



St. Mary's University

**Assessment on Challenges of Mary Joy Developmental Association
Humanitarian Services Provision: The Case of Yeka Sub City, Addis
Ababa, Ethiopia**

Department of Social Work

Prepared By: - Dawit Amha

Advisor Dr. Telahun Gebrehiwot

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ASSOCIATION HUMANITARIAN SERVICES PROVISION: THE CASE OF
YEKA SUB CITY, ADDIS ABABA, ETHIOPIA**

By

DAWIT AMHA

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Declaration

I am confident of confirming that the intellectual contents of the work are the result of my own efforts and no other person. This is to certify that the thesis entitled “**Assessment on Challenges of Mary Joy Developmental Association Humanitarian Services Provision: Case of Yeka Sub City Woreda Five**” submitted in partial fulfillment of the requirements for the award of the Degree of Master Social Work (MSW). The work was done under the guidance of my Advisor Telahun Gebrehiwot (PhD).

Name of Participant: Dawit Amha Melke Signature _____ Date _____

Name of Advisor: Telahun Gebrehiwot (PhD) Signature _____ Date _____

ENDORESEMENT

This thesis has been submitted to St.Marys University, School of Graduate Studies for Examination With my approval as a University advisor.

Dawit Amha

St. Mary University, Addis Ababa

Signature &Date

Approval

The undersigned hereby certifies that Saint Mary's University accepts the thesis submitted by Dawit Amha entitled **“Assessment on Challenges of Mary Joy Developmental Association Humanitarian Services Provision: Case of Yeka Sub City Woreda Five”** in partial fulfillment of the requirements for the Degree of Masters in Social work (MSW).

Advisor: Dr.Telahun Gebrehiwot _____ Signature: _____ Date: _____

Internal Examiner _____ Signature _____ Date _____

External Examiner _____ Signature _____ Date _____

Head of Department _____ Signature _____ Date _____

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Acronyms

SCI	save the Children International
CSOs	Civil Society Organization
NGOs	Nongovernmental Organizations
CRDA	Christian Relief and Development Associations
DPPC	Disaster Prevention and Preparedness Commission
ECSF	Ethiopian Charities and Societies Forum
USD	United States Dollar
AI	Amnesty International
EPRDF	Ethiopian Peoples' Revolutionary Democratic Front
GIZ	German Society for International Cooperation
GTZ	German Technical Cooperation
NORAD	Norwegian Agency for Development Cooperation (NORAD)
AU	African Union
UNECA	United Nations Economic Commissions for Africa
SE	Social Enterprise
CSR	Corporate Social Responsibility
PPP	Public Private Partnership

Abstract

Different general studies are conducted on achievement and challenges of NGOs, but there aren't that many researchers who conducted on challenges of local NGOs in deliver service effectively for clients. Therefore this study clearly assesses challenges faced by Mary Joy Developmental Association in service delivery process in Yeka Sub City selected Woreda Five. The study result shows that Mary Joy Developmental Association works with different stakeholders for the sake of its clients, the organization sets different platforms to individuals, groups, unions, donors and sponsors by using the social media, broadcast media, magazines and other Medias. The research indicates that the organization work with individuals, groups, unions, governmental and other non-governmental organizations to generate fund for clients on issues that are related to one another to benefit clients. The organization faces internal and external challenges that hinder its deliverance of service effectively for its clients. It includes the number of sponsors who are less than the number of clients, lag of sponsors to pay that is expected from them. These payments are for clients, poor private sectors, negative attitude of the society towards NGOs, lack of communication within the organization's staff members, weak participation of sponsors, dependent on external funding, difficulty of accommodating too many clients in the organization, lack of well-organized communication with donors, difficulty of not keeping promise for the sponsors. These are some of the challenges the organization faces not to deliver services effectively for clients. The organization takes different measures to solve the challenges the organization faces: the organization's staff members are working to the maximum limit to attract sponsors and donors by using social media platforms, by working with public figures and others those who are related to the issues.

Key words: *service delivery, source of fund, challenges the organization faces.*

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

The need to address a wide range of problems adversely affecting vulnerable groups prompted the emergence and growth of non-governmental organizations (NGOs). We globally experience them today (De Waal, 1997: 66–68). Non-governmental organizations are referred to as NGOs. They are usually non-profit and are international organizations independent of government and international government organizations who are often funded by those who are active in humanitarian, educational, healthcare, public policy, social, human rights, environmental, and other areas of effect changes according to their objectives (<https://www.coursehero.com>). Thus, NGOs are sub groups of all organizations founded by citizens including clubs and other associations that provide services and benefits only to members.

The modern understanding of NGOs is new to Ethiopia with a history not extending more than four decades (Desalegn, 2008:1). The early pioneers of NGOs were missionaries or Faith-Based Organizations that started operating in the 1930s (CRDA, 2006: 2). It has been estimated that by 1914 there were 1083 NGOs internationally (Richmond, Oliver and Carey 2005). The history of NGOs in Ethiopia in many circumstances is related to famine of 1973/74 when Ethiopia was hit with two devastating famine in almost a decade. The first famine occurred in 1973/74 and the second which was the most devastating one in 1984/85. These famines contributed for the influx of international NGOs and for the emergence of indigenous ones in the country.

National and international NGOs have been operating in Ethiopia since the 1960s. In fact, during the feudal regime, their activities were very limited. The Derg regime/the then Military Government of Ethiopia/ restricted most western NGOs due to its Marxist Leninist ideology. After the fall of the Derg in 1991 most NGOs began coming and working in Ethiopia. Even if most NGOs came in to the country, there were no clear laws and regulations governing their registration and operations (Clark, 2000).

According to the registry of Ministry of Justice (2007) a total of 2,305 organizations have acquired legal registration at federal level. Local NGOs accounted 75% (1,742) of the total,

while International NGOs were 234, professional associations 149, and 125 civic Advocacy groups.

The roles of NGOs sector are not limited to relief and developmental work; they are also involving in the area of democratization process in the country. Mary Joy Developmental Association is nongovernmental, non-religious, non-political and nonprofit making organization that has experienced professionals in different disciplines and particularly from Social Science, Medical, Management skills. They all have collective work experience in HIV/ AIDS prevention, poverty reduction, health and education. The organization is involved in humanitarian service provision both in cash and in kind service. The fundamental programs of the organization are categorized under four components of improving livelihoods, HIV/AIDs prevention, community and private capacity building (<https://femalecancerethiopia.org>). This research therefore, will contribute to the existing scarce literature on NGOs by assessing humanitarian service provision and its encounter problem in one of the local NGOs in Ethiopia.

1.2 Statement of the Problem

Non-Governmental Organizations' (NGOs) activities include protecting the environment, social interventions, helping the needy and the sick and preserving arts and culture by nature unprofitable. Traditionally, the NGOs have relied on the benevolence, kind-heartedness and generosity of others to cover the costs of their activities through grants, aid donations and contributions (Chakawarika, 2011). Charities and societies started emerging in Ethiopia in 1950s-60s and their number has increased with significant scale during the 1970s following the 1974 drought in Ethiopia (SCI, 2016). Over the last two-decade Ethiopia has witnessed the growth of charities and societies and their contributions as a key development partner that address the country's multiple development priorities.

According to CSOs sustainability index (2010), CSOs are playing an increasingly important role in the social and economic milieu and implementing various development agendas at national level. According to CSOs sustainability index (2013) CSOs contributions in earning foreign currency, opening up employment opportunities and addressing government priorities are immense. According to ECSF (March 2016) there is significant capacity limitation among indigenous NGOs in terms of human resources due to having insufficient staff than to pursuing appropriate funding or resources remains elusive to many.

