study.....	27
CHAPTER TWO	29
2.1. Literature Review	29
2.1.1. What are Local Institutions?.....	29
2.1.2. Local institutions in our context.....	30
2.1.3. Working with local institutions	31
2.1.4. Benefits of Working in partnership with Local Institutions	34
2.1.5. The Range and Variety of Local Institutions	37
2.1.6. Capitalizing on local strengths and moving forward.....	40
2.1.7. NGOs can be effective intermediaries.....	41
2.1.7. Partnering With Faith Based Organization.....	42
2.1.8. Process of partnering with existing Local Institutions	43
CHAPTER THREE	46
3.1. Research Methodology.....	46
3.1.1. Universe of the study	46
3.1.2. Research Design.....	46
3.1.3. Sampling.....	47

3.1.4. Data Collection: Tools and Procedure.....	50
3.1.5. Data Processing	52
CHAPTER FOUR	53
4.1. Findings and Discussion.....	53
4.1.1. Purposes and kinds of Local Institution.....	53
4.1.2. Leadership and making decisions	54
4.1.3. Planning and managing finance.....	55
4.1.4. Managing Money.....	58
4.1.5. Reporting to donors.....	62
4.1.6. Human resources of LIs.....	63
4.1.7. Working Environment of the LIs.....	65
4.1.8. Activity planning and Accomplishment.....	66
4.1.9. Local institutions awareness about gender and Human rights	68
4.1.10. Working relationship and understanding of policies and strategies of LIs.....	71
4.1.11. Community Participation in LIs	74
4.1.12. Local Institutions, Children Wellbeing and partnership opportunities	76
4.1.13. Extent of Members participation in Local Institutions.....	80
4.1.14. Women participation in LIs.....	81
4.1.15. The leadership training and the leaders of the LIs.....	85
4.2. Focus Group findings and Discussion.....	86
4.2.1. Selection of leaders, making important decisions and resolving conflict.....	86
4.2.2. Planning and managing finance and budget	87
4.2.3. Place of undertaking Organizational duty	87
4.2.4. Responding to the perceived community problem	88
4.2.5. Idirs contribution to children's well-being	88
4.2.6. Participation of men and women in Idirs	89
4.3. Case study	90
4.3.1. Orthodox Christians FBOs	91
4.3.2. Evangelical Christians FBO.....	92

4.3.3. Muslim FBOs	94
CHAPTER FIVE.....	96
5.1. Conclusion and Recommendation.....	96
5.1.1. Conclusion	96
5.1.1. Recommendation	100
References	105

List of Tables

- | | |
|-----------|--|
| Table 1. | Local institutions identified in the operational Kebeles |
| Table 2. | How LIs are governed |
| Table 3. | Contribution methods of LI members |
| Table 4. | Extra contribution of members for projects of the local institutions |
| Table 5. | The amount of fund LIs obtained in the form of credit or donation from other organizations |
| Table 6. | The status of LIs with regard to keeping financial accounts |
| Table 7. | Management of funds |
| Table 8. | Shows expense management experience of LIs |
| Table 9. | Motivation scheme for staff and volunteers |
| Table 10. | The planning process of local institutions |
| Table 11. | The level of understanding of staff on gender mainstreaming in local institutions |
| Table 12. | Level of understanding of LIs on human rights |
| Table 13. | Partnership experience of local institutions |
| Table 14. | Level of understanding of LIs about local and national development policies |

- Table 15. Extent of community participation in LIs
- Table 16. Local institutions' role in ensuring child wellbeing
- Table 17. Proposed role of LIs in the partnership to be formed with
WVE Digeluna Tijo ADP
- Table 18. The reasons for low involvement of women in the
leadership positions of most LIs

List of figures

- Figure 1. Kinds of Local institutions participated on the study (excluding Idirs and FBOs)
- Figure 2. Type of staff in Local Institution
- Figure 3. The status of LIs with regard to availability of offices and equipments
- Figure 4. LIs future plan to undertake child wellbeing activities
- Figure 5. Members participation in the two meetings of LIs
- Figure 6. Proportion of women in LIs
- Figure 7. Shows extent of women members' participation in the last three meetings of LIs
- Figure 8. Leaders participation in the leadership training during the last two years

List of Acronyms

ADP	Area Development Program
FBO	Faith Based Organization
G.C	Gregorian calendar
LI	Local Institutions
NGO	Non Governmental Organization
PTA	Parent-Teachers Association
SPSS	Statistical Packages for Social Scientists
WV	World Vision
WVE	World Vision Ethiopia

Abstract

NGO is an independent, voluntary, non-profit making, non-self serving, value-based society, association, foundation, charitable trust working for a betterment of a target society and which is not regarded under particular legal system as part of the government sector (Revised guideline for the terms of collaboration between Oromiya National Regional Government and NGOs operating in the state, 2009). World Vision Ethiopia (WVE) is one of the NGO's currently undertaking development and relief activities in the country. All project activities of WVE are targeted to address the root causes of poverty through empowering the community. Contributing to the wellbeing of children is the goal of the organization. World vision's strategy directs all development programs to create sound partnership with local institutions that are already existing in the development areas for the purpose of contributing towards the wellbeing of children, such as improving children's education and health status, enhancing children's participation in all issues that touch their life and improving their protection (World Vision core documents).

As a nongovernmental international organization, World vision Ethiopia enters into a community to plan and implement a development program within a pre-defined period of time. Therefore, partnering with local institutions is the only option to let the community development activity to be sustainable even after the phase-out of the program in the

community. Partnering empowers the local institutions through building their capacity with regard to problem identification, planning, fund raising, community mobilization, implementation, monitoring and management of development projects within their community. Therefore, for the sake of empowering local institutions, the organization is partnering with the institutions that share the same vision with it.

The finding of the research, which was conducted with local institutions in Ethiopia with the initiative of World Vision East Africa sub-region, suggest that the need for a flexible and context-specific approach to partnering with local institutions. And, hence, an essential first step is to undergo an investigative process on livelihood-local institution linkages, before embarking on an action strategy. Then, identifying their capacity gaps and building their capacity through partnering with them.

The objectives of the study were to identify the capacity gaps of local institutions and distinguish those that can be addressed by the WV's intervention, to study the extent of people's participation in local institutions, to assess the participation of women in local institutions and to define the type of working relationship to be developed between World Vision Ethiopia Digeluna Tijo Area Development program and Local institutions in the area.

Descriptive research methods were used for the study and thus capacity gaps of the LIs were identified and recommendations were given to fill their gaps. WVE Digeluna Tijo ADP implements integrated development program in eighteen Kebeles (smallest administrative unit of the government) of the woreda (District). These Kebeles are called Operational Kebeles. The ADP likes to partner with all of the LIs in the operational Kebeles. Therefore, the ADP has gathered appropriate information through applying structured questionnaire from 55 identified LIs (cooperative, associations, and local administrative organizations) in the operational Kebeles. Focus group discussion was carried out to identify problems, opportunities and potential of partnering with “Idirs” (is a kind of LI and is a funeral association for mutual support in time of deaths). Undertaking focus group discussion with the leaders of the ‘Idirs’ in each of the four clusters were preferred and implemented accordingly. In addition case studies were also conducted to explore opportunities of partnering with FBOs.

The data obtained in an interview schedule from 55 LIs (Cooperatives, associations, and local administrative organizations) were analyzed with SPSS computer software. On the other hand data obtained in the focus group discussion and case studies were analyzed qualitatively.

The major findings of the study for the 55 LIs (other than ‘Idirs’ and FBO) had shown that 40% of the LIs have no written constitution that had acceptability and approval by all of the members. Member’s money

contribution is the major source of income for 76.4% of the LIs and hence faced shortage of money to undertake wide range of community development activities. There was also good practice of members' participation in the activities of LIs as 74.5% of the LIs indicated. In addition to their usual and periodic money contribution, members contribute money, material, skill and labour for the accomplishment of activities planned by LIs. The study also revealed that 34.5% of the LIs have experience of getting fund from other organizations' either in donation or credit form but they have no experience of preparing and sending reports regarding the utilization of the fund obtained to concerned stakeholders. Only 65.4% of LIs have experience of keeping-up-to date accounts and preparing balances and the remaining had no or little experience. Whereas, 72.7% of LIs do not have their own bank account registered in the organization's name and manage fund in cash. Receipts and invoices are needed to justify expenses and kept in file only in 36.3% of LIs though it is rarely reviewed in most of the LIs. As far as human resources in the LIs are concerned, 45.5% of the LIs are totally led by volunteers who have very limited skill and capacity and the remaining have at least one full time employed staff. Only 54.5% of LIs have their own office. Among the LIs, 63.6% of them not allow members to participate during planning activities, while 27.3% of LIs have no understanding about gender and 21.8% of LIs have no understanding about human rights. Women participation is very low in

LIs, as less than 25% of members of the LIs are women in more than 50% of the LIs. Women did not assume any leadership position in all of the LIs except 3 LIs in which all members were women.

'Idirs' are also a kind of LIs in which the study has considered. As the findings indicated members' financial contribution was very low in Idirs. Many Idirs did not undertake child wellbeing activities. Idirs manage cash in hand as they do not have bank accounts. All Idirs did not have their own offices and use churches, members house, public places, tree shadows etc for meeting and accomplishing their task. Idirs participate meagerly in community development activities and only very few of them had assisted vulnerable children in the community. However, Idirs have a potential to undertake child wellbeing activities in partnering with WVE Digeluna Tijo ADP.

Evangelical Christians, Orthodox Christians, and Muslim FBOs also undertake different philanthropical activities with regard to contributing to child's wellbeing and helping the poor and vulnerable sections of the society. Support of vulnerable children is institutionalized in Muslims FBO as there is an association of Muslim to help "Yetims" (orphan and widows) in the area. On the other hand, helping vulnerable children was not institutionalized in evangelical and orthodox Christian's religious organizations and supports made to vulnerable children, individually.

The study concluded that most LIs have a capacity gap in terms of leadership and governance, financial resource management, human resource, planning and monitoring, participation of women, and fund raising. Most of the capacity gaps of the LIs can be addressed by WVE Digeluna Tijo ADP. There are also some capacity gaps that cannot be addressed by the ADP, especially activities related with recruiting well qualified manpower. Therefore, the study recommended capacitating all of the LIs through providing trainings, working together and closely mentoring. Avoiding sub-granting is very important before training the LIs on financial management skill and placing appropriate financial controlling system in place. All leaders of the LIs should be invited for trainings since it creates an opportunity to share experiences among the less performing and good performing LIs.

CHAPTER ONE

1.1. Introduction

Recently World Vision Ethiopia, which is an international non-governmental organization, is giving emphasis to undertake the development work at local level through creating sound partnership with local institutions. This kind of partnership is presumed to make the development effort continue sustainably even after the World Vision phases out from the area. Through the partnership period with the local institutions, World Vision intends to build their capacities so that they will take the full responsibility of undertaking the development activities in their localities without the assistance or with a limited assistance of external agents. Actually different studies conducted in areas of partnering with local institutions shows that local institutions has very limited organizational capacities which includes leadership skill, financial management skill, technical skill, and financial shortage. However, studies also suggest undertaking the overall studies with regard to identifying potentials, problems and opportunities of partnering with local institutions in different areas. Therefore, the previous research findings are not universally applicable to all local institutions in the world and hence, every organization which intends to partner with local institutions is expected to undertake study of local institutions so that to identify problems, potential and opportunities of partnering with local institutions in that specific area.

1.1.1. Non Governmental Organizations (NGO's)

The term Non-Governmental Organization (NGO) has for long been used to describe organizations of different nature, motive and set-up. There has not been any universally agreed understanding of the term. Thus, NGO should theoretically, represent an image of an entity working for the betterment of society without aspiring any kind of self-benefit to the organizer. NGO is an independent, voluntary, non-profit making, non-self serving, value-based society, association, foundation, charitable trust working for a betterment of a target society and which is not regarded under particular legal system as part of the government sector. NGOs are one of the principal actors in the area of disaster prevention and preparedness activities/programs. Nowadays most of them are engaged also in implementing short, medium and long-term development projects/programs. Based on their origins NGOs are classified in to two which are International NGOs that are registered under foreign law, working in one or more country, and have international head quarter in Ethiopia or abroad and Indigenous NGOs that are local or national, registered under the Ethiopian law, working only in Ethiopia, and have head quarter in Ethiopia only and abided by the law of the country. Based on their affiliation NGOs are classified in to Faith-based NGOs and Secular NGOs. Also based on their involvement NGOs are classified in to three categories which are implementing NGO, funding NGOs, and Funding and implementing

NGOs. Moreover NGOs are also classified by their programme orientation in to three categories that are Development NGOs, Development and relief oriented NGOs and relief NGOs (Revised guideline for the terms of collaboration between Oromia National Regional Government and NGOs operating in the state, 2009).

1.1.2. World Vision Ethiopia

World Vision Ethiopia is an international non-governmental organization. Currently it directly implements the development programmes in 68 Woreda's of the country. WVE implements different projects which are geared toward ensuring the well being of children with in their families and communities, especially of the most vulnerable children. All project activities of WVE are targeted to address the root causes of poverty through empowering the community. Undertaking activities which contribute to bring transformational development, responding to relief and advocating to the oppressed are the three pillars of the organization. The organization strongly believes working in partnership with different stakeholders in the programme implementation area. Through partnership the organization intends to capitalize on local strengths and empower the partnering stakeholders to handle the development work even after the phase-out of the organization from the area. Local institutions are identified as one of the key stakeholders of WVE as most of them were established by the community itself and recently world vision is giving strong emphases to

partner with Local institutions which share the same vision and mission with World Vision Ethiopia (Integrated Programming Model hand book for Development Facilitators, 2009).

1.2. Problem Statement

In Ethiopia a number of international non-governmental organizations are currently undertaking development activities in all regions of the country. The NGO's experience shows that NGO's which are undertaking development activities with genuine participation of the community in all cycles of the project have succeeded. On the contrary most development projects which are planned and implemented in a top down approach were failed. Community participation is not an ideal principle. Communities that have chosen to follow it find that not only do they derive more satisfaction from the joy that comes from open community involvement, but they also achieve more results, more rapidly, and with greater benefit to the community as a whole. In short, participating communities succeed better than those that only pay lip service to this important principle (Norman Reid, 2000). This shows that securing the participation of people in a development projects which are executed by NGO is very crucial if the project wanted to succeed.

