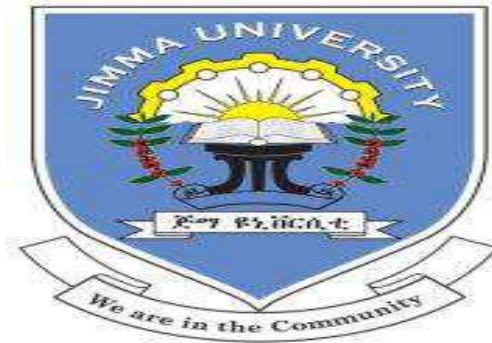


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Non Governmental Organizations (NGOs) and Local Governments' Partnership in  
Managing Development in Ethiopia: The Case of Bonga Town Administration.

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June, 2014

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Managing Development in Ethiopia: The case of Bonga Town Administration.

A Thesis Submitted to Collage of Law and governance Post Graduate Studies  
Programs Jimma University in Partial Fulfillment of The Requirements for the  
Degree of Master in Governance and Development Studies.

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## **Abstract**

*The purpose of this study is to assess the partnership between NGOs and local government in managing development in Bonga administrative town. Effective and meaningful collaboration between Government and NGOs has become imperative for both partners in accelerating the development activities. Government cannot perform all the activities due to the changing scenario and NGOs have emerged as a strong party in the development process. In Ethiopia, woreda administration is the central point in the administrative scenario. Most of the NGOs in Ethiopia have their branches in the District level. But in local level the effective partnership is lacking between GO and NGOs. This study tries to identify the roles played by NGO, factors affecting their partnership, and identify the enabling environment. The study is descriptive as well as analytical. It utilizes a mixed method approach. A combination of structured interview and document analysis was used to collect data. Basically this study used non probability sampling so that the NGO people and government officials were chosen purposively since this method was relevant to the nature of the study. Respondents from both Government organizations and NGOs give their opinion. From the government side legal frame work and attitude towards NGOs were the determining factor and from NGO view point organizational goal and intention is the determining factor. The study found that existing legal framework is not in favor of partnership. Despite of this fact both GO and NGOs are willing to work together. Most of the variables show positive inclination towards partnership.*

## **Acknowledgement**

I would like to thank Almighty Allah for his all time grace and mercy on me.

I would like to express my gratitude to my supervisor Mr Aliyu Wudu for his guidance and constructive comments throughout my research work. Thanks to him for his valuable contribution.

I would also like to thank my friends in BCTE for sharing their experience especially to Ahmed Esmael, Mohammed Geta, Tewodros Adaro, Tewopdros Bekele, Mihiretu wondimu, Sintayehu Ademe, Fikadu Taye, Zelalem Legese, wasihun Bezabih, Danel Birhanu and Suleyman Imano.

I wish to express my sincere gratitude and appreciation to my family members whose prayers, love and wishes were a source of inspiration, encouragement and motivation for me for completing this study successfully.

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## **Acronyms**

**AIDS:** Acquired Immune Deficiency Syndrome

**ABIA:** Advisory Board of Irish Aid

**CSA:** Central Statistical Agency

**CRDA:** Christian Relief Development Association

**GO:** Government Office

**HIV:** Human Immune Virus

**NGO:** Nongovernmental Organization

**NSA:** Non state actor

**PASDP:** Poverty Alleviation and Sustainable Development Program

**S/N/N/P/R:** South Nation Nationality Peoples Region

**UNESCO:** United Nation Economic Social and Cultural Organization

**WB:** World Bank

## CHAPTER ONE

### 1. INTRODUCTION

#### **1.1 .Background Of the Study**

In response to the problem prevalent in third world countries, non-governmental organizations (NGOs) working in development has increased their profiles at local, national and international levels. NGOs have come to be known as important actors on the scene of development and tend to be best known for undertaking the delivery of basic services to people in need, and organizing policy advocacy and public campaigns for change (Hume & Turner, 1997 ; Lewis & Kanji, 2008).

In an immediate sense, NGOs offer relatively efficient mechanisms for addressing poverty, channels for involving self-motivated groups and skillful individuals in the nation-building and societal development processes. These are the actors who can dish up as anchors for civil society in a pluralistic system of governance (Clark, 2000; Hume & Turner, 1997).

Emergences of NGOs marked by different researchers and different theories have been developed. As state and market failed to fulfill the societal need NGOs have been emerged as a natural phenomenon (Clark, 2000).

A healthy NGO-GO relationship is only conceived where both parties share common objectives, where the government has a social positive agenda and where NGOs are effective, there is a potential for a strong collaborative relationship (Hassen, 2011). Such relationship does not mean the subcontracting of placid NGOs but a genuine partnership between the government and NGOs to work together based on mutual respect, acceptance of autonomy, independence and pluralism of NGO opinion and positions (Korten, 1988; Clark, 2000).

The limitations of the public sector as well as the recognized contribution of the NGOs bring an opportunity for NGO-GO partnership because balanced development is a complex undertaking that cannot be achieved by any single sector. Collaboration is an alternative means of using the special capacities of different sectors in development (Brown and Korten, 1991).

In the developing world, opportunities are growing for the NGOs to work together with governmental organizations in helping people improving the quality of their lives (World Bank, 1990). But it is not always possible for the NGOs to do all development activities of a country without involving the government. As a result the necessity of NGO-government partnership emerges. Through this way the scarce resources can be utilized properly. The NGOs are considered to be strong in identifying local peoples need, taking rapid decisions on how to respond to the local needs and support local initiatives. Government has a potentially complementary set of advantages in that it controls major policy instruments, possesses a broad revenue base and has the capacity of large scale infrastructure investment and address complex technical issues (Hulme & Turner, 1997; Hassen, 2011).

Though Ethiopia very much yearns for the catalytic role of these important social actors, they are not in a position to play their role effectively (Mekonen, 2007). The motivation for undertaking this study lies on the following justifications. Many development NGOs have been working with community based organizations within local level (Clayton, 1996; Hume and Edwards, 1997). Similarly Kassahun (2002) revealed that the number of NGO working at local level in Ethiopia is increasing after 1991 (kassahun, 2002).

Moreover, NGOs have been seen as reciprocally reinforcing partners in the overall efforts to improve the lots of people in developing countries. This has accounted for their recognition by the United Nations and the World Bank (Njoku, 2006). As days are flattering complex and Governments are facing problems, NGOs are emerging anchor in development discourse and playing significant role (Hassan, 2011). There are 31 different NGOs both local and international organization operating in Kaffa zone *Bonga* administrative town. This Non Governmental organization has been implementing different projects development and operation in many parts of the country. This study is confined to Kaffa zone, *Bonga* administrative town of Southern Nations Nationalities Peoples Region.

The main argument here is that to attain the target of development, the government of Ethiopia has taken different programs. Many NGOs are also operating programs in this regard. But it is not possible for the NGOs to implement all its effort without involving Government. Opportunities are growing for the NGOs to work with Government. Time has come for local government and NGO partnership which will ensure utilization of scarce resources in more

efficient way where comparative advantages will be beneficial for both parties. If local Government and NGOs both can work with mutual respect then common goals can be achieved.

### 1.2 Statement of the Problem

NGOs are mounting and escalating their role in various arena of development. They play a significant role in the society. NGOs are endlessly trying to address common problems, advance shared interests, and promote shared actions. It continues to participate in conjunction with state and market institutions in the shaping and implementing development policies designed to resolve problems and promote public good as well as strengthen the society (Hulme &Turner, 1997).

In spite of the high level focus on the role of civil society in development, there have been few empirical studies on Ethiopia civil society, either to map its existing roles or to analyze its partnership with local governments. Lots of research has been done on NGO government partnership. But there is little on, particularly at the local level. In this regard the attempts made by scholars like Manyawkal (2007), Desalegn et al (2002), Teka (1998) are praised precious.

Non-governmental Organizations (NGOs) perform an important role in the economic development of developing countries by providing services to society through welfare works for community development, assistance in national disasters, sustainable development, and popular movements. The rapid growth of NGOs is also seen as a consequence of governments' failure to alleviate poverty (Clarke, 1998, Lewis, 2001).

The rational for GO-NGO partnership lies on the following ground-

- i) partnership ensures participation,
- ii) ensures utilization of knowledge and ability of both the counterparts,
- iii) Ensures expansion and replication of successful program,
- iv) optimum utilization of scarce resources and Ensure cost effectiveness

In this regard in 2002, the Government of Ethiopia completed its Sustainable Development and Poverty Reduction Program (SDPRP). An operating principle of the SDPRP anticipates an evolution in the relationship between the state and society towards promoting and strengthening partnerships between government and other development actors. This creates new opportunities

for and new demands on all development actors, including those within civil society (SDPRP, 2002).

The fundamental rationale for the program is the recognition by government that it cannot achieve the objectives of promoting development, reducing poverty, and strengthening democracy set out in the SDPRP simply through its own institutions, agencies and programs but must work in close collaboration with other development actors. This represents a shift in thinking from previous eras, and a change in the 'rules of the game' from one where government monopolizes the development process to a situation where promoting development involves a partnership between government, the private sector and civil society (SDPRP, 2002).

Governance means interaction and relation between service provider and service receiver. People expect pro-active and responsive administration to serve their purposes in right time and in right manner (Hassan, 2011). Good governance is impossible without strong interaction among the actors and factors. Development-planning, social awareness building, participation in central government's program, cooperation with NGOs as development partner, sound disaster management, and judicial and extra-judicial performances reflect the position and status of governance, good or bad. Political commitment and integrity is one of the most important influencing factors for good governance in town (woreda) administration. In the context of Ethiopia there are many prospects for institution building and ensuring good governance in the District level. On the other hand, many problems stand as strong obstacles to the way of good governance. It is hoped that prospects will be sustaining and problems will be removed from the path of governance for ensuring better service to the people.

In local government level, Teka (1998) discussed, the effective partnership is lacking between local government and NGOs. A greater number of NGOs interact with government at regional and local levels than national level, reflecting both the diversity of civil society organizations and also the federal system within which they operate (cited Advisory Board of Irish Aid, 2007). The enabling environment that impose impact on the capacity of citizen and nongovernmental organization (NGOS) is conditioned by the following factors including legal, regulatory and policy frame work and institutional factors within NGOs (Manyawkal, 2007). To make the NGOs able to contribute more towards the national development, the NGOs need active support encouragement and collaboration from Government. In local government (*woreda*) level, town

administration of *Bonga* can contribute more in this regard. In this regard this study may contribute to the effective and genuine partnership between NGOs and local government at local level. So this research can be significant one if it can find out the exact NGO local government partnership at the local level. It may help to fill the gap in knowledge building of the nongovernmental organization (NGO) -local government partnership at the *woreda* level.

### 1.3. Objective of the Study

#### 1.3.1. General Objective

The overall purpose of the study is to assess partnership of NGO and local government in managing development at *local* level in Ethiopia. In addressing the said broad objective the study tries to find the answers for the following specific objectives.

#### 1.3.2. Specific Objective

Hence the specific objectives of this study are:

- To identify the role played by nongovernmental organization (NGO) sector in a line with the need that could not be covered by the government and the policy of the organization in the study area.
- To assess the factors affecting their partnership from both nongovernmental organization (NGO) and local government perspective in the study area based on analytical framework prepared for the study
- To identify a more enabling environment to positive NGO and local government partnership in the study area.

### 1.4. Research Questions

For the study the following research questions were taken into consideration:

1. What role has been achieved by NGO sector in managing development in *Bonga* administrative *town*?
2. What are the barriers to partnership from both NGO and local government perspective in the study area?
3. Which factor foster positive partnership between NGO and local government in the study area?

### 1.5. Significance of the Study

Plenty of research has been made on NGO government partnership. But there is little effort done particularly at the local level. So this research can be significant one if it can find out the exact NGO local government partnership at the local level. The Main significance of the research may be to describe basis for further strengthening the partnership between NGO- local governments at local level. Additionally it may provide new dimension of analysis, policy options and future interventions.

### 1.6. Delimitation of the Study

This study was conducted at *Bonga* administrative town (*woreda*). The reason *Bonga* was chosen is that, because it is more accessible in terms of time and finance for the study. This study was concerned with all organizations that are registered both at national and local government and operate in accordance with its rules and regulations. Due to time and absence of fully organized documents, it excludes informal organization.

### 1.7. Methodology Used For the Study

#### 1.7.1. Study Setting

The study is an attempt to uncover the current state of partnership between NGO-Local governments at local (*woreda*) level. The Study was conducted to investigate the state of partnership between NGO-Local governments in *Bonga* administrative town (*woreda*). The reason *Bonga* was chosen is that, because it is more accessible in terms of time and finance for the study. Though it was important to include more *woredas*, because of time and economy they were excluded. Hence this study was carried out in Southern Nations Nationalities and Peoples regions, in Kaffa zone, *Bonga* administrative town (*woreda*).

#### 1.7.2. Research Design

The study is descriptive as well as analytical since the general purpose of the study is to examine partnership between local government and NGOs in *woreda* level and identifying enabling environment that might foster the partnership in the study area. The present study utilizes a mixed method approach. The qualitative approach was used as a predominant method because the research is conducted in its natural setting where the quantitative method was used to analyze the data. The mixed method overcomes the disadvantages of qualitative and quantitative methods. Qualitative approach provides



room for discussions between the researcher and participants which allows capturing insights and direct understandings from participant's perspective.

### 1.7.3. Method of Data Collection

A combination of pre designed structured-interview and document analysis was used to collect data. Data was collected both qualitatively and quantitatively. These methods were helpful to gather ample of information and make analysis simple. Below the procedure of data collection is briefly discussed.

#### **The structured- interview method and Procedures of Data Collection**

The structured-interview method is intended to be used for this research to take advantage of their respective strengths and overcome the limitations of others. The structured interview is a mixed one including both open ended and close ended questions. It also helped to reduce bias of any single method. Combination of these methods is expected to be a reliable tool for the study. Use of different methods will reduce biasness in the study and work as a reliable tool for research. To this end literatures argue that preliminary consideration should be given to which people can be likely to answer given question (Catherin, 2009). On the other hand, focusing on the advantage of having forced and open ended questionnaire schedule, literatures suggest that often open questions involves fewer risks and produces a greater volume of information. However, data steaming from open ended questions is often poorly analyzed by first time researchers. To solve this problem closed questions are both amenable to quantification and lead to data that is easily handled (Cannel & Kahn, 1968). Based on the above argument, using both methods enriches the study to have necessary information and to analyze the data.

The pre designed interview questionnaire was translated by two individuals who have BA degree in English and Amharic. The first person was translated from English to Amharic and the other translates from Amharic to English. This process was helpful to ensure the reliability of the instrument of data collection. On the other hand as the issue is sensitive great care will be given while communicating the concerned respondents. To better understand the qualitative information the researcher was used tape recorder.

Two types of questionnaire interview were prepared to gather information on factors constraining their partnership from both parties. The reason to have two types of predesigned structured interview is that factors constraining their partnership are different as it is already discussed under the theoretical analysis part. The first form was utilized to gather information

from nongovernmental organization (NGOs) perspective and the other was administered to government officials. The questionnaire interview was both open ended and closed ended and it was administered through face to face method.

To check the reliability of the instrument, pilot study was implemented. The pilot study was carried out in a similar way with the whole interview process. As the instrument is interview six individuals were asked to the interview. From the interview difficult and ambiguous questions were eliminated.

### **Document Review**

As a form of desk review, here the document review was used to identify the roles undertaken by the NGOs in the study area. The necessary document was gathered from the reports of NGOs to the *woreda* government. To cross check the data the researcher reviewed the data reported from *woreda* to zonal government.

#### 1.7.4. Source of Data

As a source of data, both primary and secondary data were used. The primary data was gathered through questionnaire - interview from those purposively selected individuals to the study. The primary sources were used to collect information on the opinions of respondents to identify factors that might affect the partnership in the study area.

