

**YANGON UNIVERSITY OF ECONOMICS
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**CHALLENGES OF COMMUNITY BASED ORGANIZATIONS
IN DEVELOPMENT PROJECT IMPLEMENTATION
(STUDY AREA: PAUK TOWNSHIP)**

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IN DEVELOPMENT PROJECT IMPLEMENTATION
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**A Thesis submitted as a partial fulfillment of the requirements for the Degree of
MASTER OF DEVELOPMENT STUDIES (MDevS)**

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ABSTRACT

Community based Organizations (CBO) are non-profit organizations on a local and national level, work through people centered mode of development. The objectives of the study are to identify the current situation of CBO participating in development project and to examine the challenges of CBOs in implementation of development project through leading agencies. The study used descriptive method with simple random sampling procedure and qualitative approach. Only a few organizations used suggestion box to know community feedback and most of the organizations were much dependent on donor agencies. Most of the organizations hasn't changed leadership in their organizations. CBOs are main actor of all development project in collaboration with respective stakeholders. Community leading CBO formation process is good practice because it can promote the ownership sense. The bottom-up approach is the best way to understand the needs and challenges of community. CBOs need to explore projects for generating income that can be used to supplement external funding and reduce dependency on NGOs and donors.

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LIST OF ABBREVIATIONS

CBO	Community Based Organization
NGO	Nongovernment Organizations
INGO	International Nongovernment Organizations
LNGO	local Nongovernment Organizations
HDI	Human Development Index
UNDP	United Nations Development Programme
ADB	Asia Development Bank
FGD	Focus Group Discussion
KII	Key Informant Interview
MIMU	Myanmar Information Management Unit
DRD	Department of Rural Development
NCDD	National Community Driven Development
DOH	Department of Health
MoALI	Ministry of Agriculture, Livestock, and Irrigation
UNFPA	United Nations Population Fund

CHAPTER I

INTRODUCTION

1.1 Rationale of the study

The Community Based Organizations (CBOs) are nonprofit groups that work at a local level to improve life for residents. The focus is to build equality across society in all streams; health care, environment, education, livelihood, technology, and human rights, etc. Governments are increasingly delegating responsibility to CBOs and relying on them to gather local concerns and to develop, plan, and help deliver solutions. CBOs are storehouses, gatekeepers and main source of local information obviously valuable for their own purposes and this data are also useful for other external organizations and government agencies. CBOs are emerging as key players in community development. There is a clear need for capacity building of the CBO leadership and among members. It is difficult to organize women as active members of CBOs. Male leadership is common in CBOs while women make most of the operational decisions. CBOs focus on very local settlement needs, and it is difficult to link CBOs with other CBOs; at a local level, there is rarely internal coordination between CBOs working at the same locality. Conflicts are rarely acknowledged by the CBOs themselves. The lack of coordinated information and sharing of experience appears to be a major constraint to CBO effectiveness.

The development objective of the Community Development Project is to establish an effective and sustainable instrument to improve the living conditions and the economic status of communities. There are two main project components. The first focuses on social and infrastructure development and provides sub-project grants and the second component focuses on income enhancement by funding capacity building activities. Some of the organizations are working directly with CBOs, while some are working through other Non-government organizations (NGOs) to support CBOs.

A comprehensive textbook or manual of Community Development social work does not exist; Schiele (2005) summarizes the work of Community

Development as collective problem solving, self-help, and empowerment. It is becoming clear that both NGOs and the government have to focus more on community-based groups for development projects. Ife and Fiske (2006) developed a model to illustrate the dimensions of service provision understood from a Community Development perspective.

Describing this development model and its implications for community development social work, they state, “Community work has a bottom-up approach built-in as a core value and central guiding principle. Community Development Theory should be viewed as particularly significant because of its applicability with all levels of social work practice.

Development is a challenging process because many agents have to coordinate actions and many times they fail to do so. Agents are simply unable to coordinate their behavior (choices) which leads to an outcome that leaves all agents worse off than in an alternative situation. This can occur due to a lack of information, inadequate institutional rules, inefficiencies, or differing expectations. In most cases, such as integrated rural development projects, coordination failures were so common that this entire class of projects was abandoned. However, all the proposed new ways of doing “development work” require high levels of cooperation and coordination between government, development agents (UN/INGOs/NGOs) and community-based organizations. If in the past, coordination issues were a major problem in many complex, project designs are stand-alone, then coordination is bound to be an even more critical issue in the design and implementation of new forms of interventions and public-private alliances that are emerging and becoming more commonplace because the potential collaborators are numerous but also tend to have very different ways of doing process. Coordination failure between government and INGOs, NGOs, CBOs are one of the important portions for implementing development project in the current situation and Pauk township is also a least develop and poverty township to work for a development project in long run. So, I chose this study for Pauk township and this study aim is to identify the challenges of CBOs in development project implementation.

1.2 Objectives of the study

This study aims to identify the current situation of CBO participating in a development projects and to examine the challenges of CBOs in the implementation of a development projects through leading agencies.

1.3 Method of study

This study used a descriptive method and a qualitative approach was applied. For the data, a simple random sampling procedure was used to select villages for the survey. This survey focused on development approaches, role & responsibilities of CBOs, facing challenges CBOs in involving project implementation through leading agencies (Donors, UN, INGOs, NGOs). Developed structural questionnaires and used methods for face to face interviews and FDG. Secondary data sources are from the MIMU website, township administration department and township DRD.

1.4 Scope and limitations of the study

According to the simple random sampling method, the study conducted some CBOs and its members who are involved in development projects based in Pauk township. One of its limitations is not to reach all CBOs and its members in Pauk township because of the large volume of CBOs, weather and time limitation. CBO members might have some limited access to knowledge on the development process and project management cycle. Around five to nine members should be allowed to participate in FGD sessions to have an effective discussion. The participants are facilitated and their voices are included to have fair participation in group discussion and not to be influenced by some influential members in the discussion.

1.5 Organization of the study

This study consists of (5) chapters. Chapter (1) presents the introduction parts of the study which includes the rationale, objectives, method, scope & limitation and organization of the study. Chapter (2) presents a literature review on the nature and scope of CBO, theories on CBOs activities, project cycle, project management model in community participation in development project and review on previous studies. Chapter (3) describes the historical background of CBOs in Myanmar, composition of CBOs and interest, the role of CBO in rural development areas, demographic profile and socioeconomic background of Magway region, background information of PAUK

township and implementing project activities in Pauk township. Chapter (4) discusses the survey profile (survey area, sampling design, and questionnaire design), analysis of survey data for the current situation (FGD and KII) and challenges of CBO. Finally, chapter (5) presents the conclusion with the findings and suggestions of the study.