World Vision Ethiopia is one of international non-governmental organizations currently operating in different regions of Ethiopia. Ensuring the well being of children is the main agenda of the

organization and hence, it runs different projects which are meant to contribute to improving children education and health status, enhancing children participation in all issues that touch their life and improving their protection. The organization used to implement various rural development projects in different regions of the country through participating the community and other stakeholders in planning, implementation, monitoring and evaluation of the project. However, according to the research conducted by the organization, this approach has not brought significant change with regard to empowering the community to handle its development issues by itself. Therefore, the organization has devised a new approach of undertaking development activities through creating genuine and meaningful partnership with local institutions operating in the program areas of the organization (Integrated Programming Model hand book for Development Facilitators, 2009).

As a nongovernmental international organization, World vision Ethiopia enters into a community to plan and implement a development program with in a pre-defined period of time. This means the organization does not enter into a community and stays there forever. Therefore, partnering with local institutions is the only option to let the community development activity to be sustainable even after the phase out of the program from the community, as partnering empowers the local institutions through building their capacity with regard to problem

identification, planning, fund raising, community mobilization, implementation, monitoring and management of development projects within their community. Therefore, for the sake of empowering local institutions, contemporarily the organization is partnering with the institutions that share the same vision with it.

The various kinds of local institutions in the country assumed to have strengths that can be capitalized in development activities, such as social cohesion and mutual support, mutual trust among the members, maintaining good traditional values, ownership by members, strong influence on members, capacity to mobilize communities and resources to achieve their mutual objectives, and so on. On the contrary, these local institutions may have areas that should be improved to meet the holistic need of the members and communities. Some of the major weaknesses of the local institutions in the Ethiopian context are weak governance systems in terms of having written bylaws/rules, specific/narrow objective, playing traditional roles and maintain existing social systems, low technical and management skills, limited resources to achieve their goals, gender inequality in leadership roles, not formally educated leadership, and so on (Mutoigo Ida, 2006)

The Ethiopian government has an understanding that promoting development, reducing poverty and strengthening democracy are not achieved only through government institutions, agencies and programs.

Hence, the government desires to work in close collaboration with other development actors. However, the capacities of local institutions are currently weak, fragmented and disparate, and that, in order for them to play the more effective role in development, significant investments will be required to build their capacities (Kebede Bekere, 2007)

The finding of the research, which was conducted on sustainable local institutions in Ethiopia with the initiative of World Vision East Africa sub-region, suggest that the need for a flexible and context-specific approach to partnering with local institutions. And hence an essential first step is to undergo an investigative process on livelihood-local institution linkages, before embarking on an action strategy. Then identifying their capacity gaps and building their capacity through partnering with them (Mutoigo Ida, 2006).

1.3. Significance of the study

World Vision Ethiopia Digeluna Tijo Area Development Program (ADP) is one of the development programs of the organization in Ethiopia. Digeluna Tijo ADP is expected to create meaningful partnership with the local institutions according to the strategy of the organization. After few months the ADP will prepare a new five year development program in the area. This document is expected to show the capacity gaps of partnering local institutions and provide recommendation on how to go to partner with the LIs towards contributing to the wellbeing of children.

The ADP partners with local institutions which has the potential to effectively undertake their roles and responsibilities within the expected implementation period. To enter into partnership with the organization, local institutions are expected to show willingness to undertake activities that contribute to the wellbeing of children with world vision, especially to the most vulnerable children, their families and communities. Local institutions should also demonstrate some organizational capacity to co-implement the development projects with the ADP.

Therefore, this study will play pivotal role with regard to identifying local institutions, their role, their organizational capacity, and their readiness and willingness to partner with the ADP for improving children well being in the program area especially of the most vulnerable children, their families and communities.

1.4. Objectives of the Study

The objectives of this study were:

1. To identify the capacity gaps of local institutions;
2. To identify the capacity gaps of local institutions that can be addressed by the WV's intervention;
3. To study the extent of people's participation in local institutions;
4. To assess the participation of women in local institutions;

5. To define the type of working relationship to be developed between WVE Digeluna Tijo area development programme and Local institutions in the area.

1.5. Research Questions

1. What does the governance of the LIs look like and make important decisions?
2. How does the local institutions plan and manage finance and budget?
3. Where do the local institutions undertake their usual organizational duty?
4. How do the local institutions respond to the perceived problems of the community?
5. How do the local institutions care and support children, especially the most vulnerable children and their families?
6. How do you contribute children enjoy good health, educated for life, participate, cared for and protected within their families and communities?
7. How do the local institutions develop, manage and evaluate projects?
8. What media do the local institutions use to disseminate information to their members and community?

9. What relationship does the local institution have with other local, regional, national and international organizations?
10. Do the local institutions have the gaps that can be addressed with World Vision Ethiopia Digeluna Tijo Area development programme?
11. Do children participate in the activities of the local institutions?
12. To what extent members participate in the activities of the local institutions?
13. Does the local institution have members from other Kebeles?
14. Do women and men equally participate in the local institutions?
15. Do the leaders of the local institution have negative attitude about the participation of women in the key position of the local institutions?
16. Do local institutions share the same vision with World Vision Ethiopia so that to partner with the area development programme?
17. Do the local institutions are willing to share the vision of World Vision Ethiopia (WVE) if their vision originally differs from the WVE's vision.
18. Do the local institutions undertake activities that foster the children well-being in the kebele?
19. Do members of the local institutions vigorously participate in the meetings?

1.6. Operational Definition of terms used in the study

Area Development program: is the WV's development program that comprises at least two development projects and operates in a certain Woreda for predetermined period of time. In this study area development program is designated to the development program of WVE at Digeluna Tijo Woreda located in east Arsi zone of Oromiya region. This development program consists of five development projects (WVE Digeluna Tijo ADP design document, 2007).

Child well being: is said to be achieved if children are educated for life, enjoy good health, protected, cared for and participate in issues that affect their life and love God, their neighbors, environment, and their communities. WVE can partner with any organization that is working towards to contributing for the achievement of children's well-being (Integrated Programming Model hand book for Development Facilitators,2009).

Capacity: is the ability of the organization to deliver its mission. And hence, in this study organizational capacity refers to the leadership ability, the financial management skill, the technical skill, members' participation in the organization's activities, number and skill of volunteers, number and skill of paid workers, and office set of the organization(Kebede Bekere, 2007).

Local institution: In this study local institution refers to community institution which has a traditional origin like Idirs, Iqubs, faith based organizations and debo and other community institutions which are organized recently like kebele administration, cooperatives, parent teacher associations, saving and credit associations, and community based organizations (Kebede Bekere, 2007).

People: refers to residents of Digeluna Tijo Woreda and members of different local institutions(WVE Digeluna Tijo ADP design document, 2007).

Potential: Local institutions which share the same vision especially with regard to contributing to the improvement of the well-being of children, their families, and community, especially of vulnerable children is said to have potential to partner with World Vision Ethiopia Digeluna Tijo Area Development Programme (Kebede Bekere, 2007).

Operational Kebele: Operational kebele refers to targeted kebeles in Digeluna Tijo 'Woreda' in which the area development programme undertakes different kinds of development activities (WVE Digeluna Tijo ADP design document, 2007)

CHAPTER TWO

2.1. Literature Review

2.1.1. What are Local Institutions?

Three levels, not just one, should be regarded as local: localities, sets of communities that have kinship, marketing or other connections, communities or villages or towns, and groups. These have in common the prevalence of face-to-face interpersonal relationships, which are naturally more frequent and intense within groups and communities than within localities. The fact that people know each other creates opportunities for collective action and mutual assistance, for mobilizing and managing resources on a self-directed and self-sustaining basis. People feel more mutual rapport and sense of obligation at these levels than at district or sub-district levels, which are basically political constructions. There, the bonds among people are defined more formally or legally. Decisions and activities are based more on authority than on consensus which grows out of discussion and mutual understanding. The latter is more likely in localities, communities and groups because they exist as social entities. (Norman Uphoff, 1997)

The household and individual levels are the smallest units of decision-making and activity. At these levels, decisions and actions oriented toward sustainable development are not likely to be very effective or long-lasting unless meshed with what other households and individuals are doing at group, community and locality levels. Interactions at these

three local levels shape people's behavior in ways seldom fully appreciated. Too often, the term "local" has been a residual category, equated with whatever is not national. But what is "local" has its own positive characteristics, providing a basis for collective action, for building consensus, for undertaking coordination and management responsibilities, for collecting, analyzing and evaluating information, energized by a degree of interpersonal solidarity. This does not happen automatically, however: it requires leadership and also institutions at these local levels. (Norman Uphoff, 1997)

2.1.2. Local institutions in our context

World Vision defines local institutions (LI) as “an organization created and controlled by local people for their own interests and benefit. LI’s are typically inclusive and member-run. They can be long-standing and traditional in origin, or groups more recently self-organized by members to help meet their basic needs and further their common interests.” (Mutoigo Ida, 2006)

In Ethiopia, there are several types of local institutions at Kebele level that offer mutual social, economic, psychological, and spiritual support to their members and the communities. Some of them are legally registered by the appropriate government authorities and others function without legal license with the understanding that they are self help groups meeting the needs of the community members. The leadership of these organizations is selected by the local people

themselves. The mentioned organizations may have either written or oral rules defining procedures of their operation. Those local institutions which have legal license do have a written bylaw defining the conditions of membership, contribution and payment. Others have unwritten governing bylaws (Kebede Bekere, 2007).

Hence based on their legal status, these local institutions can further classified into formal and informal local institution. Some of these formal local institutions are such as organized faith based organizations, cooperatives, saving and credit associations, parent-teacher associations, Kebele administrations, and others. Examples of informal local institutions include iddir [is a burial association for mutual support in relation to deaths and funerals], iquobs [is a rotating saving and credit group], Community Based Organization [is temporary community organization which is established to accomplish certain projects in the community], and Debos [a labor exchange group] (Kebede Bekere, 2007). The government encourages the local institutions to be registered and carry out their activities and the policy or guideline for registration is in place: Federal Negarit Gazeta: Proclamation No. 147/1998 Cooperatives Societies Proclamation.

2.1.3. Working with local institutions

World Vision Ethiopia works with various types of local institutions on various scales. These relationships can be categorized as partnership, collaboration, networking, coalitions, sub-granting, donor-recipient, and

consortium and co-venturing. In recent times much concern has been given to work in partnership with local institutions at grass root level in all of the development program implementation areas. However, WVE is still ready to enter to any relationship with any stakeholders with clear and documented objectives and purposes (Kebede Bekere, 2007).

Partnership: is more than simply networking one of activities, and meeting an agreed up on contract to deliver services. Local partnership is an active relationship between organizations and groups reaches mature, defined stage of cooperation that outlined and governed by informal or formal agreement, to combine resources and expertise to carry out a specific set of activities around child well-being and for mutual benefit. WVE enters a partnership relationship with like-minded local institutions that are willing to work towards the realization of children's wellbeing. This kind of relationship is guided by shared values, principles, responsibilities, resources, decision making, and long term commitment. The partnering institutions are interdependent; they become responsive to the needs of others because of the shared core values and mission. Based on the negotiation principle, each of the partnering institutions are influences and be influenced by other (Integrated Programming Model hand book for Development Facilitators, 2009).

Collaboration: is helpful to work with local institutions that do not share a similar vision and mission. In this kind of working relationship WVE

and local institutions act together on their common areas of concern. However, the focus is not relationship but the particular activities the parties undertake to achieve the specific objective. The relationship involves participation, discussions, and mutual agreement (Integrated Programming Model hand book for Development Facilitators, 2009).

Networking: involves mainly sharing of information and experience; identification of potentials to be shared with others. The sharing of information can be done via different methods such as experience sharing visits, creating access to website, different literature; for instance, brochures, manuals, organizing forums, etc (Integrated Programming Model hand book for Development Facilitators, 2009).

Coalition: forming joint effort to work on specific issues. This kind of working relationship is usually useful for advocacy and lobbying (Integrated Programming Model hand book for Development Facilitators, 2009).

Sub-granting: WVE enters the relationship to fund the local institutions for an objective it aims to achieve through them. This kind of relationship occurs when WVE is contracted to act as an intermediary and also sub grants part or all of the work to another local institution without significantly adding value. In addition, this relationship is characterized with limited discussion and participation on how to undertake the job among the parties. WVE in advance decides the

terms of grants (Integrated Programming Model hand book for Development Facilitators, 2009).

2.1.4. Benefits of Working in partnership with Local Institutions

Enhance community participation and empowerment: - Partnership with local institutions makes community participation more meaningful as the communities are empowered to manage the process of their own development (Kebede Bekere, 2007).

Promote community sense of ownership and sustainable development: - local institutions as implementers of a variety of projects are likely to own and therefore provide ground for sustainable development. As these local institutions remain in the community for indefinite time [do not phase-out], they are able to implement development program after International NGOs like WVE phases-out from the community (Kebede Bekere, 2007). Norman Uphoff (1997) on his research indicated that Sustainable development involves many things. More appropriate technologies, supportive policies, different ethics, and changes in individual behavior are among the more obvious factors. One contributing factor that deserves more attention is local institutions and their concomitant, local participation. Institutions such as local governments, user associations or service organizations are important for sustainable development for a number of reasons:

- For sustainable development, institutions, especially at local levels, are important for mobilizing resources and regulating their use with a view to maintaining a long-term base for productive activity.
- Available resources can be put to their most efficient and sustainable use with location- specific knowledge, which is best generated and interpreted locally.
- Monitoring changes in resources' status can be quicker and less costly where local people are involved; making adaptive changes in resource use is speeded up where local decision- making has become institutionalized.
- While local institutions are not always able to resolve resource management conflicts, if they are absent, all conflicts must be dealt with at higher levels, yielding slower and often less appropriate outcomes.
- People's behavior is conditioned by community norms and consensus, so preserving or instituting practices that are environmentally sound requires more than just individual incentives and persuasion.
- Institutions encourage people to take a longer-term view by creating common expectations and a basis for cooperation that goes beyond individual interests. To the extent institutions are regarded as legitimate, people comply without (or with fewer) inducements and sanctions.

However, it must be recognized that local institutions can produce practices that do not favor sustainability. If factionalism prevails, some groups may use them to exploit local resources to their short-run advantage and others' loss. Institutions that regulate resource use may break down and limits of regeneration may be exceeded when people do not understand these limits or feel they have no alternative. (Norman Uphoff, 1997)

Promote better strategy to address the issue of poverty: - In partnership with local institutions, WVE is able to get better understanding of the causes of poverty within the specific community and hence able to design appropriate interventions meaningful for the community (Kebede Bekere, 2007).

Enable to reach a wider population: - Partnership with local institutions enables to reach the poor with the same/less resources. The small sub-grants empower the local institutions reach more target population in the community. Working with local institutions is also an alternative way of working in the areas where security issues are unsafe for staff from other areas thus creating an opportunity to reach the difficult areas (Kebede Bekere, 2007).

