

Chapter One

Networking and its principles

Networking is the exchange of information and ideas among people or organizations with a special interest. It is often begins with a single point of common ground. The most obvious is a professional affiliation. For example, adult educators may keep in touch through email, face book, and other social median devises, to discuss about the status of adult education across the world. Networking helps a professional keep up with current events in the field, and develops relationships that may boost future practises.

Therefore, building a strong network should be a priority for every person to achieve more results. The following are basic principles that can help us in our professional networking, regardless of where we are in our career.

1. Win/Win Situations Produce Strong Connections

Having a strong network is extremely valuable because of the long-term impact it can have on what we want. The relationships that we are building today may benefit us for years to come. If the relationship is going to have that long-term impact there must be a win/win situation where both parties benefit.

2. Give more than you get

Networking is like a two-way street. There is nothing wrong with wanting to get something positive for ourselves out of our networking efforts, but it's important to take an approach that will also benefit others in our network. When we want to strengthen a relationship with someone in our network, and connect for the first time with someone, think about ways that we could help them.

3. Be genuine

It's important to be genuine in our networking efforts, and really make an effort to get to know the people that we want to connect with.

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4. Be proactive

When, we are just getting started we will need to be proactive in order to build our network.

5. Take a long-term approach

Building a strong network takes time. The real value of those efforts will be seen in time.

6. Prioritize quality over quantity

It's not important that we have thousands of people in our network. What is much more important is the quality of those connections.

7. Be approachable

Make sure that whether others are able to easily reach out to us.

8. Set aside time for networking

Networking should be a part of our daily, or at least weekly, schedule.

Chapter Two

Forming and managing partnership

2.1. The Nature of Partnership

2.1.1. What is partnership?

Partnership and collaboration, often used inter-changeably, are the most widely used inter-sectoral arrangements. People and organizations used them interchangeably, as there is no clear distinction in their definition. As scholars agreed, the difference between them lies in level of relationships between or/and organizations involved. Accountability is higher in partnership than in collaboration.

A legal partnership is a contractual relationship involving close cooperation between two or more parties having specified and joint rights and responsibilities. Each party has an equal share of the risk as well as the reward. Collaboration involves cooperation in which parties are not necessarily bound contractually. There is a relationship, but it is usually less formal than a binding, legal contract and responsibilities may not be shared equally. Collaboration exists when several people or organization pools their common interests, assets and professional skills to promote broader interests for the community's benefit.

It is important to create and nurture both types of relationships to strengthen your organization and enhance the services it provides. Not only does that help your homeless clients, but it makes your program more competitive when applying for government grants and more attractive to corporate and private funding sources.

2.1.2. Why partnership?

It is difficult to address uncertainties and problems effectively through the traditional bureaucracies. It requires working together to solve problems, for example illiteracy, which happened so far and happening now. Partnerships are increasingly seen as a solution to the most pressing problems facing contemporary societies and the results are promising. In most cases in the public administration system, each administrative unit or sector assigned to perform an

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activity or service that mandated for them. However, many pressing social problems or wicked issues may cut across or fall between these boundaries. Therefore, these issues ought to be better performed thorough partnership than an independent agency or sector. In this regard, the benefits of collaboration are countless. The rational for partnership is often explained by to maximize the return from scarce resources. It also increases creativity and comprehensive thinking.

As partnership providing access to more resources, public service performance can be enhanced. It can resulted improved decision-making, improved problem-solving, broader information/perspective on system issues, increased opportunities for efficiency, decreased individual risk and increased risk sharing among partners, increased ability to handle uncertainty and increased ability to adapt to changing environment. Belete (2006) in a discussion about public-private partnership for adult literacy also pointed that collaboration is necessary to pool resources, facilitate the information sharing, overcome institutional bottlenecks, speed up the development and implementation of more flexible and tailored solutions, act as catalyst for policy innovation. If there is collaboration, information, ideas, and resources can be pooled and duplication of efforts and harmful competition can be avoided. However, collaboration not always has advantages. It has the potential to be destructive, particularly for weaker partners (McGuire, 2006).

Partnerships enable different people and organizations to support each other by leveraging, combining and capitalizing on their complementary strengths and capabilities. They deliver collaborative advantage or synergy by combining resources contributed by differentially endowed partners.

Partners from different sectors may bring distinctive advantages to such collaborative endeavor. Public sector partners, for example, may hold particular mandates or powers, which enable them to target “wicked issues”; private sector partners may possess the ability to maximize value for money and thus deliver outcomes at lower cost; whereas nonprofits are often credited with a greater capacity to communicate with excluded groups, which could, in turn, enhance the equity of service outcomes. The three sectors differ in ways that matter; certain functions are most efficiently and effectively performed by the private sector, others by the nonprofit sector, and others by government.

2.1.3. Components of partnership

1. Leadership

Partnerships imply a shared leadership among respected individuals who are recognized and empowered by their own organizations and trusted by partners to build consensus and resolve conflicts.

2. Common Understanding

A common understanding of the framework, culture, values, and approach of partner organizations needs to exist. Also important is a clear understanding of individual members' roles and responsibilities regarding the division of labor.