The secondary data was gathered from available documents. The Secondary data including document, reports from official sources was used mainly to collect information on the role of NGOs in the study area. Accordingly the data was collected from Bonga town administration office.

#### 1.7.5. Sampling Techniques

The general criteria for selection of organizations was that they are well established on the basis of the existing legal frame work, working in the area of poverty reduction, either from a service delivery, developmental or research perspective. Basically this study used non probability sampling so that the NGO people and government officials were chosen purposively since this method was relevant to the nature of the study. According to Dawson (2002) purposive samples are used if description rather than generalization is the goal. Accordingly 25 respondents from government office and 25 respondents from nongovernmental organization were included in the

study. The target population of the study was *Bonga* town administration officials and nongovernmental organization working in the study area.

### **Composition of the respondents in the study includes**

1. NGOs - there are different NGOs working in the town from different typologies. However the focus of this study is on organizations that work from service delivery, advocacy, and poverty reduction. so that respondents of this category includes:-  
The Executive Director  
Board Chair Person or Member (or both)  
Staff representing- project, finance, and administration.

Accordingly 15 executive board directors, 5 board chair person and 5 staff members were participated in the study.

2. Bonga town government officials including  
Town administration municipality mayor  
Education unit core process owner  
Health unit  
Women and children's unit and other units under the town administration.

Accordingly 1 mayor, 9 core process owners and 15 staff members in the unit were participated in the study.

### **1.7.6. Method of Data Analysis**

As almost all the questions administered are structured interview they were grouped into few discrete categories and tallied accordingly. The information gathered through structured interview in this way was tabulated according to their frequency and percentage and then analyzed accordingly. The cumulative combination of all these methods is believed to be helpful to understand and analyze the NGO-local government partnership in managing development in the study area.

#### **1.7. 7. Ethical consideration**

In the process of the study, the following ethical issues were considered. In order to obtain an informed consent from the respondents, the purpose of the study was explained clearly. Respondents were asked to give their informed consent orally before filling out the questionnaire

or participating in any discussion. Information obtained from the respondents was promised to be kept confidential. As the issue is sensitive necessary efforts was made so that the languages in the data collection tools would consider the culture, religion and the comprehending level of the respondents.

#### 1.8. Operational Definition of key words

##### ***Non-Governmental Organization (NGO)***

This study was concerned with all organizations that are registered with the office of Justice at local and national government and operate in accordance with its rules and regulations. It excludes traditional civil society organization. Even though the term NGO and civil society exhibit differences, the study used them interchangeably.

Thus, this study acknowledges the following broad categories:

***Non-governmental organizations:*** These may be both local and international; they are primarily engaged in development activities, advocacy, relief and rehabilitation work (Desalegn *et al*, 2002).

***Local government:*** This study will recognize the following conception of local government for this particular study

Kassahun (2002) stated *wereda* as a multi-purpose local government unit in the current state structure in Ethiopia. Although. As an autonomous self-governing unit, it has an elected council, executive committee and administrative structure.

***Partnerships:*** a liaison between civil society/NGO and local government rooted in the acceptance of both parties of their shared vision and responsibilities for the delivery of social services within policy and legislative frameworks governing a country's response to its social needs and problems (Hassan, 2011).

#### 1.9. Limitations of the Study

The accuracy of information may limit the study from both governments and nongovernmental organization. This is due to Government officials and employees might tend to hide facts to cover up their limitations and indifference. They also might not be concerned to share real information with the researcher to avoid future complications. On the other hand, the NGO

people might hesitate to disclose their current situations and problems as it would likely to hamper their future relationship and possibility to future non co-operation from the woreda government. Access to the study population, particularly the government staff might be another obstacle. As they remain extremely busy it might become difficult to be in touch with them. To mitigate the problem the researcher persuaded respondents that their response will be kept confidential.

#### 1.10. Organization of the Thesis

This thesis is arranged under five chapters. The first chapter constitutes an introductory part as well as the methodology and study design techniques employed in this study. The second chapter is on review of related literature. Chapter three deal with the description of research setting. Chapter four describes and analyzes the findings of the study. Finally, Chapter five represents the summary, conclusion and recommendations. At the end of the thesis there are a reference, and annexes.

## CHAPTER TWO

### 2. Review of Related Literature

#### 2.1. Introduction

This following part discuss the terms, definitions of NGO, the contribution, type and role as well as comparative advantage of NGO and local government in managing development as a partnership from literatures and related works done before.

#### 2.2. Terms

It is difficult to assume that there is one best comprehensive term that constitutes the term NGO. While the term NGO is very widely used, there are also recurrent references to other similar terms such as ‘non-profit’, ‘voluntary’ and ‘civil society’ organizations, to name just a few (Lewis and Kanji, 2008).

The recent EC mapping study uses the term “non-state actors” or NSAs which includes a broad range of organizations, including cooperatives, trade unions, and CBOs (such as iddirs) (Cited in Desalegn *et al.*...2008). As it is also called third sector, it has a wide range of member’s formally registered national nongovernmental organization, community groups, professional association, residential committees, trade unions, kinship groups and cooperatives (Holmes & Turner, 1997, Lewis & Kanji, 2008).

The diversities of terms are a matter of cultural and historical effect than any analytical rigor (Lewis & Kanji, 2008).

#### 2.3. Definitions

Working within the broader field of third sector or non-profit research, Salmon and Anheier (1992) have famously argued that most definitions have been either legal (focusing on the type of formal registration and status of organizations in different country contexts), economic (in terms of the source of the organization’s resources) or functional (based on the type of activities it undertakes). Since these only ever cover part of the picture, they have instead developed a

‘structural/operational’ definition, derived from the observable features of an organization (in Lewis & Kanji, 2008).

Derived from observable features of an organization Salmon and Anheier (1992) provided the following

*..... proposes that a third sector organization has the following five key characteristics: it is formal, that is, the organization is institutionalized in that it has regular meetings, office bearers and some organizational permanence; it is private in that it is institutionally separate from government, though it may receive some support from government; it is non-profit distributing, and if a financial surplus is generated it does not accrue to owners or directors (often termed the ‘non-distribution constraint’); it is self-governing and therefore able to control and manage its own affairs; and finally it is voluntary, and even if it does not use volunteer staff as such, there is at least some degree of voluntary participation in the conduct or management of the organization, such as in the form of a voluntary board of governance (Salmon & Anheier, 1992).*

In Ethiopia, The Christian Relief and Development Association (CRDA) (2006) define NGO as a Voluntary organization established with the commitment to assist underprivileged or marginalized sectors of society;

- Not-for-profit (not self-serving) organizations established to support and help less fortunate communities and members of society with little or no income.

- Non Governmental Organizations established in such a way that any support they appeal for or secure is undertaken independent from Government (Christian Relief and Development Association, 2006).

#### 2.4. Rise and growth of NGOs

During the past two decades, non-governmental organizations (NGOs) working in development have augmented their profiles at local, national and international levels. NGOs have come to be recognized as vital actors on the setting of development, from the reconstruction efforts in Indonesia, India, Thailand and Sri Lanka after the 2004 tsunami disaster, to international campaigns for aid and trade reform such as ‘Make Poverty History’ (Lewis & Kanji, 2008)

In Africa promoted by IMF and World Bank, structural adjustment programmes promoted by donors from the early 1980s have had a major impact throughout Africa. This came at a time of economic crisis during which many countries were faced with stagnant economies and increasing national debt. These structural adjustment programmes have had profound effects on the ability of the state to deliver basic services. Government expenditure has been severely cut and the poor have been hit hardest, with government health, education, agricultural and water supply programmes unable to supply adequate levels of provision. From this space fashioned by the contraction of the state, NGOs have emerged as major service providers in Africa (Hassan, 2011).

The presence of NGOs in Ethiopia is a relatively recent phenomenon (Kassahun, 2002). Traditional voluntary humanitarian practice in Ethiopia is as old as the society itself (Pankhurst, 1958). In traditional Ethiopian society, the burden of catering for the needy and disadvantaged was the responsibility of the extended family, religious institutions like the Church, and indigenous social organizations, whose actions were predicated on cultural and philanthropic values. This is a traditional non-governmental method of voluntary action (Kassahun, 2002, CRDA, 2006). The practice of charity and mutual self-help motivated by religious teachings and/or under the aegis of social organizations took place during times of stress, and social events like death, marriage, and birth. Many of these organizations managed to endure and survive the effects of “modernization”. They continue to co-exist alongside their modern-day counterparts, the NGOs. The growth and proliferation of NGO sector in Ethiopia was drastic after the fall of *Derg*. Even though Ethiopia experienced civil society organization at local level for example mutual self-help groups such as *idir* which are organized along kinship, neighborhood and family lines (Yeshanew 2012), and the peasant associations (*kebeles*) established during the post-1974 *Derg* era. This is a traditional non-governmental method of voluntary action (Kassahun, 2002, CRDA, 2006).

Prior to the 1970s, only a few international organizations operated in the country, such as the Red Cross. More international organizations arrived to provide relief services during the famines of 1974 and 1984/5, later expanding into rehabilitation services and basic service delivery. A turning point was the change in government in 1991 after which the number of indigenous



organizations grew rapidly and an increasing number of foreign NGOs started to operate in the country. The Advisory Board of Irish Aid provided two major factors for the growth of NGOs.

*“Two other factors defined the growth in the number of CSOs in Ethiopia immediately after the change of government in 1991. Firstly, a sizeable number of the elites in government and academia under the Derge lost their previous positions and moved into CSOs. Several of the country’s CSOs were established by, or are administered by, people who held senior positions under the previous government. Secondly, a significant number of the Diaspora population chose to return home after the change of regime in 1991, and one important area of work for these people has been in CSOs (Advisory Board of Irish Aid, 2008)”.*

Similarly Desalegn et al (2008) revealed the two most important factors for the emergence of NGO sector in Ethiopia: one was that until very recently the sector consisted of a small number of organizations, and the second that they have operated under difficult and sometimes trying circumstances (Desalehn, *et al*). Both imperial and Derg regime were anti activist (Desalegn, *et al*, 2008, Kassahun, 2002).

However, it did not take long for the relatively smooth government-civil society relations in the early 1990s to be replaced by increasing criticism of civil society action by the government which considered NGOs to be wasting resources and creating dependency among people (CRDA, 2007).

## 2.5. Types of NGO

There are many different typologies to classify NGO. Their heterogeneity can be based on the scale, location, objective, relationship and strategy (Hume & Turner, 1997; Lewis & Kanji 2008). For some observes the diversity of the typology of NGO is the sources of potential conflict between NGO and local government (Hassan, 2011, Lewis & Kanji, 2008).

The first category according to Holmes and Turner (1997) encompass organization that operates in one country and also in several countries (Holmes & Turner 1997). The other category identified by Carol (1992) is organization that operates across developing country or a region of a country which is based on their geographical coverage. Closest to the practice of development are grassroots organization that operate within only a limited area (Hume & Turner, 1997).

Bratton (1989) classify NGOs according to a number of attributes such as size (big, medium, small); origin (indigenous, foreign); behavior pattern (regime-conforming, regime-critical); central activity (relief/welfare, development); and orientation (secular, ecumenical) (cited in Kassahun, 2002).

NGOs can be distinguished into two groups: Operational and advocacy NGOs. This may be interpreted as the choice between small-scale change achieved directly through projects and large-scale change promoted indirectly through influence on the political system (Mostashari, 2005; Clark, 2000)

## 2.6. The Comparative Advantage of NGO

Students of organizational behavior and management have acknowledged a range of features that distinguish NGOs from government agencies pursuing similar goals (Turner & Hulme, 1997). Many advocates of NGOs provided different reasons for the comparative importance of NGOs over state. In the late 1980s, they appealed to different sections of the development community for different reasons. For some Western donors, who had become irritated with the often bureaucratic and ineffective government-to-government, project-based aid then in vogue, NGOs provided an alternative and more flexible, responsiveness, the capacity to experiment and learn from mistakes, linking process to outcome funding channels, which potentially offered a higher chance of local-level implementation and grassroots participation (Lewis & Kanji 2008; Turner & Hulme, 1997). In this regard, Fowler (1988) classified the above features into two distinctive characteristics of NGOs:

1. NGO relationships with beneficiaries are based on the principle of voluntarism

2. NGOs have a task-oriented approach that permits them to achieve appropriate organizational development, change and diversity, rather than maintenance, control and uniformity, can be their image and organizational design (Fowler, 1988).

The first characteristics coincide with the philosophy of centrality of people in development. For example, Cernea (1988) argued that NGOs embodied 'a philosophy that recognizes the centrality of people in development policies', which gave them certain 'comparative advantages' over government and public sector. NGOs were seen as fostering local participation, since they were more locally rooted organizations, and therefore closer to marginalized people than most

officials were. Similarly the similar author also NGOs were generally operating at a lower cost, due to their use of voluntary community input. Empirical evidence b Holmes and Turner find a set of complex set of argument including evidence that grass root organization performance was positively correlated with participatory orientation, horizontal linkage with other gross, vertical linkage within intermediary agent (Hulme & Turner, 1997).

Some NGOs were also seen as bringing a set of new and progressive development agendas of participation, gender, environment and empowerment that were beginning to capture the imagination of many development activists at this time (Clark, 2000; Lewis & Kanji, 2008).

In Ethiopia, Focusing on the comparative advantage of NGO, Desalegn (2008) provided that

*“..... the global Resources mobilized by the voluntary sector are immense and this has benefited the Country’s economy significantly” (Desalegn et al, 2008).*

The distribution of resources across program activities shows that the selection of priorities by the voluntary sector is in line with and complements that of the government. The bulk of NGO resources has going into human development (health, education, child welfare) and agriculture and food security. These are the same priority areas emphasized by the government’s poverty reduction program as set out in PASDEP (Desalegn, *et al*, 2008).

### **Government-NGO Collaboration: Common Grounds**

With respect to national development, the Government and NGOs share common goals e.g. poverty alleviation, human resources development, women’s development, protecting the environment and sustainable resource management and building a democratic civil society and others. The institutional approach to address the issues, however, differs due to variations in perceptions as well as responsibilities, expertise, experience, resource base and administrative/management structure. In particular, Government- NGO collaboration in providing relief, literacy, and health care and family planning services, has a long history of success in the country. The development of sustainable collaboration and partnership requires the acceptance of some fundamental propositions by both the Government and NGOs.

## 2.6 Government-NGO Collaboration: Experiences and Potentials

Over the years, the vast networks of NGOs that have developed in Bangladesh and the experiences gained by them have created a unique opportunity to work together. The Government, while providing the general policy directions for development, has also recognized its limitations in bringing about sustained improvements in the lives of the poor through its own efforts. The NGOs are now considered to offer the source of a tremendous resource potential to help address the vast poverty alleviation needs.

A review of the collaboration indicates three major types of arrangements: (a) Sub- contract; (b) Joint implementation; and (c) Government as financier of NGO projects (World Bank, 1996). The most common collaboration is the sub-contracting arrangement where Government agencies enter into contracts with NGOs. Joint implementation on a partnership arrangement, where NGOs are involved either as co-financier or joint executing agency with the Government, is least practiced. In the area of micro credit there is an emerging trend for the Government to finance NGOs credit operations.

Notwithstanding some deficiencies, there exists a strong realization among both the Government and NGOs, of the need to develop stronger and improved collaboration. Given the imperatives and efficacy of the NGOs in dealing with different issues, increased Government-NGO collaboration is a pragmatic way of addressing some of the common problems. In particular, Government- NGO collaboration in providing relief, literacy, and health care and family planning services, has a long history of success in the country. The development of sustainable collaboration and partnership requires the acceptance of some fundamental propositions by both the Government and NGOs.