Facilitate condition for advocacy: - Partnership with local institutions helps build a stronger mandate to stimulate for social changes through advocacy. The community is the power-house to bring behavior and social change that promotes development prone practices, values and

worldviews. Empowering the communities strengthens their voice to influence policies that are “hindering” sustainable development; (Kebede Bekere, 2007).

Save resources: - WVE can minimize the cost by working with local institutions which use local staff, materials and services. In areas where there are strong local institutions before WVE intervention, it tends to save time to move to implementation stage. The local institutions also can mobilize the local resources for development action; (Kebede Bekere, 2007).

Promote learning:- Working with local institutions promote frequent interaction, sharing of experiences, and thus become more innovative in addressing community needs. It also provides opportunity to implement wide range of approaches [as the local institutions are also varied] to address the causes of poverty; (Kebede Bekere, 2007).

Increase community resilience: - in partnership with local institutions, WVE can empower and capacitate communities to mitigate and respond to disasters and emergencies (Kebede Bekere, 2007).

2.1.5. The Range and Variety of Local Institutions

While most of the private sector has profit as its goal, there are also charitable or philanthropic (not-for-profit) institutions. Within the public sector there is a similar distinction to be made, between local administration -institutions that represent central authority and are accountable to bureaucratic superiors, and local government -

institutions responsible to their local constituents (Norman Uphoff, 1997).

Voluntary organizations and cooperatives are closely related, with less difference than between local government and local administration, or between service institutions and private businesses. Cooperatives involve some pooling of resources - savings for credit unions, purchasing power for consumer co-operatives, factors of production for producer co-operatives, whereas voluntary organizations aim at advancing members' interests in some particular respect. Members stand to lose only the dues they contributed, with no more commitment and risk than this, as with a limited liability company. Cooperatives can have limited or joint (unlimited) liability of members (Norman Uphoff, 1997).

For sustainable development, there are advantages and disadvantages with each kind of local institution. None is likely to be best for all purposes. Public sector institutions backed by authority are better able to achieve consistency and predictability in performance. But they operate at a fairly high cost, and they are often slower or more rigid than other institutions. They are amenable to policy direction, which is important for sustainable development if this goal has backing from the government. They are also liable to politicization, which can have adverse consequences (Norman Uphoff, 1997).

Private institutions can be more or less committed than public ones to sustainable development, depending on the values and priorities of the business persons or philanthropists involved. Concern with profit often gives precedence to short-run calculations. Usually private institutions cannot aggregate and dispose of such large amounts of resources as public institutions can. But what they have can be used more flexibly, so this may offset the advantages of scale. The criterion of profitability gives an incentive for private enterprises to use resources efficiently. Charitable institutions are likewise likely to be concerned with efficiency to the extent that their financial resources are scarce, not assured by the power of the state. Their principal advantage is flexibility, so long as this is not abused (Norman Uphoff, 1997).

Participatory or self-help institutions are most variable in their performance. Voluntary organizations are most inclined to have and to use local knowledge, to respond quickly to changes, to handle conflict, and to create climates of opinion influencing behavior. Which kinds of local institutions are most desirable for supporting sustainable development cannot be generalized. Each has strengths as well as weaknesses. Whether to favor public, private or participatory institutions depends on factors like the extent of conflict endemic within communities, the existence or lack of entrepreneurial traditions in the region, or the caliber and orientation of civil service personnel. Once again, having more kinds of institutions at each level gives more

capability for mobilizing and managing resources according to the varied requirements for sustainable development (Norman Uphoff, 1997).

2.1.6. Capitalizing on local strengths and moving forward

To capitalize on this local strength, identified here as social capital, according to our perception, work at community level should rest on the foundations of solidarity that keep the community social order functioning at local/rural level, thus avoiding social conflicts on a greater scale than the dynamics of society itself..... Contributing to the transformation of this social order from within its own walls, gradually expanding the space covered by these same walls so as to make the interior go beyond into the outside world, pick up speed, run through the world that surrounds it, reaching the state, step by step, and participating in national life (Robin Marsh,2002).

Contributing to the transformation: This is the opportunity to work with local institutions to explore, through a transparent process, the various interests in transforming the existing social order to better meet the needs and desires of different groups within society. NGOs can sometimes play a facilitative role, or change agents within the local institutions themselves. Often it is best to find common ground for action first, moving on to harder transitions later. An important area of transformation "from within" is on fundamental questions of representation and legitimacy. In implementing the National Land Law

in Mozambique, the debate continues on: Who should represent local communities and on which grounds should such representation be considered legitimate? Expanding the space: Communities and their institutions have an interest in increasing access to new technologies, markets, services and educational opportunities to improve livelihoods, social conditions and "connectedness" with the State. This requires open and prolonged dialogue about change options, and the costs and benefits for different groups within the community. NGOs can facilitate collaboration with governments and other outside institutions to expand economic opportunities and reduce local poverty (Robin Marsh, 2002).

2.1.7. NGOs can be effective intermediaries

Non-governmental organizations can play a positive role in bridging the gap between traditional local institutions and policies or programs promoted by government and international donors. When dealing with complex resource and development issues involving multiple stakeholders, NGOs have proved useful in facilitating multi-stakeholder dialogue and collaborative processes for managing conflict and finding lasting solutions. This is particularly true when local communities mistrust government because of past abuses, or the perceived political partisanship of government bureaucrats. It is also the case that many international donors prefer to channel funds through NGOs, rather than government agencies, to get around political favors and improve program efficiency (Robin Marsh, 2002).

Another important role of NGOs is to provide training to different types of local institutions in the skills needed to take on new roles and responsibilities. This is particularly true in countries with strong decentralization policies and increasing devolution of authority to local levels. To complement local knowledge of resources, local institutions will need training in the modern tools of resource mapping, planning and sustainable management, for understanding how to identify and market both traditional commodities and environmental services, and in financial management, among other skills. There is also the more difficult challenge of working with traditional institutions biased against certain groups to become more inclusive and democratic in terms of "who benefits" and "who makes decisions"(Robin Marsh, 2002).

2.1.7. Partnering With Faith Based Organization

Robin Marsh (2002) identified that churches have great potential for mobilizing their congregations to participate in community development, and are generally inclusive of women and the poor. Local government and NGOs can tap this potential when their objectives coincide, for example in:

-Health, nutrition and education campaigns (HIV-AIDs prevention, vaccinations, literacy);

-Entrepreneurship and micro-financing oriented toward women and the poor;

- "Food for work" and voluntary collective action to build and maintain public works;

- Community participation in local development committees, plans and programs;

- Safety nets for the indigent and sick;

- Communication/awareness creation on village rights and opportunities;

- Introduction of new values.

- Given the growing influence of churches in rural communities, particularly evangelical churches, and the keen loyalties that members feel toward their respective church, any perceived bias of the State or NGO toward a particular religious institution is likely to create internal village divisions and hamper progress toward a mutual goal. In some cases, churches can be engaged to take the non-partisan "high ground" in promoting civil society, peace and national unity (e.g. "transforming guns into hoes", Mozambique).

2.1.8. Process of partnering with existing Local Institutions

The intervention of NGOs, experience shows that the more resilient local institutions can be revitalized and strengthened to take on new roles and responsibilities, particularly in natural resource management and rural development planning. The first task for "working with local institutions", whether at the policy or field level, is to identify and

investigate the complex array of existing local institutions in a given locality, and the social norms and traditions they embody. (Robin Marsh, 2002).

This type of understanding will avoid the pitfall of undermining (inadvertently, perhaps) existing institutions -by introducing competing institutions that may be attractive in the short-run, especially from the point of view of projects under pressure "to deliver", but lack the social foundations for long-term sustainability. Such an investigation will also reveal the social values and norms that dictate the functioning of many local institutions -values that may be inconsistent with the "equity" goals of a particular policy, project or program. Consequently, partnering with these institutions may only be possible if the village authorities demonstrate flexibility and the willingness to reform, albeit slowly and within certain cultural limitations (Robin Marsh, 2002).

After undergoing an investigative process, and identifying the local institutions and authorities that would lend legitimacy, knowledge and sustainability to a given development initiative, the next stage may well be in the area of strengthening or capacity building. Capacity building may be needed in "process" areas -transparency, democracy, and accountability, for example, or in "technical" areas such as financial administration, natural resource planning and management, and information sciences. NGOs that are familiar with a particular locality, and enjoy the respect of local authorities, can play a very constructive

role in identifying specific capacity-building needs and in facilitating training (Robin Marsh, 2002).

Finally, the evidence would suggest that working with local institutions is a long investment that requires a commitment commensurate with the challenge. As suggested above (Robin Marsh, 2002), the challenge is to capitalize on local strengths, facilitate a transformation "from within", and strengthen capacities of local institutions and their partners to work collaboratively and effectively toward common goals (Robin Marsh, 2002).

CHAPTER THREE

3.1. Research Methodology

3.1.1. Universe of the study

Eighteen Kebeles in Digeluna Tijo Woreda, where World Vision Ethiopia Digeluna Tijo Area Development Programme, has been implementing integrated development activities since 2007 G.C, will be the universe of the study.

3.1.2. Research Design

Descriptive research methods were used to undertake this research project. As it is well known, descriptive research especially survey studies are concerned with identifying the existing status of the object and finds out measure of improving the status of the object. Similarly this research is primarily concerned with identifying the capacity gaps of the local institutions and finds out measure to fill their capacity gaps so that to flourish strong partnering local institutions in the area. Both quantitative and qualitative methods of data gathering tools were used in the research. Interview schedule were used to collect quantitative data from the major identified local institutions excluding religious institutions and idirs. Whereas focus group discussion was conducted with Idirs and case studies conducted on FBOs.

3.1.3. Sampling

Digeluna Tijo Woreda has 27 kebeles and has a total population of 140,413 (World Vision Ethiopia Digeluna Tijo ADP fiscal year 2011 annual report, 2011). World Vision Ethiopia, Digeluna Tijo Area Development Program, has been implementing five development projects in Eighteen Kebeles of the Woreda and it calls these kebeles – “operational Kebeles”. The organization desires to work in partnership with local institutions operating in these Kebeles. Despite the area Development Program (ADP) responds to all kinds of epidemic and emergency situations in all Kebeles of the woreda, it undertakes sustainable development activities in the targeted eighteen Kebeles of the Woreda. The ADP may partner with some or all of the local institutions in each operational Kebeles and hence it is necessary to study the situation of all local institutions which are identified in these Kebeles. Therefore, this study considers all local institutions in operational Kebeles except for Idirs and religious institutions.

The total number of Idirs in the operational Kebeles is not known. The woreda bureau of social affairs, however, gave information that more than 5 Idirs exist in each Kebeles of the woreda. Therefore, it is very difficult to take sample to study Idirs as the total number of Idirs is not known and documented at the Woreda level. Taking this in to account, undertaking a focus group discussion with the leaders of Idirs is preferred for the study of Idirs. In a focus group discussion about 8-12

leaders of various Idirs were participated and discuss on various issues which are related to the objectives of the study based on the guiding questions posed by the researcher. Focus group discussions of Idirs were held at cluster level and hence four focus group discussion will be held in four clusters of the Woreda.

The Woreda government divides the woreda into four clusters based on the proximity and adjacency of the Kebeles. Cluster one is called Sagure area cluster and it comprises Nine Kebeles which locate surrounding sagure town. Cluster two is called Digelu Area cluster and thus seven Kebeles located surrounding Digeluna Kidame semi-urban town. The third cluster is called Tijo area cluster and six Kebeles located surrounding the semi-urban town-Tijo. The last cluster is called Lole area cluster and five kebeles located surrounding Lole semi-urban town. People in each of these clusters usually meet for marketing and for other social affairs in their respective urban or semi-urban towns and get opportunity to share good experiences of each kebele and no doubt replicate it in their own Kebele. Therefore, local institutions located in each cluster are assumed to have nearly the same experience, structures, and other characteristics. Therefore, the researcher conducted a focus group discussion with the leaders of 8-12 relatively big Idirs in each cluster.

In addition to the above mentioned local institutions, there are also three kinds of faith-based organizations: Muslim, Orthodox Christian

and evangelical Christian religions. One or two or all types of these religious institutions are available in each of the kebele of the Woreda. However, the heads of these religious institutions are found at sagure town, the capital of the Woreda. To this end, detail case studies were conducted on the heads of the religious institutions to identify opportunities of partnering with faith-based institution in the Woreda. Under this study a total of 55 identified local institutions in the operational Kebeles shall be studied using interview schedule, case studies shall be conducted in three faith-based institutions and 40-48 Idirs participate on behalf of their leader in four focus group discussions.

Table 1. Local institutions identified in the operational Kebeles

SN	Type of Local Institutions	Total number of local institutions	Number of Selected Local institutions for the study
1	Kebele Administration	18	18
2	Parent-Teachers Association	18	18
3	Primary Farmers cooperatives	3	3
4	Saving and Credit Cooperatives	8	8
5	Irrigation Cooperatives	2	2
6	Dairy Cooperatives	4	4
7	Physically challenged people association	1	1
8	People living with HIV Association	1	1
	Total		55

3.1.4. Data Collection: Tools and Procedure

Different kinds of data collection tools were employed for the study. However, the main tool of data collection was interview schedule. Before using the interview schedule for data collection, it was tested by

interviewing two local institutions which were not sampled for the study. Pre-testing was helped to upgrade the interview schedule. Three days ahead the leaders of the local institutions were notified about the interview schedule. Leaders of the local institutions were then interviewed in the presence of managing teams of each local institution. The interview schedule containing close-ended questions and few open ended questions was used to collect information. When the leaders face difficulty in answering the questions, other members of the managing teams were approached to support the leaders to answer the questions.

In addition to interview schedule, observation of the office settings, minutes of the meeting and other documents of the local institution were seen by the researcher. Thus personal observation was the second technique for data collection in the study. The interview schedule employed to leaders of identified local institution is attached at annexure I. The third data collection technique employed in this study was focus group discussion. Group that comprised 8-12 leaders of different Idirs were participated in a focus group discussion in each cluster of the woreda based on the guiding questions attached at annexure II. Moreover, case studies were also conducted in three faith based organizations in the Woreda.

3.1.5. Data Processing

After securing the raw data from the interviewees, the data was scrutinized, verified, edited and arranged serially. Then the data was processed by using applicable computer program Statistical Packages for Social Studies (SPSS Software). The information obtained from focus group discussion and case studies separately analyzed qualitatively.