3. Purpose

A shared common vision and purpose that builds trust and openness and recognizes the value and contribution of all members also needs to exist. Additionally, shared and transparent decision-making processes—extending the scope of influence over and involvement with other services and activities—will prove essential to your partnership. Shared goals and aims, understood and accepted as being important by each partner, lead to improved coordination of policies, programs, and service delivery, and, ultimately, better outcomes.

4. Culture and Values

Shared can-do values, understanding, and an acceptance of differences (e.g., values, ways of working) are all key components of a successful partnership. Having respect for the contributions of all partners, combined with an absence of status barriers, will lead to the active involvement of members who are identified as being effective, representative, and capable of playing a valued role in the partnership.

5. Learning and Development

A healthy partnership promotes an atmosphere of learning. This may involve monitoring and evaluation aimed at improving members' performance. Investing in partner skills, knowledge,

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and competence needs to be highly valued within the partnership. This open mindset and spirit of facilitation creates opportunities to shape each other's work and learn together. In this environment, members can more effectively reflect on both developmental successes and failures.

6. Communication

If a partnership is going to succeed in the area of communication, strong feedback loops are required. Effective communication at all levels within the partnership and within partner organizations, sharing and accessing all knowledge and information, needs to exist.

7. Performance Management

Management practices and resources are required to achieve the partnership goals and complement the intended purpose of the partnership. Specifically, members must demonstrate accountability for the actions they take and ownership of delivery of the objectives and targets for which they are responsible.

2.1.4. Categories of partnership

Considerations in any partnership will vary based on the kinds of organizations (Public, Private, or Non-profit) involved, as well as on the intensity and interdependence of the relationship you choose to have. Following are some categories of partnerships that will help you determine what kind of working and management relationship works best given your specific situation.

The key for you to establish and maintain successful partnerships is to find a way to build on the strengths of all partners in various categories. In recent years, there has been a significant increase in the number of institutional "sponsors" of partnerships focusing on community improvement. Agencies at the Federal and state levels, universities, corporations, and national nonprofits have all provided support to partnerships with community impacts. Some of the most common categories of partnership are listed below.

A. Cross-sector Partnerships

Cross-sector partnerships are between organizations from different fields: non-profits, private/business, and government. These partnerships can be challenging to maintain over time because you often have divergent needs and cultures. However, within cross-sector partnerships this weakness can be turned into strength. The key is to find common ground and purpose that everyone in the partnership has a stake in. The following three forms are common in cross sector partnership arrangements.

1. Public-Public Partnership

This type of partnership is formed by different public organizations/sectors. Public organizations partner with other public organizations largely because they need to extend their influence or reach into other sectors or jurisdictions.

Although the goals and responsibilities of public agencies may be broad, the division of powers across departments and levels of government in federal systems—mean that the democratic mandate and legal authority of individual agencies are normally held within narrowly defined jurisdictions. Although individual agencies may develop considerable expertise within their mandated area, many pressing social problems—or wicked issues—cut across or fall between these boundaries (Rittel and Webber 1973).

The coordination or the joining up of public agencies should therefore allow for improvements in service effectiveness, defined as the attainment of formal objectives, such as eradicating illiteracy and hence progress on the so-called wicked issues—which cannot be realized by working alone. *“Joining up”* aims to coordinate activities across organizational boundaries without removing the boundaries themselves. This enables to tackle wicked or crosscutting issues.

Note: *The benefits of public-public partnership should be most apparent in the effectiveness dimension of performance (Andrews & Entwistle, 2010).*

2. Public-Private Partnership

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This type of partnership is formed by public organizations/sectors and private/business sectors. The private sector is widely, although not unanimously, regarded as enjoying a number of resources that may benefit public service delivery. For example, by working with business, local governments can access funds for capital investment; gain managerial, technical, or professional expertise; develop more flexible service provision; and share risk.

Scholars claim that through innovative, long term public-private partnerships, local governments can save money by applying private sector discipline to the delivery of public services. The combination of a concentrated focus on value for money and the greater flexibility afforded by fewer demands for due process suggest that public organizations that partner with the private sector should see improved efficiency, defined as the cost of producing a given outcome.

By increasing the pressure to reduce the ratio of inputs to outputs, partnership with private firms can generate large savings. Although public-public partnerships are focused on joining up, public-private partnerships take the form of “*contractual partnership arrangements*” or “*joint venture partnerships*” designed to “to have private expertise on board.”

Private organizations often have the resources for training and recruitment of new talent, and they are not constrained by civil service rules and regulations. And also with fewer formal decision-making procedures and less administrative oversight, private sector organizations can be less hampered by bureaucratic rules and controls. They enjoy as a result, more managerial flexibility than their public sector counterparts, which, in turn, can give them a comparative advantage in terms of organizational change and responsiveness.

Note: *The benefits of public-private partnership will be most apparent in the efficiency dimension of performance (Andrews & Entwistle, 2010).*

3. Public-Nonprofit Partnership

This type of partnership is formed by public organizations/sectors and nonprofit sectors. The not-for-profit, third, or voluntary sector is often viewed by scholars as possessing a number of distinctive virtues. third sector activities “demand compassion and commitment to individuals, require extensive trust on the part of customers or clients, need hands-on personal attention (such

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as day care, counseling, and services to the handicapped or ill), and involve the enforcement of moral codes and individual responsibility for behavior”.