Local NGOs face difficulties securing enough funds because the projects undertaken require substantial amounts of resources, both financial and nonfinancial. Due to high poverty levels in most parts of the continent and most of local NGOs expected to mobilize local resource so as to achieve their financial constraints. However, according to ECSF (2016), resource mobilization requires a lot of time and skills to seek resources from different sources and the pressure to mobilize resources may lead to organizations to use methods that compromise the values they are fighting for through their work. In addition to capacity limitation, negative public image has also significant impact on NGOs resource mobilization.

Despite local NGOs contribution, however, their existence and overall operation have been challenged by too many constraints. In Ethiopia, the amount of local NGOs are greater than that of the international NGOs and play a vital role by engaging in areas of children, elders, youth, disability and other program areas. However, no emphasis is given for the organization despite its positive contribution for the society. Now Ethiopian indigenous NGOs are expressing difficulty in finding sufficient, appropriate and continuous support for their clients due to the fact that organization's service delivery to clients are challenged by different factors like financial constraints, low number of sponsors and other factors.

There is relatively increasing research works on civil society since recent years. However, evidence-based studies on local NGOs are scarce in the area of humanitarian service delivery due to challenges to the poor when compared to the good achievement of local NGOs for the countries development in many aspects. Moreover, the existing one consists of short pieces and unsatisfactory quality that focus mainly on service provider NGOs and their unhappy relations with government (Desalegn, 2008).

This research, therefore, will contribute to the existing scarce literature on NGOs by assessing the challenges humanitarian service provision process and challenges faced by Mary Joy Developmental Association.

1.3 Objective of the Study

1.3.1 General Objective of the Research

The general objective of this study is to assess challenges of humanitarian service provision in Mary Joy Developmental Association.

1.3.2 Specific Objectives of the Research

The study attempted in its investigation:

- ✓ Assessing the humanitarian service delivery in the organization
- ✓ Assessing source of organization fund
- ✓ Assessing the challenges the organization faces in delivering services for clients

1.4 Research Questions

- ✓ How does the humanitarian service delivery take place in the organization?
- ✓ What are the fund sources of the organization?
- ✓ What are the challenges the organization face in delivering service effectively for clients?

1.5 Significance of the Study

The result of this study create awareness on what humanitarian service delivery process looks like in the organization. It also create awareness on the challenges the organization faces not to provide service effectively for its clients and it also gives briefing for those who are in entrust to open non-governmental organizations and may use as a reference for further studies regarding NGOs.

1.6 Scope of the Study

The study is conducted in Yeka sub city, Woreda Five, a place where vulnerable clients are located. This is where the organization operates and the study is limited to challenges of humanitarian service provision and its encounter problem in Mary Joy Developmental Association in the case of Yeka Sub City, Woreda Five.

1.7 Limitation of the Study

As with all researches studies, this study is not free from limitation. This study has limited scopes that focus on assessing challenges of humanitarian service provision and particular focus on Yeka Sub City Woreda Five. The absence of research results in the problem area makes the study limited to rely on pieces of reports rather than comparing the study with other study results and challenges faced by the organization not to deliver humanitarian service effectively for clients. It may not be true for other local NGOs, unwillingness of some clients to fill the handed research questions. The occurrence of the Corona pandemic makes the research difficult to collect reliable data from clients.

1.8 Operational Definitions

Assessment refers to assessing the humanitarian service provision and the problems faced by the NGO.

NGOs are legally constituted corporations created by legal people that operate independently and that of governmental.

Humanitarian refers to basic things that are necessary for those who are helped by the organization.

Service Provision refers to providing basic services for those who are in need including Elders and children.

Encounter Problems are challenges faced by the NGOs not to deliver service effectively for their clients.

1.9 Organization of the Study

The research is organized in five chapters. Chapter One consist ,Background of the Study, Statement of the Problem, Objective of the Study, Research Questions, Significance of the Study, Scope of the Study, Limitation of the Study, Operational Definition of Terms and Organization of the Study. Chapter Two consist Review of Literature, Chapter Three consist Description of the Study Area, Research Design, Population or Universe, Sampling, Sampling Method, Data Collection Tools, Data Analysis, Reliability, Validity and Ethical Consideration. Chapter Four consist Data Analysis and Interpretation of Findings and Chapter Five consist Summary of Findings & Conclusion and Recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literatures on the challenges faced by NGOs in mobilization of funds for financing their operations and the review of the literature tries to answer the following questions: Assessing service delivery process, key sources of NGO funds and the challenges faced by NGOs not to deliver service effectively for clients and the chapter summary is at the tail end.

2.2 NGOs and Service Delivery

According to (Michael, 2004: 3) NGOs are organizations that operate on non-profit basis and the degree of emphasis is on charity. They are engaged on the development of the community and advocating issues. They are independent development actors existing apart from government and corporations. NGOs reach roughly more than 20% of the poor in the world, Fowler (2005b:18). Beneficiary's participation has been criticized in NGO's service delivery despite the well-reported success stories.

According to (Edwards and Hulme, 1995) today, NGOs are considered to be a better channel for delivering multilateral and bilateral aid (although they still consume a small, but growing, proportion of aid).

NGOs have been functioning to address and overcome issues affect the environment, gender inequality, sustainable development, law, political emancipation and participation as noted by Zaidi (1999). NGOs are instinctively expected to undertake Issues or areas that the state or private sector cannot address.

2.3. The Poor and Service Delivery

World Bank defines poor using poverty line as those [people] who spend less than US\$1.25 a day. A study by Edwards et. al. (1996) showed that NGOs even fail to reach the poorest of the poor whom they work for. As much as NGOs get money from donor agencies, they have not ably delivered services to the poor. Much of the money meant for service delivery to the poor is spent in expensive hotels paying for the bills of the project managers who organize workshops, conferences and deliver press releases to impress the donors that they are working when they appear in the media. Zaidi notes that managers of NGOs spend half of the

donor funds on making trips to meeting the donors in expensive hotels, demanding for stipend for writing reports and evaluations (Zaidi, 1999).

2.4 Sources of NGO Funds

2.4.1 Private Sector Funding

NGO funding comes from three main sources namely public sector, internally (self) generating income and private sector Barr *et al.* (2005). 10 percent of the Local NGOs funding according to Barr comes from private charitable, 43 percent comes from government support and public sector payments, including grants, contracts and 47 percent comes from private fees and payments often originating in the sale of services or products.

Internally self-generated finance is a basic source of funding for charity organizations established to account for up to 43 percent of the domestic NGOs total funding, More (2005). 30 percent of local NGO's total income contribution was gained through private, individual, corporate foundations and 27 percent from Government financial support.

Multinational NGOs grants are nearly half of the total funding according to a review of funding to domestic NGOs in Uganda, Barr *et al.* (2005). Following international NGOs grants is the second funding from bilateral donors and local government are the third source.

2.4.2 Fees and Self-Generating Income

Membership subscriptions, fees and charges for services (i.e. economic activity) and income from investments are source of self-generated income for NGOs. The NGOs are able to involve themselves directly in economic initiatives within bounds of defined limitations.

Moore (2005) Incomes from their economic initiatives are exempted from taxation to some extent, the external sources could come from national governments or corporations and internal sources could also come from governments, corporations and businesses.

2.4.3 Public Sector Funding

One-third of NGOs funding comes from governments through varied avenues such as contracting, subsidies and government grants including exemptions from taxation that are also considered a government subsidy according to Lotsmart (2007). Government funding includes a broad range of direct and indirect support and also the public sector provides various types of subsidies to non-governmental organizations (NGOs).