CHAPTER II

LITERATURE REVIEW

2.1 Nature and scope of Community Based Organization

The history of Community-Based Organizations (CBOs) lies at the way back during the American Civil War, whereby charity groups were designed to offer assistance for those who were displaced, disabled, or impoverished by the war. It was during the period between the 1980s and 1990s when CBOs are emerging to a point that they were being referred to as a quick movement, and the process of community organizing expanded into many community organizations. The main difficulty that emerged during this period was shifting the power from local communities to cities, regions, nations and international corporations.

Community-based organizations (CBOs) are non-profit organizations (public or private) open to all residents of the local community (a neighborhood for example) and focused on issues and concerns at the local level. They are institutional blueprints for improving citizen's abilities and capacities based on local socio-cultural conditions (Dill 2010). The primary purpose of community-based organizations is the improvement of the physical, social, environmental and economic environment of its geographic area of operation. They achieve these goals by addressing one or more critical problems of the area – housing, health, education, economic, safe water, livelihood, and sanitation. Most CBOs especially focus their attention on the needs of persons of grassroots level with bottom-up approach for popular participation in development efforts. It is an innovative approach to developing communities in response to the failure of top-down approaches in development strategies.

Regardless of the number, there is a vibrant and growing nongovernment sector encompassing a range of interests and approaches throughout the country. International NGOs are increasingly active in Myanmar in the areas of humanitarian response and longer-term development in a multitude of sectors, including the environment, health, education, livelihoods, rule of law, advocacy, and civil society capacity building. International NGOs, present in small numbers since the 1990s,

have entered Myanmar in two recent waves, aftermath of Cyclone Nargis in 2008, and since the new government forming in early 2011. CBOs have been known to face a number of challenges in running their projects, the sustainability of community-based projects revealed that the major challenges that these organizations face include poor leadership, inadequate skills, dependency, and under-capitalization. There is a vast gap between these organizations and donors in their project activities. Thus, unless these organizations are strategically positioned, it is very difficult for them to address not only the critical issues facing communities today but also the very challenges threatening their own survival and basic need.

Local NGOs typically originate from cities, townships, or population centers and maintain connections with underdeveloped communities. These groups are usually unregistered with the government, often have paid and skilled staff, and are increasingly connected to regional and national NGO networks, and/or with international NGO networks. In ethnic areas, many local NGOs have links to ethnic armed groups. Several large NGOs are registered with government ministries and at times work with the government and development agencies to implement projects in diverse sectors, including health care, rural development, education, livelihood, and agriculture, etc. The process of globalization raised issues about the efficacy of local organizations in addressing problems caused by large-scale financial forces, thus the foundation of national and international organizations.

A community-based organization is a group of individuals organized by a particular community of people based on shared interests and/or attributes. The community could be defined geographically (e.g. a neighborhood), could contain members from diverse backgrounds and experiences, and/or could be defined on the basis of something like religious beliefs or a shared condition. Members may include various stakeholders, such as the public, elected officials, advocacy groups, and business leaders.

Community-based organizations (CBOs) are voluntary, non-profit, non-governmental organizations on a local and national level, facilitating community efforts for community development. CBOs work through people-centered modes of development such as availability of micro-finance, community participation in development ensuring community strengthening, health, education, livelihood, water & sanitation, human rights promotion and protection, etc. It also focuses on infrastructure improvement over time. It is set up by collective efforts of indigenous

people of homo or heterogeneous attributions but living working within the same environment. They are coming together creating conditions that broaden the base of self-governance and diffusion of power through a wider circle of the populations (Adeyemo, 2002, Adejumobi 1991). CBOs are localized institutions in that their spheres of influence hardly extend beyond their immediate communities or neighborhood. Benefits accrued from members' contributions to the associations are shared accordingly with fairness. They are concerned with the development problems and development program in their various areas (Esman and Upholt, 1984; Bralton 1990). They respond to community felt needs rather than market demand or pressure.

Since CBOs are non-profit making groups that work at local levels to improve life at the community level, the focus is to build equity across communities in all streams, among which is access to information (Dania and Igberases,2012). The local members should experience first-hand information on the needs within the neighborhood. Besides being connected geographically, the only skill that improves their livelihood is how well information is disseminated among the inhabitants of the community. CBOs are faced with challenges of sustainability partly because the responsibility to drive these projects is in the hands of staff, trustees, and volunteers.

CBOs drive the purpose of government towards the people in terms of poverty alleviation and to improve the social and cultural conditions of the community. CBOs integrate the rural dwellers into the national life of the country and enable them to contribute fully to the gross domestic products and progress of the country CBOs also provide places for the people to organize themselves for planning process; define their common and individual needs and challenges, solicit popular enthusiasm and public cooperation to execute the plan actions with maximum reliance on community resource and receive aid from the government and non-government organizations only when necessary. CBOs are typically, and almost necessarily, staffed by local members who experience first-hand needs within their neighborhoods. Besides being connected geographically, the only link between staff members and their interests is often the desire and willingness to help beneficiaries for development. Occupational skill sets and experience are greatly diverse. Governments are increasingly delegating responsibility to CBO's and relying on them to gather local concerns and to develop, plan, implement, evaluate and help deliver solutions. CBO's are storehouses, gatekeepers, main actors of local information obviously valuable for their own purposes, but this data is also useful to other organizations and government agencies.

The role of CBO's is becoming knowledge management to compile, sort, store and retrieve local data.

A community-based organization focuses on issues and concerns at the local level (e.g. neighborhood, layperson, city, county), not on the national scale. They are often organized around a particular purpose or cause and tend to be grass roots in nature, working from the ground level upward to address issues. Community-based organizations may also participate in regional coalitions with similar groups in support of an issue such as affordable housing, water quality, or connection of open space.

Community-based organizations use a number of names to describe themselves, including association, alliance, committee, and commission. Most of the community-based organizations will hold regular meetings for a specific period of time where they discuss the issues of common concern and find the solution for it. Participation in community-based organizations is generally voluntary and open to any individuals with interest in the particular issue. Community-based organizations work directly with the public and are aware of their basic goals, needs, issues, challenges, and concerns. If the public has an issue that needs to be addressed, more people would tend to go to the local level for assistance than a regional, state, or national level. In addition, the public may trust as their representatives from a community-based organization. Community-based organizations can also be used to gain consensus about an issue for a project. They can be used to identify and investigate particular issues in more depth (i.e., strategies for reaching the vision of a plan, development of environmental mitigation strategies, the minimization of environmental impacts), when it is necessary.

2.2 Theories on CBOs activities

Cooke-Davies (2000) observes that for projects to perform well there is a need for close cooperation between the CBOs and the community. They ought to work towards the same goal and share the same interests. An effective way of learning from experience on projects that combines explicit knowledge with tacit knowledge in a way that encourages people to learn and to embed that learning into continuous improvement of project management processes and practices. CBOs have increasingly become the key target group for implementing development projects at the grass-root level which meets people's needs. Consequently, providing access to services is not

only considered as a pre-condition for poverty alleviation but also considered as a strategy for empowering communities (Karanja, 1996). It is expected that CBOs and other non-governmental organizations are expected to play a key role in this transformation. CBOs have projects that are supposed to generate income to fund their operations and also meet the needs of their beneficiaries. Most do not meet this requirement due to challenges in their financial constraint, governance, project management skills, stakeholder & community participation, and their motivation.