Thus, nonprofit and voluntary organizations are particularly well placed to understand and voice the needs of disadvantaged, excluded, and underrepresented groups. For public organizations seeking to enhance the *fairness of service delivery decisions*, partnership with third sector organizations is therefore thought to lead toward more equitable public service outcomes, defined as the allocation of services on the basis of need.

Nonprofit sector stakeholders do not just represent the views of their own organizations; they offer a way of connecting to, and learning from, different voices within civil society. Williamson, Scott, and Halfpenny (2000) report that partnering with community organizations generates “better policies which are more sensitive to local needs,” enhances “opportunities for social inclusion,” and elicits “a more finely grained analysis of social need that complements the work of professional analysts and statisticians”.

Note: *The benefits of public-nonprofit partnership are most apparent in the equity dimension of performance (Andrews & Entwistle, 2010).*

B. Partnerships among Community-based Nonprofit Service Organizations

From a community development perspective, the test to determine if these partnerships are effective is whether they actually contribute to what will empower people for social and economic change. Organizations linking community and institutional interests list the following components regarding the share of work: close, mutual cooperation; common goals; shared involvement in decision making; sharing risks and benefits; common interests; responsibilities; and power. These components focus on both the process of the partnership (e.g., shared decision making, shared power) and the capacity of each partner to assume responsibility for a share of the work.

There are a number of properties to assess when considering how the “community” and the “partnership” establish and sustain a relationship. The locus of control for these properties is critical to the sustainability of the partnership and the community development initiative.

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Consider the following four categories of properties that are important in a community partnership:

- 1. Leadership** – There are many styles of leadership in both formal and informal organizational structures. The key is noting *who* is providing the leadership in the partnership.
- 2. Primary funding** – An institutional partner can bring resources to the table and limit discussion to those resources or bring linkage to resources, or there can be a cooperative effort to secure unattached resources.
- 3. Goals** – Goals can be set in the absence of resources. You can develop them through consensus decision- making or they can be accepted because one party in the discussion is the “expert.”
- 4. Process** – Decision processes in community organizations and community institutions can be either inclusive or exclusive. Important to community development is how actively, and deeply, the community was engaged.

C. Partnerships between Donors and Recipients

Partnerships between donors and recipients can often create confusion. Is a partnership just receiving money? In order to answer similar questions, partnerships may be better understood by identifying what they are not:

A partnership is not a gift. A partnership aims at taking advantage of what the recipient, as well as the donor, can bring to the relationship. This can include local expertise, on-site workers, and a better understanding of priorities, needs, and constraints. Even more important, a partnership seeks joint “ownership” of the relationship and tries to build the capacity of the recipient to undertake sustainable development.

A partnership is not a relationship based on “if...then” terms. This means that donors cannot impose conditions to coerce FBCOs to do things that they don’t want to do in order to obtain resources they need. A partnership recognizes that both sides must be involved in defining the terms of the relationship.

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A partnership is not a principal-agent relationship between a donor and a recipient. In a partnership, the donor cannot prescribe the terms of the relationship in the way that an employer can specify terms of employment when hiring a worker.

A partnership is not simply a "team" activity. In an ideal sports team, everyone has exactly the same interest in winning, and the team members win or lose together. While the members of a partnership development certainly have strong interests in common, they are likely to have some divergent interests too. Finally, although the formal terms of a partnership may be expressed in a valid contract under international law, the donor and recipient usually have no intention of using courts to resolve their conflicts. Instead, like nations bound by treaties, partners rely mainly on each other's need to maintain a good reputation to secure future agreements.

2.2. Forming partnership

Having a better understanding of the key components and categories of partnerships, how should you begin the process of partnership development is a big concern. There are three essential steps to making sure you get your partnership off to a successful start:

Step 1: Defining the needs for partnership

Before we dive in, it's important to note that partnership/collaboration should only be pursued when it is absolutely necessary to achieve the desired change. Partnership/collaboration is time consuming, expensive and risky. If it is a must to collaborate, make sure the necessary conditions are in places that make it possible. Collaboration is unnecessary if a goal can be achieved by one organization, or even a small group of organizations working together to solve a technical challenge. Collaboration is necessary if a goal requires the engagement of diverse stakeholders operating within a complex civic system. **Complex Civic System is meaning that** consisting of diverse, independent stakeholders who shape outcomes within specific areas that influence the quality of life in our communities. Examples include the education system (made up of school districts, colleges, universities, tutoring programs, and dozens of other stakeholders), public health, workforce, public safety, food security, etc. Systems are not clearly defined; their outcomes cannot be controlled by one or even a small group of stakeholders; and their challenges are often adaptive.

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Collaboration requires everyone involved changing their behavior; some of the changes are minor and some are large. But change is required. A “compelling cause” compels us to change our behavior. We complain about many issues. We wish many conditions would change in our community. But only when we refuse to tolerate the status quo are we compelled to change. Leaders advocating for change often assume their cause is compelling—just as entrepreneurs assume their business idea is worthy of funding.