CHAPTER FOUR

4.1. Findings and Discussion

4.1.1. Purposes and kinds of Local Institution

LIs that participated in this study have different purposes and they are also of different kinds. According to the study, 65.5% of the LIs were involved in different kinds of community development activities. Profit is the major purpose for the establishment of 30.9% of the LIs, and the remaining 3.6% of LIs had different purposes. As far as the kinds of LIs are concerned, 36.4% are community associations, 30.9% are cooperatives, and 32.7% are local administrative organizations (figure 1).

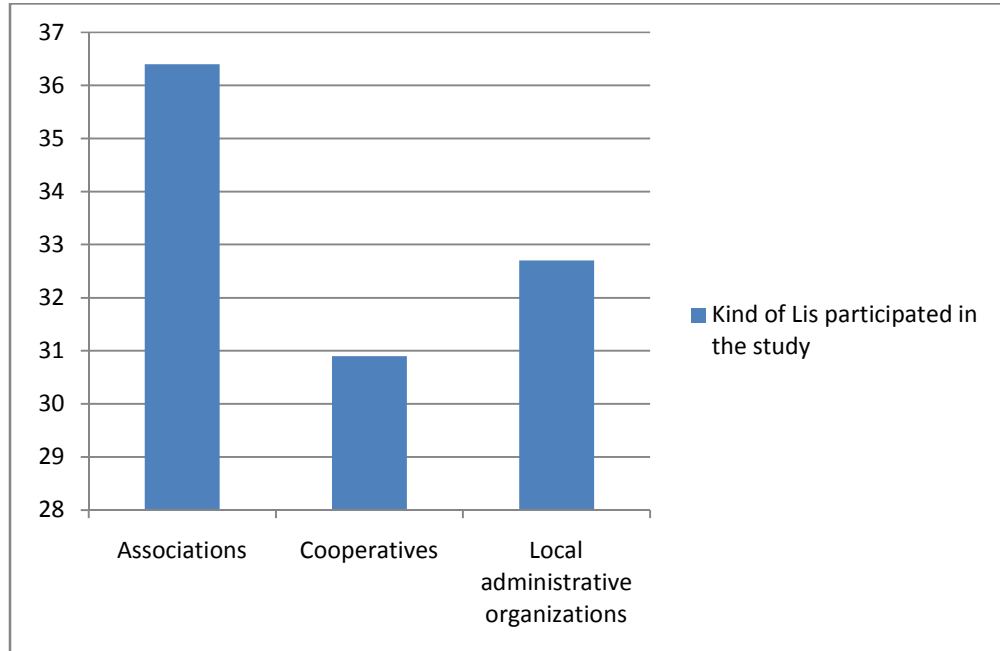


Figure 1. Kinds of Local institutions participated on the study (excluding Idirs and FBOs)

4.1.2. Leadership and making decisions

LIs institutions are expected to have their own constitutions that define the role of leaders and members and frequently utilized to govern the LIs. The study investigated that about 60% of LIs had written constitution that is accepted and approved by all members. On the other hand 40% of the LIs had no written constitutions and they are governed by few written rules and principles. Committees or board members of 50.9% of the LIs undertake occasional meetings to discuss on issues of the LIs. There was good practices of undertaking regular meetings among the leadership of 49.1% of the LIs regarding the issues of the LIs (Table 2).

Table 2. How LIs are governed

	Frequency	Percent	Cumulative Percent
Has some written rules/principles	22	40.0	40.0
Has written constitution accepted and approved by members	33	60.0	100.0
Total	55	100.0	

4.1.3. Planning and managing finance

Members' contribution to local institutions was the major source of the budget in the study area, as 76.4% of local institutions siphon their budget from this source. However, profit is the major source of budget for cooperatives or for 23.6% of the LIs in the area. Members contribute different amount of money to their respective local institutions that is in between 1 and 50 birr in different periods. Some contribute on monthly bases; others contribute once in every quarter, six month and a year (Table 3).

Table 3. Contribution methods of LI members

	Frequency	Percent	Cumulative Percent
Monthly membership fee	11	20	20
Yearly membership fee	31	56.4	76.4
Not paying membership fee	13	23.6	100.0
Total	55	100.0	

Most Local institutions do not only depend on the periodic membership fee to accomplish different activities. Sometimes LIs plan to undertake different kinds of community development activities and face shortage of fund. At this time the LIs request for extra contribution from members after discussing on the importance of undertaking the project in the

community. Not only in terms of cash, but also seek in kind in terms of labour and skill for the accomplishment of the planned projects in the area. The study revealed that 16.4% of the Local institutions plan and implement projects with cash and material contribution. However, 74.5% of the local institutions indicated that members had participated by contributing in all aspects, i.e. money, material, skill and labour for the accomplishment of the projects planned by the LI. This type of contribution was very important with regard to ensuring the project sustainability in the area (Table 4).

Table 4. Extra contribution of members for projects of the local institutions

	Frequency	Percent	Cumulative Percent
Contribute money for projects	2	3.6	3.6
Contribute money and material	9	16.4	20.0
Contribute money, material, skill and labor	41	74.5	94.5
Contribute only labor	2	3.6	98.2
No contribution	1	1.8	100.0
Total	55	100.0	

Among the local institution, 34.5% had experience of getting different amount of fund from other organizations, either in the form of credit or donation. In such instances 10.9% of the local institutions got more than 50,000 birr. Non-government credit and saving institutions took the greater portion among financial supporters of the local institutions as it had provided credit to 27.3% of the institutions in the area. This indicates that considerable proportions of the LIs had already experience of engaging in financial matter with other organizations in the area.

Table 5. The amount of fund LIs obtained in the form of credit or donation from other organizations

Amount	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5000 birr	2	3.6	3.6	3.6
From 5001 to 10000 birr	1	1.8	1.8	5.5
10,001 to 20,000 birr	2	3.6	3.6	9.1
20,001 to 50,000 birr	8	14.5	14.5	23.6
More than 50,000	6	10.9	10.9	34.5
None	36	65.5	65.5	100.0
Total	55	100.0	100.0	

4.1.4. Managing Money

After raising fund or earning income, LIs proper utilization capacity was evaluated. LIs are expected to keep accounts of the contribution. However, according to the study, 3.6% of LIs did not keep accounts of the money at all, while 30.9% of LIs keep record of money received and spent, but lacking day-to-day account. However, 54.5% of LIs keep up-to-date accounts and prepare balances and statements at the end of the year while 10.9% of LIs keep up-to-date account of money and prepare balances and statements every three months. On the other hand, the study revealed that only 23.6% of local institutions have a bank account registered in their name and that require dual check signatories to withdraw fund. Whereas 72.4% of the LIs did not have a bank account registered in the organizations name and, hence, they manage to hold cash in the office. Surprisingly, 3.6% of LIs use someone's personal bank account to keep the organization's fund (Table 6 and 7).

Table 6. The status of LIs with regard to keeping financial accounts

	Frequency	Percent	Cumulative Percent
No account kept	2	3.6	3.6
Financial records kept of money received and spent, but not having a daily balance	17	30.9	34.5
Accounts kept up-to-date and balances and statements are prepared at the end of the year	30	54.5	89.1
Balances and statements prepared quarterly. At year end, presented to external stakeholders for approval	6	10.9	100.0
Total	55	100.0	

Table 7. Management of funds

Characteristics	Frequenc y	Percent	Cumulative Percent
Does not have bank account but manages all funds in cash	40	72.7	72.7
Someone's personal account used for any funds	2	3.6	76.4
Bank account registered in organization's name, which required dual (or specific authorized) check signatories	13	23.6	100.0
Total	55	100.0	

There is a gap in the financial management practice of local institutions. As revealed in the study, 34.5% of LI's did not keep up-to-date accounts and prepare balances and statements periodically and 76.4% of LIs did not have bank account registered in the organizations name. This indicates that the financial management system of considerable number of LIs was exposed to corruption and misuse of the institution's fund for other purposes.

As far as maintaining receipts and invoices for every expenditure is concerned, the study showed that 14.5% of the LIs did not maintain

supporting receipts and invoices for expenditures, 49.1% of the LIs need receipts and invoices to justify expenses, sometimes and rarely keep on file while 23.6% of local institutions need receipts and invoices to justify expenses and keep it on file though it has never been audited by any one and 12.7% of local institutions need receipts and invoices to justify expenses and filed for at least 3 years to be audited by authorized persons. This again indicates that large number of LIs had a capacity gap with regard to proper utilization of the institutions' financial resources (Table 8).

Table 8. Shows expense management experience of LIs

	Frequency	Percent	Cumulative Percent
No-receipts/invoices used	8	14.5	14.5
Receipts/invoices are needed to justify expenses sometimes, but rarely kept on file	27	49.1	63.6
Receipts/invoices are needed to justify expenses and then kept on file, but rarely audited by anyone	13	23.6	87.3
All receipts/invoices filed for three or more years, and regularly audited by authorized person	7	12.7	100.0
Total	55	100.0	

4.1.5. Reporting to donors

All of the local institutions had no experience of preparing and submitting reports to donors, since they have no prior experience of working in partnership with donating organization. This indicates that

the local institutions had a capacity gap related with preparing reports since they had no prior experience of preparing reports to donors.

4.1.6. Human resources of LIs

According to the study, volunteers play significant role for the sustainable functioning of the local institutions as 45.5% of the local institutions are totally managed by volunteers. In each of these LIs volunteers whose number was between 5 and 15, undertake the whole organizational activities having different roles and responsibilities. Whereas, 43.6% of LIs are managed by recruiting one full time paid staff that organizes more than five volunteers in each LI. Only 10.9% of LIs have 2-4 skilled full time paid workers who organize more than 5 volunteers in their respective LI (Figure 2).

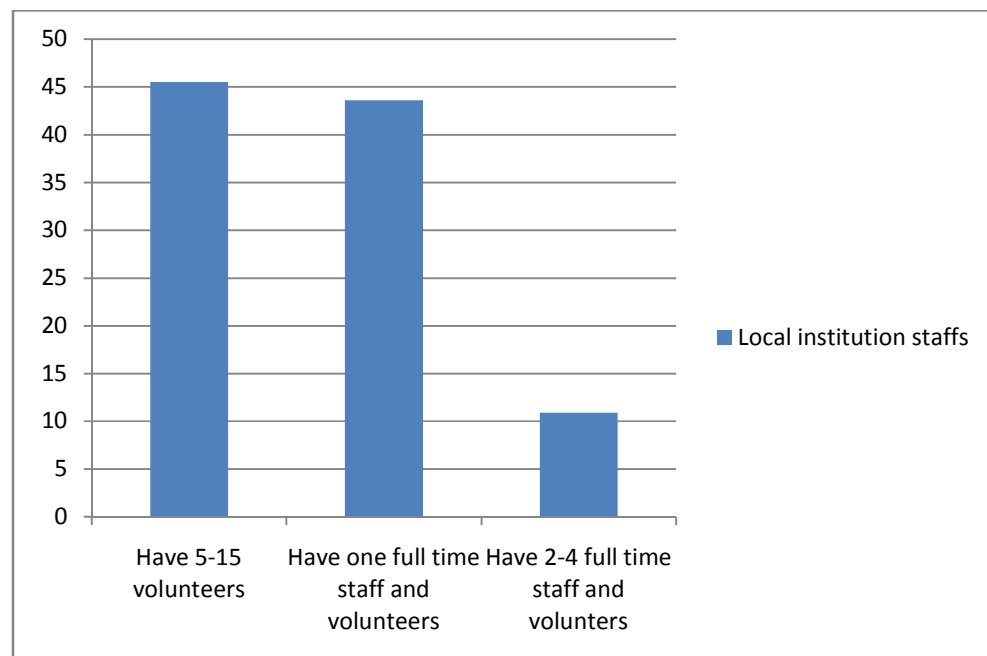


Figure 2. Type of staff in Local Institution

Local institutions are expected to motivate and support volunteers and have to upgrade their skill to improve the overall organizational capacity. However, 43.6% of the LIs did not undertake any kind of capacity building activities to their staff and volunteers. In these organizations volunteers only undertake basic, simple and routine activities. The other 38.2% of LIs occasionally send volunteers to short term trainings that did not last for more than a week, while 18.2% of LIs has undertaken occasional meetings to share lessons and to support each other. This indicates that LIs had a capacity gap to identify the training needs of their staff and to organize and provide appropriate trainings. In the context of the study area, volunteers were not skilled people and hence lack adequate skill and knowledge to efficiently and creatively undertake the business of the local institutions (Table 9).

Table 9. Motivation scheme for staff and volunteers

	Frequency	Percent	Cumulative Percent
No meetings or trainings. Low skill levels	24	43.6	43.6
Few meetings. Volunteers sent for training only occasionally	21	38.2	81.8
Occasional meetings to share lessons and support each other. Training is provided informally and externally	10	18.2	100.0
Total	55	100.0	

4.1.7. Working Environment of the LIs

Office is one of the basic assets of LIs to undertake their day to day business. The study indicated that 7.3% of the LIs in the operational Kebeles did not have offices and office equipments to undertake their day to day organizational activities, while 5.5% of LIs had occasionally access to others offices and equipments, and 32.7% of LIs share office and equipments with other organizations, However, 54.5% of LIs had their own offices and office equipments, though the offices were not

constructed in satisfactory condition and most office equipments and furniture were not to a standard as observed during visiting the LIs. Therefore, Lack of own office and office furniture is one of the major capacity gaps of most LIs in the study area (Figure 3).