Systems Theory and Governance

Bertalanffy (1962) defines systems theory as a working hypothesis, the main function of which is to provide a theoretical model for explaining, predicting and controlling phenomena. Hartman (2010) also observes that all organizations consist of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization. CBOs need a functional system to manage their projects well. Kuhn (1974) states that systems need to be controlled as a failure in one system leads to failure in others. CBOs need good governance systems in order to ensure there is transparency and accountability. This theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people, and finances to produce products. Good governance of CBOs will ensure efficient and effective management of their projects and other resources for maxim outputs. While this theory addresses research question one (which seeks to unpack the effects of good (or poor) governance in the performance of the CBOs projects, the theory will explain the important role that governance play as part of the overall system that makes up CBOs.

Financial Distress Theory

This theory is characterized by a decline in the firm's performance, value, and failure (Opler and Titman, 1994). Organizations with projects that are supposed to yield profits have to ensure that their projects perform as per expectations. Projects for-profits should first recoup the initial capital invested then yield profits. This theory is important when addressing financial challenges affecting the successful performance of organizations. The CBO's financial management practices have a gap as they do not operate within budgets that have weak internal controls; they do not follow their financial policies and audit their accounts. The major challenge of this

theory is it cannot recognize symptoms of failure early enough in order to make corrections. The performance of CBO projects has been declining and it is necessary to track and ensure that they improve. This theory is focused on the performance of firms which leads to the second research question which focuses on how financial management practices affect the successful performance of the CBOs projects. This theory will, therefore, guide the understanding of the important role that financial management plays in the survival and persistence of organizations.

Stakeholder Theory

Community members are stakeholders in community projects, therefore, it is important to involve them in project activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson, and Preston, 1995). Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers, and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

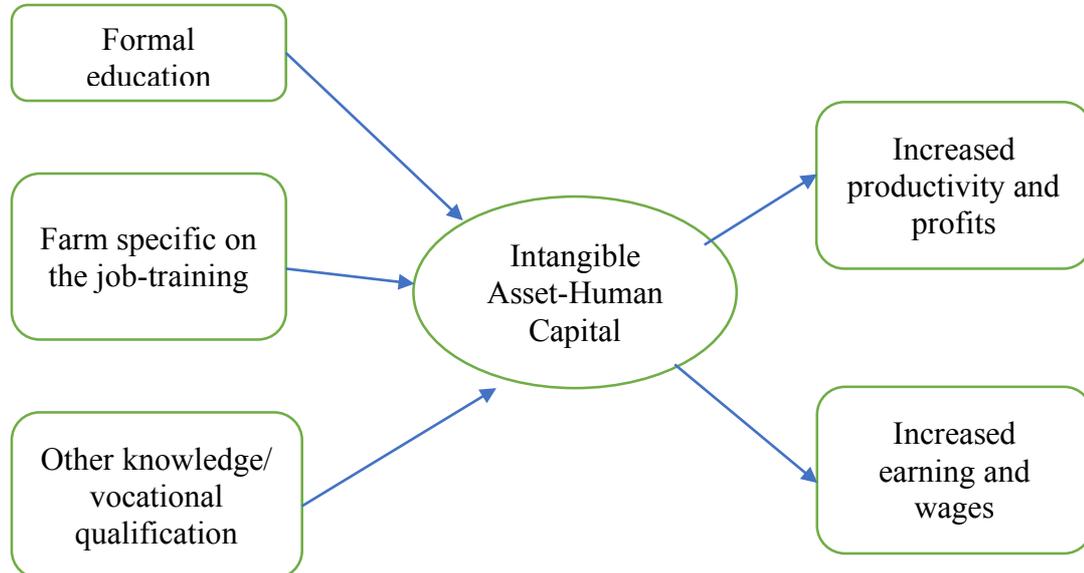
Community participation

It can enhance social cohesion as they recognize the value of working in partnership with each other and organizations. It also adds economic value both through the mobilization of voluntary contributions to deliver regeneration through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop/improve the skills and networks that are needed to address social exclusion. CBOs must ensure the community members voluntarily and actively participate in the projects from the start to end. This theory also emphasizes that community members also benefit from their participation. CBOs need to ensure the community members also participate in the decision making, their staffs are trained on handling the community members and also the community members' interests are considered. This theory, therefore, leads to research question three which inquires on how community participation affects the successful performance of the CBOs projects. This theory will, therefore, assist in a better understanding of the importance of community participation in the success of community projects.

Human Capital Theory

Entrepreneurial knowledge of an individual gained from education adds economic value to a firm, (Becker, 1964). Skills and knowledge gained through education is important to employees when they are performing their tasks as it improves their performance. CBOs management teams require technical skills to run the projects successfully. These skills could be gained from technical institutions, formal education or on the job training. This theory has been put in an application on several occasions. The theory has shown the need for the CBOs management team to have skills and experience in the project management cycle and use of project management tools and techniques when running the projects. Figure 2.1 illustrates how the skills and experience of human capital translate to profitability. This theory addresses research question four which asks how project management practices affect the successful performance of the CBOs projects. The theory will assist to understand the relationship between human capital and economic productivity.

Figure (2.1) Human Capital Theory



Source: Becker, G.S. (1964).

2.3 Project cycle, Project management model and Community participation in development project

In its basic form, the Project Cycle counts six phases. However, as some donor agencies, NGOs and consulting firms tend to bring out their own versions, this number of phases and their content may vary.

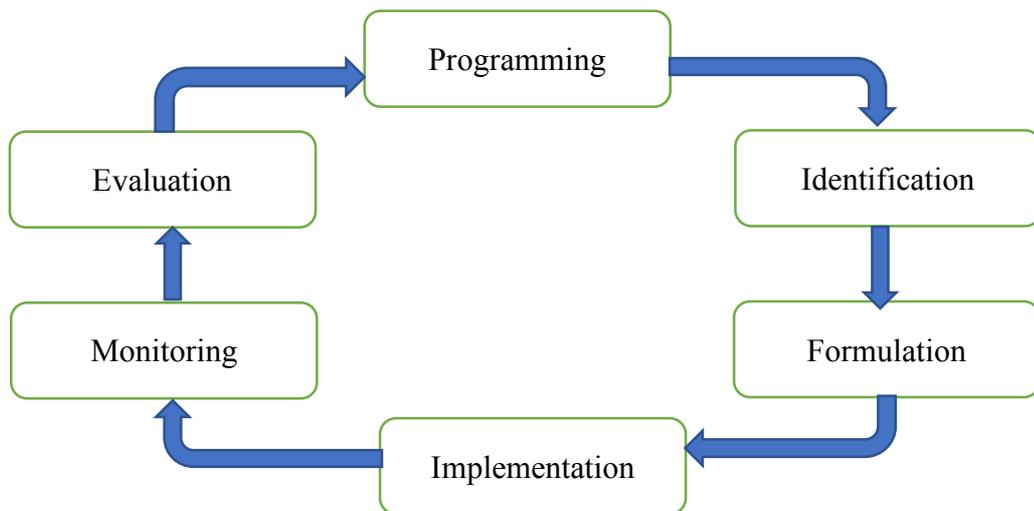
The phases are:

1. Programming
2. Identification
3. Formulation
4. Implementation
5. Monitoring
6. Evaluation

Often, implementation and monitoring are combined in one step. Some donor agencies add an additional step of 'Financing' or 'Approval of the proposal' between 'Formulation' and 'Implementation'. From the point of view of the NGOs that want to introduce a project, negotiating or lobbying is another step that could be added between programming and identification or between identification and formulation.

The first three steps can be seen in the design phase of the project. This may easily take up one to two years before the final approval is given and work (or practical preparations) can begin. The duration of the project itself depends on its activities, design and the needs of the beneficiaries, but more often than not also on budgetary restraints or the regulatory framework of the donor. That is why consecutive projects (sometimes called actions) are combined into a larger program. Again, in such a program it is important to learn from previous actions to avoid these barriers and difficulties, but in reality, this may not always be the case (or only to a limited extent).

Figure (2.2) Project Cycle



Source; Philip N. Dearden and Bob Kowalski, (Nov, 2003).

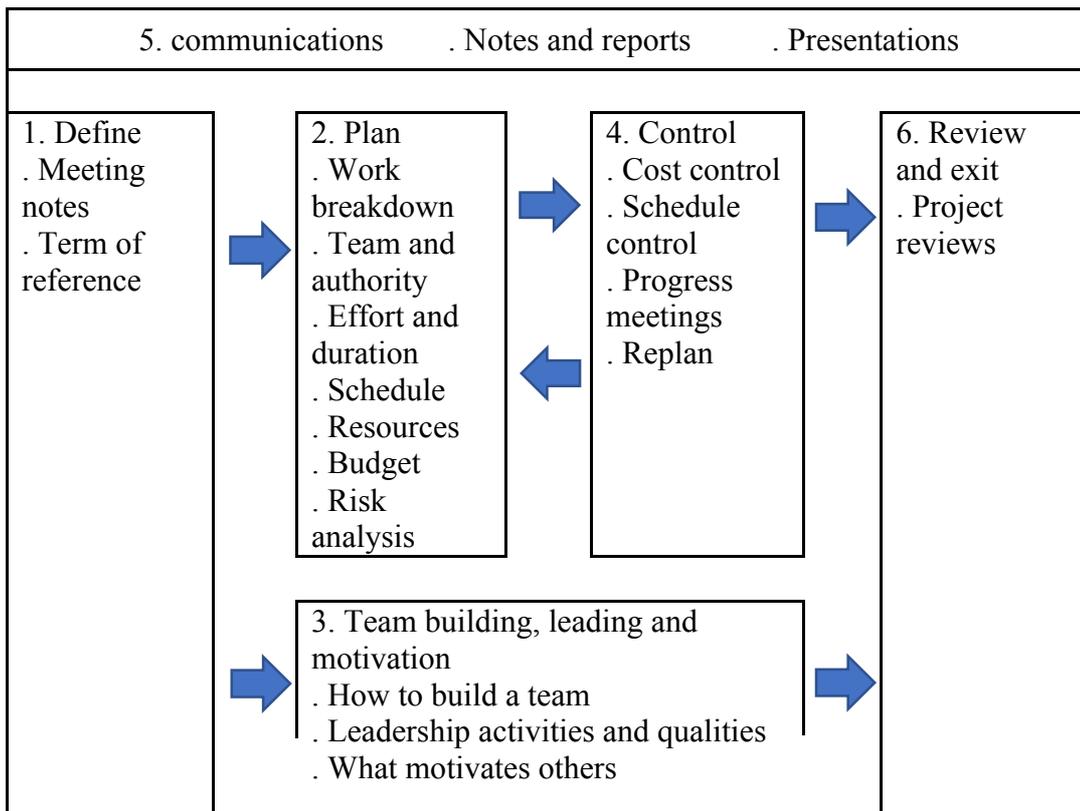
Community-based organizations are typically organized at a grassroots level, so participation tends to be broad-based. Virtually anyone can be active in such a group, so they provide an effective mechanism for working with the general public, as opposed to specific publics. Some examples of community-based organization members include individual members of the public, representatives of community and advocacy groups, religious leaders, representatives of the business community, and elected officials. Depending on the organization, members may volunteer or maybe nominated, appointed, or elected. Many community-based organizations do not have professional staff while some do not have formal office space or equipment. This can limit their ability with professional transportation staff during typical business hours. The demands of participation may influence who can participate. These might include how often the group interacts and the timing of interaction (day to day activities, meeting times, training sessions, etc.).

Costs of working with community-based organizations are variable. Monetary costs for the agency may be very little unless the organization requires technical assistance (e.g., resources, funding). Possible monetary costs include outreach materials, food, and beverages at meetings, and facility charges. The majority of costs to the agency would be staff time to attend community meetings, work with group leaders, prepare agendas, meeting minutes, and schedule meetings and facilities. This

may differ based on location or setting. A great deal of time and effort are needed initially to work with community-based organizations in areas where people are not participating in many existing community groups, especially if there are trust or apathy issues. The major cost to individuals in community-based organizations is time to contact community members about, and participate in, meetings, workshops, training, and events. Neighborhood or geography-based organizations often have multiple commitments in several priorities. However, an agency can help build more capacity, for example, by training community leaders members and stakeholders. In this situation, awareness is needed with regard to local politics and the willingness and motivation of community representatives to share their knowledge of “how to get things accomplished” with others.

Project Management is the application of a collection of tools and techniques to direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. Each task requires a particular mix of these tools and techniques structured to the task environment and life cycle (from conception to completion) of the task (Turner & Muller, 2005). Project management processes and techniques are used to coordinate resources to achieve predictable results. All projects need some level of project management. This model also consists of stages, but, unlike the sequential flow of the project life-cycle, the six-stage model assumes that some stages are carried out simultaneously. In particular, the model above assumes that communications will take place throughout the project. It also assumes that team building, leading and motivation will take place once the project has been defined and continue until it ends.

Figure (2.3) The six-stage project management model



Source: Turner, J.R., & Muller, R. (2003)

2.4 Leading agencies (UN/INGO/NGO) get involved with community-based organizations

To get involved with community-based organizations, practitioners should research what groups are in existence in the area they are serving. This can be done by contacting local governments to determine the “players” in the community, through word of mouth, and by being alert to advertisements/fliers for specific community-based organization activities. It is important for practitioners to maintain up-to-date contact lists for community-based organizations and key individuals in the community who can be tapped for discussions. Human service coalitions, like the United Way, colleges and universities, and national organizations often maintain contact lists.