Step 2: Starting the process

Partnerships have to be developed and nurtured in a manner that respects and recognizes each individual. Picture a group working as a team that ultimately wants to achieve the same goal no matter how or what it takes to achieve it. The process for building and developing relationships within the partnership is not just the responsibility of the person(s) who lead the group, but of everyone in that group.

The stages of developing a partnership could be based on the four stages of project management team building—forming, storming, norming, and performing. *Forming* the group by bringing people together is part of the initial stages of the process of building the partnership. The next stage, after the group has met on two or three occasions, is when people start questioning the purpose of the partnership (i.e., “Why I am here and what is my role?”). It is important to work through this stage of *storming* in order for the group to be open and honest about what their perceptions are regarding the various definitions of the overall goal/vision. *Norming*, the stage where the partnership is reaching shared agreements, and *performing*, *the stage when people start to work together to achieve the agreed purpose*.

It is also important during the initial stages to agree on a set of ground rules for the partnership. This may seem obvious, but very few groups perform this fundamental requirement necessary for valuing and respecting the individual partners.

Step 3: Setting up and maintaining partnership

Partnerships are dynamic in nature and it is necessary to continually evaluate the relationships and identify the evolution of the partnerships. Consider changing needs and roles of both entities

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and remain flexible to adjust with those changes. There can often be ambiguity (or even conflict) regarding the division of responsibility between a partnership and the individual partners. The distinction between strategic and operational decision making is often the most difficult to resolve, with a reluctance by key partners to delegate authority to the partnership. Clear procedures are needed for everyone to understand how agreements on action will be taken and to help create a sense of shared responsibility for achievements and failures of the partnership. These procedures should be agreed upon in writing, setting out the key aims, objectives, and outcomes of the partnership. These documents could take the form of a legal constitution or contract (sometimes referred to as "terms of reference"). It is also essential that any document reflects the business plan or strategy that forms the basis of the partnership's work. This will give the partnership structure and boundaries to work within, allowing flexibility to change and grow.

Keep in mind that the partnership needs to constantly review its purpose, goals, and targets. In order for members of the group to have an idea of what they are meant to do, an agreed-upon work program/action plan must be promulgated.

Healthy and strong partnerships provide the foundation of many community interventions and initiatives. In order to achieve long-term goals, it is essential to continually maintain and improve your partnership. Setting aside time and effort to preserve your partnership will allow you and your partners to adapt to changes along the way. In addition, you will be able to keep your partnership on track and continue to work toward achieving your goals. This will result in a more effective and productive partnership that will survive long into the future. The following are a few tips for maintaining your partnerships:

1. Maintain and formalize the organizational structure created for your intervention.
2. Create local awareness of and support for the partnership.
3. Bringing new partners.
4. Ensure that all members are participating in partnership activities.
5. Encourage shared leadership and decision-making.
6. Develop a strong sense of group identity.

2.3. Managing partnerships

At this point, the point of discussion is how the partners should behave in the relationship. Obviously, cooperation is the ideal. But what should you do if another partner does not cooperate by fulfilling its commitments in a timely manner? Partnership management is the process of following up on and maintaining effective, productive, and harmonious relationships with partners. The work of actively managing partnerships can be supported by partnership norms, collaborative work plans, and solid communication structures and practices.

2.3.1. Creating partnership norms

Creating and following partnership norms is an effective way to maintain healthy working relationships. Successful partnerships are managed by people who recognize the importance of cultivating healthy working relationships. In a large partnership comprised of many relationships, it's essential to establish guidelines on how partnership members will work together.

Partnership norms are a set of shared values that act as informal guidelines on how partnership members will behave and interact with one another. Creating partnership norms requires that you take the time to consider each person's past experience, work style, cultural values, expectations, and self-interest. In a collaborative environment, all these factors will surface and impact the ability of the group to effectively work together.

Many think that they create norms for their partnership when they sign a memorandum of understanding (MOU). While MOUs are formal agreements that establish the structure and roles and responsibilities of a partnership relationship, they do not establish the "how" of the relationship. MOUs are formal agreements between organizations, whereas partnership norms are informal standards for how individuals will work together. You can develop partnership norms by implementing the following four steps:

Step 1: Identify the shared values of the group

In the partnership kickoff meeting, engage your partners in dialogue about establishing norms, often referred to as "ground rules." Identify the areas in which norms will be necessary.

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Suggested areas include communication, knowledge management, resource management, decision-making, conflict resolution, and/or meetings. Take time to listen to each person's perspective on each topic. Then, as a group, decide on what your shared values and norms will be. Partnership norms must be agreed upon by all members of the group.

Step 2: Document partnership norms and make them easily accessible

Based on your shared values, write statements that will serve as guidelines for behavior and how the group will work together. For example, if your partnership places a value on participant attendance at partnership meetings, a suggested norm might read:

- *We will attend all partnership meetings regularly.*
- *I will notify members in advance if I must miss a meeting.*
- *I will ask another member of the group to debrief me within one week of missing any meetings.*

Using "we will" or "I will" statements can help create ownership of the partnership norms. Once your norms are documented, make sure they're easily accessible to everyone in the group. Consider posting your partnership norms on a shared website or virtual workspace.