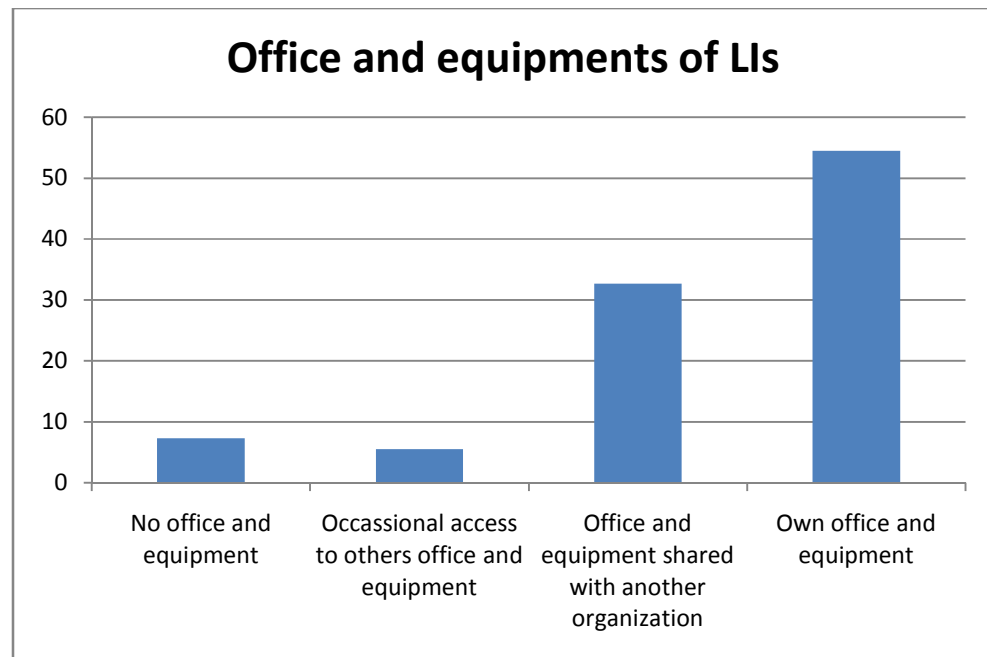


Figure 3. The status of LIs with regard to availability of offices and equipments

4.1.8. Activity planning and Accomplishment

World Vision encourages LIs to adopt participatory planning techniques that means involving all the concerned parties such as beneficiaries of the activities, members of the LIs, volunteers and staff of the local institution. This study found that LIs in the program area were undertaking different kinds of planning methods to accomplish activities. According to the study, 12.7% of the LIs respond to immediate needs with little planning, while 7.3% of the LIs prepare occasional short term planning. Whereas, all ongoing activities are planned in advance for 43.6% of the LIs with the participation of staff and volunteers by

excluding the beneficiaries and the members from the planning process. Only 36.4% of the LIs prepare annual plans with the participation of staff, volunteers, boards, members and beneficiary community members. Generally a capacity gap was observed on the planning methods for 63.6% of the LIs as they did not involve communities and members in the planning process. The quality of the plans prepared by the remaining 36.4% of the LIs was also questionable as the educational status of 98.2% of the LIs' chairpersons was grade 12 complete or less (Table 10).

Table 10. The planning process of local institutions

	Frequency	Percent	Cumulative Percent
LI mainly responds to immediate needs, with little planning	7	12.7	12.7
Occasional short-term planning, e.g. major events or monthly activities	4	7.3	20.0
All the LI's on-going activities are normally planned in advance with all staff and volunteers.	24	43.6	63.6
Annual plans are always developed and agreed with community members, volunteers, staff, and board (if one exists).	20	36.4	100.0
Total	55	100.0	

4.1.9. Local institutions awareness about gender and Human rights

LIs are encouraged to mainstream gender in their activity plans and then to benefit male and female equally within the community. According to this study, local institutions have different awareness level and practices of gender mainstreaming. Amazingly, 27.3% of the local institutions had no awareness about the importance of gender mainstreaming in activities, and the other 34.5% of LIs knew that women are victims of inequality but they did not have understanding on addressing the issue of gender in their activities. The remaining 38.2% of the LIs have good understanding and practice of gender mainstreaming as they try to ensure that both male and female benefit equally from the activities of the LIs. Gender mainstreaming is a method adopted by many organizations to ensure that women benefit equally from the activities of the LIs. However, 61.8% of the LIs did not give room for equal participation and benefit of women in the community from the activities of the LIs (Table 11).

Table 11. The level of understanding of staff on gender mainstreaming in local institutions

	Frequency	Percent	Cumulative Percent
No understanding	15	27.3	27.3
Knew that women are victims but did not know how to address	19	34.5	61.8
Ensured women get equal participation, and benefit from its activities	21	38.2	100.0
Total	55	100.0	

As far as the understanding and awareness of LIs about human rights is concerned, the study had shown that different LIs had different levels of understanding and practices in ensuring human right in their respective communities. Since local institutions are grass root level organizations, they are expected to have good understanding of human right and also expected to undertake activities that ensure protection of human right in their respective communities. The study had shown that 27.3% of LIs had no understanding about human right, 61.8% of the LIs understood that people were discriminated against, 38.2% of the LIs know that how violation of human right can make people more

vulnerable, but they were not sure how to implement human rights issues in their work place and only 9.1% of LIs claimed that they had good understanding about human right and even they actively use laws to protect the human right in their respective communities. This study result clearly shows how the majority of LIs lack understanding of human rights (Table 12).

Table 12. Level of understanding of LIs on human rights

	Frequency	Percentage	Cumulative Percent
No understanding	12	21.8	21.8
Understand people discriminated against	16	29.1	50.9
Understand how violation of human rights can make people more vulnerable but unsure how to use rights in the work place	22	40.0	90.9
Understand the laws and people's rights to inform and advocate for others right	5	9.1	100.0
Total	55	100.0	

4.1.10. Working relationship and understanding of policies and strategies of LIs

Local Institutions in the study area have different kinds of working relationship with different kinds of organizations such as, NGO's, Government Organizations, and other kinds of organizations. According to this study, only 1.8% of the LIs claimed that they work in isolation, 41.8% of the LIs indicated that they undertake some activities only occasionally with other organizations without creating sustainable working network or relationship, 16.4% of the LIs share experience, expertise and resources with other organizations and occasionally undertake activities together, and 40% of the LIs have experience of effective partnership of working together with other organizations, sharing resources and referring clients to other organizations. More than half of the LIs (56.4%) have good experience of working with other organizations by creating different kinds of working relationship, and to the contrary, the rest of the LIs have limited experience of working relationship with other organization (Table 13).

Table 13. Partnership experience of local institutions

	Frequency	Percentage	Cumulative Percent
Work in isolation.	1	1.8	1.8
Occasionally undertake some activities together with other organizations	23	41.8	43.6
Share experience, expertise and resources with other organizations and occasionally undertake activities together	9	16.4	60.0
Had effective partnerships of working together, sharing resources or referring clients to others	22	40.0	100.0
Total	55	100.0	

LIs need to have awareness about the national and local development policies and strategies so that to plan and undertake activities that contributes to the national and local development plan and to become

partner of the government and other organizations in the development effort of the country and the area. But the study had shown that 14.5% of the LIs had no awareness about the national and local development policies and strategies. On the other hand, 63.6% of the LIs had good level of awareness about the national and local policies and strategies though they refer it hardly during the preparation of the plan. The remaining 21.8% of the LIs had good level of awareness about the policies and strategies and also prepare their activity plans that are in line with the policies and strategies. The study had shown that significant proportions of the LIs had the capacity gap with regard to utilizing the national and local policies and strategies during the preparation of their organizational plan (Table 14).

Table 14. Level of understanding of LIs about local and national development policies

	Frequency	Percent	Cumulative Percent
No awareness about national and local policies	8	14.5	14.5
Have awareness about national and local policies	35	63.6	78.2
Prepare project documents which is in line with national and local policies	12	21.8	100.0
Total	55	100.0	

4.1.11. Community Participation in LIs

As an organization that facilitates development in the community, LIs should open room for participation of communities in the activities, work and major decisions of the LIs, as it foster sustainable and community based development. World Vision gives priority to partner with LIs that give room for active participation of the community. The result of the study had shown that 50.9% of the LIs in the area did not give room for active participation of the target community. The target community visits these LIs only to receive services. LIs identify project priorities and then the community participates in the other stages of the project such as

problem analysis, strategy development, and implementation in 20% of the LIs. LIs and communities jointly identify project priorities, implement and monitor together in 29.1% of the LIs. Thus, analysis result had shown that a sizeable proportions of the LIs have a capacity gap to fully and genuinely involving the community in all cycles of the project (Table 15).

Table 15. Extent of community participation in LIs

	Frequency	Percent	Cumulative Percent
No involvement, except to receive services or give information	28	50.9	50.9
LI staff identifies project priorities. Communities involve in the other stages of the project	11	20.0	70.9
LI staff and communities jointly identify project priorities, implement and monitor together.	16	29.1	100.0
Total	55	100.0	

4.1.12. Local Institutions, Children Wellbeing and partnership opportunities

According to the World Vision's partnership guideline, the organization gives priority to partner with LIs that undertake activities which contribute to the wellbeing of children, especially to the most vulnerable children and their families. Any activities related with improving children's educational and health status, activities that intend to participate, protect and increase the care for children and activities that help children love God and their neighbors as themselves are said to be child wellbeing activities. This study had also intended to identify how much of the LIs had been undertaking the child wellbeing activities in the area. Any local institutions that undertake child wellbeing activities are considered as potential partner of the World Vision Ethiopia, Digeluna Tijo Area Development Program. The study had shown that 25.5% of the local institutions do not undertake activities that directly intended to contribute to ensuring child wellbeing in the area. Most of these organizations are cooperatives. On the other hand 41.8% of the LIs undertake either one or two types of child wellbeing activities. Parent-Teachers Association (PTA) and few cooperatives are categorized under this group of LIs. The others 32.8% of LIs, undertook all activities related to improving children wellbeing (Table 16). The Kebele Administration undertook two or more kinds of activities related with child wellbeing. This indicates that World Vision Ethiopia, Digeluna

Tijo Area development program has conducive opportunities to partner with LIs to work together to contribute towards ensuring children wellbeing in the area. Besides, 89.1% of the LIs answered yes to the question posed regarding their future plan to undertake child wellbeing activities (Figure 4).

Table 16. Local institutions' role in ensuring child wellbeing

	Frequency	Percent	Cumulative Percent
Do not undertake child wellbeing activities	14	25.5	25.5
Undertakes some of child wellbeing activities	23	41.8	67.3
Undertakes all activities concerned with improving children wellbeing	18	32.7	100.0
Total	55	100.0	

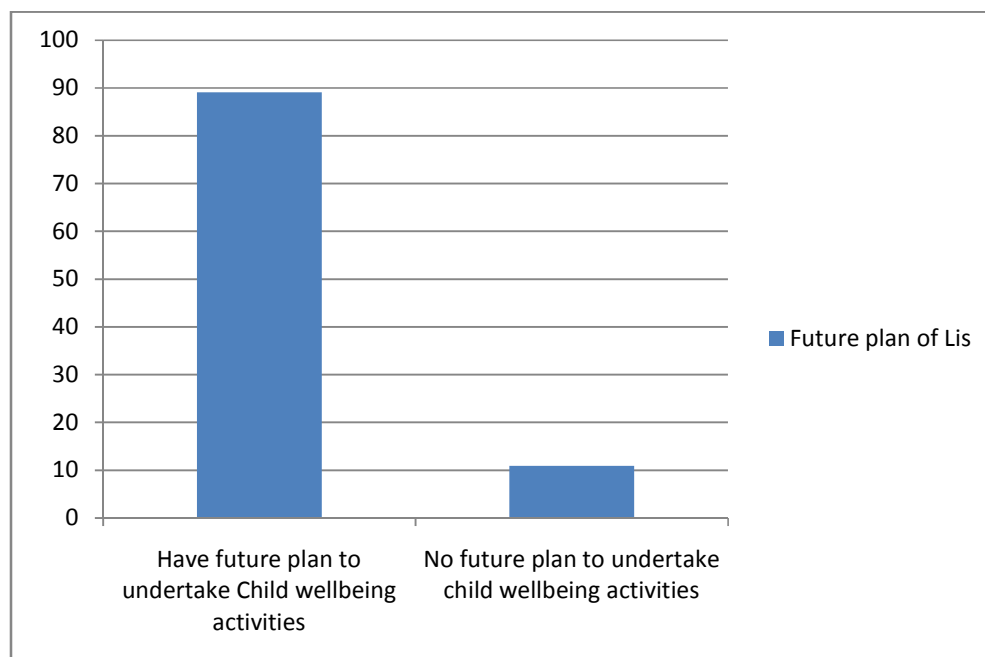


Figure 4. Lis future plan to undertake child wellbeing activities

All Lis were willing to partner with World Vision Ethiopia, Digeluna Tijo ADP as they had answered yes to the question posed on their willingness to work in partnership with the ADP. All of the local institutions also indicated their contribution to the partnership plan between the ADP and Lis. According to the study, 5.5% of the local institutions had indicated that they would contribute labour and locally available materials for the activities to be undertaken in partnership with the ADP and Lis. Among the local institutions, 49.1% of them had indicated that they will contribute in the form of labour, materials and resources and the remaining 45.5% of the Lis indicated that they will contribute project fund, labour, skill and locally available materials for the projects or activities to be implemented in partnership with the ADP.

This indicates that the ADP has very good partnership opportunities with local institutions in the area (Table 17).

Table 17. Proposed role of LIs in the partnership to be formed with WVE Digeluna Tijo ADP

	Frequency	Percent	Cumulative Percent
Contributing labor and skill for project	3	5.5	5.5
Contributing labor, skill and material resources for project implementation	27	49.1	54.5
Sharing project fund and contributing labor, skill and material resource for project implementation	25	45.5	100.0
Total	55	100.0	

4.1.13. Extent of Members participation in Local Institutions

Members' participation in LIs is very crucial as far as the sustainability of the local institutions and its impact in the community concerned. As more members participate in meetings of the LIs, new ideas are likely to be generated and financial and other kinds of support is likely to be obtained for the planned activities of the LIs. The study identified the extent of members' participation in the last two crucial meetings of the LIs and accordingly, less than 20% of members had participated in 34.5% of the LIs, in between 21-35% of the members had participated in 27.3% of the LIs, in between 36-50% of members had participated in 21.8% of the LIs, and 21-70% of members were participated in 16.4% of the local institutions in the most recent two important meetings that had invited the participation of all members. This indicates that member's participation was very low in most of the local institutions. The information and communication method used to invite members for the meeting might have played significant role for less participation of members as 52.7% of the LIs use a house to house visit method of announcement of the meeting (Figure 5).