Practitioners could then begin attending meetings and interacting with leaders to learn more about the organizations and their members, contact the organizations directly to discuss a particular issue, and develop presentations and materials for use with community-based groups. The practitioner may ask organization representatives what public involvement techniques would work best in getting the community engaged in the decision-making process. In addition, before interacting with

community-based organizations it is important for the practitioner to clearly define what needs to be communicated to the organizations and what is hoped to be gained from establishing a relationship with them.

Agencies can use the output from community-based organizations in several ways. These include; Gauging the reaction of the larger population that the community-based organization was established to represent. Identifying the concerns or issues of members of the community. Incorporating the output into community visioning exercises, visual preference surveys, goal setting, and policy development. Establishing a pattern of continuing communications with the community until the culmination of a process (e.g., when the plan is developed, when the decision is made). Developing plans, programs, projects, goals, policies, strategies, and alternatives and to resolve conflicts.

2.5 Drawbacks of CBOs

Community-based organizations may not be representative of the overall community. If members are nominated, the overall community may not agree with the composition of the group and may not feel these members have their best interests in mind. Working with community-based organizations for public involvement can sometimes attract “professional community participants,” i.e., those members of the community who have a strong interest in an issue or high availability and can always be counted upon to attend group activities. Suggestions for broadening community participating in these instances include: Asking the community to identify their leaders. This may render different leaders than those that are frequently tapped. The community may not identify leaders that are frequently-tapped as representing their interest. Thinking about demographics (e.g., number of single parents, the number of elderly who may not want to drive to a meeting in the evening) and the history of agency-public relationships in the area. Local planning and economic development agencies, colleges and universities often maintain current demographic information. Seeking out and identifying the affected and targeted group first. Finding out what a group’s ideas, views, likes, and dislikes are and targeting more advertisements in the affected area to make sure the right people are getting the message. This is going directly to the group to broaden the participation. It might be the best to start out by doing this at a project level, as the project may be something more concrete that the public can relate to (as opposed to the more abstract and nebulous planning process).

Using the “buddy system;” ask each person who attends a meeting to return next time with one other person. For the ones who don’t attend, try to find out why then try to see if there’s a way to utilize their talents in a different way. For example, if the community participation is voluntary and individuals have to work during the hours of the meeting, they may be able to perform background research or some other task through which the information obtained could then be funneled to the group as a whole or incorporated into the greater project at hand.

The agency can sometimes influence the decisions of the community-based organization. In addition, sometimes community-based organizations are not taken seriously and are considered to be troublesome with a lot of unwanted “noise”. Working with such groups can be very time-consuming. Community-based groups tend to be small and focused on a particular geographic area or issue. If a broader level of input and participation is desired, transportation professionals may have to interact with several organizations. It would time to build credible relationships and to adequately educate each group on the transportation process, particularly if there is a history of mistrust. Substantial initial time and effort may be required in forming a new community-based group if one goes beyond the most interested/most available people. Generally, the benefits of working with these groups outweigh the drawbacks because community-based groups are an effective way to get directly to those impacted by their decisions.

2.6 Review on previous studies

Regarding the “effectiveness of Community Based Organizations, Their Their Shwe (2017) studied in Kyaik Htoo Township, Mon State”, and found that; a) Due to ineffective internal management practices, low capacity for resource mobilization, poor governance practices, and questionable CBO formation process their effectiveness remains low, b) Some CBO didn’t understand the mission and vision of their organizing and CBO governance need stronger implications, c) The CBO has strong internal management but still lack of resources to lead the CBO and no new members have been recruited, d) CBO satisfaction has been not satisfied by all members and inclusion of revolving loan to all beneficiaries are very important for a high satisfaction, e) The CBO formation is more donor-driven rather than bottom-up approach also knowledge as demand-driven. The level of reliance on NGO/Donor funding is too high for an autonomous.

Regarding the CBOs, Naw Phaw Hser (2018) studied the topic is “the role of community-based organizations in the community development of Hlaing Thar Yar Township”. she found that; a) some CBO are self-reliance, well-functioning and some are less functioning at recent time, b) 15 out of 28 CBOs are well functioning and active support to the beneficiaries in her study areas, c) most of the CBOs were re-established depend on the capacity of their financial status, human resources and interesting to get concrete set up when implementing the community development activities, d) most of the CBOs perform fundraising activities for sustainability because NGOs cannot support in the long run, e) it can assumed that CBOs are more proactive and have the trust of and relationship with the community that attracts a variety of stakeholders to contribute to the service delivery mechanism.

In addition, Win Mar Oo (2017) conducted research on “A study on the opportunities and challenges of the community-based organization’s activities for child protection in South Dagon Township”. In this study, she found that; the CBOs on South Dagon Township were established systematically and delivered the health education awareness and related services by participation in DOH activities increase the coverage, encourage the relation with health staff and local community and also promote the CBOs. The child protection program was performed poorly. The local community including the neighbors, peers, teacher, health staffs and police are aware of the CBO’s activities for child wellbeing and provide support when needed. By providing the development activities, the CBO’s encouraging the effectiveness of the child's well-being. The benefits of CBOs affect child protection issues and poverty. Even though the numbers of beneficiaries are too small to cover the needy community, the efforts of CBOs benefited the community.

CHAPTER III

OVERVIEW OF COMMUNITY BASED ORGANIZATIONS IN MYANMAR AND THE PROFILE OF PAUK'S TOWNSHIP

3.1 Historical background of CBOs in Myanmar

Myanmar is the largest country in the mainland of Southeast Asia, with a land area of 676,000 square kilometers. Myanmar has divided administratively into seven states and seven regions in the country. Nay Pyi Taw is the capital, with an official population of almost 1 million people and located 320 kilometers north of Yangon, the previous capital. According to the provisional result from the 2014 census in Myanmar, the total population is 51.4 million, with a diverse ethnic and religious makeup, including 135 officially recognized nationality groups, divided into eight national ethnic races (Ministry of Population, 2014). Civil society structures in Myanmar traditionally existed at the local level within religious groups, emerging from Buddhist and Christian-led social welfare activities and focusing on poverty, health, education and the basic needs of communities. Particularly in areas of weak central government control and armed conflict, civil society often filled the state's service-delivery role. There are three types of civil society organizations in Myanmar: community-based organizations (CBOs), local nongovernment organizations (LNGOs) and international nongovernment organizations (INGOs).