## 2.7. NGO-local government relation in Ethiopia

Effective and meaningful collaboration between Government and NGOs has become imperative for both partners in accelerating the development activities (World Bank, 1990). As days are becoming complex and Governments are facing problems, NGOs are emerging as a strong party in development discourse and playing significant role. NGOs have emerged as third sector development organizations (Paul, 1991). In the development arena NGOs cannot work in vacuum, they have to work with cooperation and in co- ordination with government sector.

Under this, some factors of relation are discussed.

## 2.8. Legal framework

As Yeshanew(2012) provided, the basic laws that have been governing the formation and operation of most types of CSOs/NGOs are the 1960 Civil Code of the Empire of Ethiopia and Associations Registration Regulation of 1966.(Hayman *et al* ,2013; Desalegn, *et al*, 2008). The Ethiopian Charities and Societies Proclamation in 2009 has been under critical scrutiny both by Ethiopian and international actors (Hayman *et al*, 2013; Desalegn *et al*, 2008).

Decreasing dependency on foreign funds, ensuring NGO accountability, and limiting interference from foreigners in political activities were the logic behind the proclamation of 2009.

To this end The Proclamation identifies two types of not-for profit organizations: charities and societies. Charities are divided into four types: charitable endowments, charitable institutions, charitable trusts and charitable societies (Hayman *et al*, 2013).

On the other hand the law based on area of residence, distinguishes between Ethiopian, Ethiopian Resident and Foreign Charities and Societies. Organizations working in more than one region of the country, and/or those in receipt of more than 10% of their funding from foreign sources are required by Federal Law to register with the Charities and Societies Agency (CHSA) which was established as an autonomous body, but is accountable to the Ministry for Federal Affairs. They are then defined as either a charity or a society (*ibid*).

Procedures on registration mechanism are also portrayed as the following. Foreign charities and societies should have recommendations from the Ethiopian Ministry for Foreign Affairs. Denial of registration is possible when the charity or society is assumed to be used for unlawful purposes or purposes prejudicial to public peace, welfare or good order, or if the name of the charity is contrary to public morality, or is illegal. (*ibid*)

## 2.9. The Positive and Negative Side of the Proclamation

Different authors provided both the strong and weak side of the proclamation. The Proclamation places certain restrictions on civil society organizations, but there are also some areas of flexibility. The definition of a charity is that it “generates an identifiable benefit to the public” (article 14), which represents a challenge for CSOs engaged in human rights and governance issues (Yeshanew 2012). The Proclamation restricts work on the improvement of human and

democratic rights only to Ethiopian charities and societies. Hence, organizations charming in such activities cannot receive more than 10% of their funding from foreign sources. However, some organizations have managed to secure an exemption from the government, a practice that has been rising as the government recognizes that the achievement of some of its objectives requires partnership from civil society organizations. At the same time, local fundraising activities are restricted: charities and societies are restricted from soliciting money and property that exceeds 50,000 Ethiopian Birr (4000 USD) before registration; public collection is not allowed unless permitted by the agency; and charities or societies can only engage in income generating activities that are incidental to the achievement of their purposes (*ibid*).

#### 2.10. The Operating Context

There are mixed accounts of the impact of the Proclamation of 2009 on the operating environment for NGOs. On the one hand, NGOs working on human rights and governance have shrunk, particularly those in receipt of external support. The timely adoption of the Proclamation restricted, among other things, electoral observation and voter education before the 2010 parliamentary elections (Hayman, et al, 2013).

In October 2012 the government announced it was closing 10 NGOs, which had clear links to inappropriate adoption or evangelical activities, and an additional 400 received warning letters (Sudan Tribune, 2012). Bank accounts of some organizations were also frozen due to foreign funding pending in the accounts (Deutsche, 2012).

The proclamation also forced NGOs to undergo re-registration. Many CSOs have undergone demanding processes of re-registration, and there are signs of increased self-censorship among CSOs. Some organizations registered as resident NGOs ended most of their projects and advocacy activities related to human rights, free legal aid, election observation, human rights education, conflict resolution between ethnic groups, women's and children's rights, and the organization of public fore and re-oriented their objectives towards development issues and capacity building. This change was reflected in the names of some organizations; for example the Organization for Social Justice in Ethiopia was registered as the Organization for Social Development (Yeshanew, 2012).

While NGOs have been particularly affected, for most community based organizations operating at the local level, for organizations registered and working in one region, and for membership-based organizations, the Proclamation has had little noticeable effect (Hayman, et al, 2013). The main constraint is the requirement that only 30% of income can be spent on administration, and local fundraising is a challenging task. Some of the organizations which have adapted to the new environment have become more effective, for example advocacy organizations which had often operated at a great distance from the poor (Hayman, et al, 2013).

Yeshanew (2012) claim that the implementation of the Proclamation seems to be limiting, controlling and downsizing the civil society sector at large it primarily seems to have affected the sector in Addis Ababa. In the regions, the range and number of civil society organizations remains healthy. The response from foreign NGOs has ranged from high-level criticism to adaptation to the new environment. The Heinrich Böll Foundation closed its offices as a reaction to the legal hindrances on its thematic work, and some USAID-funded NGOs providing capacity building to local NGOs for monitoring and reporting human rights abuses have ended their programmes. Others, such as Action Aid, have incorporated the new law into their programmes and action strategies by shifting to a needs-based rather than rights-based approach (Cited in Hayman et al, 2013).

Overall some 3000 international groups and NGOs have registered under the new law. The adaptation approach has been mirrored by donors; Human Rights Watch has criticized the mild reactions of the international donor community. One reason is considered to be the geopolitical importance of the country, since it is surrounded by other post-conflict and fragile states.

Ethiopia have a clear legislative and constitutional framework for civil society, although it is restrictive and the operating context for civil society organizations engaging in the political, human rights and media spheres is increasingly narrow (Hayman *et al*, 2013).

#### 2.11. Theoretical Analysis

A theoretical framework for this study is developed based on the study of literature on theoretical perspectives of coordination. It also formulated an analytical framework based on the relationship of dependent and independent variables.

Emergences of NGOs marked by different researchers and different theories have been developed. As state and market failed to fulfill the societal need NGOs have been emerged as a natural phenomenon (Clark, 2000).

A healthy NGO-GO relationship is only conceived where both parties share common objectives, where the government has a social positive agenda and where NGOs are effective, there is a potential for a strong collaborative relationship (Hassen, 2011). Such relationship does not mean the subcontracting of placid NGOs but a genuine partnership between the government and NGOs to work together based on mutual respect, acceptance of autonomy, independence and pluralism of NGO opinion and positions (Korten, 1988; Clark, 2000).

The limitations of the public sector as well as the recognized contribution of the NGOs bring an opportunity for NGO-GO partnership because balanced development is a complex undertaking that cannot be achieved by any single sector. Collaboration is an alternative means of using the special capacities of different sectors in development (Brown and Korten, 1991).

There is definitely a need for GO-NGO collaboration. There are two sets of opinion about GO-NGO collaboration (Garilao, 1987; Fernandez, 1987). One group holds that the NGOs should not collaborate formally in program sponsored by government and should not receive funds directly from the governments because that would hamper their independence and altruism. The other group holds that the NGOs have a role to play in government programs aimed at poverty alleviation, a role which is essential to the success of these programs and which the government cannot perform alone. Government should be inclined to involve the NGOs in the process of development because “NGOs are the institutional mechanism for beneficiary participation. By working through and investing in organizations of disadvantaged people they often contribute to efficient, effective, equitable and sustainable development” (cited in Hassen, 2011).

The public and NGO sector have different but complementary strengths (Paul, 1991). The fruitful collaboration between the two sectors have could make a dynamic change in the development perspective. By recognizing the potential advantages, donor agencies like World Bank and Asian Development Bank have explored ways to work with the NGOs and to facilitate co-operative efforts between developing country governments and the NGOs (Paul, 1991).



According to Brown and Korten (1991), in Asia the NGOs are inclined to seek out opportunities for collaboration with GOs. Governments are becoming more and more open to collaborative relationship with NGOs.(Farrington and Bebbington,1993).So it seems that , improved collaboration between GO and NGO is important for the effectiveness of the development process (Farrington and Babington, 1993).

In the developing world, opportunities are growing for the NGOs to work together with GOs in helping people improving the quality of their lives (World Bank, 1990). But it is not always possible for the NGOs to do all development activities of a country without involving the government. As a result emerges the necessity of GO-NGO collaboration. Through this way the scarce resources can be utilized properly. The NGOs are considered to be strong in identifying local peoples need, taking rapid decisions on how to respond to the local needs and support local initiatives. Government has a potentially complementary set of advantages in that it controls major policy instruments, posses a broad revenue base and has the capacity of large scale infrastructure investment and address complex technical issues (Hulme & Turner, 1997; Hassen, 2011).

Nazam, Adil (1999) argues that the nature of this relationship between Government and NGOs are dependent on 4 C's. It proposes a four-C framework based on institutional interests and preferences for policy ends and means—cooperation in the case of similar ends and similar means, confrontation in the case of dissimilar ends and dissimilar means, complementary in the case of similar ends but dissimilar means, and co-optation in the case of dissimilar ends but similar means. The final shape of NGO-Government relations is a function of decisions made by government as well as NGOs. Government and nongovernmental organizations vie within the policy arena for the articulation and actualization of certain goals or interests. Where both ends and means are same, cooperative behavior is likely because neither party will consider its intentions or actions to be challenged. Where the goals of government and NGOs are similar, they are likely to gravitate toward an arrangement in which they complement each other in the achievement of shared ends, even through dissimilar means (Lewis & Nanzeen, 2012; cited in Hassen, 2011).

UN study highlighted GO-NGO collaboration as a harmonious and constructive approach to operate in systematic manner while maintaining the mutual independence (UNESCO, 1989).

Farrington and Babington, (1993) called the GO-NGO partnership as a linking mechanism between the state and NGO sector. Montgomery (1988) refers GO-NGO collaboration as bureaucratic pluralism in which the state aims to co-opt NGOs in such a way as to counteract the erosion of public trust in GO and help the GO to achieve its policy goals.

The rationale for GO-NGO partnership lies on the following ground-

- v) partnership ensures participation,
- vi) ensures utilization of knowledge and ability of both the counterparts,
- vii) Ensures expansion and replication of successful program,
- viii) optimum utilization of scarce resources,
- ix) Ensure cost effectiveness.

### **World Bank Model of GO-NGO partnership**

Recognizing the potential role of the NGOs the World Bank has explored ways to facilitate co-operation between developing country governments and NGOs (Paul, 1991). Only a healthy GO-NGO collaboration ensures utilization of the capacities and advantages of both the sector. The World Bank assists the government authorities to learn about NGOs and to consider policies that will foster helpful partnership between them. The World Bank tries to encourage a new atmosphere that would be helpful for such collaboration. In some cases the bank assists the governments to mitigate the rules and regulations on NGO activities, which become a barrier to alliance (The World Bank, 1990). Thus the World Bank paves the way to make GO-NGO collaboration faster

Thus, the offered researches and studies provide the opportunity to address the issue of collaboration. From the available literature and discussion the common areas of collaboration are as follows:

- Common objective

Mutual respect/recognition

- Potential of both parties

## 2.12. Analytical Framework

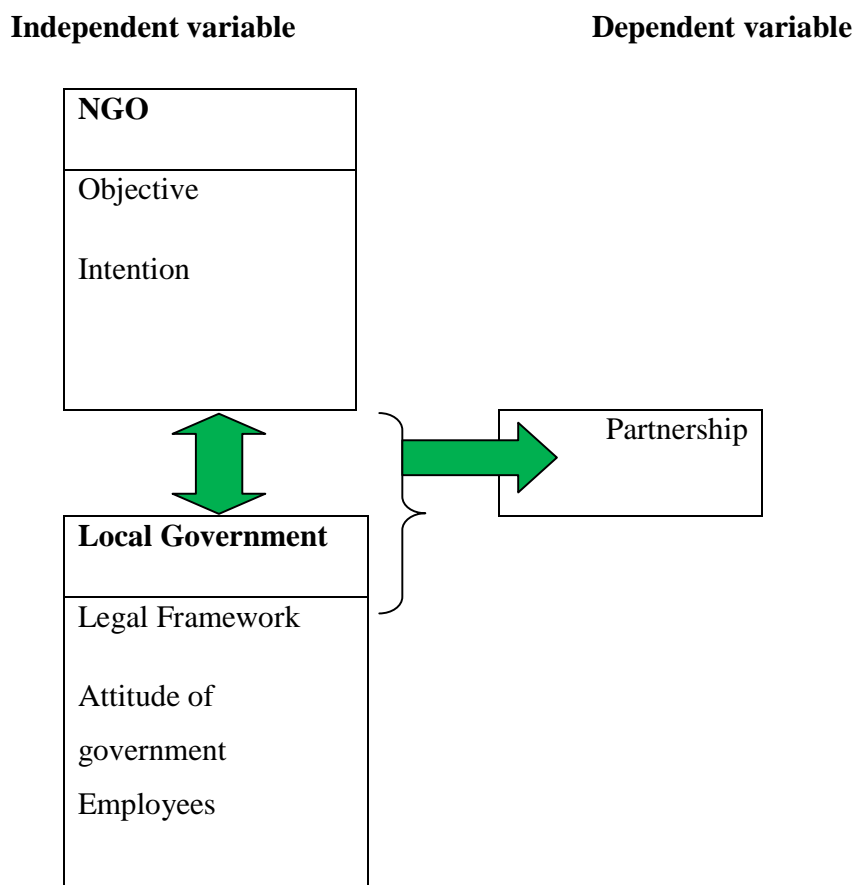
After reviewing of different literature and articles as well as theories on the partnership of NGO-Local government it is possible to draw analytical frame work. Based on theories and empirical evidences, the analytical framework has been drawn up to explain the variables of the research in a better way and to understand their causal-effect relation. It proposes that the partnership is affected by the independent variables like legal/statutory framework, attitude of the Government employees, organizational goal, and NGO intention. All these variables will affect the dependent variable that means partnership.

### **Local government**

Legal framework, attitude of the government employee affect collaboration

### **Nongovernmental organization (NGO)**

Organizational goal and intention affect collaboration



**Fig1. Analytical Frame Work for the Study**

**Table 1: Independent variables and Indicators**

<b>Independent variable</b>	<b>Indicators</b>	<b>Indicative question</b>
Legal frame work	Participation Open Flexible	Are the rules and regulations Conducive to participation in partnership?
Attitude of the government employees	Accessibility Cooperation Treatment	How the Govt. officers & staff treat the NGO people?
Organizational goal	Openness	Are the organizational goals open to work in collaboration with GO? Are the goals participatory?
Project Priorities	Priorities and intention Confidence on GO	Are priorities given to the projects which work in collaboration with the GO? Do they have confidence on GO?

Source: Researchers adopted from Ahmed Hassen (2011).

## Chapter Three

### 3. Description of the Study area

In this chapter the physical, social, economic and political features of the study area are presented. In the physical aspect the geographic location of SNNPR, Kaffa Zone and its administrative center Bonga town is discussed. The socio, economic and political features of the study area are also presented as well.