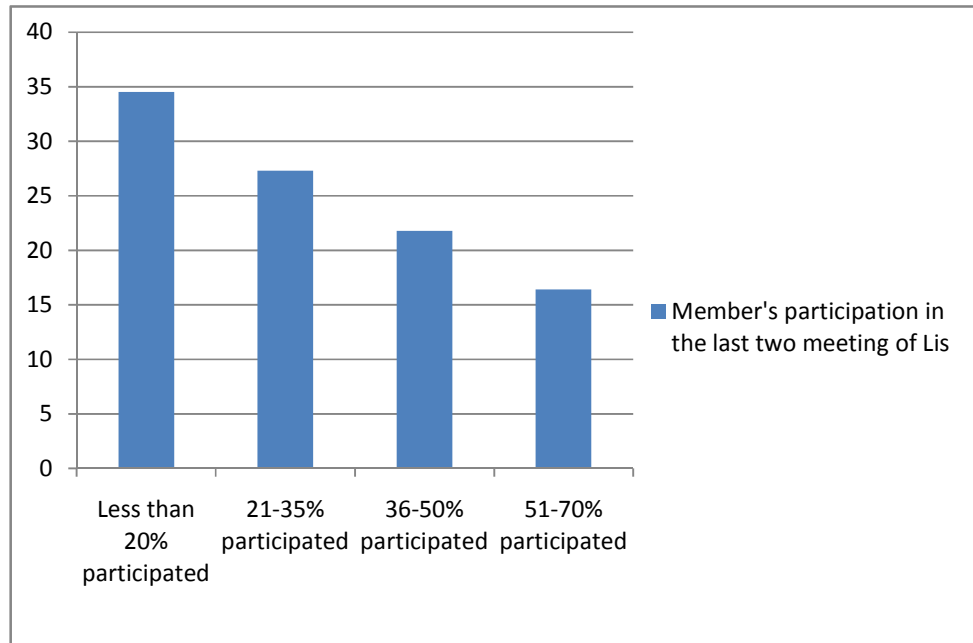


Figure 5. Members participation in the two meetings of LIs

4.1.14. Women participation in LIs

As a principle, the right to membership in LIs is equally open for both men and women. But in practice, the study shows that women participation is very low in LIs operating in the area. According to the study result, in 25.5% of LIs' women were less than 10% of the whole members, in 32.7% of the LIs women members account 10-25% of the whole members, and in 36.4% of the LIs women members account 26-50% of the whole members. Whereas, all members were women in three LIs, which were organized by women who have the same interest (Figure 6).

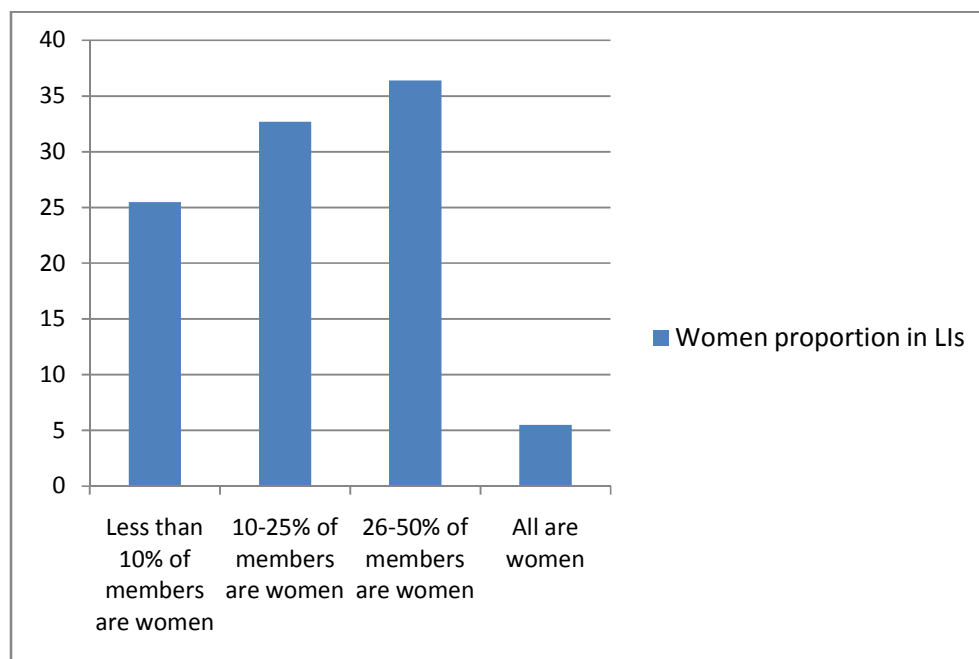


Figure 6. Proportion of women in LIs

The study has shown that the participation of Women in the meetings of the LIs was very low. Only less than 20% of the LI's member women had participated in the last three important meetings of 65% of the LIs and in between 21-35% of women members of the LIs were participated in the last three important meetings of 29.1% of the LIs (Figure 7).

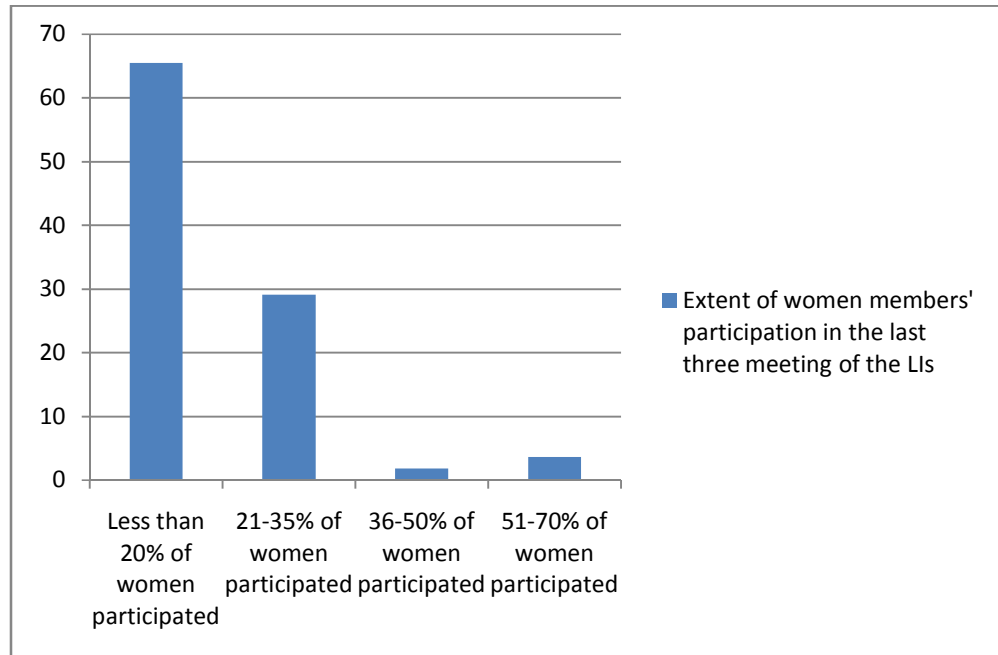


Figure 7. Shows extent of women members' participation in the last three meetings of LIs

Women were not present in the management committee of 94.5% of the LIs. Women were committee members of only 5.5% of the LIs, with only women members. The LIs provide various reasons for lack of Women in the leadership positions. In 9.1% of the LIs, the leaders stated that women could not accomplish their responsibility effectively for various reasons. In 25.5% of the LIs, members did not encourage the presence of women and hence did not nominate women for the leadership position. However, in 30.9% of the LIs, it was said that women were not willing to hold the leadership position in LIs, and in the case of 29.1% of the LIs, the reasoning was that women did not have spare time to assist in the work of the LIs. This indicates that women had very low status

and voice in the community and less role of influence or participation in the issues that affect them and their community (Table 18).

Table 18. The reasons for low involvement of women in the leadership positions of most LIs

Characteristics	Frequency	Percent	Cumulative Percent
They could not effectively undertake their responsibility.	5	9.1	9.1
Members did not encourage women's presence in the managing team.	14	25.5	34.5
Women were not willing to attend the management committee team.	17	30.9	65.5
Women had no time to assist the management of the local institutions.	16	29.1	94.5
Women hold leadership position.	3	5.5	100.0
Total	55	100.0	

4.1.15. The leadership training and the leaders of the LIs

The study had indicated that 70.9% of the leaders of the LIs did not have any leadership training during the past two years. Whereas, 23.6% of the leaders of the LIs had participated in the leadership training that lasted for one week. Only 5.5% of the leaders of the LIs had participated in the training that lasted for two weeks. This shows that the leaders of the LIs had a capacity gap with regard to skill of leadership (Figure 8).

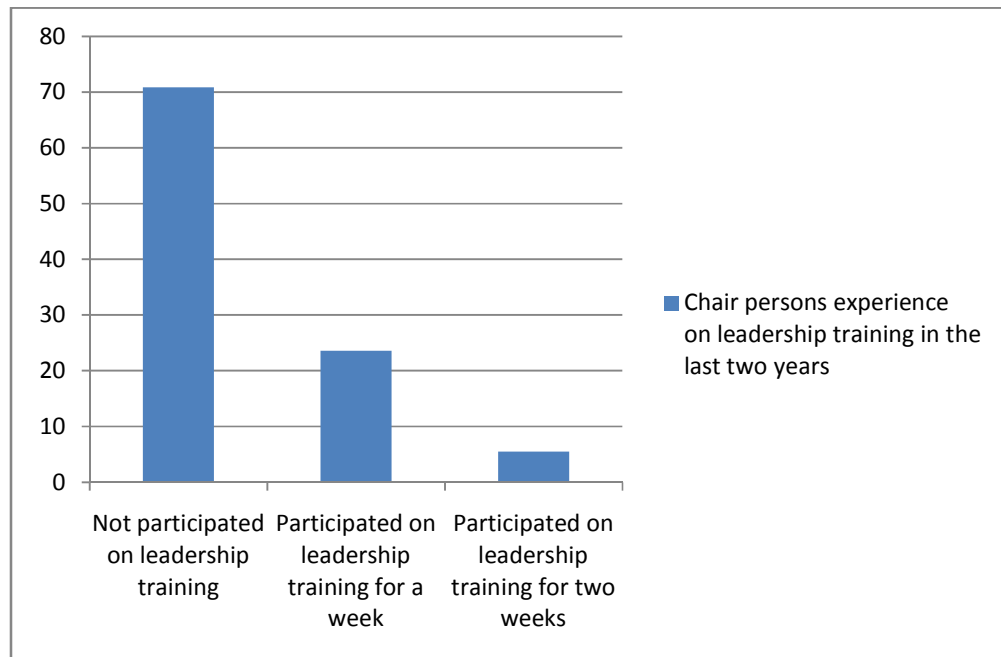


Figure 8. Leaders participation in the leadership training during the last two years

4.2. Focus Group findings and Discussion

4.2.1. Selection of leaders, making important decisions and resolving conflict

More or less, all Idirs follow similar methods of selection of leaders, making important decisions and resolving conflicts. Most Idirs select a new Idir leader every year, and others select every two, three, four or five years. The selection of Idir leaders are governed by the by-laws of each Idir. According to the focus group discussants, active members of Idirs are nominated for leadership position either by members or leaders of the Idir. A committee that consist a chair person, vice chairperson, secretary, cashier and accountant was considered as management committee of the Idir. However, the chair person plays the leading role in facilitating the committee meetings, general members meeting, and in the overall function of Idirs. According to focus group discussions, all discussants reflected that important decisions are made after getting consensus of all members of Idirs. When there is a need to take important decisions, the Idirs publicize the meeting venue and time to its members in the locally accustomed media (e.g using trumpet) and openly discuss the issue with members to seek solutions and alternative ideas. If it does not form a quorum, the meeting is postponed to another day. The focus group discussants did not hide that conflicts occur in the Idirs occasionally. According to discussants most conflicts occur among management committee members and between members

for various reasons. Most of the time only leaders of the Idirs participate on resolving the conflicts. A number of Idirs establish separate committees to undertake activities related with resolving conflicts. Some members of the focus group had indicated an issue of common concern is disclosed to the general meeting to seek solution. This indicates that different Idirs have different methods of resolving conflicts.

4.2.2. Planning and managing finance and budget

According to focus group participants most Idirs do not prepare a written annual plan. Only few Idirs prepare some written plan though it lacks many aspects of a good plan. Lack of knowledge regarding the importance of preparing plans and lack of planning skill were the major drawback for not preparing plans in the Idirs. However, during meetings all members discuss on the amount of contribution and on utilizing labour force and skillful individuals to the activities of Idirs. Some collect money from members every week, other collect every two weeks and even there are Idirs that collect dues every month. The amount of contribution varies from one Idir to another but usually it is affordable to all members. The Idirs did not have bank account to manage their account. All Idirs prefer managing cash on hand for easy of accessing in time of need.

4.2.3. Place of undertaking Organizational duty

The discussant of the focus group unveiled that all Idirs did not have their own office and office equipments. Idirs use leaders or member's

residence, churches or church compounds, and open external environment for discussions that invites only the leaders or few members, or all of the Idir members.

4.2.4. Responding to the perceived community problem

Most Idirs did not respond to perceived community problems apart from addressing their organizational objective which is assisting the funeral ceremony of member's death. The participants indicated that very few idirs had assisted orphans in the educational materials and covered medication cost for very poor members in the Idir. Also very few Idirs had contributed money on behalf of members for community development activities like school and health post construction which was totally initiated and implemented by other organizations. This indicates that if Idirs are well organized and capacitated, they will play substantial role in community development. Generally, Idirs had no experience of identifying the community problem and preparing project proposal for reducing the perceived community problem. Since Idirs are community based organizations, it has the potential to make a change in the community.

4.2.5. Idirs contribution to children's well-being

The leaders of different Idirs during focus group discussion had revealed that Idirs role on ensuring children's well being was very meager. Idirs had no prior experience of identifying child's well being issues within the community and responding to it with appropriate

project planning. According to focus group participants few Idirs had participated in contributing labour and money for activities initiated by other parties and aimed to contribute to ensuring children's wellbeing, such as, construction of schools and health posts in the community. Also very few Idirs had provided educational material support for orphan and vulnerable children to help them pursue their education. Other few Idirs also extend financial support to cover the medical expenses of very poor members of the Idirs. This indicates that Idir can be one of the important community based organization to act towards ensuring children's wellbeing after being capacitated.

4.2.6. Participation of men and women in Idirs

There are Idirs in which its members are only female or male. However, most Idirs are open for membership to both women and men. If one of the member's of the household, either the woman or the man subscribes to the membership of Idir, it is considered that all his/her children and his wife or her husband are members of the Idir and thus the household is eligible to receive funeral ceremony assistance if one of the member of household dies.

4.3. Case study

This case study is meant to understand the contribution of faith based organizations (FBOs) towards ensuring child wellbeing in the area. World Vision considers any activity as a child wellbeing activity if it contributes to 'children's educated for life', 'children enjoy good health', 'children protected, cared for and participate' and 'children love God and their neighbors as themselves'. All World Vision activities and projects are also geared towards ensuring to children wellbeing. World Vision seeks to partner with FBOs to contribute more in the effort of ensuring children's wellbeing in the program intervention area. There are different kinds of FBOs in the area, such as, Orthodox Christians FBO, Muslim FBO, and Evangelical Christians FBO. Having their main offices at Sagure town which is the Woreda capital, each of these FBOs has several branches in rural Kebeles of the Woreda. For this case study, the FBO leaders had discussed with the researcher, separately. The purpose of the case study is to identify the opportunities and potential of partnering with FBOs to address child well being issues in the area. This case study has explored the extent of children participation in the activities of FBOs, the role of FBO's towards ensuring children wellbeing, and the willingness of FBOs to partner with the ADP. The case study result for each of the FBOs is described as follows.