2.4.4 External Funding for Local NGOs

Cameroon Lots Mart (2007) states that Local NGOs are predominantly funded externally with private sector support from rich individuals, governments and public as well as private corporations. The availability of international funding sources is surely indispensable in the initial stage of local NGO sector, Andreas (2005).

Fafchamps and Trudy (2006) stated that in Uganda grants account for up to 80 percent of domestic NGOs funding. In Anglophone Cameroon, dependency of NGOs on external funding provides mixed results on the possible impacts of donations and aid on the NGOs sustainability, Lotsmart (2007). From the positive perception, external funding through state or local NGO strengthens North-South relationship. The funding of NGOs through local NGOs is identified as providing the opportunities for apprenticeship, social services and enterprise development.

2.5 Challenges of NGOs

2.5.1 External Challenges

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

2.5.1.1 Government Attitude

Strong, vibrant and independent institutions have been considered by the government as a threat and categorized as part of opposition and working to undermine its power bases according to (Desalegn, 2008). Desalegn marked that the improvement was observed in relation between NGOs and the state immediately after the war with Eritrea, the fact that the government aspires to win the support of the civil society following the war. Nevertheless, the government has no interest and appetite to consider NGOs and other civil society sector as real partners for development (CRDA, 2006; Milkias, 2006; Desalegn, 2008).

2.5.1.2 Bureaucracy

Lengthy and bureaucratic requirements for registration, demanding reporting requirements, and continued lack of transparency on the part of government executive bodies exacerbate the ever-volatile Government-NGO relations stated by (GTZ, 2001).

2.5.1.3 Pro-government NGOs

The state is deliberately promoting its own party controlled parallel civil society groups, such as women organizations, youth associations and trade unions. This highly reinforces the

suspicion that is held in the voluntary sector that the state does not have confidence in independent civil society groups and may be planning to replace them at some time in the future (Zewdie and Pausewang, 2002).

2.5.1.4 Participation

Major decision that concerns the civil society itself is passed at regional and federal levels without the participation of civil society representatives (GTZ, 2001). A good case in point is that officials in the Ministry of Justice responsible for drafting new laws that govern NGOs operations have been unwilling to involve the NGOs sector in the preparatory efforts (CRDA, 2006).

The study of Norwegian Agency for Development Cooperation (NORAD) on capacity building program in Ethiopia (2005) complained that the Ethiopian government is considerably more restrictive with respect to the space it allows to international and national NGOs (NORAD, 2005: 1).

2.5.1.5 Rules and Regulations

It is the state that sets the rules, regulations that govern civil society engagements and that the rules are vague, ambitious, and subject to arbitrary interpretation by the regulating organizations (Desalegn, 2008, Zewdie and Pausewang, 2002, CRDA, 1997). The deliberate provision of regulation contrary to provision of their parent law restricted freedom of association, violated essential provision of the constitutions and international human right agreements ratified by Ethiopia (CRDA, 2006: 13).

2.6 Internal Challenges

Internal challenges refer to limitation in the resource and managerial capacity within the NGOs themselves.

2.6.1 Capacity Limitation

GTZ (2001) stressed that lack of access to funds, physical assets and competent human capital is the features of Ethiopian NGOs. There is significant capacity limitation among indigenous NGOs with limitation in human resources and budget constraints are the prominent features of local NGOs.

2.6.2 Weak Private Sector

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

2.6.3 Dependence on External Funding

The overwhelming majority of both international and local NGOs depend on external funding sources to run their programs. Government and donors play major roles in supporting NGOs programs which usually have compromised the independence and effectiveness of NGOs (Hellinger, 1987:137). The NGOs who based their funding source on governments end up with negative bearing against the poor by failing and distancing themselves and compromising their independence with the government (Weston, 1994)

2.6.4 Personal Interest

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

2.6.5 Democratic Culture and Values

Many of the NGOs and especially indigenous ones have not internalized democratic cultures. They lack the culture of tolerance and constructive debate and have no media to inform the general public about their activities (Gebre-egzibiahher and Sisay, 2002).

2.7 Challenges in Ensuring the Sustainability of NGO Funds

2.7.1 Membership Service Development

According to Caesar, (2006) NGOs use their assets to develop comprehensive mission driven member service packages to attract and sustain members and receive funding from membership fees, while membership dues will likely be just one part of the organization's fundraising activities. They can represent regular and secure source of income as donors may feel more motivated to continue giving. When they are aware of the impact of their gift, members of organizations will be more likely to contribute dues if they are aware of the benefits that membership provides them.

2.7.2 Government Funding

This is another potential source of funds for International Development NGOs as well as private funds through investments and corporate grants (AID/WATCH, 2008). Government funding can affect an organization's independence and flexibility of operations. It must answer the government that it is potentially limiting its commitment to poverty reduction as well as its accountability to the public (DiMattia, 2008). Limitations can exist in terms of how NGO project funding needs to relate to the funders expressed priorities. Ultimately NGOs must be accountable to their funds.

2.7.3 Social Enterprise/Fee for Service

According to Caesar (2006), Social Enterprise (SE) is one of the methods adopted by NGOs to mobilize funds for their operations. Social enterprise is any socially responsible income-generating activity whose revenue is used to support the organization's mission (AIDWATCH, 2008). It is an emerging financial diversification methodology where NGOs use market-based approaches to earn commercial income.

2.7.4 Public/Private Partnership (PPP) Development

This method of funding focuses on building the capacity of NGOs to enter into joint contractual fee-based partnerships with public or private sector (with business or governments) to carry out a mutually beneficial service to the community Caesar (2006). Contracting business partnerships with government and corporate entities are a natural choice for NGOs as they entail leveraging tangible and intangible assets that can be useful to those sectors. With the rise of the Corporate Social Responsibility (CSR) and Social Partnership Programs, PPP development is a huge virtually untapped market of future NGO financing.

As a result of this method, there is intense competition among local NGOs to acquire a partner because it is crucial to accessing funding (Porter, 2003).