Step 3: Communicate the norms regularly

By communicating your partnership norms frequently, you emphasize people's accountability to the group's shared values. Consider creating laminated cards or fact sheets that can be distributed to members. You might also consider attaching a copy of partnership norms with all meeting notes or posting them in the meeting rooms.

Step 4: Update the norms as needed

As your partnership adds or loses members, it's important to revisit your partnership norms. But even if you maintain the same members throughout the relationship, it's necessary to review and assess your norms based on the current stage of your partnership. Partnership norms are only effective when all members of the group agree on the shared values.

2.3.2. Use communication structures to facilitate open discussion

Open, honest communication is a cornerstone of good partnerships. It can be built by creating communication norms and using structures for facilitated discussion. To facilitate discussion is to be *intentionally conscious of a framework for use in dialogue*. Successful partnerships use consistent communication norms in every interaction and meeting. They engage in open dialogue within established parameters and allow for healthy conflict. Below are some suggestions for building strong communication.

1. Hire a consultant to train all staff and partners on facilitation techniques.
2. Build proficiency in two or more leaders who develop understanding of at least one proven model of communication and commit to using that model.
3. Implement "leadership circles.
4. Participate in Courage to lead workshops.
5. Provide executive/leadership coaching for all leaders within partner organizations to help them explore values and understand different perspectives.

The implementation steps for these methods vary depending on the method used. A few elements are consistent, independent of the method, including:

Facilitation

- The most essential element for this practice is a skillful facilitator and at least one alternate.
- Facilitators must be willing and able to uphold and model the principles/norms/ground rules/framework decided on.
- The facilitator must be adept at exposing inherent contradictions in systems and institutions.

Ground rules and norms

- ✓ Establish ground rules and norms for communication; create a framework to use for dialogue.

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- ✓ All participants must agree to group norms and rules and be willing to hold each other accountable.
- ✓ Norms should be posted at each meeting.

2.3.3. Crafting Collaborative Work Plans

A collaborative work plan is a document that outlines the structure of work for the partnership or a specific initiative within the partnership. If your partnership is considering developing a collaborative work plan or is tracking progress on a work plan, keep in mind the following:

1. Establishing buy-in

Collaborative work plans document the work breakdown for your specific tasks—they cannot motivate people to action. Increase your success rate by first establishing buy-in from the members of your work group.

2. Being realistic

It is important to be realistic when developing a collaborative work plan. People want to see progress, no matter how incremental. Stay within the scope of your project.

3. Having measurable results

Consider developing short-term, intermediate, and long-term outcomes for your collaborative work plan. Identify how you will determine the success of your activities and efforts. What indicators will you measure?

4. Being accountable

Communicate group accountability and interdependence of activities. Showing people how their specific tasks impact the completion of the overall task is a good way of communicating the expectation of accountability. Having an effective structure for open, honest communication can support conversations of accountability as issues arise.

2.3.4. Implementing Evaluation and Monitoring

All partnerships need to ensure that they have an ongoing program of monitoring and revising aims and objectives. This relates to the *performing* stage in team development. This should also

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provide the opportunity to learn what has been successful and what has not, building these lessons into revised plans.

You will want to build in performance management processes that facilitate monitoring and evaluation. The plan should set periodic reviews to check whether its aims and objectives have changed and what is required to make the change. As the term of a partnership increases, the original vision and goals may become blurred. Existing partnership members may leave and new ones join.

Chapter Three

Roles, contributions and challenges of NGOs in Ethiopia

3.1. Definitions of terms

3.1.1. Civil society

Civil society embraces different sections of social community. Civil society includes NGOs, professional associations, cooperatives, trade unions, religious institutions, independent media organizations, and think tanks which operate at different levels; global, regional national and local etc. Civil society therefore refers to the arena; distinct from the market and the state; in which citizens come together to pursue common interests through collective actions; neither for profit nor for the exercise of political power. Any group or entity regarded as civil society is required to fulfill one or more of the following conditions.

1. **Representations:** Organizations, which aggregate citizens' voice.
2. **Advocacy and technical inputs:** Organizations, which provides information and advice, and lobby on particular issues.
3. **Capacity building:** Organizations, which provide support to other civil society organizations, including funding.
4. **Service delivery:** Organizations, which implement development projects or provide services.
5. **Social functions:** Organizations, which foster collective recreational activities.
6. **Legal status:** If any associational entity is considered as a civil society organization, then it is required to have legal status/registration

3.1.2. Non-Governmental Organizations (NGOs)

Like other civil society organizations, NGO has no commonly agreed upon definitions globally. NGOs in their broader definitions are "associations formed within civil society bringing together individuals who share common purpose" (Turner and Hulme, 1997). In the Ethiopian context, as defined by German technical Cooperation (GTZ) (2001), the term is broadly used to denote an organization that meets the following requirements:

- NGOs are voluntary in their genesis
- NGOs engage in relief, service delivery, advocacy or development activities

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- ✚ NGOs are non-profit or self serving organizations working to serve the disadvantaged groups of the society
- ✚ NGOs are non-political
- ✚ NGOs have no permanent program interest or geographical context
- ✚ Legal status: any organization to be considered as NGO, it requires a legal status/registration. NGO refers to both indigenous and international non-governmental organizations (GTZ, 2001:89).