4.3.1. Orthodox Christians FBOs

Orthodox Christians FBO is one of the kinds of FBOs that are available in the Woreda. According to the design document of the ADP (published in 2007) about 46% of the woreda population were followers of Orthodox religion. This indicates that it is important to partner with Orthodox Christian FBOs as far as reaching substantial portion of the population is concerned. Orthodox Christian FBOs provides room for participation of children in most of the religious activities of the organization. The FBO has a separate time schedule to teach children about their religion, children participate vigorously in church choir, children equally participate with the adults in the weekly religious program, and children participate vigorously in different religious ceremonies. Children also participate in leading the church program in which all members present. This indicates that the extent of children participation in the religious activities is very high and also the availability of opportunities to address children through Orthodox Christians FBOs.

The Orthodox Christian FBOs also undertakes different activities related to improving children's wellbeing in the area. The FBOs persistently teach its members to develop the religious philanthropic attitude as means to enter to the Kingdom of God. Religious books of Orthodox Church oblige members to help the poor and needy. Based on these scriptural grounds, the orthodox Christian FBO leaders spur its

members to continue helping the poor. The activities of helping the poor and the vulnerable includes providing food items and cash, providing educational materials and cloths to their children, and covering the medical expenses of the poor families and their children. However, this supports had not been institutionalized by members and supports were made individually. In addition the FBOs consistently teach children to love God, to obey its rules and to love others and thereby significantly contribute to the coming of ethically and morally good generation that have a sense of humanity. For this purpose the FBO teaches children the 10 commandments of Moses.

Orthodox Christians FBO leaders are willing to partner with World Vision Ethiopia, Digeluna Tijo ADP. The leaders assured in writing that they can undertake various awareness creation activities regarding different issues related with ensuring children's wellbeing. They can also fully participate in every activity related with improving the livelihood of vulnerable children and their families.

4.3.2. Evangelical Christians FBO

According to the design document of the ADP (Published on 2007G.C.), evangelical religion followers account 6% of the total population of the Woreda. This FBO also gives room for the participation of children in all of the activities of the church. The leaders of the FBO have very positive attitude towards the involvement of children. The Bible teaches religious leaders to involve children in all aspects of the religious

ministry. Therefore, these FBO leaders encourage children to participate in different kinds of church programs. Children participate as leaders and members of worship team, children and youth have their own worship program in which all activities are accomplished by children and youth. Children participate in prayer's team and other church programs without any hindrance. The church leaders noted that children participation in church program is very important as it helps children grow in wisdom and in divine and human love. Evangelical Christians FBO leader encourage children to grow in the Model of Jesus Christ and thus they like and encourage children to come to church for the purpose of worshipping and praying to God.

The evangelical Christian FBO undertakes different activities that contribute to the wellbeing of children. Developing a religious philanthropic attitude among the members is the major approach of the church to contribute to the wellbeing of the most vulnerable children and their families. The church persistently teaches its members to express the love of Jesus Christ to the poor and vulnerable community members through supporting them in food items, cash, clothings, and other items. The church leaders believe that helping the poor and the destitute is considered as ministering the heavenly God. Therefore, the church leaders continuously advice members to support the poor and the destitute so that to receive the blessings of God. The pastors persistently teach members to keep extending their hand to the needy

section of the society. Meanwhile many vulnerable children and their families were addressed. However, the support mechanism is not institutionalized by members and therefore supports are made individually.

The evangelical Christian FBOs are willing to partner with World Vision Ethiopia, Digeluna Tijo Area Development Program. They are also willing to contribute as much as they can in the work that shall be accomplished in partnership with the ADP.

4.3.3. Muslim FBOs

According to the design document of the ADP (Published 2007), 45% of the Woreda population is Islam religion followers. The manuscripts of Muslim religion teach the religious leaders to involve children in the mosque ministry. Thus, the leaders of the Islam religion followers emphasis on educating children a series of religious manuscript. Children who live in the area and from another area attend a series of religious education program organized by the mosque. Children who are attending the religious teaching session are called “Deresa” which is an Arabic term. Every Muslim in the area has the responsibility to take at least one ‘Deresa’ to their home and provide food and accommodation until he/she finishes the religious education. When children finish all of the series of religious educations, they are graduated with the title of “Sheik”. If a child strictly follows the religious education continuously, it takes at least 5 years to become ‘sheik’. The

Muslim Manuscripts also teach its follower to help the poor with food and cash. The followers practice this teaching in a wide range in fasting season of the year through providing food supports to the poor and the needy. However, the extent of support steeply decreases in other seasons of the year.

On the other hand, the Muslim religion manuscripts teach members to help “yetims” it is an Arabic term and it denotes a widow, children of widow, and children both of whose parents deceased. According to World Vision’s view, children of this kind and widows are categorized under the vulnerable groups of the community. The Muslim religion followers in the Woreda had good practice of helping ‘Yetims’ financially and with other kinds of material support. In the mosque that is available at ‘Sagure’ town of the Woreda, 90 Muslims were organized in a group and formed an association. The major objective of the association is raising funds from members and other Muslims to support “Yetims”. This year the Association had provided educational material and school uniforms for 31 “Yetims”. The Association has also been helping widows through extending financial support. This has been a very good opportunity for WVE Digeluna Tijo ADP to support orphans and vulnerable children in partnering with the Muslim religion FBOs in the Woreda.

CHAPTER FIVE

5.1. Conclusion and Recommendation

5.1.1. Conclusion

There is good practice in the community with regard to contributing money for the activities of the local institutions as 75% of the LIs obtain their budget from the members' contribution and undertake different activities using that budget. Most LIs have no experience of getting donation or credit to undertake different kinds of development activities. As far as finance management of the LIs is concerned, most of the LIs finance management skill is very limited as 34.5% of the LIs did not keep accounts of money and prepare balances and statements. In addition, a sizeable portion of the LIs did not have their own bank account registered in the name of the LIs. Only 23.6% of the LIs have their own bank account registered in the name of the LIs. These, added with low practice of maintaining supportive receipts and invoices among substantial number of LIs, may expose the LI's resource to corruption and misuse. The LIs had also a capacity gap related with preparing reports to donors since they have no prior experience.

Volunteers play significant role in the functioning of almost all of the LIs. The function of 45.5% of the LIs is totally managed by volunteers. Since volunteers undertake the LIs task in their spare time, it highly affected the functioning and the impact of the local institutions which totally depend on volunteers. The remaining LIs had one or more paid full time

staff that organize volunteers and manage the functioning of the LIs. All of the LIs did not have any mechanism of upgrading volunteers' skill on their own initiative. Few LIs sent volunteers and staff to participate on capacity building trainings which were organized and initiated by other organizations. Volunteers were not working creatively and hence, undertook simple, basic and routine activities. About half of the LIs did not have their own office and office equipments. This tremendously affects the day-to-day activities of the LIs. Actually most of these LIs have access to others office and office equipments and furniture.

Most LIs (63.6%) did not involve the beneficiaries and community members in the planning process. This kind of planning activities did not pave the way for genuine participation of the community and it also affects the sustainability of the activities accomplished. Gender mainstreaming is also not practiced in most (61.8%) of the LIs. From the activities of these organizations, females did not benefit equally as male counterparts do. Significant number of LIs did not know anything about gender. Most of the LIs lack knowledge and practice with regard to gender mainstreaming. In addition very few LIs (9.1%) have good understanding about human rights and even undertake advocacy works to protect human rights in their community. Therefore, most LIs have no or little understanding and practice of protecting human rights in their respective communities.

Most of the LIs have good practice and experience of working with other organizations. Also most LIs have good awareness level about the national and local development policies and strategies despite considerable number of them did not refer the policies and strategies to develop plan or accomplish activities which is in line with it. About half of the LIs did not participate in the community in the overall activities of LIs. In this organizations the project planning, problem analysis, strategy development and other activities are accomplished with the only participation of project staff and volunteers.

Most LIs are already engaged on undertaking activities related with contributing towards ensuring children wellbeing as 74.5% of LIs undertake either one or more kinds of activities that contribute for children well being. Except few LIs, most (89.1%) had a future plan to undertake child wellbeing activities. Besides, all LIs working in the area are willing to partner with World Vision Ethiopia Digeluna Tijo ADP by indicating the level of contribution towards the project accomplishment.

Members' participation in the meetings of LIs is very low as not more than 50% of members had participated in the previous two meetings of 83.6% of the LIs. Women participation in LIs is meagerly low as women members did not exceed 25% of the whole members in more than half of the LIs. Women participation in meetings of LIs was also very low, as only less than 20% of women participated in 65% of the LIs institutions in most recent three meetings. Women were not present in the

management committee of all of the LIs except very few LIs which were established by women themselves. The community did not encourage women to participate in the leadership of the LIs. In addition, most of leaders of the LIs had not participated in the leadership training in the previous two years.

Idirs in general follow sound method of selecting leaders, making decisions, and resolving conflicts. Most Idirs did not prepare annual plans due to lack of planning knowledge and its importance. Idirs had no bank account registered in their institution's name and hence, manage all cashes by the treasure. All Idirs have no offices and use different churches and mosques compounds, public places, tree shadows etc to undertake their day to day work and general or committee meetings. Idirs contribution for towards perceived community problem is meagerly low. Most Idirs give equal opportunity for participation of men and women except few Idirs, that give membership either to women or men.

All kinds of FBO operating in the area encourage children to participate in religious programs and ceremonies having different kinds of religious thoughts or beliefs that encourage children participation. Also FBOs undertake different activities that contribute to the wellbeing of children. Teaching their members to have religious philanthropic attitude based on their religious beliefs is one kind of FBO's contribution to increase a community support mechanism for the less privileged community

members. Besides, FBOs are significantly contributing to growing of children that Love God and their neighbors as themselves by consistently teaching children about the love of God. All FBOs are willing to partner with World Vision Ethiopia, Digeluna Tijo ADP to contribute towards ensuring children's wellbeing, especially the most vulnerable children and their families.

5.1.1. Recommendation

- Local institutions should be capacitated on different methods of fund raising mechanisms from the community in which they are working so that to plan and accomplish more activities than usually done and then to increase their impact in the community. The staff and volunteers of Local institutions should get a capacity building training on project identification and preparation of proposal to win fund from outside their community or from different donating organizations.
- A capacity Building training should be given to the staff of the LIs with regard to keeping an up to date record of accounts and preparing balances and statements. The training should be accompanied by experience sharing of the trainees with the LIs that had good experience of keeping up-to-date accounts of records and prepare balances and statements at least every three months. All LIs staff should participate in the training program as it creates opportunity to share experiences among

the LIs that did not keep up-to-date accounts. The ADP should also facilitate all LIs to have their own bank account registered in the LIs name. Even the ADP is better to cover the transportation and other expenses of the LIs staff when processing the bank account in the LI's name as a motivation.

- LI's leaders and finance staff should be capacitated on collecting appropriate and legal receipts for the goods they bought and for any other kinds of payments made. They should also capacitate on acceptable purchasing methods and procedure and encouraged to adopt the purchasing methods to their LIs.
- Staff and volunteers of the LIs should be capacitated via training on the methods of good quality report writing.
- Training LIs leaders on the different methods of motivating volunteers to give more time and energy for the task of the LI. They should also be acquainted with the methods of identifying the capacity gap of volunteers and staff facilitate their staff or volunteers training on appropriate capacity building program.
- The ADP should support the LIs to construct their own office in the community in which they are undertaking different kinds of activities. The office construction should not be undertaken completely by the ADP since it may not create a sense of ownership in the LIs. Therefore, the LIs leaders and members

should be consulted on how they would contribute to the office construction given that the ADP assists some of its cost.

- The leaders of the LIs should be capacitated on tools and techniques of conducting participatory planning. Especially training on tools and techniques of PRA should be given to the leaders. The ADP staff are advised to assist and mentor the staffs and volunteers of the LIs when they are undertaking participatory planning activities until the leaders internalize the methods and the techniques.
- Gender awareness and mainstreaming training should be given to leaders of the LIs. The ADP should capacitate LIs to use gender disaggregated data for planning and reporting purposes. LIs should also be encouraged to include women in the leadership positions. Awareness creation training on human rights and advocacy should also be given to all staff and volunteers of the LIs.
- The ADP should work together with the Woreda administration to increase the knowledge of staff and volunteers of the LIs on national and local development policies and strategies and on how to contribute to these policies through the activities of the LIs.
- The ADP should create mutual understanding among LIs on the wellbeing of children, especially of the most vulnerable children

within families and communities. The ADP should partner with those LIs that undertake any kind of child wellbeing activities. The ADP should also initiate and mobilize other LIs, which were not working on improving children wellbeing, to work towards ensuring children wellbeing should also partner with this organization once they entered on track of contributing towards children wellbeing.

- The LIs should study about the reason of Low participation of its members both women and men in the meetings of the LIs and should take appropriate action to enhance the member's participation on meetings. The ADP should give technical assistance to the LIs when they shall undertake the study.
- The ADP should provide leadership training to the leaders of the LIs.
- The ADP should create mutual understanding about children's wellbeing with leaders of Idir should mobilize Idirs to undertake activities related with improving children's wellbeing in the area apart from undertaking funeral ceremony which is their primary objective. The ADP should also undertake a capacity building activities for Idirs with regard to fund raising, financial management, participatory planning and monitoring, gender and human rights.

- The ADP should also partner with all kinds of FBOs existing in the area for the purpose of contributing towards child wellbeing activities since FBOs could adequately mobilize members for different kinds of activities e.g. immunization campaign.

References

Aaron Ausland and Gerhard Tonn (2010). Partnering for local development, Santo Domingo, Barrick Gold Corporation.

Kebede Bekere (2007). Guide line in working with sustainable local institutions, Addis Ababa, World Vision Ethiopia.

Mutoigo Ida(2006). A Research on sustainable local institutions in Ethiopia, Addis Ababa, World Vision East Africa Sub-region office.

Norman Messer and Philip Townsley (2003). Local institution and livelihood, Rome, Food and Agriculture organization of the United Nations.

Norman Raid (2000).How people power brings sustainable benefits to communities, New York, USDA Rural development office of community development.

Norman Uphoff (1997). Local institution and participation for sustainable development, New York, International institute for environment and development.

Oromiya bureau of Finance and Economic Development (2009). Revised guideline for the terms of collaboration between Oromiya National Regional Government and NGOs operating in the state, Addis Ababa.

Robin Marsh(2002). Working with local institution to support sustainable livelihoods, Berkeley, University of California.

Stephen Bass, Barry Dalal-Clayton, and Jules Pretty (1995). Participation in strategies for sustainable development, London, International institute for environment and development.