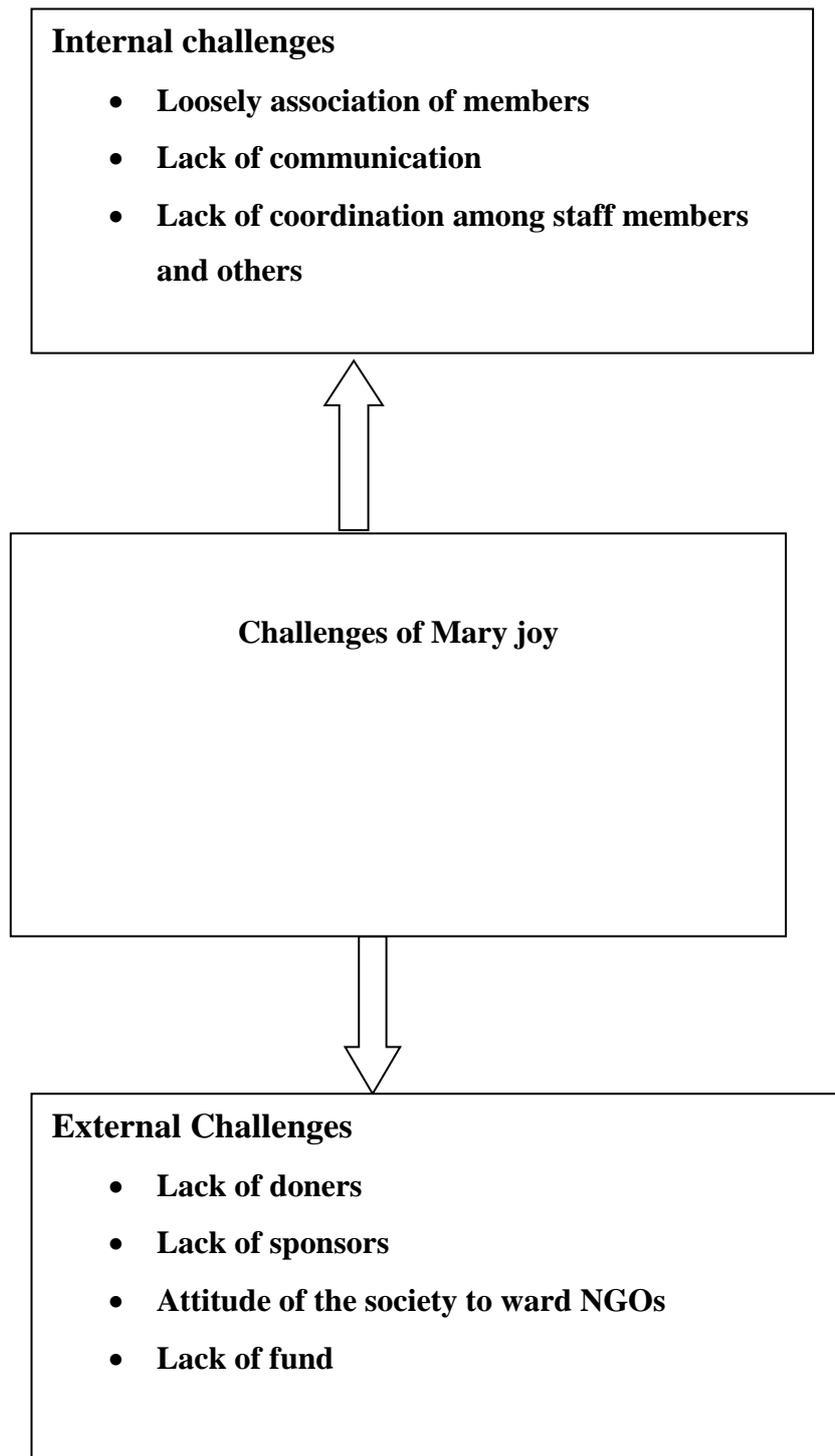
2.7.6 Maximize Utilization of Assets and Facilities

Sera (2010), observe that as long as the business is ethical, there is no ground deterring the NGOs from being engaged in business ventures that are totally unrelated to its main initiatives. Thus, several NGOs could rent out idle office space, training and conference facilities, audio-visual and other equipment to outsiders. Sheate (2010) illustrate that the impetus for such a business comes from an outside supporter or promoter of the NGO. Some of the examples given by Sheate (2010) for business models include; Foremost, a donation of

buildings to a beneficiary that enables the NGO to be a landlord, secondly, a donation of computer units that makes the NGO to be an information technology, internet or e-mail service provider and lastly, the NGOs could also take advantage of their convenient locations to open restaurants and mini-markets serving neighborhood residents.

2.8 Conceptual Framework

Figure 1:- Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

This chapter comprises topics related to how the research is carried out with respect to research design and methodological arenas. It begins by laying out the research design and approach for the research and follows description of the study area, target population, sampling and sample, method of data collection, method of data analysis and interpretation, reliability and validity of the research and ethical considerations of the research are addressed in this chapter.

3.1 Research Design

Qualitative (narrative) and Quantitative (descriptive) Research Design is applied for the purpose of investigating the topic. According to Kruger & Neuman (2006, P. 158) Qualitative Design involves documenting real events, recording what people say (with words, gestures, and tone), observing specific behaviors, studying written documents, examining visual images, subjective assessment of attitudes, opinions and behavior. Thus Qualitative approach is used to collect data from organizations' managers and staff members.

Quantitative Research design involves numerical data interpretation and is applied for the target clients. For the purpose of conducting the research, cross sectional research design is applied since the research is conducted once in a time with a time range of one month. Cross sectional research is a study conducted at single point in time. For the purpose of assessing the challenges the organization face not to deliver service to its client's, interview questions are used for the organization's staff members and also questionnaire is distributed for the clients.

3.2 Description of the Study Area

Ethiopia is one of African countries which geographically situated in what is commonly known as the Horn of Africa (Eastern Africa). The country is recognized as one of the largest countries in Africa which covers a total area of 1, 127, 127 square kilometers (CIA Fact book, 2008). According to the United Nation Population Fund (UNFPA) 2008 report, the existing population of Ethiopia is thought to be close to 85.2 million, which is a figure that is likely to place the country in the second position next to Nigeria. On the other hand, the Ethiopian Central Statistics Agency indicated in its 2007 census first draft report that the total

population of Ethiopia is about 73, 918, and 505. According to the UNFPA, 17 percent of the total population of Ethiopia lives in urban area.

The Horn of Africa (Eastern Africa) where the country lies also represents the crossroads between Sub Saharan Africa and the Middle East. The country, which represents a diversity of culture, race, language, history, etc., is commonly regarded as the result of the country's history as the melting pot of different people and cultures.

Ethiopia as a country has three thousand years of solid history. The origin of the Ethiopian Kingdom can be traced back to the 10th century BC. The civilization of Axum represents one of the flowering periods of the country's long history. Though it is hard to trace the emergence of the early Axum Kingdom, Roman and Greek sources indicate that this Kingdom was thriving in the first century AD, and that makes Ethiopia one of the oldest civilizations both in Africa and in the world with a concrete record of evidence (Hooker, 1996).

Addis Ababa is the capital city of Ethiopia, the seat of the African Union (AU) and the United Nations Economic Commissions for Africa (UNECA). It is situated between 8055' and 9005' North Latitude and 380 40' and 380 50' East Longitude in the central plateau of Ethiopia. It's covers an area of 540 sq. km. Addis Ababa is founded in the 19th century and Ethiopian King Emperor Menelik II and his wife Empress Taitu in 1887 (Teshome, 2012).

Due to its average elevation of 2,500 meters above sea level, Addis Ababa has a suitable climate and moderate weather conditions. Besides, for political and administrative reasons, the city is made to be structured at three tiers: City Government at the top, 10 sub cities Administrations in the middle, and one hundred sixteen Woreda administrations at the bottom (Mulugeta, 2011).

Yeka sub city is located in the northern east part of A.A city. The total area coverage of the sub city is 85.98 km square and 4,284.9 people live in one kilometer square and more over the entire population of the area is 368,418 (www.addisababa.gov.et)