The community-based organizations (CBOs) are informal of voluntary associations formed at the village level to perform social and religious functions, including health, education and social services. Many of them are religious-based and provide support for funerals and family of community emergencies. Normally, it does not have paid staff, and focus typically on beneficiaries. Although there is no government of other statistics in these groups, Heidel (2006) estimates the number of community-based organizations in Myanmar at 214,000, according to the ADB report, February 2015.

There are six main types of community organizations; village development organizations, social organizations, religious organizations, political organizations,

maternal and child welfare organizations and militia (being non-state military organizations). The typology corresponds well to known categories in rural Myanmar. There is frequently considerable slippage between religious and social organizations in some areas, where religious organizations assume many social functions. Nearly half of all communities are having a social organization, with rates highest in Yangon, Eastern Shan, Tanintharyi, and Sagaing. Nearly one-quarter of all communities are having a religious organization, with rates highest in Yangon, Tanintharyi, Eastern Shan, Kayin, and Kachin.

Table (3.1) Presence of community based organizations at village level

	Development committee	Social organization	Religious organization	Any Social or Religious	Mean number of organizations per village
All	54.4%	49.0%	25.2%	58.6%	2.0
NPT	50.0%	70.0%	20.0%	90.0%	2.1
Kachin	72.3%	55.6%	38.9%	68.6%	2.0
Kayah	50.0%	50.0%	0.0%	50.0%	2.3
Kayin	58.6%	20.7%	34.5%	55.6%	1.7
Chin	25.0%	18.7%	18.8%	37.5%	2.6
Sagaing	69.1%	68.1%	28.8%	76.3%	2.4
Tanintharyi	83.4%	94.4%	55.5%	94.4%	2.9
Bago	69.4%	47.0%	36.8%	64.6%	1.8
Magwe	63.7%	62.5%	25.0%	65.3%	2.3
Mandalay	65.6%	42.5%	17.3%	51.2%	2.3
Mon	28.6%	71.4%	35.7%	78.6%	2.2
Rakhine	55.4%	47.3%	27.1%	57.5%	2.0
Yangon	60.5%	89.5%	52.6%	89.5%	3.2
Shan South	38.2%	19.8%	14.5%	27.0%	1.4
Shan North	41.5%	14.7%	6.1%	18.5%	0.7
Shan East	33.4%	61.1%	50.0%	76.5%	2.2
Ayeyarwaddy	39.4%	54.5%	18.9%	64.0%	2.1

Source: Griffiths, M. (2016). Resilience and community social organizations in rural Myanmar. research summary, social policy & poverty Research Group.

Civil society can trace its origins in Myanmar back to village-level religious organizations, an early way in which local people came together and organized social, development and religious activities. Historically, these were informal arrangements, without any official registration or membership. Since then, religious organizations (Buddhism, Christian, Hinduism, Muslim, and others) have set up social welfare and development programs, active locally and outside their communities. During the colonial period in the early part of the 1900s, community-based organizations were created and formal associations emerged. Toward the end of the 20th century, these associations focused on religious and cultural dimensions of society: some later evolved into ethnic minority and political movements. By independence in 1948, professional, trade, and voluntary organizations were flourished.

By 2000, civil society organizations proliferated in both ethnic areas and central Burma, as it was called then, due to the deteriorating socioeconomics conditions and the lack of basic services provided by the state. These organizations included the religious, educational, and social welfare organizations, and civil society groups focusing on environmental and community development. After Cyclone Nargis devastatingly struck the southern parts of the country in 2008 and more recently with the change in government and democratic reforms, civil society experienced a profound evolution in structure, resources, stakeholders, and modalities. Now, new networks are forming and existing networks are expanding. There is increased local, national and international partnership: civil society and government are beginning to interact more openly and constructively and legal frameworks for participation are in some areas of liberalizing.

3.2 Composition of CBOs and interest

Recent years have witnessed a renewed policy interest in community-based development. This interest is predicated on the idea that community involvement in the planning and execution of policy interventions leads to more effective and equitable development. In practice, community-based interventions are often channeled through Community-Based Organizations (CBOs). In one critical respect, this practice is well-founded: CBOs often emerge and play an important role in providing public goods and in resolving collective action problems when formal institutions are deficient. For this reason, they are particularly important in poor

countries where the government is unable or unwilling to provide much needed social services, especially in rural areas.

However, whether effective and equitable development can be achieved by assisting CBOs ultimately depends on their composition and on where they do and do not emerge. If CBOs are composed of local elites, interventions channeled through them are likely to reflect the preferences and interests of those elites. Similarly, if CBOs form along gender or ethnic lines, their mode of operation is likely to reflect the interests of a specific gender or ethnic group rather than the interests of the community as a whole. More generally, if existing socio-economic cleavages are reflected in the composition of CBOs (by the exclusion of individuals who do not have certain characteristics or through segmentation) this may negatively affect social cohesion and solidarity. Finally, if CBOs tend not to emerge in the poorest communities, then communities in greatest need of assistance could miss out on important development opportunities. An understanding of the emergence and composition of CBOs is thus of major policy interest.

Turning to the benefits of setting up CBOs, these too vary across households and villages. We expect poorer households to find indivisibilities in agricultural inputs harder to overcome on their own. For example, a rich household could afford a ploughing pair of oxen. But a less fortunate one could only afford a ploughing pair by sacrificing consumption and a poor household could not afford one on their own. We also expect poorer households to have a greater need for informal insurance via risk pooling. We, therefore, expect rich and poor households to have different interests in CBOs. The benefits associated with setting up CBOs also depend on whether alternative mechanisms exist for addressing collective problems.

3.3 The role of CBOs in the rural development area

CBOs play a vital role in promoting development, especially in rural communities. CBOs have been emerging in the contemporary world with better representation of the public voice against injustice and suppression than any other organization. They have mobilized and assembled people to create pressure on certain causes of development that have often been undermined in their community. The role of CBOs has always been undermined yet they have the capacity to organize and empower weaker sections in the society to prepare the rural people to address their own initiatives with full commitment for their society.

According to AH and Baas (2003), the last decade has seen an increasing role of civil society including community development in rural development. This has been due to their structural characteristics, which match the global shift towards participatory development and good governance. This has led to an escalating concern regarding the strengths, weaknesses, opportunities, and threats of CBOs vis-a-vis their functions as a catalyst for development. Hence self-organized CBOs in poor rural communities can influence local governments to be accountable to form coalitions with other social forces and to build larger organizations that can influence regional and national policy in favor of poverty reduction. With adequate capacity building in rural institutions, they can play a major contribution in community mobilization in support of the judicious use of national resource and environmental protection. They can also act as forums for integrating people and disadvantaged groups into local community development. Moreover, such institutions can encourage rural people to take a longer-term view of planning, to support planning and cooperation that considers community interests as well as individual needs.