3.2. Historical development of NGOs in Ethiopia

Ethiopia was hit with two devastating famines in almost in a decade. The first famine occurred in 1973/74 and the second more devastating occurred in 1984/85 causing involuntary mass migration and huge loss of lives and properties. These two famines resulted in dramatic increase in the number of NGOs operating in the country. During the first famine 1973/74 various groups engaged in *relief operations* formed a network that became known as Christian Relief and Development Association (CRDA) (World Bank, 2000).

The significance contribution of NGOs has increased since these devastating famines. The role of NGOs during these famines was very essential in saving the lives of famine victims when the government's capacities were completely eroded. These famines compelled the then governments to allow a large entry of western NGOs into the country. During the first famine, the total number of NGOs mostly operating on relief in the country was not more than twenty-five; of which the vast majority were church based and very few of local origin.

However, compared to other African Countries, civil society in Ethiopia remained the weakest by all measurements due to the governance history, which was based on, centralized states ruled by autocratic governments, which gave no or little space for associational structure (World Bank, 2000).

3.3. Roles of NGOs in Ethiopia

Due to the restrictive nature of the government that limited the space for NGOs, the roles and contributions made by NGOs are limited in Ethiopia. However, after the occurrences of the two devastating famines in the country, the roles and contributions of NGOs significantly increased

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in different sectors. Identified major contributions made by NGOs since their establishment in Ethiopia are listed below.

1. **Food Security:** credible roles in saving the life of famine victims in food insecure parts of the country through emergency relief support of NGOs. NGOs involvements in the area of food security are increasing through times because of the recorded achievements in last couple of decades.
2. **Health and Education:** remarkable contributions in improving the health and education of the society through constructing and made operational health centers and schools.
3. **Capacity Building:** considerable achievements in uplifting the capacity and skill of the rural people through constructing training centers and intensive trainings on skill acquisition capacity building.
4. **Infrastructure Development:** improved infrastructures developed by NGOs enabled millions of people to have access to health, education and market services.
5. **Microfinance:** remarkable achievements in increasing the income of the rural poor through creating local credit and saving institutions.
6. **Democratization:** contribution of NGOs in the democratic process is also remarkable although it is less significant compared to other contributions made by NGOs.

3.4. Challenges for NGOs Sector

The Ethiopian civil society, especially the NGOs sector has been engulfed with various problems. The challenges may be categorized into two broad parts; external and internal.

3.4.1. External Challenges

a. Government attitude

Strong, vibrant and independent institutions have been considered by the present government as a threat and categorized as part of opposition and working to undermine its power bases

b. 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 (GTZ, 2001).

c. Pro-government NGOs

The state is deliberately promoting its own party controlled parallel civil society groups, such as local indigenous NGOs, 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).

d. Participation

Major decisions that concern the civil society themselves are 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

e. 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

3.4.2. Internal Challenges

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

a. Capacity limitation

There is significant capacity limitation among indigenous NGOs. Limitation in human resource and budget constraints are the prominent features of local NGOs.

b. Weak private sector

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

c. 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 has compromised the independence and effectiveness of NGOs (Hellinger, 1987:137). The NGOs who based their funding source on governments end up with

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negative bearing against the poor by failing to distance themselves and compromising their impendence with the government (Weston, 1994).

d. Personal interest

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

e. Democratic culture and values

Many of the NGOs, 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 egzibiaher and Sisay, 2002).

Chapter Four

Public-Private Partnership in adult education

4.1. Clarifying basic terms

Public sector: it (also called the state sector) is the part of the economy composed of both public services and public enterprises. The public sector is that portion of an economic system that is controlled by national, state or provincial, and local governments.

Private sector: The private sector is composed of the economic sectors that are intended to earn a profit for the owners of the enterprise. It is the part of a country's economic system that is run by individuals and companies, rather than the government. Most private sector organizations are run with the intention of making profit.

4.2. What is Public-Private Partnership (PPP)

The concept of public-private-partnership (PPP) has been defined differently in different contexts, and there is no broad international consensus on what constitutes a public-private partnership (PPP). According to the World Bank, PPP refers to arrangements, typically medium to long term, between the public and private sectors whereby some of the services that fall under the responsibilities of the public sector are provided by the private sector, with clear agreement on shared objectives for delivery of public infrastructure and/ or public services. PPP is also defined as a voluntary and collaborative relationship between various parties, both state and non-state, in which all participants agree to work together to achieve a common purpose or specific task, and share risks and responsibilities, resources, and benefits (Hodge & Greve, 2011).

The overall idea of the definitions is that PPPs are partnerships between the public sector and the private sector for the purposes of designing, planning, financing, constructing and/or operating projects which would be regarded traditionally as falling within the remit of the public sector.