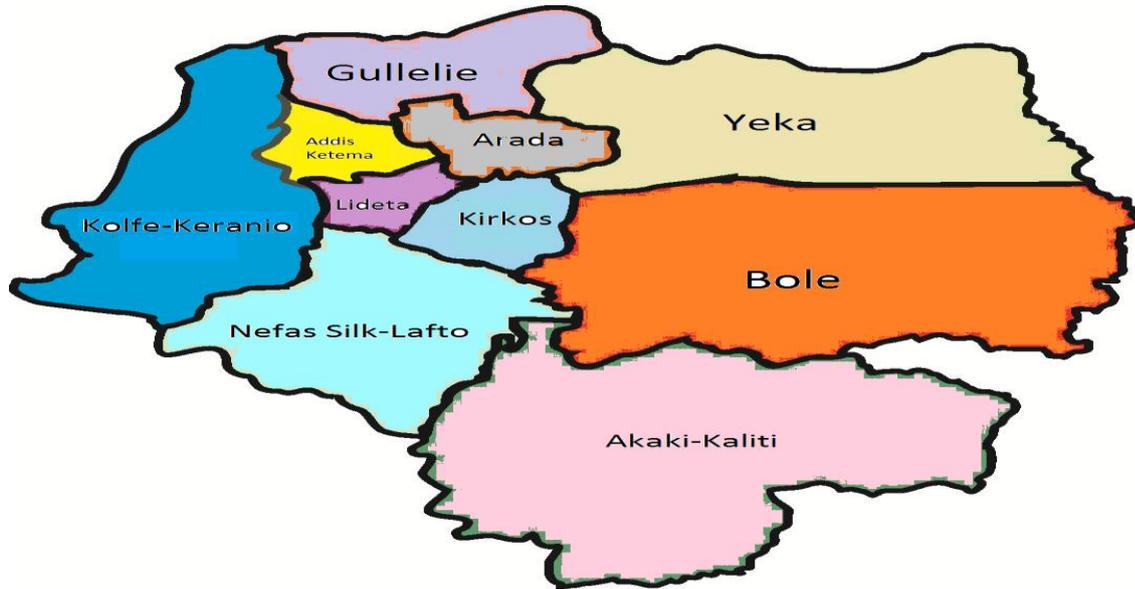


Figure 2:- Map of Addis Ababa city

3.3 Target population

According to sampling guidelines (e.g., Babbie and Mouton, 2001) target population refers to a population aggregation of elements from which the sample is actually selected for this study. The target population of the study is 201 participants and the sample size of the study is 132 participants (Krejcie and Morgan 1970). The nature of target population of study comprise elders (age >60), children's (age <18) and organization staff members. Regarding age specification issue, one of the criteria set by Mary Joy is to get support from the organization as follows: aged >60 for elders and for children's age <18. Children aged between 16-18 were chosen to be the target because the researcher believes that those age groups are conscious enough to answer what they are asked without a bias.

Table 1:- Total Population Distribution Table

Category	Population
Age <18	61
Age >60	135
organization staff members	5
Total	201

3.4. Sampling Design

3.4.1. Sampling Frame

Sampling refers to the way of selecting some part of the group (population) to represent the entire group or population of concern (Saunders and Thornhill, 2003). Sampling is considered appropriate in reducing the length of time required to conclude the research study. It also cuts costs and it is considered manageable. The sample is however just a reflection of the overall population. According to Malhotra and Birks (2007), application of sampling enables a higher overall precision than a census. Collecting data from selected fewer cases imply that the researcher is able to collect the necessary information that is also more exhaustive. Sampling frame is a list of the actual cases from which the sample is drawn. The sampling frames for the research purpose are Woreda Five residents specially those who are registered and helped by the organization and organization staff members.

3.4.2 Sampling Technique

The Sampling Technique applied for the research purpose is non- probability purposive sampling techniques for the organization staff members and non-probability quota sampling technique for the clients.

3.4.3 Sampling Size

Sample size refers to the number of items to be selected from the universe to constitute a sample. Before the occurrence of the Corona pandemic, target population of the study was a total of 1530 participants. They are found in the five Yeka Woredas in which the organization operates and the sample size of the target population becomes 306 participants according to Krejcie and Morgan1970, sample size determination table. Due to the Corona pandemic, it is hard to collect data from 306 participants and hence the researcher was forced to reduce the study site to one of the five Woredas which is Woreda 5. Woreda Five consists of a total of 196 clients and 5 organization staff members who are also included in the study. This is a total 201 target population and the sample size of the study is 132 according to Krejcie and Morgan1970 sample size determination table and interview questions was distributed for 5 organization staff members purposely and 127 questionnaires were distributed for respondents by using quota sampling are 20 questionnaires distributed for those who are aged between 16-18 and 107 questionnaires are distributed for those whose ages are above 60.

Table 2:- Table One: Sample Size Determination from a Given Population

N*	S*	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Source: Krejcie and Morgan, 1970 *N is the population size, whereas *S is sample size*

3.6 Method of Data collection

3.6.1. Sources of Data

Based on the research questions and objectives of the study, both primary and secondary data source are collected. According to Kothari (2004), the primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The primary data source includes observation, questionnaires and interviews. The secondary data source is collected from different literature sources such as journals, articles and from other materials which are related to the research specific area of the topic.

3.6.2. Data Collection Techniques

To collect reliable data from the selected sample of the study both qualitative and quantitative method of data collection techniques are administered. For qualitative one, interview (open ended interview) and observation are administered and the quantitative one (close ended) questionnaire technique is administered.

Interview is used for 5 organization staff members which include the organization project manager (M), the organization (local community and Diaspora community facilitator) (M & F), Accountant (F) and social marketing (M).

Questionnaire is distributed to 127 organization clients in Woreda Five where the organization operates. The questionnaire was distributed for clients in a two round because it was difficult to distribute the entire questionnaire at once due to the Corona pandemic. 60 questionnaires

3.6.3. Data Collection Instruments

In order to collect relevant and reliable data from the selected sample, the study interview guide, observation check list and questionnaire guide line is used. To achieve the aforementioned objectives, data were collected and reviewed from relevant documents and information from both primary and secondary data sources. The secondary data source includes published documents, such as research reports, journals. The primary data is obtained via questionnaires, interviews and observations.

3.7 Methods of Data Analysis and Interpretation

Since the study is concerned with assessing service provision and its encounter problems, the process of data analysis has been carried out, categorized and analyzed with the help of descriptive statistics such as frequency, percentage and table representation for the quantitative and Information gathered from interview was presented in narration form. Thus the methods of data analysis, interpretation and presentation include table, frequency and percentages for quantitative data and narration for qualitative type of data.

3.8 Reliability and Validity

3.8.1 Reliability

It is one of the major criteria to evaluate the research instruments. It estimates the consistency of the measurement or simply the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects. It is essentially about consistency i.e. if something is measured many times and the result is always the same, and then we can say that our measurement instrument is reliable. (John, 2007). It is preferred that outcomes (and covariates) be assessed with relatively little measurement error. Unreliability increases unexplained variation within groups and reduces the power of the analysis. In practice, it may be impractical to assess the reliability of

measurement procedures within the scope of a given study. However, the selection of measurement instruments should certainly take this factor into consideration. On the other hand, if a study involves observations or ratings by judges, some effort must be undertaken to assure consistency of measurement across raters or judges (Abiy, 2009).

3.8.2 Validity

It is concerned with whether the findings are really about what they appear to be about. It can also be defined as the extent to which data collection method or methods accurately measure what they are intended to measure (Sounders, 2003). It also refers to the extent to which an experiment, test or measuring procedure yields the same result on repeated trials. Different steps are taken to ensure the validity of the study. Data is collected from the reliable (firsthand) sources, from clients who are being helped by the organization and from the organization staff members. The survey question will be made based on literature review and frame of reference to ensure result validity. In selecting a relevant measure for an outcome variable, it is critical that logical inferences can be made from the operation upon which the measure is based to the theoretical constructs relevant to the study.