#### 3.1. Location and Physical Feature of the study area

The study area is found in Southern Nations Nationalities and Peoples Regional State (SNNPRS), more specifically in Kaffa Zone, Bonga Town Administration (BTA). SNNPRS is one of the 9 regional states which are established according to the 1995 FDRE constitution. The region is located at  $4^{\circ} 27' - 8^{\circ} 30'$  latitude North and  $34^{\circ} 11'$  longitude East. According to its relative location SNNPRS is bordered with Kenya in the South, Sudan in the Southwest, Gambella Region in the Northwest and Oromia Region in the North, and East. (FEDD 2013)

#### 3.2. Geographical Location of SNNPRS

The total area of the region estimated to be 110,931.9 Sq.Km which is 10% of the country and inhabited by a population size of about 15,760,743 accounting nearly 20% of the total population of the country. The population density of the region became 142 persons per sq.k.m, which makes the region one of the most populous parts of the country. (FEDD, 2013)

SNNPRS is a multination in its socio-cultural composition which consists of about 56 ethnic groups with their own distinct geographical location, language, cultures, and social identities living together in peace. These varied ethnic groups are categorized under Omotic, Cushetic, Nilo-Sahara and Semitic super language families. Among which Omotic and Cushetic are the most populous and diversified ones with the largest area coverage in region respectively. Administrative division is made based on ethnic and linguistic identities as the data below in the table is indicated. (FEDD, 2013)

**Table 2: Administrative division of SNNPRS**

No	Administrative division	Total number
1	Zone	13
2	Woreda	126
3	Special Woreda	8
4	Rural Kebele	3714
5	Urban Kebele	238
6	Town Administration	22
7	Certificate Town (with Municipality)	114

Source: SNNPRS, Kaffa zone FEDD (2013) zonal statistical abstract.

### 3.3. Location and physical feature of Kaffa Zone

Kaffaa Zone which is one of the 13 zones that found in the SNNPRS is located in the south western part of Ethiopia in between 6<sup>0</sup> 24' to 7<sup>0</sup> 70' N and 35<sup>0</sup> 69' to 36<sup>0</sup> 78' E, some 460 km south west of Addis Abeba. The total land area of the zone is about 10,602.7 sq km (Chernet, 2008). Administratively Kaffa Zone is categorized in to 10 woredas (districts) and 1 town administration. (ibid)

### 3.4. History

During the nineteenth century, the kingdom of Kaffa ruled by the Manjo clan. The kingdom was the most powerful in the area and held supremacy over the neighboring peoples. The king headed the government and was the nominal owner of all land under his rule. However, most state affairs were controlled by the council, *mikrecho*, comprised of several nobles (Gezahegn P., 2001 cited in Chernet, 2008). According to Kochito (1979) cited in Chernet (2008), the kingdom had 18 regions which in turn were divided into units called *gudo* and further subdivided into *tatestes*, and finally into *tugo*. Finally following the forceful conquest by Emperor Menelik's army, at the end of the nineteenth century the area was incorporated into the central ruling system. (ibid).

### 3.5. Demography

#### Population

Based on the projection of CSA (2007), in 2014 the total population of Kaffa Zone was estimated to be 1071965. The table below shows the population distribution of Kaffa Zone by administrative divisions.

**Table 3: Kaffa Zone population number in 2014 based on the projection of CSA 2007 census**

No	Woreda/district	M	F	Total
1	Adyo	63842	67415	131257
2	Bitu	45035	45943	90978
3	Bonga Town Administration	14636	13799	28435
4	Chena	95747	98410	194157
5	Cheta	19376	20455	39831
6	Decha	78650	78687	157337
7	Gesha	50598	53266	103864
8	Gewata	43543	44685	88228
9	Gimbo	55063	55535	110598
10	Saylem	24307	25633	49940
11	Telo	38376	38962	77338
<b>Total</b>		<b>529174</b>	<b>542791</b>	<b>1071965</b>

Source: SNNPRS, Kaffa zone FEDD (2013) zonal statistical abstract.

#### 3.6. Dependency

Age 0-14 and those of Age >65 are considered as dependant or non-productive age whereas, age within the range of 15-64 is considered to be active or productive age. Thus, the table below shows the age dependency ratio of Kaffa Zone in 2014.

#### 3.7. Socio-economic characteristics of Kaffa zone

Kaffa zone is dominantly inhabited by Kafficho people, Manjo and Man'a. (Ethnic composition) Economically agriculture is dominant which is characterized as traditional farming. (Major crops, etc).

**Table 4: age dependency ratio of Kaffa zone in 2014**

Age	M	F	Total	Percentile (%)
0-14	263981	258513	522494	49
15-29	131347	146748	278095	26
30-64	116227	125480	241707	22
>65	17619	12050	29669	3
<b>Total</b>	<b>529174</b>	<b>542791</b>	<b>1071965</b>	<b>100</b>

Source: SNNPRS, Kaffa zone FEDD (2013) zonal statistical abstract.

According to the above table un-productive age 0-14 (49%) and those of age >65 (3%) constituted 52% of the total population of Kaffa zone. The rest age 15-29 (26%) and 30-64 (22%) constituted 48% of the total population and considered as productive or active age.

### **3.8. Bonga Town**

This research was conducted on Bonga town which is the administrative center of Kaffaa Zone. Bonga town has a long history of its establishment and had un-forgettable share of history in the long distance trade of Ethiopia in which it served as the main gate for commodities like honey, coffee and other spices. Bonga became administrative center of Kaffa people since 16<sup>th</sup> c AD. In Bonga town the new administrative system was introduced in 2004, the year when Bonga was registered as a “forum town”. Following this Bonga had been labeled as “transitional town” till 2007 and, since 2008 it was made to be governed by town administration. In the same period Bonga got the opportunity to be governed by its own council consisting of 56 members. The town is organized in three *kebeles* and 38 “*menderoch*”. “*Menderoch*” is a plural form of “mender” which refers to a given area in a given *kebele* consisting of limited households which are categorized based on their geographic proximity. The total population of the town is around 28, 435 according to 2007 census.



## Chapter Four

### 4. Analysis and Discussion

This chapter is mainly designed to present data collected from the field through different methods and analyze them in line with the research questions. The Ultimate aim of the study is to find out answers to the research questions.

#### 4.1. Findings from the structured-Interview and Document Review

This study used structured interview method as well as document analysis. To collect information 50 respondents were taken into consideration. Officers and staffs from town administration Office and NGOs were interviewed with a pre-designed interview. Two different sets of questionnaire had been used for this purpose. Some common questions for both groups were also used.

#### 4.2. Roles and Activities of Nongovernmental Organization

For the purpose of analysis the role of nongovernmental organization were provided by organizing them in to the main role of nongovernmental organization in general and sectoral division of roles under the main role of nongovernmental organization.

##### 4.2.1. The Main Role of Nongovernmental Organization

From the collected information through document review from Bonga town municipality the main role of nongovernmental organization engaged in function were service delivery, advocacy, empowering and research.

**Table 5: Main role of nongovernmental organization**

Roles	Number of group engaged in function	Percent of group engaged in function (%)
Service delivery	17	54.83%
Advocacy	5	16.12%
Organizing/empowering	4	12.90%
Research	3	9.67%
Others	2	6.45%
Total	31	100%

Source: SNNPR, Kaffa zone FEDD (2006) Zonal statistical abstract

The table above revealed that more than half of the main activities of nongovernmental organization goes to service delivery that constitute 54.83% of the total percent of the group engaged in function. 5 of the total group engaged in advocacy role which constitute 16.12% of the whole group. 12.90% of groups were engaged in empowering role where as 9.67% and 6.45% of the group were occupied by research and others respectively.

According to Desalegn *et al* (2008) reveals that bulk of NGO resources has going into service delivery (health, education, child welfare) and agriculture and food security in Ethiopia. The data on the above table also affirmed that about 54% of nongovernmental organizations roles are service delivery. These are the same priority areas emphasized by the government's poverty reduction program as set out in PASDEP.

#### 4.2.2. Sectoral Division of Roles

##### 4.2.2.1. Nongovernmental Organization Service Delivery Area

The main service delivery area of nongovernmental organization in the study area encompasses care and support, health care, training and education, income generation and rehabilitation. The following table discuss the number and percent of areas of service delivery.

**Table 6: Areas of Service Delivery**

Areas of service delivery	Number of group engaged in function	Percent of group engaged in function (%)
Care and support	6	35.29
Health care	4	23.52
Training and education	3	17.64
Income generation/poverty reduction	2	11.76
Rehabilitation	1	5.88
Others	1	5.88
Total	17	100%

Source: SNNPR, Kaffa zone FEDD (2006) Zonal statistical abstract

Of the Nongovernmental organizations whose main role is service delivery, most are primarily engaged in care and support (35.29%), health care (23.52%) training/education (17.64%) and income generation (11.76%). The high priority given to both ‘care and support and to health care are probably a product of the AIDS pandemic and the availability of donor funds in this area.

#### 4.2.2.2. Advocacy Role of Nongovernmental Organization

The main advocacy area engaged by nongovernmental organization includes HIV, women, children’s right, anti discrimination and environmental advocacy. The following table elaborates their engagement.

**Table 7: Advocacy Role of NGO**

Area of Advocacy	Number of groups	Percent of groups engaged in advocacy (%)
HIV	1	20%
Women	1	20%
Children’s right	1	20%
Anti-discrimination	1	20%
Environmental advocacy	1	20%
Total	5	100%

Source: SNNPR, Kaffa zone FEDD (2006) Zonal statistical abstract

The most important areas of advocacy work currently engaged in by NGOs in the study are HIV/AIDS, Gender violence combined with women empowerment, children's rights, anti-discrimination and environmental advocacy with 20% of the total population for each group.

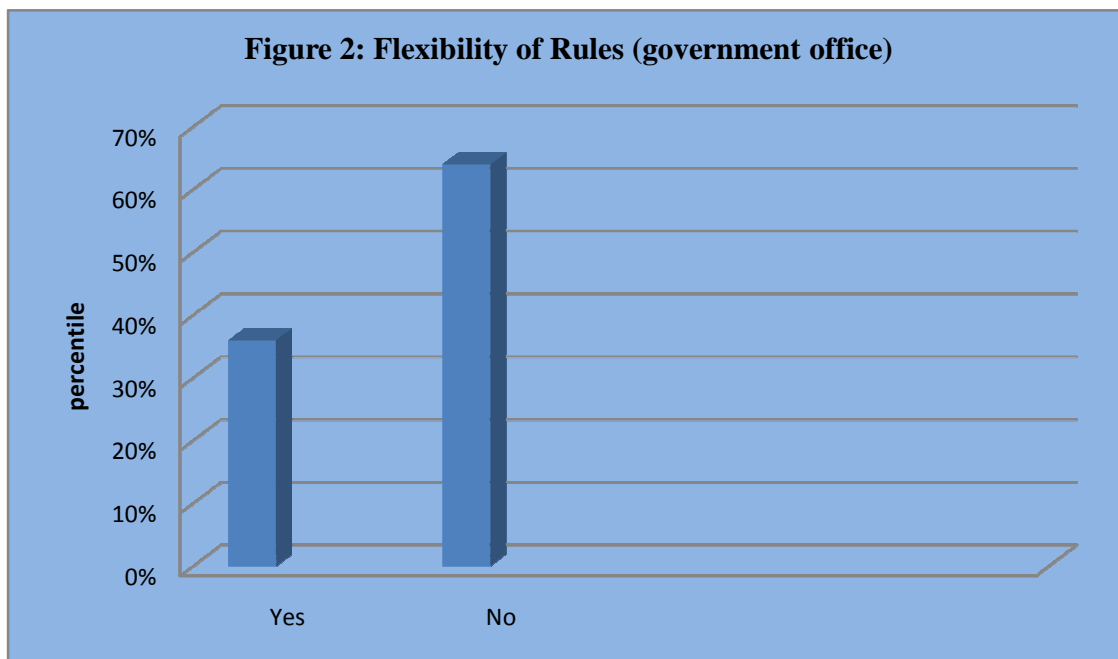
### 4.3. Response from Government Officials

From the government point of view questions were prepared and provided on legal frame work and attitude of governmental officials towards nongovernmental organizations. Specifically Government Officials were asked to give their opinion about the flexibility of the rules, conduciveness of rules for participation, attitude towards nongovernmental organizations,

treatment of nongovernmental organizations, interaction etc. for the interview 25 respondents were selected from city administration office purposively.

#### 4.3.1. Flexibility of Rules

This question was about the flexibility of the rules. Respondents from Government offices were asked to give their opinion about the flexibility of the existing rules to include nongovernmental organizations in partnership process. Since existing rules may have an impact on effective partnership, the above questions were provided for governmental officials. Accordingly 36% of the respondents give their opinion in favor of the flexibility of the rules to include nongovernmental organizations in the partnership process. But 64% of the respondents think that the rules are not flexible. The above data shows that more than 60% of respondents are not in favor of the existing rules in promoting partnership process.

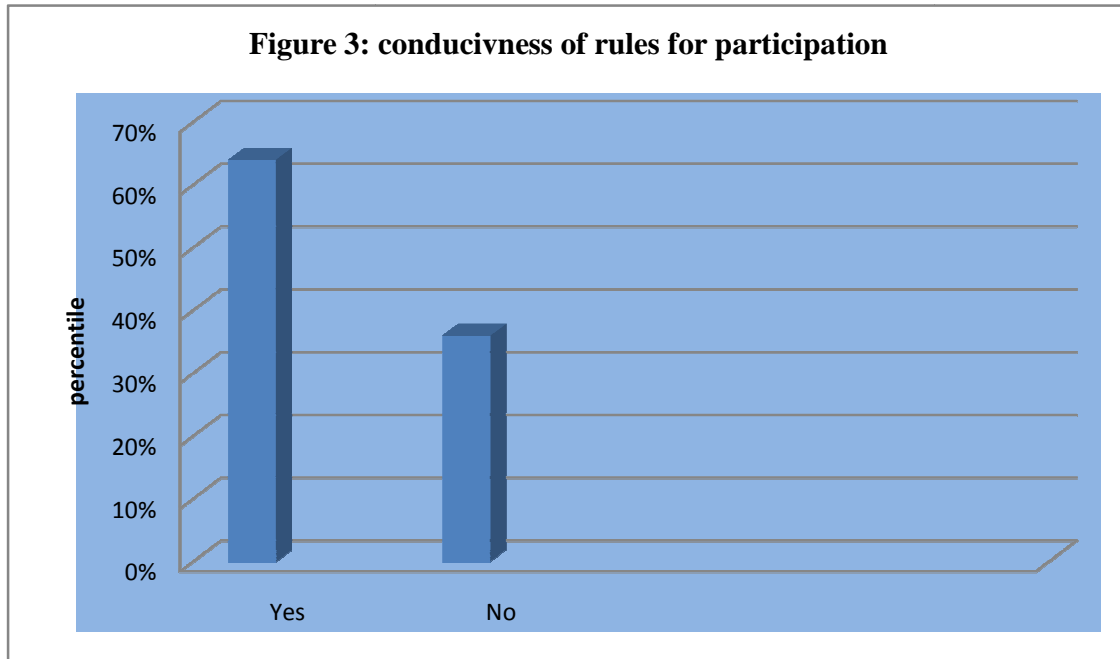


Source: Interview Result

#### 4.3.2. Conduciveness of Rules for Participation of Nongovernmental Organization

Respondents from the Government offices were asked whether NGOs regularly participate in the Government meetings and other activities. Accordingly 64% of the respondents answered

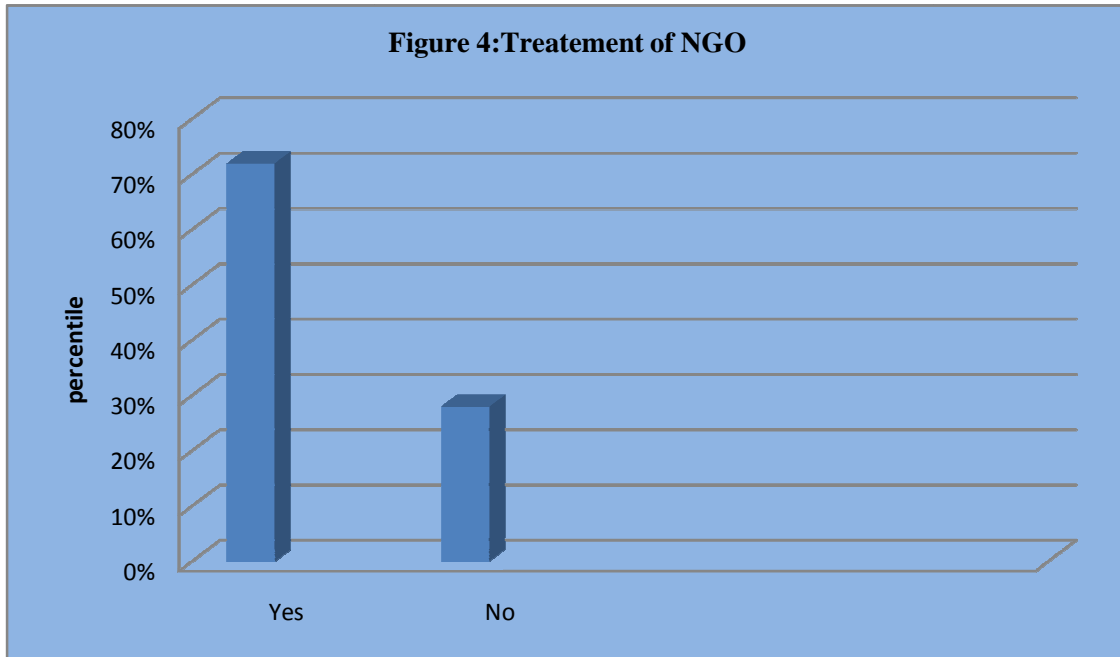
that the nongovernmental organizations regularly participate in different activities leading to collaboration process. On the contrary 36% of respondent's answer NGOs does not regularly participate.