World Vision Ethiopia (2009). Integrated Programming Model hand book for Development Facilitators, Addis Ababa.

World Vision Ethiopia (2007). Digeluna Tijo Area Development Program design document, Sagure.

World Vision Ethiopia (2011). Digeluna Tijo Area Development Program fiscal year 2011 annual report, Sagure

Messer, Norman, Philip Townsley and Robin Marsh (2002) Guidelines for Understanding Linkages between Household Livelihood Strategies and Local Institutions.

Annexure I-Interview schedule

Organization Profile

<i>SN</i>	<i>Questions</i>	<i>Response</i>
1	Name of Local Institution	
2	<i>When does the Local Institution established?</i>	
3	Contact details (name, mailing address, and Telephone)	
4	Locations where the LI works	
5	Who manages the local institution?	
6	How many full time staff, part time staff and volunteers serve the local institution?	
7	How many members does the local institution have?	

8	Are all of the members are residents of the particular Kebele where the local institution located? If no, How much members does the local institutions have from other Kebeles?	
9	Date and name of person completing profile	

1. Your institution is categorized in which type of local institutions?

- 1) Association
- 2) Cooperative
- 3) Club
- 4) Local administrative organization
- 5) Other kind of community based organization

2. What is the main purpose of the LI?

- 1) Community development
- 2) Profit
- 3) other

3. Does the Local Institution have a written constitution that is accepted & approved by all the members?
 - 1) No constitution
 - 2) Has some written rules/principles
 - 3) Has written constitution but not approved
 - 4) Has written constitution accepted and approved by members
4. Does the Local Institution have a committee or board that meets & makes decisions that guide the organization's development?
 - 1) No committee, no meetings
 - 2) Committee established, but it never meets
 - 3) Occasional meetings
 - 4) Regular meetings, with useful guidance and decisions made for the organization
5. Does the LI have a mission and Vision which are clearly understood, agreed, approved and used by all members and the organization?
 - 1) No clear mission and Vision
 - 2) Can describe the mission and vision of the organization, but they have never been agreed or written down
 - 3) Mission and/or Vision written down long ago, but few people understand them now
 - 4) Mission and Vision are clearly understood, agreed, approved and used by all members and the organization

6. Do members periodically contribute money to the institution?
 - 1) They contribute every week
 - 2) They contribute monthly
 - 3) They contribute once in every three months
 - 4) They contribute once in every six month
 - 5) They contribute once in every year
 - 6) Members do not contribute money

7. How much money do members contribute to the local institution in each period?
 - 1) Less than 10 birr
 - 2) 11 to 30 birr
 - 3) Between 31 and 50
 - 4) Between 51 and 100
 - 5) More than 100
 - 6) Members does not contribute money periodically

8. Apart from periodic money contribution, how do members contribute to the activities of the institution?
 - 1) Contribute money for the accomplishment of activities of the local institution
 - 2) Contribute money and material for the accomplishment of activities of the local institution
 - 3) Contribute money, material, skill and labor for the accomplishment of activities of the local institution

- 4) Contribute only labor
 - 5) No contribution of members at all
9. What is alternative or additional source of income of the LI?
- 1) Government
 - 2) NGO
 - 3) Private fund
 - 4) Sell of natural resource like forest, stone etc and undertaking agricultural activities
 - 5) Other Source
 - 6) Does not have another source of income
10. Have you ever got fund from other institution for specified activities/projects of the local institution either in donation or credit based on your proposal?
- 1) Yes, less than 5000 birr
 - 2) Yes, from 5001 to 10000 birr
 - 3) Yes, 10,001 to 20,000 birr
 - 4) Yes, 20,001 to 50,000 birr
 - 5) Yes, More than 50,000
 - 6) No
11. From which organization have you got the fund?
- 1) Government
 - 2) Non-government development organization
 - 3) Government credit organization (Banks)

4) Non government credit organization (Banks or saving and credit institutions)

5) Did not get fund from any organization

12. When did the LI obtain fund from other organizations?

1) Within the past three years

2) Before three year

3) Have not ever got fund

13. Does the LI keep accounts of money that can be presented on demand?

1) No account kept

2) Records kept of money received and spent, but difficult to know how much money is held at any one time

3) Accounts kept up-to-date and balances and statements are prepared at the end of the year

4) Balances and statements prepared quarterly. At year end, presented to external stakeholders for approval

14. Does the LI have a bank account to hold its fund?

1) Does not have bank account but manages all funds in cash

2) Someone's personal account used for any funds

3) Bank account registered in organization's name, which required dual (or specific authorized) check signatories

4) A manual record of all payments (cashbook) is kept and compared with all bank statements

15. Does the LI maintain supporting receipts and invoices for every expenditure?

- 1) No-receipts/invoices are only asked for when claiming or using money to justify expenses
- 2) Receipts/invoices are needed to justify expenses sometimes, but rarely kept on file
- 3) Receipts/invoices are needed to justify expenses and then kept on file, but rarely reviewed by anyone
- 4) All receipts/invoices and other supporting documents filed for three or more years, and regularly reviewed by authorized person

16. Does the LI prepare and monitor a budget?

- 1) Budgets are prepared and presented annually for approval to a board or representatives of group of members and monitored with the persons in charge.
- 2) Budgets are prepared and presented annually for approval to a board or representatives of group of members and rarely monitored
- 3) Budgets are prepared and not presented annually for approval to a board or representatives of group of members and rarely monitored.

- 4) Budgets are not prepared in advance and activities accomplished in an ad hoc manner.

17. Does the LI provide accurate financial reports on time to donors?

- 1) No experience of having to submit donor reports
- 2) Reports are submitted, but always late and with incomplete information
- 3) Some reports get submitted on time but are often incomplete or get acquired by the donor
- 4) Reports always submitted on time and always meet all donor requirements

18. Does the LI involve a number of salaried staff and volunteers who have different areas of responsibility?

- 1) Fewer than 5 volunteers run the entire LI
- 2) 5-15 volunteers with different roles, some who lead/ manage the LI
- 3) 1 full-time staff is paid a salary and organizes all the other volunteers
- 4) 2-4 full-time staff are paid salaries, and volunteers all have different, fixed areas of responsibility

19. How does the LI ensure that staff and volunteers support and motivate each other and have sufficient skills?

- 1) No meetings or trainings. Low skill levels, as volunteers only do basic work

- 2) Few meetings. Volunteers sent for training only occasionally
- 3) Occasional meetings to share lessons and support each other. Training is provided informally and externally
- 4) Regular meetings (monthly), training and team-building activities to keep staff and volunteers motivated

20. Does the LI have its own office, meeting space and equipment for handling administration and writing reports? What equipment does the LI have?

- 1) No office, no equipment
- 2) Occasional access to another office and equipment
- 3) Office & equipment shared with another organization or individual
- 4) Own office and equipment

21. Does the LI plan the development of its activities, involving all people concerned?

- 1) LI mainly responds to immediate needs, with little planning
- 2) Occasional short-term planning, e.g. major events or monthly activities
- 3) All the LI's on-going activities are normally planned in advance with all staff and volunteers
- 4) Annual plans are always developed and agreed with community members, volunteers, staff, and board (if one exists)

22. What type of people do you try to reach with your project activities?

- 1) Always try to reach the entire community
- 2) Work with whomever we can, but try to take care of the more vulnerable people
- 3) Work with specific groups of vulnerable people (e.g. OVCs, women-headed households)
- 4) We seek out people who are especially vulnerable and together with them design our work relevant, to their needs
- 5) We are working towards ensuring children wellbeing, especially the most vulnerable children and their families.
- 6) We work only to meet the interest of members

23. Does the LI have a functioning M & E system?

- 1) No (organization does not do monitoring and evaluation for any of its activities)
- 2) Organization mainly responds to immediate donor requests for M&E data with little planning
- 3) Organization has a M&E system, is collecting data on an on-going basis and is reporting to concerned bodies
- 4) M&E system is documented and data is used to inform management decisions, and to provide feedback to the community

24. Does the LI train its entire staff and volunteer in project related knowledge and the technical skills necessary to do their duties well?

- 1) No
- 2) The LI identifies the training need of the staff and volunteers but never gave them training
- 3) Sends staff and volunteer to participate on short term trainings planned and organized by other organizations
- 4) The LI identifies the training needs of its staff and volunteers and organizes appropriate training to them

25. How do you create messages to raise awareness or change people's thinking?

- 1) Do not use any materials, tools or activities
- 2) Use few printed materials on the subject
- 3) Use materials or activities aimed at specific messages, sometimes developed within the organization
- 4) Develop or adapt own materials and ensure their effectiveness by pretesting or involving targeted groups in the production process

26. What do staff and members understand about the relationship between gender and the project?

- 1) No understanding

- 2) Know that women are more vulnerable but do not know what to do about it
- 3) Have changed the way the organization works to ensure women get equal participation, and benefit from its activities

27. What do staff and volunteers understand about the relationship between human rights and development?

- 1) No understanding
- 2) Understand people discriminated against for any reason have rights that should be protected
- 3) Understand how violation of human rights can make people more vulnerable to discrimination and risk of abuses but unsure how to use rights in the work or to help others
- 4) Actively use explanations of the law and people's rights to help inform, defend or protect vulnerable people, or to advocate for others e.g. police

28. How is the cross-cutting themes mainstreamed in the projects?

- 1) No mechanism of mainstreaming
- 2) Have added some activities of cross-cutting themes to existing projects
- 3) Have identified how core activities can address crosscutting issues
- 4) Have modified all core projects to mainstream crosscutting themes

29. Does the LI work with local government, private, or NGOs?

- 1) Work in isolation.
- 2) Occasionally undertake some activities together with other organizations
- 3) Share experience, expertise and resources with other organizations and occasionally undertake activities together
- 4) Have effective partnerships of working together, sharing resources or referring clients to others

30. Does the LI have awareness about national and local development policies and strategies of local organizations?

- 1) No awareness about national and local policies
- 2) Have awareness about national and local policies
- 3) Prepare project documents which is in line with national and local policies

31. Do target community members participate fully in the activities, work, and major decisions of the LI?

- 1) No involvement, except to receive services or give information
- 2) LI staffs identify project priorities. Communities are involved in problem analysis, strategy development, implementation and evaluation.

3) LI staff and communities jointly identify project priorities.

Together they identify problems, develop action strategies, implement and evaluate.

4) Communities themselves identify project priorities. They take the lead role in action planning, implementation and evaluation. They request technical assistance.

32. Do you undertake any activities related with Improving children well being in your community? Such activities related with improving children education and health status, protecting and caring children, enhancing children participation in the community affairs and supporting orphans and vulnerable children.

1) No

2) Undertakes some of the mentioned activities

3) Undertakes all activities concerned with improving children wellbeing

33. What have you done so far related to improving children well being.

1) Activities related with improving children educational status

2) Activities related with improving children health status

3) Activities related with care and protection of children

- 4) Activities that enhance children participation in community affairs
- 5) Supporting Orphan and Vulnerable children
- 6) Undertaken two or more of the above mentioned activities
- 7) Undertaken all of the above activities
- 8) Have done nothing related with child wellbeing

34. If your institution undertakes activities related with improving children well being, how did you undertake the planning activity?

- 1) Members and LI staff participate on planning process
- 2) Members, non members and LI staff participate on the planning process
- 3) Only the committee members identify the problem and plan activities
- 4) Members, community, children and LI participate in the problem identification and planning process
- 5) Members, community, children and LI participate in the planning process where PRA tools used
- 6) Have not ever planned activities related with child wellbeing

35. Does your organization have a future plan to undertake child wellbeing activities?

- 1) Yes
- 2) No

36. Your local institution is willing to partner with World Vision Ethiopia to address child well being issues in your community?

- 1) Yes
- 2) No

37. If the answer is yes to question number 35, how can you contribute to projects implementing in partnership with World Vision Ethiopia Digeluna Tijo Area Development Programme and your institution?

- 1) Sharing the project fund
- 2) Contributing labor and skill for project
- 3) Contributing labor, skill and material resources for project implementation
- 4) Sharing project fund and contributing labor, skill and material resource for project identification and implementation

38. What media do you use to announce the members to meet for the purpose of official meetings or other activities of your institution?

- 1) Post announcement letter on the bill board or wall of the office
- 2) Inform the members in a house to house visit
- 3) Announce using trumpets walking across the villages
- 4) Announce in areas where the public meet e.g. in market places

5) Another media

39. In an average how much of the members participated in the last two meetings of the local institution?

1) Less than 20%

2) 21-35%

3) 36-50%

4) 51-70%

5) More than 70%

40. Are women present in the managing committee of the local institution?

1) No

2) One women is member of the managing team

3) Two women are member of the managing team

4) Three and more women present in the managing team

41. Do women hold one or more of the following positions in the local institutions?

1) Chairperson position

2) General secretary

3) Finance management position

4) Hold two or more of the above positions

5) Hold all of the above positions

6) Hold any of the above positions

42. What do you think the reason for absence of women in the leadership position of your organization?

- 1) They can not effectively undertake their responsibility
- 2) The members do not encourage women's presence in the managing team
- 3) Women are not willing to hold the managing committee team
- 4) Women have no time to give for the management of the local institution
- 5) Culture does not allow women to actively participate in community organizations
- 6) For other reasons than mentioned
- 7) Women present in the leadership position of our organization

43. What is the proportion of women among the members of the local institution?

- 1) Less than 10%
- 2) 10-25%
- 3) 26-50%
- 4) More than 50%
- 5) All are women

44. In an average how much of women participated in the last three meetings of the local institution?

- 1) Less than 20%
- 2) 21-35%

- 3) 36-50%
- 4) 51-70%
- 5) More than 70%

45. If one is not the answer for question number 9, what is the educational status of the chair person?

- 1) Bachelor degree
- 2) Diploma
- 3) Certificate (12+1)-
- 4) Grade twelve
- 5) Grade 10 or 11
- 6) Grade 8 or 9
- 7) Grade seven or less

46. Have the chairperson got training on leadership in the past two years?

- 1) No
- 2) Yes, trained for a week or less
- 3) Yes trained for two weeks
- 4) Yes, trained for a month or more than a month

Annexure-II-Leading questions

Four Idirs focus group discussion were help based on this leading questions. The researcher

1. How do you make important decisions and resolve conflict within the organization?
2. How does the organization plan and manage its finance and budget?
3. Where do you undertake your usual organizational duty?
4. How do the local institutions respond to the perceived problems of the community?
5. How do the local institutions care and support children, especially the most vulnerable children and their families?
6. How do you contribute children enjoy good health, educated for life, participate, cared for and protected within their families and communities?
7. How does the organization develop, manage and evaluate projects?
8. How do women and men participate in your organizations?