3.9 Ethical Consideration

A fundamental ethical principle of social work research is never to coerce anyone into participating; participation must be voluntarily (Krueger and Neuman, 2006). In conducting this study, ethical standards are expected to be followed by social work researchers as is in National Association of Social Work Code of Ethics (NASW) and hence the natures of this study will utmost respect it. The core ethical issues in the profession of social work is respecting the autonomy, the beneficence of the participants and justices will be ensured in the whole process of the study. This was strengthened by code of ethics of article 5.2 of NASW “Social workers engaged in research should ensure the anonymity or confidentiality of participants of the data obtained, should inform participants of any limits of confidentiality and the measures that will be taken to ensure confidentiality.” Being guided by this code of ethics, the basic purposes and importance of the study will be explained for the participants of the study, and informed consent will be obtained from each of them in written consent form. Researchers will protect privacy by not disclosing the participants’ identity and their views will never be revealed by their name to anybody but except for the sake of the study purpose (Krueger & Neuman, 2006). The privacy of participants will be maintained; they will be informed that whatever information they provide will be kept in anonymity to protect

participants from harm, names will be assigned and data will be shared to the researcher. So, anonymity of information will be strongly maintained in the whole process.

To accomplish the study successfully, ethical consideration is very important. Thus, the following ethical issue will be followed at each stage. Permission from the department will be given to the concerned. Explanation of the objectives and significances of the study will be explained to key informants and respondents of the study and confidentiality was also emphasized.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRITATION OF FINDINGS

Chapter 4.1. Introduction

This chapter focuses on data presentation, analysis and interpretation of findings gathered from questionnaires and interviews, 127 questionnaires were and 98 questionnaires were returned with a response rate of 77.17 percent. This response rate is acceptable, representative and conforms (Mugenda & Mugenda 2003). It stipulates that a response rate of 50 percent is adequate for analysis and a response rate of 60 percent is good and a response rate of 70 percent and over is excellent.

Data Analysis is the process of looking at and summarizing the data with the aim to extract important or useful information from the developed questions. Both qualitative and quantitative methods of analysis are used in the data collection process, and frequency distribution, percentage, and table were used for quantitative where as interview was used for qualitative

Table 3:- Demographic Background of the Participants

NO	VARIABLE ITEMS	CATAGORIES	DISTRIBUTION	
			Frequency	Percentage (%)
1	Sex	Male	68	70%
		Female	30	30%
	Total			
2	Age	<18	20	20%
		>60	78	80%
	Total	98		
3	Marital Status	Married	70	71%
		Unmarried	20	20%
		Divorced	9	9%
	Total	98		
4	Education Qualification	No Schooling	30	31%
		Complete Grade 8 And 10	20	20%
		Certificate	19	19%
		Diploma	5	5%
		First Degree	21	21%
		Masters	4	4%
	Total	98		

Source: Researcher's survey through questionnaires, 2020

The above table presents sex composition, age of respondents, and marital status of respondents and education qualifications of respondents. As indicated above 68, (70%) of the respondents are male and 30, (30%) of the respondents are female. Regarding age of respondents 20 (20%) were found in the age group <18 and 78 (80%) found >60. Regarding marital status 70, (71%) of the respondents are married 20, (20%) of the respondents are unmarried and 9 (9%) of the respondents are divorced. Regarding education qualifications of respondents 30, (31%) of the respondents are uneducated 20, (20%) of the respondents have completed grades 8 and 10, 19 (19%) of the respondents are certificate holders 5, (5%) of the respondents are diploma holders 21, (21%) of the respondents are first degree holders and 4 (4%) of the respondent are master's degree holders.

Table 4:- Duration of Client under Mary Joy Developmental Association

No	Years of Experience	Frequency	Percentage
1	Less than 5 years	9	9%
2	5-8 years	20	20%
3	9-12 years	30	31%
4	13-17 years	8	8 %
5	Above 17 years	31	32%
	Total	98	100%

Source: Researcher's survey through questionnaires, 2020

Based on the above table 9 (9%) respondents are helped by the organization for less than 5 years, 20 (20%) of the respondents are helped by the organization for a time range of 5-8 years, 30 (31%) are helped by the organization for a time range of 9-12years, 8 (8%) of the respondents are helped by the organization for a time range of 13-17years, and 31(32%) of the respondents are helped by the organization for above seventeen years.

Table 5:- What brought you to Mary Joy Developmental Association?

List of Problems	Frequency	Percentage
Financial Problem	82	84%
Family Dispute (no good relation with husband or wife)	8	8%
Health Problem	8	8%
Total	98	100%

Source: Researcher's survey through questionnaire, 2020

The table show that 82 (84%) of the respondents have financial problems 8 (8 %) of the respondents stated that they experience family dispute and 8 (8%) of the respondents have health issues.

Table 6:- Have you ever been helped by other organization before coming to Mary Joy?

Position	Frequency	Percentage (%)
Yes	12	12%
No	86	88%
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

Based on the above table 12 (12%) of the respondents had prior assistance by other NGOs and 86 (88%) of the respondents have no history of other NGOs before.

Table 7:- Based on the above questions, if your answer is yes how did you evaluate the organization in terms of achieving its stated goal?

Selection	Frequency	Percentage
Good	2	2%
Very Good	3	3%
Unsatisfactory	1	1%
Excellent	6	6%
No Comment	86	88
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

Regarding evaluating the organization in terms of achieving its stated goal 2 (2%) of the respondents answered Good, 3 (3%) responded Very Good, 1 (1%) replied unsatisfactory, 6 (6%) replied excellent and 86 (88%) of the respondents gave no comments.

Table 8:- What makes Mary Joy Developmental Association different from the organization you were previously helped by?

Reason	Frequency	Percentage
Mary Joy is well organized in all aspects than the organization I was before	6	6%
Mary Joy provides services effectively than the organization I was before	3	3%
Mary Joy staff members work devotedly than the organization I was before	1	1%
Mary Joy treats all the clients equally	2	2%
There is no difference		
Not helped by other organization before (no comment)	86	88%
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

Based on the above table 6 (6%) respondents replied that Mary Joy is well organized, 3 (3%) respondents replied that Mary Joy provides services effectively, 1(1%) responded says Mary Joy staff members are devoted to their work to benefit clients, 2 (2%) responded that Mary Joy treats all clients equally and 86 (88%) had no comments on the issue because they have never been to other organization before.

Table 9:- How do you explain the organization's staff member's collaboration in providing services to the clients?

Opinion	Frequency	Percentage
Good	1	1%
Very good	6	6%
Excellent	90	92%
Unsatisfactory	1	1%
No Comment		
Total	98	100%

Source: Researcher's survey through questionnaire, 2020

The table show that 1(1%) of the clients replied Good, 6 (6%) of the clients replied Very Good, 90 (92%) of the clients replied Excellent and 1(1%) of the clients replied Unsatisfactory

Table 10:- What types of specific services are you provided by the organization?

Position	Frequency	Percentage (%)
In cash type of service	78	80%
In kind type of service	14	16%
Both in cash and in-kind type of service for some clients	6	6%
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

Based on the above table 78 (80%) of the respondents received in cash type of services, 14 (16 %) of the respondents received in kind type of services and 6 (6%) of the respondents received both in cash and in kind type of services.

Table 11:- Is the organization service delivery process effective?

Position	Frequency	Percentage (%)
Yes	90	92%
No	8	8%
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

Based on the above table 90 (92%) respondents replied Yes and 8 (8%) of the respondents replied No.

Table 12:- Based on question number ten, if your answer is No what do you think makes the organization's service delivery process ineffective?

Opinion	Frequency	Percentage
Lack of coordination among the organization staff members	5	5%
Difficulty of managing too many clients	1	1%
Difficulty of not providing services effectively for the client is not known	2	2%
No comment (believe in the effectiveness of the organization)	90	92%
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

Based on the above table 5 (5%) of the respondents replied that lack of coordination among the organization staff members, 1 (1%) of the respondents replied that difficulty of managing too many clients, 2 (2%) of the respondents replied that difficulty of not providing services effectively for the client is not known and 90 (92%) of the respondents replied that they believe in the effectiveness of the organization.