Source Interview Result

### 4.3.3. Treatment

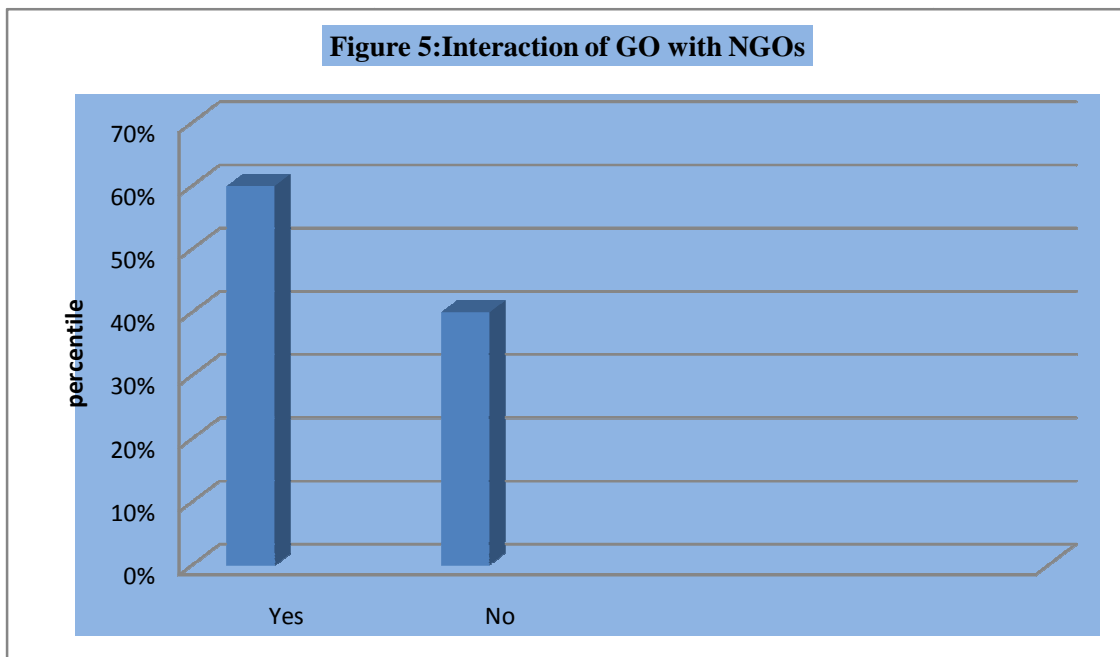
Treatment of Government officials with NGO people is one of the determinants of attitudes towards NGOs. By taking feedback from the NGOs government offices show whether they treat the NGOs properly. They were asked whether they took regular feedback from the NGO people. 72% of the respondents think that feedback provided by NGOs is taken into consideration. Whereas 28% of the respondents think that feedback by the NGOs is not entertained.



Source: Interview Result

#### 4.3.4. Interaction

Different literatures argue that Interaction between Government organizations and NGOs determine the level of partnership .So it was inquired whether the NGOs and Government offices interact regularly. Based on the above information 60% of the respondents from Government Offices think that NGOs and Government Organizations interact regularly. But 40% of the respondents do not agree with this. Accordingly majority of the respondents think that they interact regularly with nongovernmental organization.



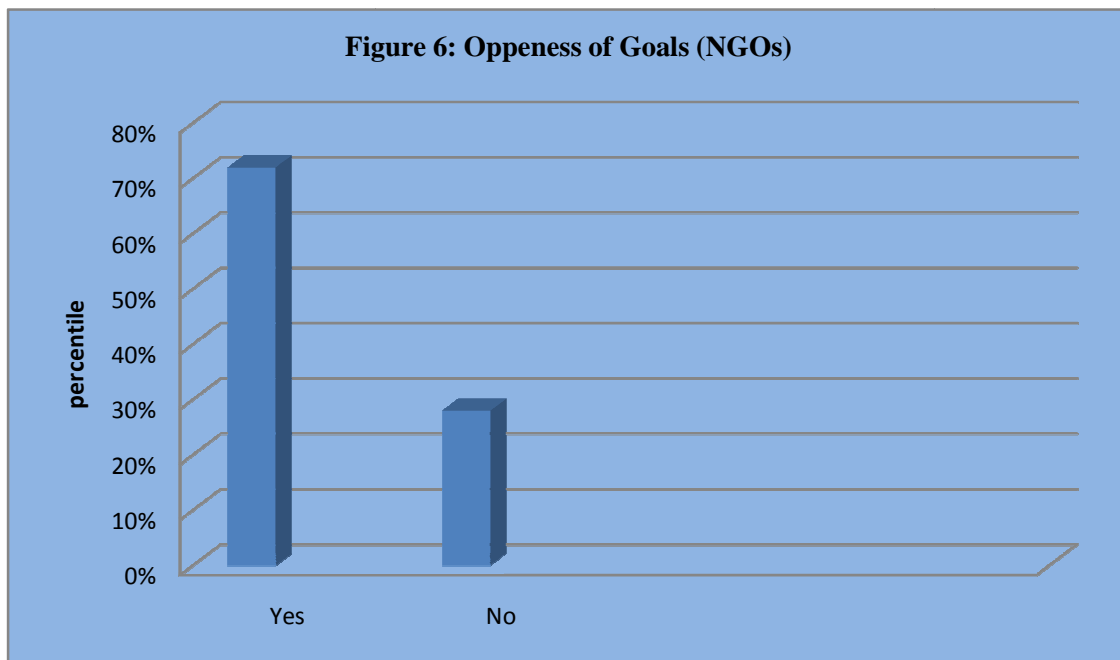
Source: Interview Result

#### 4.4.4. Response from Nongovernmental Organizations

Nongovernmental organization workers were asked to give their opinion about the openness of the rules, priority of projects etc. Organizational goal and project priorities of the NGOs are to be considered in determining the indicating factors related with NGOs. To gather information on the above issue 25 respondents were selected.

#### 4.4.5. Openness of Goal

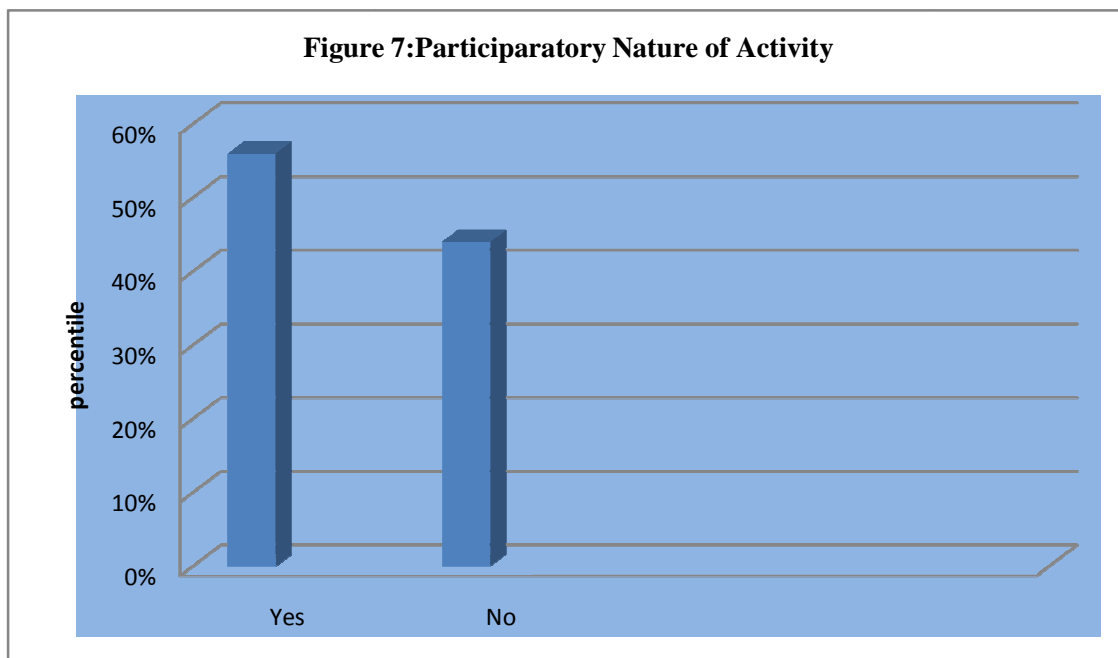
NGOs were asked whether the organizational goals are open to work in partnership with government officials at local level. 25 individuals were selected and interviewed to check whether their organization goal is open to work with nongovernmental organization. In response to this question 72% of the respondents replied positively. Whereas 28 % of the respondents think the organizational goal is not open to work with the government organization. Literatures argue that the presence of common objective help to build partnership process. The above data revealed that the objectives of NGOs are open and helpful to build partnership in the study area between the two parties



Source: Interview Result

#### 4.4.6. Participatory

Literatures' believes that organized and strong participatory structure play significance roles in promoting partnership process. From the NGO perspective question was asked to know whether their activities in partnership process are participatory with the Government. Accordingly 56% of the respondents think that the partnership process in their organization is participatory. But 44 % of the respondents said the collaboration process is not participatory. Consequently above 50% of informants argue on the participatoriness of their organization to work with governmental organization.

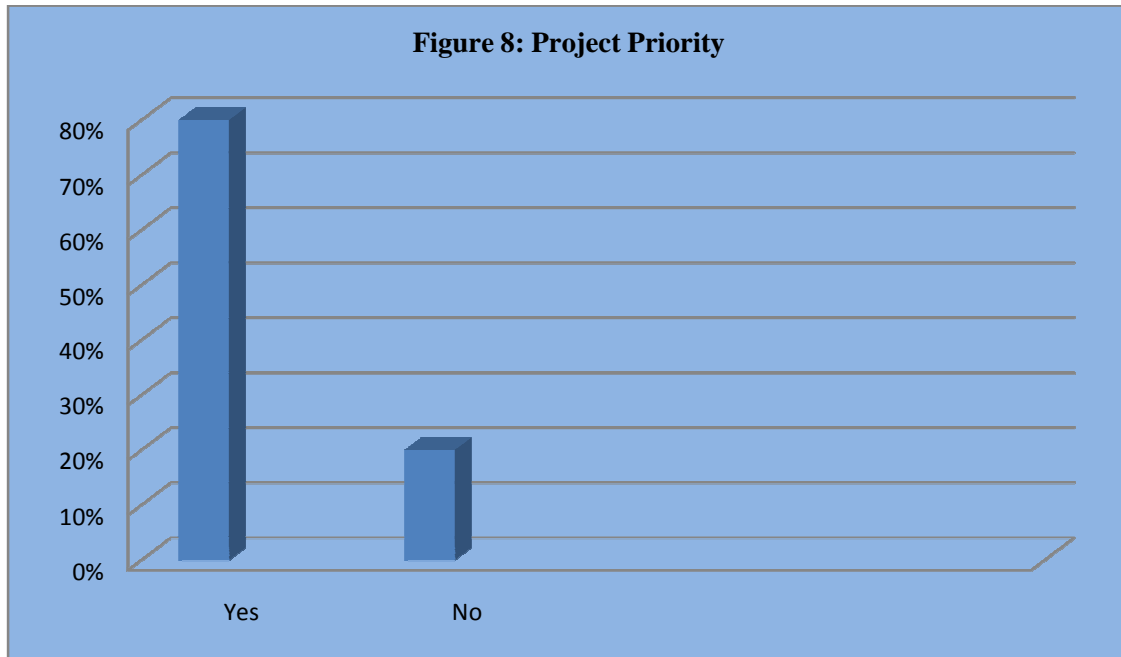


Source: Interview Result

#### 4.4.7. Project Priority

Nongovernmental organizations partnership emergence and effective functioning depends on the actor's objective preference and priority setting. Accordingly the following question was raised for nongovernmental organization. Are priorities given to the projects which work in collaboration with the governmental organization? From the interview 80% of the respondents give answers that priority is given to those projects that are in partnership with the government organizations. But 20% of the respondents give their opinion negatively.

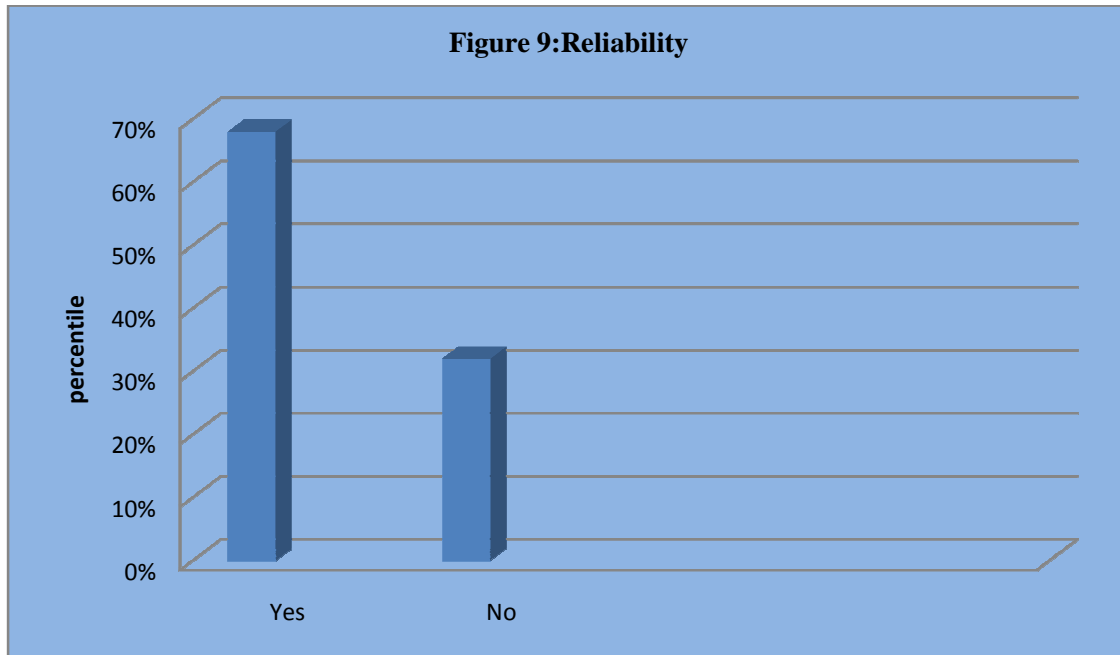




Source: Interview Result

#### **4.4.8. Reliability**

In collaboration process reliability is an indicator. NGOs and other representatives were asked whether they rely on the government organization for collaboration. Accordingly 68% of the respondents answered that they have reliability on GO but 32 % of the respondents said they do not have reliability on Government organizations.