In the context of Ethiopia, PPP can be defined as an engagement and a relationship between the public (including development partners) and private sectors as well as civil society (including community beneficiaries, the poor and vulnerable groups), where the private sector brings on

board efficiency, local innovation and cutting edge technology to complement public sector regulatory authority, asset ownership, budget support, public education powers and capacity development support to achieve commonly identified objectives, outputs and activities (UNDP, 2015).

4.3. Why PPP: Rational for PPP

Many of the governments of developing countries across the world have put forward the arguments in favor of Public Private Partnership to justify their notion of implementing PPP in the field of education in general and adult education in particular. The World Bank Group provides the following seven reasons for the approval of PPP in Education.

1. Easing the budget constraint:

Fund could not be bear by the government alone in a stipulated period of time. Involving the private sector in the endeavor the financial resources could be augmented.

2. Efficiency gains:

It is argued that because of specialization in certain areas, the private sector has greater efficiency. Private organizations often have the resources for training and recruitment of new talent, and they are not constrained by civil service rules and regulations. And also with fewer formal decision- making procedures and less administrative oversight, private sector organizations can be less hampered by bureaucratic rules and controls. They enjoy as a result, more managerial flexibility than their public sector counterparts, which, in turn, can give them a comparative advantage in terms of organizational change and responsiveness. This enable to enhance efficiency.

3. Appropriate risk sharing:

A fundamental principle in a partnership is that, any risk should be allocated to the particular partner who can properly manage the same. The various risks of PPP project may be allocated between the public and private sector optimally so that the overall risk gets reduced significantly.

4. Speed of implementation:

In a public sector project, many players are involved and coordination becomes difficult due to restrict rules and regulations. Since the private partner would be interested in getting payment as

soon as the services start being made available, the speed of implementation would be much quicker.

5. Reduction of costs:

Because of greater efficiency and competition among private partners, the cost of operation is expected to be much lower than in government set up. This is due to the greater managerial efficiency in the private sector.

6. Accountability for performance:

In the public sector, accountability for performance in educational settings is diffused. Therefore, there are many instances of failed projects. However, in case of a PPP model, this kind of problem may not be happen.

7. Greater flexibility:

Under PPP, there will be greater autonomy and flexibility whereas the government systems have rigidity.

4.4. Principles of PPPs

According to Asubonteng (2011), PPPs works based on the following principles.

- **Transparency:** it means sharing information and acting in an open manner. In PPP, it is about including all stakeholders and building awareness on a partnership project in terms of the objectives, policies, procedures, and more importantly data sharing to eliminate conflicts caused by distorted or incomplete knowledge.
- **Competition:** it involves opening markets to all actors to remove abuse of dominance. It helps to keep costs low and ensure that services respond to customer/ beneficiary requirements.
- **Accountability:** it involves holding the partners (public and private) responsible for results against agreed upon performance standards to ensure customer/ beneficiary satisfaction.
- **Legality:** Partnership needs a solid legal basis to create a safe environment for investors and a sound foundation for delivery of services. Without a legal basis, the accountability of partners becomes tenuous. Legality is ensured through the effective management of PPP processes and due legal processes.

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- **Clarity and predictability:** The partnership framework and the contract agreed upon must be as clear as possible to create a stable context for delivery of services and thus encourage investors.
- **Specificity:** To be successful, the partnership framework and options for private sector participation must be designed to address specific problems and circumstances.
- **Economic and financial sustainability:** PPP is feasible to public and private sector partners if it is economically and financially sustainable.
- **Flexibility:** it is essential in all partnerships because changes are likely to occur in PPP projects as they develop. In addition, external conditions can change as well. It is often difficult to predict these changes with certainty, especially where PPP is being implemented for the first time by a sector agency or municipality. Hence there is a need for flexibility.
- **Continuous learning:** it means making conscious efforts and commitments to turn daily incidents and activities into “learning moments” or in other words “learning in action”. Since all actors in a partnership will go through this process of learning and discover new ideas and techniques and share them with other project stakeholders, the partnership progresses and grow to deliver service targets.
- **Equity:** Explicit provisions are required in the partnership framework and in contracts to ensure that both large-scale and small-scale service providers deliver services by catering for the needs of poor communities as well as middle to high income communities. Some mechanisms that ensure equity in PPP include differentiated service levels, alliances with community-based organizations, flexible payment options, and empowerment of umbrella NGO advocacy groups to become monitors in service delivery.
- **Inclusiveness:** This implies the removal of institutional constraints to enhance participation by beneficiaries (including poor and marginalized groups) in service delivery decision-making, policy shaping and enjoyment of benefits.
- **Empowerment:** it means creating the necessary conditions to strengthen and develop emerging entrepreneurs, especially those in the informal sector, to participate in PPP competitive processes. It requires enhancement of legal status service providers and training them to participate actively in tendering and contracting processes as well as creating supportive institutional mechanisms for stakeholder organizations (especially at the

community level) to perform oversight functions by establishing and applying agreed monitoring and evaluation indicators to support assessment and certification of service providers.

4.5. Factors for effective partnership

Mattessich and Monsey (1992) in their research review had analyzed and synthesized several works across disciplines and they found several factors that influence the success of collaborations formed by human service, government, and other non-profit agencies. They have categorized these factors in to six major categories which related to; environment, membership, process/structure, communication, purpose, and resource. Thus, the following subsection deals with these factors.