Table 13:- Does the organization provide services continuously throughout the year?

Opinion	Frequency	Percentage
Yes	90	92%
No	8	8%
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

The table show that 90 (92%) of the respondent argued on the provision of services for its clients continuously throughout the year and 8 (8%) of the respondents replied that the organization does not provide services effectively for clients throughout the year.

Table 14:- How do you explain the relationship of the organization with clients?

Opinion	Frequency	Percentage
Good	6	6%
Unsatisfactory	3	3%
Very Good	10	10%
Excellent	79	81%
Total	98	100%

Source: Researcher's survey through questionnaires, 2020

The table shows that 6 (6%) of the respondents replied Good, 3 (3%) of the respondents replied Unsatisfactory, 10 (10%) of the organization replied Very Good and 79 (81%) of the clients replied Excellent.

Table 15:- What rank would you give the organization if you are asked to rank based on service provision? Ranking Range 1-5

Opinion	Frequency	Percentage
1	1	1%
2	2	2%
3	5	5%
4	10	10%
5	80	82%
Total	98	100%

Source: Researcher's survey through questionnaire, 2020

The table shows that 1(1%) of the respondents gave two for the organization's activity, 2 (2%) gave three, 5 (5%) gave four, 10 (10%) gave four and 80 (82%) gave for the organization's activity.

Organization of Documentation

4.16 Interview Analysis

General Information on the Interview

The interview was held on the 15th of May 2020 at the organization's office, Megenagna. Five interviewees who occupy different positions participated in the interview. A total of three men and two women who hold the position of Project Coordinator (M), Organization Community Facilitator (local community and Diaspora Community Facilitator) M & F), Social Marketing (M), Accountant (F) took part in the interview process.

Result Obtained from Open Ended Interview

While conducting the interview, many of the answers of the organization's staff members were the same. In order to avoid repetitiveness of answers, the researcher analyzed the interview responses, generalized and wrote answers that are the same into one. However, for interviewees who gave different answers I also made an analysis and wrote their answers in one. Interview questions were given to five organizations' staff members and the interviewees returned the questions in folders.

Regarding the purpose of Mary Joy Developmental Association, the answers from the organization's staff members were the same: Mary Joy Developmental Association is an organization that stands to help those people who are in need, helping those people who the government cannot reach out due to different reasons and empowering those who are vulnerable by working with different stake holders. Since it is impossible to solve the

problems by its own, the organization mainly works in the areas of addressing the problem of children's who have lost both of their parents or either one; children who are in serious problems. It also works with elders who are alone and who have no one to look after them...

Does the organization work with other pertinent organizations to benefit its clients? The response of the organization's staff members was as follows: Mary Joy works with different stake holders to benefit its clients. The organization works with individuals, with groups and with unions for the sake of its clients. What's more, some of the stakeholders who work in collaboration to benefit the clients are Police Officers, lawyers, entertainment icons, both men and women public figures, hotel owners, religious institutions, advertising companies, musicians, broadcasting Medias, individual donors, etc.

What type of service does the organization provide to clients? The organization provides both in cash and in-kind type of services for its clients. In cash type of service is a type of service that was mainly paid by sponsors for the clients and it is paid every month, whereas in-kind type of service is a service that is given by individuals, groups or unions such as clothes, housing equipment, different learning materials for children, milk for children etc. The type of humanitarian service provision for clients depends on the willingness and ability of the sponsors. Some sponsors may engage in providing either one of the two which is cash or in-kind type of service and others are engaged in providing both.

What are the criteria set by the organization to select clients? What are the problems the organization faces in selecting clients? The organization has set a policy to select clients. There are no favors. Staff members iterated that anyone who wants to get support from the organization has to pass the eligibility criteria set by the organization. One the eligibility criteria's is to own credential from the Woreda, from the Ministry of Children and Women which proves that the applicant is vulnerable. It is hard for the organization to know whether a client is eligible for the service provided by the organization. There are complaints from individuals stating that there are individuals who are helped by the organization by producing fake documents from the Woreda Administration.

How strong is the organization's collaboration with other sectors? It works in collaboration with other sectors to benefit clients and uttered that all of the organization's staff members work to the maximum to help the clients and the organization has strong collaboration with other sectors.

How does the organization approach donors? It approaches donors by using different mechanisms such as social media, broadcast media, different blogs, newspapers and etc.

Do you agree that Mary Joy's contribution brought positive changes in the lives of beneficiary communities? "The project coordinator and the social marketing department iterated that the contribution brought positive changes to the life of the beneficiaries due to the fact that the organization's staff members are working hard to benefit clients." In another note, "the social marketing and the accountant department replied that the contribution brings a slight difference to the life of the clients. They do not believe that the contribution brought satisfactory change to the lives of the clients when compared to the efforts the organization made to bring sponsors and donors to help the clients".

For the question regarding what the sources of NGO funds are, the organization staff member's responded as follow. "The organization works with individuals, groups, unions, public sector funding, private sector funding, government organization and other non-government organizations to generate funds for clients."

What are the internal challenges and external challenges Mary Joy Developmental Association faces in not delivering services to the clients? The organization faces so many challenges to un deliver services effectively for its clients. Some of the internal and external challenges are financial constraints due to lack of sponsors engaged in payment, low participation of individuals and groups, weak participation of private sectors, dependence on external funding, lack of coordination among the organization staff members, capacity limitation, etc.

Do those organizations who work with Mary Joy Developmental Association provide services continuously throughout the year? Some organizations provide services continuously throughout the year and some other organizations do not due to different unspecified reasons.

What are the measures taken by the organization to solve service delivery process for clients? The organization takes different measures to solve service delivery challenges. Some of the measures are the organization's effort to work and find dedicated new sponsors, to organize different events and to approach individual, groups and unions public figures, training clients on activities like craftwork, pottery and weaving so as to work and run their lives in case if sponsors are terminated or lags to pay that is expected from them that goes to clients.

Chapter Five

Summary of Finding, Conclusion & Recommendations

5.1 Summary of Findings

Findings indicate that the majority of the clients go to the organization due to various instances: financial difficulties, family disputes and health problems respectively. 82 (84%), 8 (8%), 8 (8%). According to the findings, many of the clients have no relation with other organizations before coming to Mary Joy. Those seeking help were 86 (88%) and 12 (12%) respectively. Findings related to what makes Mary Joy different from the organization the client were helped before indicates that majority of the clients indicated that Mary Joy is well organized. It provides services effectively than the organization in which the client is helped before. It treats all clients equally and Mary Joy's staff members work devotedly and respectively 6 (6%), 3 (3%), 2 (2%), and 1(1%). Findings indicate that the majority of the clients receive in-cash type of services, in-kind type of services and both in cash and in-kind type of services respectively, 78 (80%), 14 (16%), and 6 (6%). Findings indicate that the majority of the clients say the organization provides service continuously throughout the year 90 (92%) and 8(8%) respectively. The organization's clients say the organization's service delivery process is effective and satisfactory 90 (92%) and 8 (8%) respectively. Findings indicates that the extent relationship of the organization's staff members relation with clients is Excellent, Very Good, Satisfactory and Unsatisfactory respectively 79(81%), 10 (10%), 6 (6%) and 3(3%) respectively. Findings indicate that the clients' evaluation of the organization in terms of achievement is 2 (2%) Good, 3 (3%) Very Good 1(1%) Unsatisfactory and 6 (6%) Excellent, 86 (88%) had no comment. For the question regarding how the clients evaluate the organization staff members reaction while they are going to the organization in search of help 1 (1%) Good, 6 (6%) Very Good, 90 (92%) Excellent and 1(1%) Unsatisfactory. Regarding what makes the organization service delivery process ineffective 5 (5%) said that there is a lack of coordination among the staff members, 1 (1%) uttered that there is difficulty of managing too many clients, 2 (2%) indicated difficulty of not providing service effectively is not known, 90 (92%) replied they believe in the effectiveness of the organization. For the question regarding what rank would the client give the organization if you are asked to rank: 1 (1%) 1, 2 (2%) 2, 5(5%) 3, 10 (10%) 4 and 80 (82%) 5.