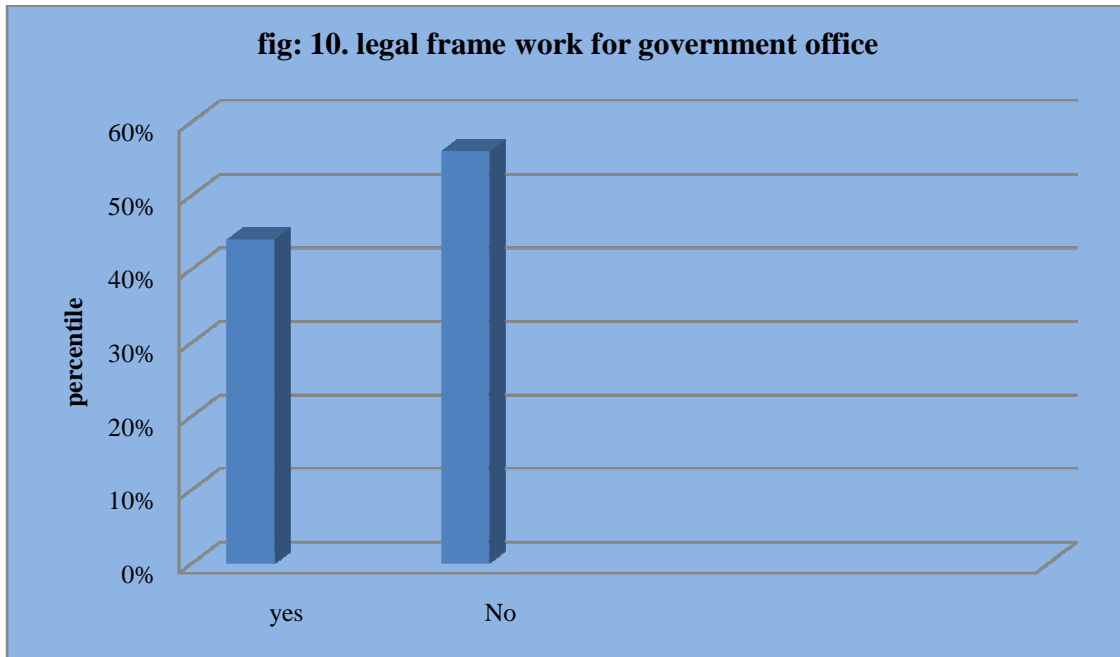
Source: Interview Result

#### 4.5. Some common Questions were asked to Both Government and Nongovernmental Organizations.

Their responses are as follows:

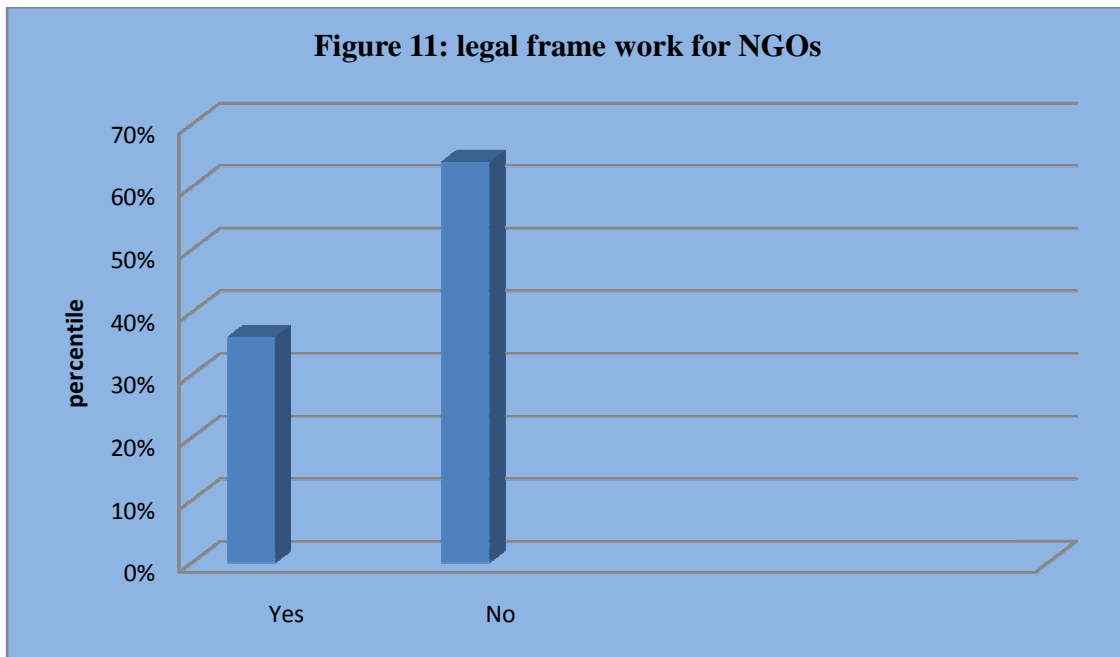
##### 4.5.1. Legal Framework

Legal framework is an important component in case of NGO-GO partnership. Existing rules and regulations guides both GO and NGOs for their interactive relationship. On the basis of legal guidelines both GO and NGO can operate. To know about this the respondents were asked to give their opinion about whether the existing rules are conducive to partnership. Both the Government employees and NGOs were asked this question. From the interview 56% of the government officials think that the existing rules and regulations are not conducive to partnership. That means more than half of the respondents think the existing rules and regulations are not in favor of collaboration. Similarly Fenta (2007) argue that partnership have to operate in a given local government political reality. Unstable or repressive leadership are not uncommon in many developing countries, which hamper emergence and functioning of partnership.



Source: Interview Result

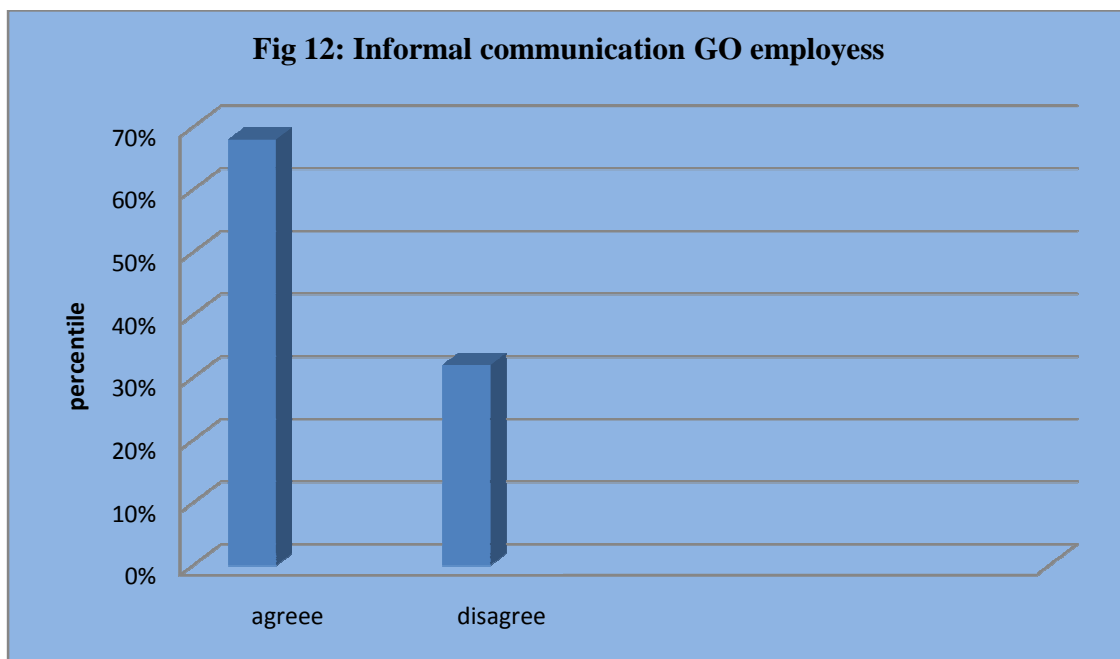
Whereas 64% of the respondents from NGOs think that the existing rules and regulations are not conducive to partnership. Majority of the respondent thinks that the current rules and regulations are not conducive to collaboration. That indicates the legal framework for GO-NGO partnership is not helpful in the collaboration process.



Source: Interview Result

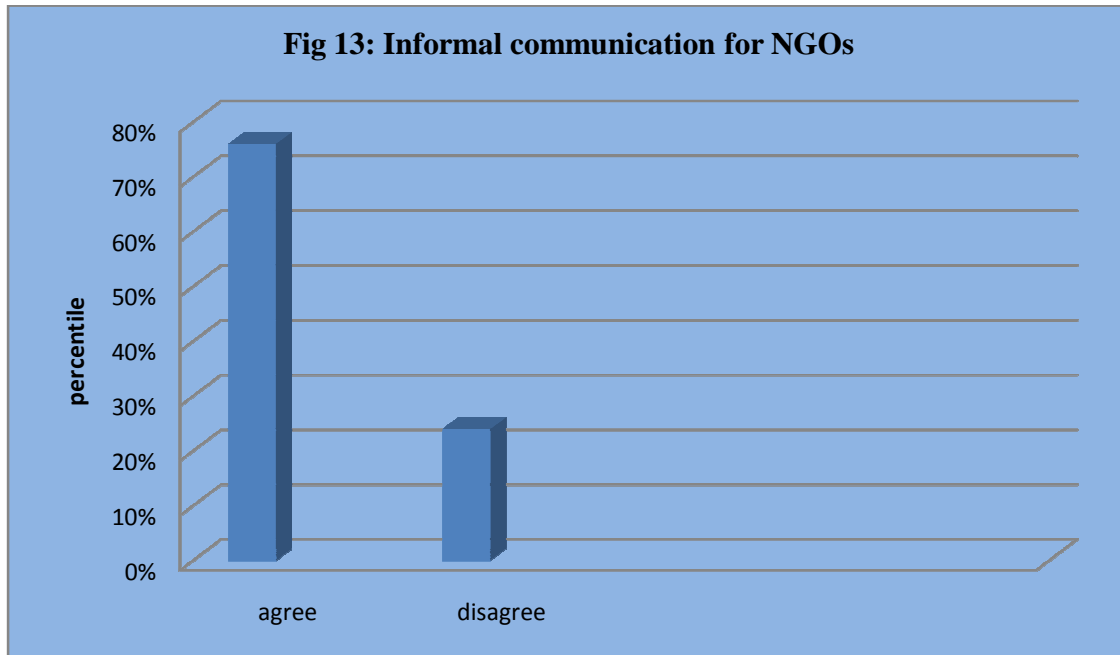
#### 4.5.2. Informal Communication

In GO-NGO partnership informal communication can have some implications. The respondents were asked to know about their opinion about informal communication. This question was asked to both the Government employees and also to the NGOs. Consequently 68% of the Government employees give their opinion in favor of informal communication. In contrast 32 % does not agree with this statement.



Source: Interview Result

In the other hand 76% of the respondents from NGOs and others think that informal communication increases partnership.

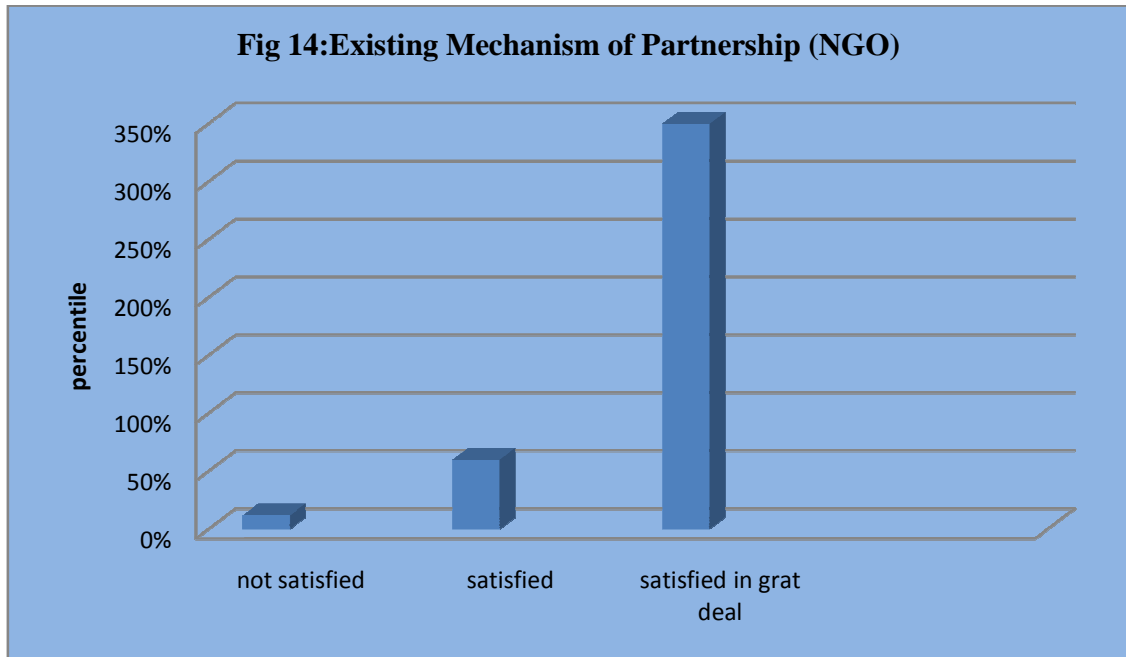


Source interview result

The respondents emphasize importance on informal communications. According to them lack of informal communication hamper the partnership process. That means more the informal communication more will be the collaboration.

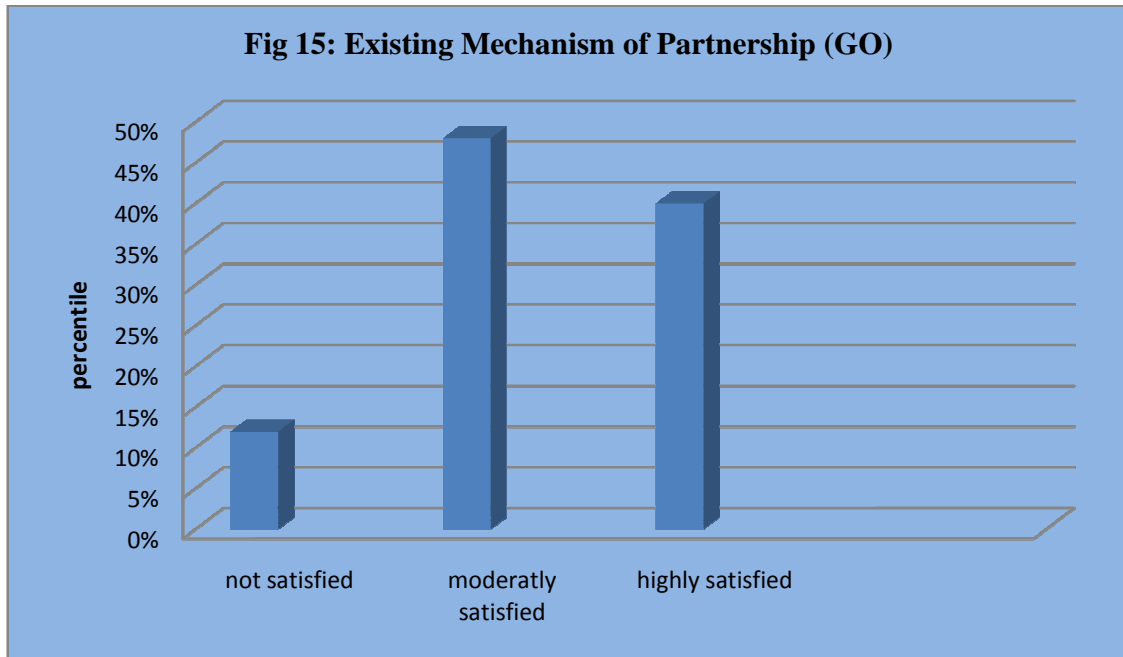
#### 4.5.3. Existing mechanism of partnership

Next respondents were asked to know about the existing mechanism of partnership. Whether they are satisfied with the existing mechanism of partnership. Both respondents from Government organizations and NGOs were asked this question. From the government perspective only 12% of the respondents do not satisfied with the existing mechanism. From the informants 60% of them replied that they are satisfied with the existing mechanism of partnership. The rest are satisfied and 28% are satisfied in great deal. The figure shows that majority of them are satisfied with the existing mechanism of partnership.