All these endeavoring factors are based on the geographical set up of each CBO, its operational areas and membership have a significant impact on its inclusiveness and capacity for equitable representation, skill, and participation. Based on traditional power structures they have the capacity to reach the most marginalized and address the real community issues most organizations are not able to do so because of some challenges in their organizations and disfigure of project design. Without disrupting the cultural and traditional structures they have the capacity to design relevant strategies that strengthen local ownership, community commitment and shared responsibility as they are well-known persons about their community's needs and concerns.

3.4 Demographic profile and Socio-economic background of Magway Region

Magway Region is one of the core regions of central Myanmar, hosting about seven percent of its population and contributing significantly to the country's economy through its agricultural produce as well as its oil production. Magway Region has not been affected by any armed conflict, ethnic tension or major natural disaster in recent years. Although it is not free from challenges, with generally low socio-economic indicators and economic development similar to national averages, and is vulnerable to frequent droughts, it has fared rather well due to a resilient

agricultural population and the existence of some industries and related employment opportunities. As a result, the governance reform program that started in 2011 has been implemented expediently in Magway. Magway Region's social development indicators such as poverty, education, and immunization, safe drinking water, and sanitation are comparable to the national averages. It should be noted however that there is considerable variation within the Region, as some parts of Magway do much better than others, with the more remote rural villages lagging behind substantially.

Magway Region is the fourth largest constituent unit of Myanmar. With 44,819 km², it covers about 7 percent of Myanmar's area (which is about the same area as Denmark or Estonia). It is divided into five districts and 25 townships. The population of Magway Region is 3.9 million, which makes it the seventh most populous of the States and Regions in Myanmar, at about 9 percent of the total. It does not have an international border but shares a boundary with Rakhine and Chin States, and Sagaing, Bago, and Mandalay Regions. Its sex ratio is 87 meaning that there are 87 males on every 100 females, which is the lowest figure for the whole country. Eighty-five percent of the population lives in rural areas, which makes Magway the least urbanized region in the country except for Ayeyarwady. The population density is 87 people per square kilometer, which is on the lower end of the spectrum compared to other States and Regions. See for a distribution of the population over the 25 townships. Most of the Region's people are Buddhist Barmars. There are only very small minorities of other ethnic groups, primarily Chins, as well as some Rakhine, Kayin, and Shan.

The Region lies geographically at the center of Myanmar, alongside the mid-stream sections of the Ayeyarwady River which dominate the Region. Only the South Western boundary with Rakhine State has some mountains, rising up to the Rakhine Yoma range. The rest is alluvial flat land which belongs to the major Myanmar eco-region known as the "Dry Zone", due to its relatively low rainfall patterns (on average 840 mm. per annum), which distinguishes it from the southern coastal monsoon climate. Its main river, the Ayeyarwady (or Irrawaddy), Myanmar's largest river and most important commercial waterway, forms the Region's main economic artery and has played a significant role in its history and culture. The Region's capital city Magway, located on the Ayeyarwady River, has about 300,000 inhabitants. Other major towns are Pakokku and Minbu. Minbu lies opposite Magway across the Ayeyarwady River and was its historical center during the colonial period.

As in Myanmar overall, agriculture is one of the main sectors of the local economy, providing most of the employment to its residents. The areas near the Ayeyarwady River have traditionally benefited from the vicinity of the country's main route for transportation, communication, and trade. Among the important crops found in the Region are sesame and groundnut. Rice, beans and pulses, millet, maize, chili, onions, potatoes, sunflowers, and tobacco are other main crops. Edible oil is also produced. Livestock and freshwater fisheries are also important. Thanaka (sandalwood) is also one of the famous products of Magway Region.

Magway Region's social development indicators are comparable to the national averages. About 27 percent of the population was estimated to be living below the poverty line. This is comparable to the poverty estimate of 26 percent for the country as a whole. According to the Multiple Indicator Cluster Survey (MICS), about a fifth of households in Magway Region are not using improved water sources, which is comparable to the national average. See for a comparison of several social indicators between the Magway Region and the national average Figure.

Myanmar and Magway region's HDI value and rank

This is a list of administrative divisions of Myanmar by Human Development Index as of 2018 with data for the year 2017, Myanmar's HDI rank is 148 out of 189 countries and territories and HDI value is 0.578. Magway region's HDI value is 0.579 and the rank is 7 out of 14 states and regions inside of Myanmar. Between 1990 and 2017, Myanmar's HDI value increased from 0.358 to 0.578, an increase of 61.5 percent. Table (3.2) is a review of Myanmar's progress in each of the HDI indicators. Between 1990 and 2017, Myanmar's life expectancy at birth increased by 8.0 years, mean years of schooling increased by 2.5 years and expected years of schooling increased by 3.9 years. Myanmar's GNI per capita increased by about 623.0 percent between 1990 and 2017.

Table (3.2) Human Development Index 2018

Rank	Region	2017 HDI
Human Development Index		
1	Yangon	0.657
2	Kachin	0.616
3	Kayah	0.603
4	Mon	0.600
5	Mandalay with Naypyidaw	0.594
6	Chin	0.586
7	Magway	0.579
–	 Myanmar (average)	0.577
8	Tanintharyi	0.577
9	Bago	0.571
10	Sagaing	0.568
11	Ayeyarwady	0.554
12	Kayin	0.552
13	Rakhine	0.538
14	Shan	0.506

Source: UNDP, Human Development Index (2018)

Table (3.3) Myanmar’s HDI trends based on consistent time series data and new goalposts

	Life expectancy at birth	Expected years of schooling	Mean years of schooling	GNI per capita (2011 PPP\$)	HDI value
1990	58.7	6.1	2.4	770	0.358
1995	60.5	7.4	2.7	959	0.398
2000	62.1	7.8	3.1	1,300	0.431
2005	63.6	8.1	3.6	2,264	0.477
2010	65.2	9.2	4.1	3,717	0.530
2015	66.5	9.9	4.9	5,039	0.569
2016	66.6	10.0	4.9	5,282	0.574
2017	66.7	10.0	4.9	5,567	0.577

Source: UNDP, Human Development Index (2018)

3.5 Background information of PAUK Township

Pauk township is the alluvial flat land which belongs to the major Myanmar eco-region known as the “Dry Zone”, due to its relatively low rainfall patterns (on average 840 mm. per annum), which distinguishes it from the southern coastal monsoon climate. As this township had been implementing many development projects since 2000 to now, there were many CBOs existing and working for their village development. Starting from 2016, National Community Driven Development projects were starting in each village of Pauk township, which is led by the Department of Rural Development under the Ministry of Agriculture, Livestock and Irrigation as the township is needed for development.

With the project selection criteria of NCDD, Pauk Township is entitled to work this project as the townships are poverty, absence of external funding for similar activities, willingness, and capability of township authorities to implement the project. Beneficiary townships are selected through a multi-stakeholder township selection consultation held at the Capital of the Region/State. Following these consultations, the

Region/State Chief Minister reports to the Ministry of Agriculture, Livestock, and Irrigation (MoALI) the townships ranked as the highest priority for the Project.