1. Environment Related Factors

Environment related factors are those factors, which are beyond the ability of any partnership to control. The social and political climate; political leaders' opinion or the general public supports, effective past collaborative efforts are the notable factors for the success of collaboration. Collaborative efforts can be strengthen when the commitment of the government is good. The political commitment of government to partnerships may be strengthened by formalizing the partnership in a declaration, memorandum of understanding or other framework documents. Generally, political support from the government is an important strategy to initiate collaborative efforts.

2. Membership Characteristics Related Factors

Membership characteristics related factors are generally related to the characteristics of partners involved in the collaboration. These are effective mix/appropriate cross section of partners, self-interest to collaborate, mutual respect, understanding, and trust, and ability to compromise (Mattessich & Monsey, 1992).

Effective ISC requires strong relationships among partners. However, strong relationships are highly dependent on mutual respect, understanding and trust between and among partners, state of self-interest to collaborate and ability to compromise of collaborative partners (Mattessich & Monsey, 1992).

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The trust between and among partners involved in collaboration is an important factor in facilitating collaboration. Successful ISC relies on individual partners knowing and trusting each other (McGuire, 2006). Trust is critical to effective collaboration because organizations participating in collaboration are taking a risk. ... We are much more willing to take risks with those we trust (Thompson, 2016). Trust takes a long time to be building, but it can be destroyed in a very short time. It is therefore important to have enough time to build trust between the different actors involved in collaboration.

Like trust, respect among partners is also likely to be critical. It is difficult to imagine how collaboration can be effective unless its partners appreciate the value of the others' contributions and perspectives. If partners perceive their contributions are not valued by other partners, they will step away from the collaboration process. To maximize respect among partners, conflict should be managed properly and rules and norms of behavior ought to be established

3. Process/Structure Related Factors

Structures and processes in collaborative efforts are very important factors for collaboration. Thus partners should have a shared understanding on them. Structures refer to the institutions, legislation, policies, and mechanisms that determine how work is carried out. Well-designed structures can facilitate integration of services and strengthen communication among partners. Structures in collaboration require flexibility. Rather than like bureaucratic forms of service provisions, which are often rigid and structured to control what people do, collaboration requires approaches that are more flexible and supportive.

Process is one of the means to achieve successful outcomes. Collaboration must have to establish a clear process for how partners interact with one other over the life of the collaboration. Throughout the process of the collaboration, there ought to be clear and documented expectations, commitments, and roles to allow joint commitment and accountability.

Effective processes in collaboration are characterized by two strategies; integration and community engagement. Good integration enables partners to coordinate service delivery and facilitate change without duplicating services. Collaborations may more likely to be successful if they engaged citizens at local level to ensure their concerns are being heard.

4. Communication Related Factors

The value of communication in determining success is countless. To be effective, collaborative group members should update one another, discuss issues openly, and convey all necessary information to one another (Mattessich & Monsey, 1992). The more open and repeated interaction made the more potential for collaboration between and among the partners. If the different partners are communicating with each other, they can increase their knowledge of each other and develop a mutual understanding and respect, which may facilitate collaboration.

5. Purpose Related Factors

Collaborations have established to achieve a certain purpose/s. Therefore, to have effective collaboration partners should have shared consensus about the vision, goals and objectives of the collaboration. This is because, what brought sectors together are mutual benefits or shared concerns. Collaborative working can attain change when all partners who involved acknowledged the shared issue and committed to do so. In doing so, the vision, goal, and objectives of the shared issue, need to be clear and concrete be easily described and understood contributes to successful collaboration and resolution of the concern. Collaborations with a clear vision, goal, and objective were more likely to be successful in meeting their goals.

6. Resource Related Factors

Resources (financial, material and personnel) are all the basic building blocks in the course of collaborative workings.

Several studies showed that adequate financial resource is very important factor for the success of collaboration.

Qualified staffs and leaders are pillars of collaborative efforts. Successful collaborations require people who have skill, credibility, and the authority to make decisions. if good leader with skills and expertise to engage partners, support the collaboration process, and coordinate the multiple components of their interventions. Collaboration must be ultimately supported by a visionary, focused, humble, and results oriented strong collaborative leader to unite diverse players within a system by persistently and consistently articulating the compelling cause or the shared issue.

4.6. Barriers to successful partnerships

- ✚ Limited vision/failure to inspire
- ✚ One partner manipulates or dominates, or partners compete for the leadership
- ✚ Lack of clear purpose and inconsistent level of understanding purpose
- ✚ Lack of understanding roles/responsibilities
- ✚ Lack of support from partner organizations with ultimate decision-making power
- ✚ Differences of philosophies and manners of working
- ✚ Lack of commitment; unwilling participants
- ✚ Unequal and/or unacceptable balance of power and control
- ✚ Key interests and/or people missing from the partnership
- ✚ Hidden agendas
- ✚ Failure to communicate
- ✚ Lack of evaluation or monitoring systems
- ✚ Failure to learn
- ✚ Financial and time commitments outweigh potential benefits
- ✚ Too little time for effective consultation