Source: Interview Result

In case of NGOs this response is also very positive. It is found that 40% of the respondents are highly satisfied, 48% is moderately satisfied and 12% are not satisfied. Here the information also confirms that nongovernmental organizations are satisfied with the existing mechanism of partnership.

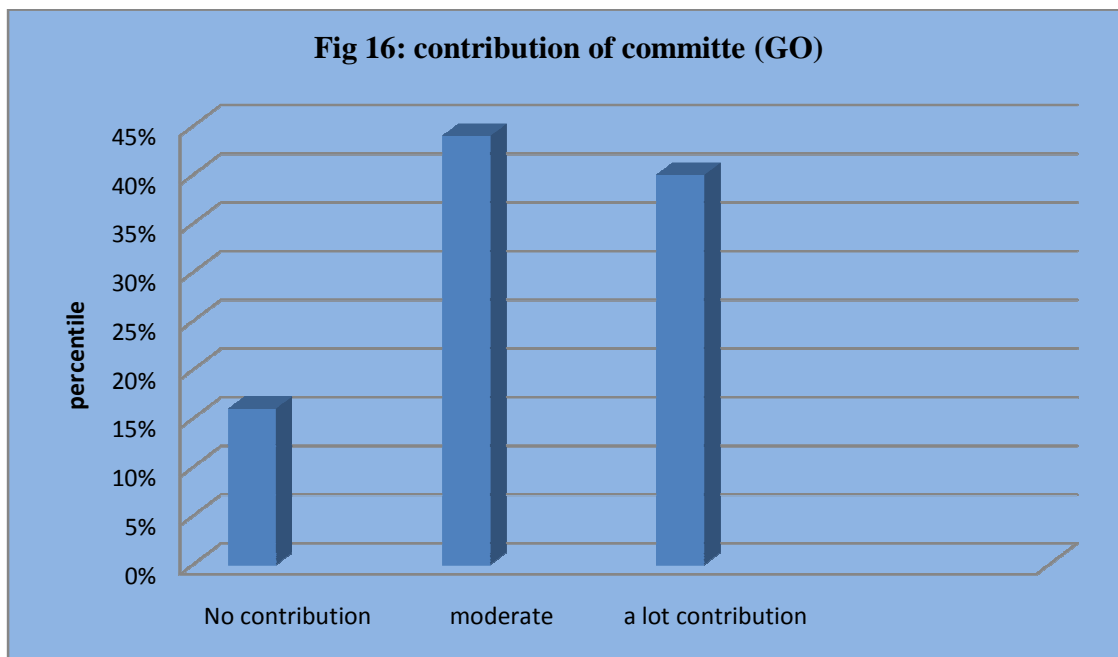


Source interview result

Satisfaction level relating to existing mechanism is high for both kinds of respondents. As government organizations are relatively in a controlling position in this mechanism, so their satisfaction is comparatively higher in this question.

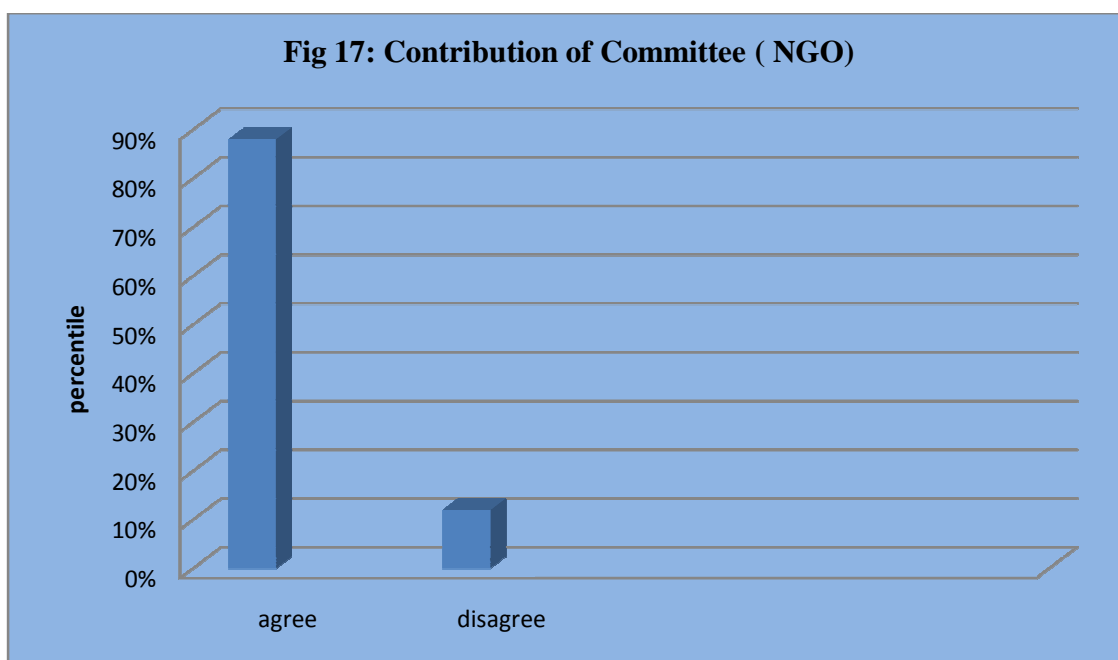
#### 4.5.4. Contribution of committee

In District level there are certain committees. These committees include members both from the Government organizations and also from the NGOs and other representatives. Question was asked to both parties to know about the contribution of committees to ensure collaboration. Only 16% respondents of the Government organizations think that committees do not contribution to collaboration. But 44% give their opinion for moderate contribution and 40% give the opinion that committees contribute a lot in collaboration.



Source: Interview Result

Respondents from NGOs and other representatives also have very positive opinion about contribution of committees in collaboration. 88% respondents agree in favor of committee for collaboration. Only 12% of the respondents disagree on the contribution of committee for effective partnership process.



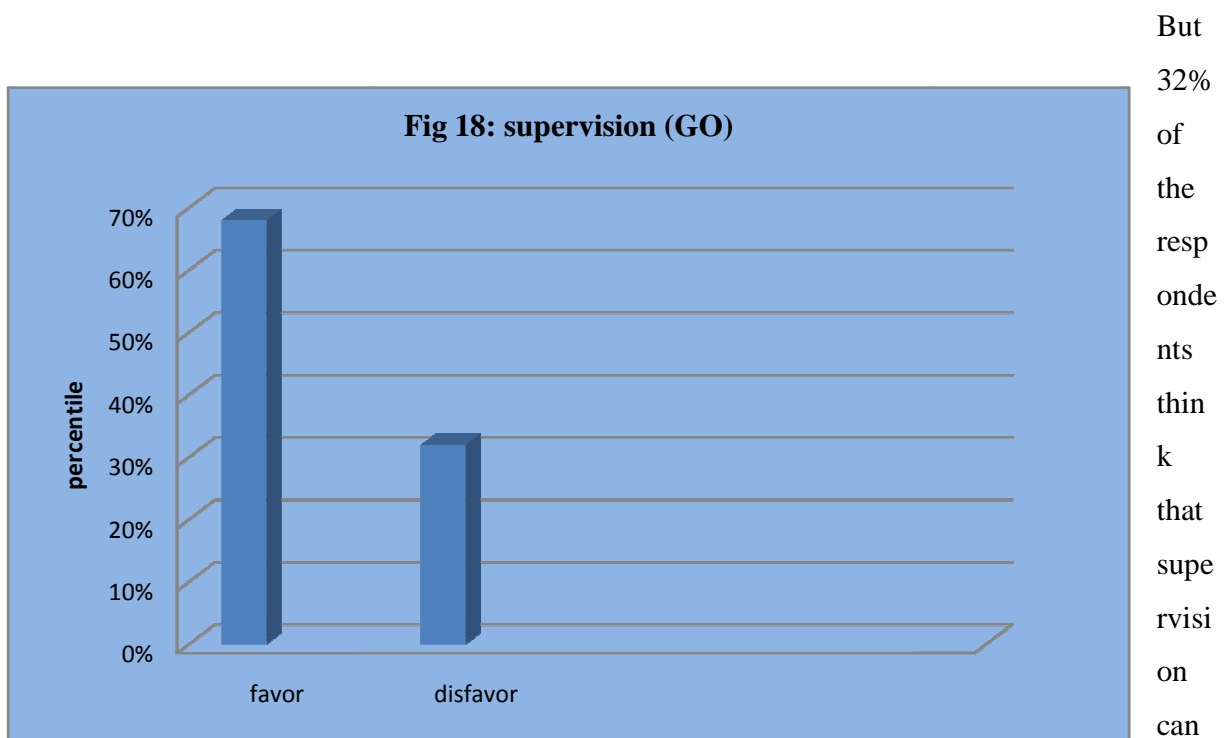


Source: Interview Result

Most of the respondents believe that the committees contribute lot in ensuring Collaboration. This meeting is very important for the overall performance of the town administration including both Govt. and NGOs. Majority of the respondent think regular meeting can increase partnership.

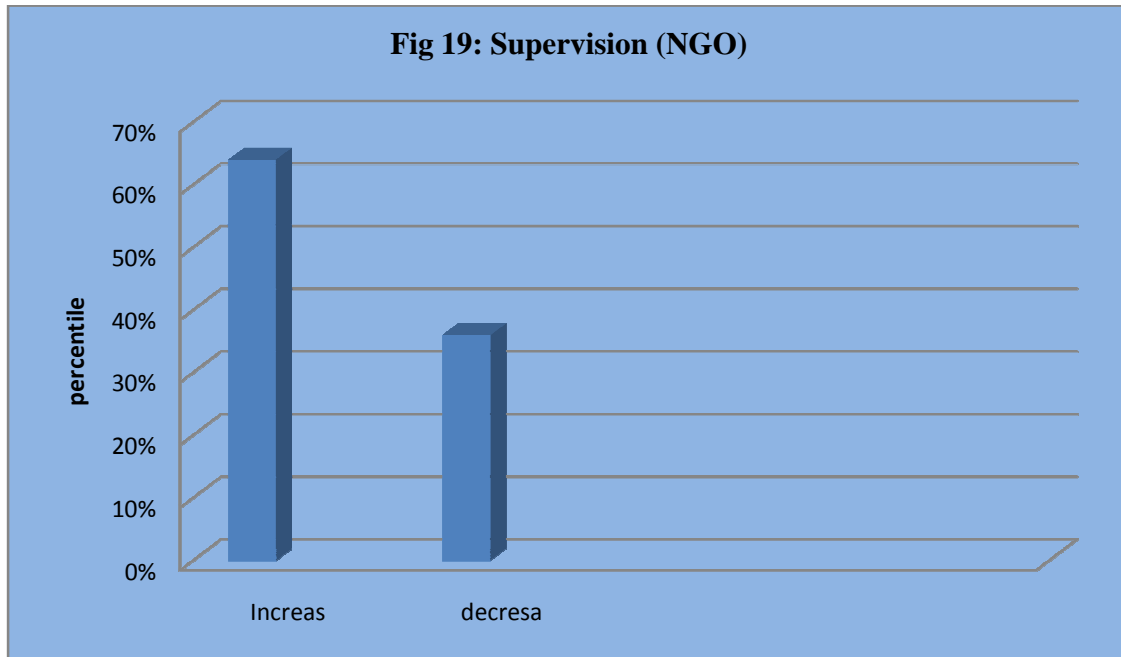
#### 4.5.5. Supervision

Supervision could be one important way to increase collaboration. Question was asked to know whether supervision can facilitate the process of partnership. This question was for both the parties. It is found that 68% of the Government officials give their opinion in favor supervision.



Source: Interview Result

The information gathered revealed that 64% respondents from the NGO are in favor of supervision. But 36% thinks that supervision cannot foster collaboration.



Source: Interview Result

From the above charts and figures it is possible to say that for both parties supervision foster partnership process at local level.

#### 4.5.6. Confidence over the Success of Partnership

The respondents from both the Government Organizations and NGOs were asked to know whether they have confidence over the success of collaboration. Only 16% respondents from the Government organizations do not have confidence over collaboration. But 64% respondents have moderate confidence and 20% of the respondents have a great confidence in collaboration.



Source: Interview Result

On the other hand 92% respondents from the NGOs and other have confidence on collaboration. Only 8% of the respondents from NGO have no confidence over the success of partnership process.



Source: Interview Result

Majority of the respondents have confidence in collaboration. This point is very important for the collaboration and this could be one of the most important factors for improving the process Trust and confidence form the soil from which collaboration grows. The essence of collaboration is joint effort toward a common goal, which means we're reliant on each other. If we don't trust the other to follow through, if we don't have confidence in the other's abilities, it won't work. It's as simple, and important, as that. Detailed memos of understanding won't replace mutual trust and Confidence.

#### 4.6. Result

1. From the collected information through document review from Bonga town municipality the main role of nongovernmental organization engaged in function were service delivery, advocacy, empowering and research. The data on affirmed that about 54% of nongovernmental organizations roles are service delivery. These are the same priority areas emphasized by the government's poverty reduction program as set out in PASDEP.

2. Majority of the respondent thinks that the current rules and regulations are not conducive to partnership at local level. Accordingly 56% respondents from government Office and, 64% respondents from the NGOs think that current rules and regulations are not conducive to partnership at local level.

2. The respondent emphasis on informal communications. 68% respondents of the woreda government office and, 76% of the NGOs give their opinion about informal communication. According to them lack of informal communication hamper the collaboration process. That means more the informal communication it will increase the partnership.

3. Majority of the respondents has confidence in collaboration. From the total respondents 88% respondent from government Office and 75 % respondents from the NGOs have their confidence in partnership. This point is very important for the partnership and this could be one of the most important factors for improving the process.

4. Most of the respondents believe that the committees contribute lot in ensuring partnership. In *woreda* government office there are meeting. This meeting is very important for the overall

performance of the District including both *woreda* government and NGOs. Majority of the respondent think regular meeting can increase partnership.

5. Respondents believe that supervision can facilitate the process of partnership. About 68% respondents from *woreda* office think that supervision increase collaboration. In case of NGOs 64% think that supervision increase collaboration.

6. NGOs obtain feedback from *woreda* government Office. *Woreda* Office undertakes follow up actions. On that basis their mutual belief to each other increases. And this ultimately leads to partnership.

7. Respondents are satisfied with the working relationship with NGO and town administration. 68% respondents from the *woreda* office are satisfied with the current working relationship while 76% of respondents from NGOs are satisfied with working relationship.

8. In both *woreda* Office and NGOs, staffs have the opportunity to participate in partnership process.

9. In Government Organizations rules are not flexible. But in case of NGOs the organizational approach is more open to collaboration.

10. Government organizations are more routine and follow the rule based procedure. But NGOs are task oriented and according to project flexibility changes.