A total of ten interview questions were distributed for five organizations' staff members and the researcher came up with the following summary.

Mary Joy Developmental Association is an organization that stands for vulnerable part of the society and specifically vulnerable children, elders and part of the society in which the government cannot reach due to different reasons. The function of the organization is to share the problems of the clients face and empower them over time. Mary Joy works with different stake holders to benefit the clients. It is impossible to address the problem of the wider clients without the collaboration of different stake holders whose kind assistance is both in-cash and in-kind type. A criteria is set such as Bing age <18 for children and Bing age>60 for elders.

To solve the problems of the clients, the organization works hand in hand with different governmental and non-governmental sectors. The organization approaches donors by using different mechanisms to benefit its clients. Some of the approaches used by the organization to benefit clients are: use of social Medias, broadcast Medias, contacting the clients in person etc.

Mary Joy Developmental Association brings a change to the lives of the beneficiaries even if there are a lot of things that are still unresolved. The change is insufficient when compared to the dedication of the organization's staff members. Mary Joy Developmental Association faces internal and external challenges not to deliver services effectively for its clients. In the process of delivering service to its clients, one of the biggest challenges is sponsors' failure to respond in a timely manner. Hence, low number of donors compared to the total amount of clients, weak private sectors and financial problems. The organization takes different measures to solve the above problems. However, one of the biggest measures taken is the organization's dedication to bring new sponsors at individual level, in group level and at community level.

5.3 conclusion

Almost the objective(s) and mission of all NGOs are the same, NGOs contribution in the areas of women economic empowerment, health, education and child development is remarkable but face many challenges not to provide service effectively for the needy. This study examined what the service delivery process looks like and what are the challenges the organization faces not to deliver service effectively for its clients .Non-governmental organizations play a great role in providing basic social services. These include but not limited to infrastructure buildings, provision of basic education, undertaking agricultural extension, raising public awareness on different developmental issues such as gender equality, environment protection and other activities that benefit the mass. According to the findings Mary Joy Developmental Association staff members work hard to benefit its clients. It works with individuals, groups, unions and different stakeholders for the sake of its clients. The organization staff members play a vital role by arranging a platform such as organizing different events to attract sponsors to get both in-cash and in-kind type of services delivery for its clients. Among the challenges the organization faces in not delivering service effectively for its clients. Sponsors are not responding too quick, termination of sponsors, weak private sectors, difficulty of accommodating too many clients. Financial constraint due to lag of the sponsors to pay what is expected from them to pay, low participation of individuals groups and unions, dependence on external funding, lack of coordination among the organization staff members, capacity limitation and other challenges. The organization sets different criteria to benefit its clients and take different measures to solve the problems by working with individuals, groups, unions, donors, public sectors, private sectors etc.

5.4 Recommendations

To solve the service delivery challenges, the researcher hereby makes the following recommendations:

- The organization has to collaboratively with other organizations to solve the problem of the organization for once and for all.
- Develop and implement better policies that benefit the clients.
- Create awareness about the importance of non-governmental organizational activities.
- Encourage individuals, groups or unions to help the organization.
- Assess performance of the organization staff members and Give feedback to strengthen the activity of the organization.

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4. Educational Level: Please specify your education level by circling from the following list

- A) No Education____ B) Completed Grade eight and ten_____ C) Certificate_____
D) Diploma___ E) First Degree___ F) Masters_____

5. How long have you been helped by Mary Joy Developmental Association?

Please circle one

- A) Less than 5 years B) 5-8years C) 9-12 years D) 13-17 E) Above 17

6. Have you ever been helped by other organization before coming to Mary Joy?

- A) Yes B) No

7. In relation to question number six, if your answer is yes what makes Mary Joy Developmental Association different from the organization you were previously helped by?

A) Mary Joy is well organized in all aspects than the organization I was before

B) Mary Joy provides services effectively than the organization I was before

C) Mary Joy staff members work dedicatedly than the organization I was before

D) Mary Joy treats all clients equally

E) There is no difference

F) Not helped by other organizations before

8. How did you evaluate the organization in terms of achieving its stated goal?

A) Good C) Unsatisfactory

B) Very Good D) Excellent

E) No Comment

9. What brought you to Mary Joy Developmental Association?

A) Financial problem B) Family dispute (no good relation with husband or wife) C) Health problem

10. How do you explain the organization's staff member's reaction while you are coming to the organization in search of help? Please circle one.

A) Good B) Very good C) Excellent D) unsatisfactory

11. What type of services are you provided by the organization specifically?

A) In cash B) In kind C) Both in cash and in-kind

12. Is the organization's service delivery process effective? Please circle one

A) Yes B) No

13. Based on question number fifteen, if your answer is no what do you think makes the organization's service delivery process ineffective?

A) Lack of coordination among the organization staff members

B) Difficulty of managing too many clients

C) Difficulty in not known of not providing service to clients

D) No comments (believe in the effectiveness of the organization)

14. Does the organization provide service continuously throughout the year?

Please circle one A) Yes B) No

15. What rank would you give the organization if you are asked to rank in relations to service provision?

Ranking Range 1-5. Please circle one

A) 1 B) 2 C) 3 D) 4 E) 5

16. How do you explain the relationship of the organization with clients?

A) Satisfactory B) Unsatisfactory C) Good D) Very Good E) Excellent

Appendix B Interview Guide

Dear Sir/Madam,

I am a student at St. Mary' University pursuing Masters in Social Work/MSW. I have designed an interview to gather information to Assess Humanitarian Service Provision and Its Encounter Problems in Mary Joy Developmental Association. The study to be carried out is for a Master's paper that acts as a partial fulfillment for the course of Social Work. Please note that any information you provide will be treated extremely confidential and at no instance will it be used for any other purpose other than for the Master's Degree fulfillment.

Your assistance will be highly appreciated. I look forward to receiving your prompt response.

Yours faithfully,

Dawit Amha, Researcher

Personal Information

Date of Interview: _____

Place of Interview: _____

Sex: _____

Occupation: _____

Annex 1 structured interview (NGOs Staff)

1. What is the purpose of Mary Joy Developmental Association?

2. With which organizations does it work to benefit the clients?

3. What type of service does the organization provide for clients?

4. What are the criteria set by the organization to select clients?

5. How strong is the collaboration of the organization with other sectors?

6. How does the organization approach donors?

7. Do you agree that Mary Joy's contribution brought positive changes in the lives of beneficiary communities?

A) Yes

B) No

7.1 If yes, please present factual data?

7.2 If no, please state your reasons?

8. What are the sources funds of NGO?

9. What are the internal challenges Mary Joy Developmental Association faces not to delivering services to the clients?

10. What are the external challenges Mary Joy Developmental Association faces not to delivering service to the clients?

11. Do those organizations who work with Mary Joy Developmental Association provide
Services continuously throughout the year?

A) Yes

B) No

11.1f yes, please explain how

11.2 If no, please explain why not

12. What are the measures taken by the organization to solve service delivery process for
clients? -----