#### 4.7. Consistency with Analytical framework

This part will look into the findings discussed in the previous chapter and try to make an effort to find whether they have any consistency with the analytical framework. Basically it will summarize the findings according to the analytical framework in a cohesive manner. The analytical framework of this research has four indicators of two independent variables. The study assumes that those variables affect the collaboration. Now let us have a quick look what data has revealed in the previous chapter.

The independent variables of this study were Legal and statutory framework, Attitude towards the NGOs from the *woreda* government office perspective. From the NGOs independent variables were Organizational goal and Project Priority.

Data shows that the existing rules and regulations are not conducive to partnership. From Government Organizations perspective the rules and regulations are not flexible to include the NGOs in partnership process.

The respondent's emphasis on informal communications. According to them lack of informal communication hamper the partnership process. That means more the informal communication it will increase the partnership.

NGOs provide feedback to *woreda* government Office. *woreda* Office undertakes follow up actions. On that basis their mutual belief to each other increases. And this ultimately leads to partnership.

Respondents are satisfied with the working relationship with NGO and District administration. 68% respondents from the *woreda* government office employees are satisfied with the current working relationship. In contrast 76% respondents from NGOs and other representatives are satisfied with working relationship.

## **Chapter Five**

### **5. Conclusion and Recommendation**

#### **5.1. Conclusion**

Four variables were undertaken to examine the level of partnership between GO and NGO in this study. The study reveals that existing legal framework has not been conducive to enhance partnership. However the other variables like attitude, interaction, treatment, co-operation, intention, and priority have positively influenced collaboration. They have placed positive impact on the level of partnership between NGO-local governments.

From the discussion it is found that the present state of collaboration between government Office and NGOs at district level is quiet satisfactory. In Ethiopia Government sector still dominates in the NGO-local government interaction. So the NGOs are interested to keep good relationship with the Government organizations. Under the present scenario District administration is also supportive to NGO activities. Mindset of the Government employees has changed. As a result working relations with NGOs and other sectors also changed.

#### **5.2. Recommendations**

Partnership between Government and NGOs is being considered as a means to be able to go forward in the process of development. As development are a multi dimensional issue so none of the party can work as an isolated entity. Each sector is distinct from the other but has own potential. In social sector two and two can make five. In case of collaboration the parties can work as catalyst where each can produce the best result by interacting with the other. The recent global development perspective focus on the fact that the Government and the third sector play the most significant role in the process of development as the main target of the both sectors is to gain development for the public. At the same time their mutual relationship becomes the principal determinants that determine what role would be played by them in a particular country. So to be successful in achieving the development goal Government and NGOs have to work together. Only then collaboration can provide a fruitful result.

To this end the study strongly recommended that the starts in territorial and thematic networking amongst NGOs/CSOs, particularly at regional and local levels, are supported so that internal

shared learning and external interactions with government at different levels are facilitated. This will help NGOs to accomplish its role successfully.

It also recommends that there should be specific, clear-cut, and conducive rules and regulations to upgrade or enhance the level of partnership between local government and NGO.

Government policy is not holy. It is rather subjected to changes, reforms, amendments and recommendations in time and situations. However, in its effective time, working with its prescriptions creates smooth relationships among the parties and eases the barriers that may arise in the course of development activities. Inconveniences and restrictions revealed in the processes of implementations should be approached and solved in consensus.

More emphasis should be given on features like complimentary activity and increase frequency of interaction, more interactions fosters more understanding and they reduce complexity. More concentration on mutual belief and utilizing individual potential ultimately lead on effective collaboration from both local government and NGO will be benefited at the same time collaboration will be fruitful.

The study recommends to- Update the existing rules and regulation concerning with NGOs. Role of the Government sector and NGOs should be complimentary so that both parties can be benefited from interaction with each others.

Take necessary measures and initiatives to increase interaction between both parties through awareness building campaign with the help of both print and electronic media.

In case of NGO-local government partnership there are mainly two parties involved. Government sector has more control and authority over the NGOs. As a result the NGO sector people is not that much strong in bargain with the Government sector. As a result they are not very open to disclose all the facts. So building trust between the two sectors is very important. In that case informal relationship is very important. In District level there are different occasions where government Office and NGOs get the opportunity to interact with each other. This kind of informal relationship will be helpful for NGO-local government partnership.



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Annex A  
Jimma University

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INTERVIEW FORM (FOR GOVERNMENT OFFICIALS)

Introduction: Good morning/afternoon. “My name is..... I am a governance and development study student at Jimma University. I am interviewing people here in Bonga administrative town in order to find out about NGO and local government partnership in managing development. As you are the member of the GO, I would like to discuss about the factors that hinder partnership between the organization you are working for and the local government administration. : “I am going to ask you some very personal questions that some people find difficult to answer. Your answers are completely confidential. Your name and household members will not be written on this form unless willing, and will never be used in connection with any of the information you tell me. However, your honest answers to these questions will help us better understand the constraints of the partnership, which is important to manage development

(Information disclosed in this interview shall only be used for research work)

Personal information

Name:

Office:

Age:

Sex:

1. What do you know about partnership process at local level?
2. How does partnership takes place at local level?
3. Are the rules flexible enough to include NGOs in Govt. activities?
4. How do you (Govt. officers & staff) treat the NGO people?
5. Do you think that the existing rules and regulations are conducive to partnership?  
A) Yes                      B) No
6. What roles does woreda Office play in ensuring partnership at local level?

7. What factors affect partnership process in woreda administration?

8. Does your office have any effective supervision system to ensure partnership?

A) Yes                      B) No

9. What in your opinion are the major challenges/obstacles to collaboration?

The need for power \_\_\_\_\_

Self-serving bias \_\_\_\_\_

Fear of losing control, autonomy, quality, identity, resources \_\_\_\_\_

Lack of trust and confidence among the principals \_\_\_\_\_

10. Which of the following practices of collaboration are followed?

A) Feedback              B) Consultation

11. What level of interactive relationship does exist between the GO and NGO at district level?

a) Low    b) Medium    c) High

12. Do you think that informal communication facilitates partnership?

A) Yes                      B) No

13. How does informal communication takes place in *woreda level*?

14. Do you believe that supervision, in general, can facilitate the process of coordination?

A) Yes                      B) No

15. Do you undertake any follow up actions in the light of the feedback from NGOs?

A) Yes                      B) No

16. How much confidence do you have over the process of partnership?

A) Not at all    B) low              C) Moderately    D) A great deal

17. How satisfied you are with the existing mechanism of partnership?

A) Not at all    B) Low    C) Moderately satisfied    D) Satisfied

18. Do you think that lack of collaboration affects the smooth implementation of national policies and programs?

A) Yes                      B) No

## **Annex B**

Jimma University

College of law and Governance

Department of Governance and Development Studies

### **INTERVIEW FORM (FOR NGOs)**

(Information disclosed in this interview shall only be used for research work)

Introduction: Good morning/afternoon. “My name is..... I am a governance and development study student at Jimma University. I am interviewing people here in Bonga administrative town in order to find out about NGO and local government partnership in managing development. As you are the member of the NGO, I would like to discuss about the factors that hinder partnership between the organization you are working for and the local government administration. : “I am going to ask you some very personal questions that some people find difficult to answer. Your answers are completely confidential. Your name and household members will not be written on this form unless willing, and will never be used in connection with any of the information you tell me. You do not have to answer any questions that you do not want to answer, and you may end this interview at any time you want to. However, your honest answers to these questions will help us better understand the constraints of the partnership, which is important to manage development, and your genuine response will be used to create better environment to build partnership in the study area. The survey will take about an hour to ask the questions. Are you willing to discuss with me? (If No, thank them for their time and explain that you cannot interview them)

#### **I. Personal information**

Name:

Office:

Age:

Sex:

1. What do you know about partnership process in woreda Administration?
2. How does collaboration takes place in woreda level?
3. What roles does administration Office play in ensuring partnership at local level?

4. Do you find any problems while dealing with GO your works?

A) Yes            B) No

5. What factors affect partnership process in woreda administration?

6. Do you think that lack of collaboration affects the smooth implementation of programs?

A) Yes            B) No

7. Are the organizational goals open to work in partnership with GO?

A) Yes            B) No

8. What organizational factor affects partnership?

Costs are clear; benefits are unclear \_\_\_\_\_

Different goals and measures among the parties \_\_\_\_\_

Little organizational credit or reward to those who collaborate \_\_\_\_\_

9. Are priorities given to the projects which work in partnership with the GO?

A) Yes            B) No

10. Have you got desired cooperation from the officers and staff of the government office?

A) Yes            B) No

11. What kind of treatment have you got from the officers and staff of government office?

A) Honorable    B) Acceptable    C) Indifferent

12. What level of interactive relationship does exist between the GO and NGOs in the local level?

A) Very Low    B) Low    C) Medium    D) High

13. Do you think that the existing relationship between GO and NGO is helpful for collaboration?





Annex A

ጅማ ዩኒቨርሲቲ

የህግና አስተዳደር ኮሌጅ

የአስተዳደር ልማት ት/ት ክፍል

ለመንግስታዊ ድርጅት የተዘጋጀ የቃል መጠይ ፎርም 1

1. ግላዊ መግለጫዎች

ዕድሜ \_\_\_\_\_

ጾታ \_\_\_\_\_

መስሪያ ቤቱ ስም \_\_\_\_\_

1. ሥራን በአጋርነት የመስራት ሂደት በወረዳ ደረጃ ምን ታውቃለህ?

2. ሥራን በአጋርነት በአካባቢ እንዴት ነው የሚካሄደው?

3. የመንግስት ህግ ሥራን መንግስታዊ ካልሆኑ ድርጅቶች ጋር ለመስራት አመቺ ናቸው ብለህ ታስባለህ?

4. መንግስታዊ ያልሆኑ ድርጅቶችን እንዴት ነው የምታስተናግዷቸው \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. አሁን የሚገኙ ህግና ደንቦች ሥራን በጋራ በትብብር ከመስራት አንጻር አመቺ ናቸው?

አዎ

አይደለም

6. የከተማ አስተዳደር /ወረዳው/ ሥራን በአግባቡ እንድያከናውን ከማድረግ አንጻር ምን ዓይነት ሚና ይጫወታል?

7. ምን ዓይነት ተግዳሮቶች አሉ ሥራን በጋራ ከመስራት አንጻር በወረዳ ደረጃ?

8. በመስሪያ ቤታችሁ ቁጥጥርና ክትትል አለው?

አለ

የለም

9. ሥራን በጋራ ከመስራት አንጻር ምን ችግር አለ ብለህ ታስባለህ/ሽ?

የሥልጣን ፍላጎት \_\_\_\_\_

የግል ጥቅም ማስከበር \_\_\_\_\_

ሥልጣንን በማጣትና ጥቅምን የማጣት ስጋት \_\_\_\_\_

10. ምን ዓይነት አብሮ የመስራት ለምንድነው ያላችሁ?

ግብረ መልስ  ማማከር

ግብዓት የመጋራት  ሌሎች \_\_\_\_\_

11. ምን ያህል የመስራት የሥራ ግንኙነት በእናንተና መንግስታዊ ባልሆኑ ድርጅቶች መካከል በወረዳ ደረጃ ይገኛል?

ዝቅተኛ  መካከለኛ  ከፍተኛ

12. መደበኛ ወይም ቀጥታና ያልሆነ የሥራ ግንኙነት በጋራ መስራትን ያፈጥናል ብለህ ታስባለህ

አዎ  አይደለም

13. የክትትልና ቁጥጥር ሥራ በአጠቃላይ የሥራ ሁኔታና ቅንጅት ይፈጥራል ብለህ ታስባለህ

አዎ  አይደለም

14. መንግስታዊ ባልሆኑ ድርጅቶች የሚሰጡን ግብረ መልስ ትክታተላላችሁ?

አዎ  አይደለም

15. ምን ያህል በራስ የመተማመን ካለህ በጋራ የመስራት ሂደት ላይ

ምንም  ዝቅተኛ  መካከለኛ  ፍተኛ

16. አሁን በላው አብሮ የመስራት ሂደት ላይ ምን ያህል እርካታ አለህ?

ምንም  ዝቅተኛ  መካከለኛ  ረክቻለሁ

Annex B

ጅም የኒቨርሲቲ

የህግና አስተዳደር ኮሌጅ

የአስተዳደር ልማት ት/ት ክፍል

መንግስታዊ ላሊዎች ድርጅቶች የተዘጋጀ የቃል መጠይቅፎርም 2

1. የግል መረጃዎች

ዕድሜ \_\_\_\_\_

የጾታ \_\_\_\_\_

- 1. በአካባቢህ/ሽ ሥራን በጋራ ስለመስራት /አጋርነት/ ሂደት ምን ታውቃለህ/ሽ
- 2. ሥራን በአጋርነት መስራት እንዴት ነው የሚከናወነው
- 3. ሥራን በአጋርነት ከመስራት አንጻር ካለህ አስተዳደር ምን ዓይነት ሚና ይጫወታል?
- 4. ሥራን በጋራ ከመስራት በወረዳ ደረጃ ምን ዓይነት ተግዳሮቶች አሉ?
- 5. ሥራን በትብብር አለመሥራት ነገሮችምን እንዳይፈጸሙ ያደርጋሉ ብለህ ታስባለህ?

አዎ  አይደለም

6. የተቋማችሁ ግቦች ከመንግስት አካላት ጋር በጋራ ለመስራት ክፍት ናቸው

አዎ  አይደለም

7. የትኞች ተቋማዊ ምክንያቶች በጋራ መስራትን ያደናቅፋሉ

- ✓ ጉዳት መኖሩና ጥቅሙ ግለጽ ያለመሆን \_\_\_\_\_
- ✓ በግብ መላላትና በተቋሞች መካከል \_\_\_\_\_
- ✓ ለትብብሩ አነስተኛ ተቋማዊ ሽልማት \_\_\_\_\_

8. ቅድሚያ የተሰጠው የተቋሙ ነገሮችም ከመንግስት ድርጅቶች ጋር አብሮ ይሄዳል

አዎ  አይደለም

9. ከመንግስት አካላት ጥሩ የሥራ ትብብር አግኝተሃል/ሽ

አዎ  አይደለም

10. ምን ዓይነት መስተንግዶ ከመንግስት ተቋማትና ሠራተኞች ታገኛለህ/ሽ

የተባበረ  መልካም  ጥሩ ያልሆነ

11. ምን ያህል አብሮ የመስራት የሥራ ግንኙነት በእናንተና መንግስታዊ አካላት ድርጅት መካከል በወረዳ ደረጃ ይገኛል

ዝቅተኛ  መካከለኛ  ከፍተኛ

12. አሁን ያለው የሥራ ግንኙነት ሥራን በጋራ ለመስራት ያግዛል?

አዎ  አይደለም

13. በአንተ/ቺ አስተሳሰብ የኮሚቴ መዋቅር ለትብብር ምን ያህል ያበረክታል?

ምንም  መካከለኛ  ከፍተኛ

14. ኢመደበግ ግንኙነት የሥራ ትብብርን ያፋጥናል?

አዎ  አይደለም

15. በምን ያህል ጊዜ ከወረዳ አስተዳደር ጋር ትገናኛለህ/ሽ?

ደአንድ ጊዜ ሳምንት  ሁለት ጊዜ በሳምንት  በወር አንዴ

16. የሥራ ክትትል ሥራን በጋራ የመስራት ሂደት ያፋጥናል?

አዎ  አይደለም

17. ምን ያህል በሥራ የመተማመን አለህ በጋራ የመስራት ሂደት ላይ

ምንም  ዝቅተኛ  መካከለኛ  ከፍተኛ

18. አሁን ባለው አብሮ የመስራት ሂደት ላይ ምን ያህል እርካታ አለህ

ምንም  ዝቅተኛ  መካከለኛ  ከፍተኛ