The total population of PAUK township is 171514 (males are 79030 and females are 92484). So, there are more females than males with 86 males per 100 females. The total area of kilometer square is 2486.4. The population density of Pauk Township is 69 persons per square kilometer. The majority of the people in the Township live in rural areas with only (4.2%) living in urban areas. There are 4.3 persons living in each household in Pauk Township. This is slightly lower than the Union average. There is a total of 4 wards, 67 village tracts, and 235 villages.

The proportion of productive working population between 15 to 64 years of age in Pauk Township is 61.8 percent. The proportion of children aged 14 and below together with the proportion of the elderly aged 65 and over are less than the proportion of the working-age group population. Fewer proportions of children and the elderly reduce the dependency of those age groups on the working-age population. School attendance in Pauk Township drops after age 12 for both males and females. Compared to the Union, the school attendance of males and females in Pauk Township is higher than that of the Union from starting school-going age to age 19. The literacy rate of those aged 15 and over in Pauk Township is 89.9 percent. It is lower than the literacy rate of Magway Region (92.2%) but higher than the Union (89.5%). The female literacy rate is 86.5 percent and for the males, it is 94.4 percent. The literacy rate for youth aged 15-24 is 96.9 percent with 96.6 percent for females and 97.2 percent for males. Some 24.3 percent of the population aged 25 and over have never been to school. Of the rural population aged 25 and over, 25.2 percent have never been to school. There are 24.5 percent of males aged 25 and over who have never attended school as against 24.1 percent for females. Among those aged 25 and over, 26.3 percent have completed primary school (grade 5) and only 3.7 percent have completed university/college education.

Labour force participation rate for the population aged 15-64 in Pauk Township is 63.7 percent. The labor force participation rate of females is 45.1 percent and is much lower than that of their male counterparts which are 86.8 percent. In Pauk Township, the labour force participation rate for the population aged 10-14 is 10.1 percent. The unemployment rate for those aged 15-64 in Pauk Township is 7.1 percent. There is a difference between males and females with unemployment rate for males (5.6%) and for females (9.4%). The unemployment rate for young females aged

15-24 is 18.1 percent. Among those aged 10 and over who are not in the labor force, 59.3 percent of males are full-time students while 60.5 percent of females are household workers. In Pauk Township, 49.4 percent of the employed persons aged 15-64 are skilled agricultural, forestry and fishery workers and are the highest proportion, followed by 27.8 percent in elementary occupations. Analysis by sex shows that 53.9 percent of males and 42.4 percent of females are skilled agricultural, forestry and fishery workers. In the Magway Region, 53.7 percent are skilled agricultural, forestry and fishery workers and 18.6 percent are in elementary occupations.

The proportion of employed persons working in the industry of “Agriculture, forestry, and fishing” is the highest with 67.7 percent. There are 70.7 percent of males and 63.1 percent of females working in the “Agriculture, forestry and fishing” industry. Seven in every 100 persons in Pauk Township have, at least, one form of disability. Slightly more females than males have a disability. The prevalence of disability increases with age and it increases considerably after the age of 60. Difficulties with seeing and walking were the most commonly mentioned forms of disability in the Township.

The majority of the households in Pauk Township are living in bamboo houses (51.6%) followed by households in wooden houses (40.6%). Some 69.2 percent of urban households and 50.8 percent of rural households live in bamboo houses. Some 58.4 percent of the households in Pauk Township have improved sanitation facilities (flush toilet (0.2%), water seal (improved pit latrine) (58.2%)). Compared to other townships in Magway Region, the proportion of households with improved sanitation facilities in Pauk Township is in the range of (44-71) percent group. The proportion of households with improved sanitation facilities in the Magway Region is 68.4 percent while it is 74.3 percent at the Union level. Some 30.5 percent of the households in the township have no toilet facilities. For the entire Magway Region, it is 17.5 percent. In the rural areas of Pauk Township, 31.6 percent of the households have no toilet facilities, 69.3 percent of households use improved sources of drinking water (tap water/ piped, tube well, borehole, protected well/spring and bottled water/water purifier). Compared to other townships in Magway Region, this proportion of households use improved sources of drinking water belongs to (57-76) percent group and it is also slightly lower than the Union average (69.5%). Some 51.7 percent of the households use water from the tube well, borehole and 14.5 percent use water from

protected well/spring. Some 30.7 percent of the households use water from unimproved sources. In rural areas, 31.4 percent of the households use water from unimproved sources for drinking water.

In the Township, 7.2 percent of the households use electricity for lighting. This proportion is low in electricity usage compared to other townships in Magway Region. The percentage of households that use electricity in the Magway Region is 22.7 percent. The use of candles for lighting is the highest in the township with 34.0 percent. In rural areas, 35.1 percent of the households mainly use candles for lighting. Households mainly use wood-related fuels for cooking with 95.4 percent using firewood and 1.0 percent using charcoal. Only 3.0 percent of households use electricity for cooking.

54.2 percent of the households in Pauk Township have access to radio. Some 73.5 percent of households in urban areas have access to television and the proportion for rural areas was 54.8 percent have access to radio. Some 22.7 percent of the households in Pauk Township which has access to television. Only 12.2 percent of the households in Pauk Township reported having mobile phones. Compared to other townships in Magway Region, it is the second-lowest. In Pauk Township, 44.2 percent of the households have cart (bullock) as a means of transport and it is the highest proportion, followed by 40.2 percent of households having motorcycle/moped. Analysis by urban/rural residence, the majority of the households in urban areas mainly use motorcycle/moped as a means of transport while was used cart (bullock) in rural areas (2014 census Myanmar, UNFPA).

Table (3.4) Project activities in PAUK township (current and before 2019)

No	Project Name	Implementing period
1	Mya Sein Yaung Project	Current
2	Community Driven Development project	Current
3	Revolving fund circulation project (Loan provision)	Current
4	Cooperative association loan project	Current
5	Women empowerment and emergency assistant project	Current
6	Community Health Project	Current
7	School construction project	Current
8	Infrastructure supporting project	Current
9	Child Protection and Education project	Current
10	Support in agriculture, agro-forestry, environmental and hygiene awareness, water supply	Before 2019
11	Community home base care and food supply project	Before 2019
12	Sexual and reproductive health care activities	Before 2019
13	Food for work Project (Road construction)	Before 2019
14	Improving food security and livelihood	Before 2019
15	Income generating activities	Before 2019

Source: Survey data (2019)

Currently, following project activities had been implementing in Pauk township; Mya Sein Yaung Project (DRD department), Community Driven Development project (DRD department), Revolving fund circulation project (Loan provision), Cooperative association loan project (Thama Association), Women empowerment and emergency assistant project (Volunteer group), Community Health Project, School construction project (Union grant), Infrastructure support by Regional budget, Child Protection and Education project.

Before 2019, below activities were implemented; sexual and reproductive health care activities, to increase access to sexual and reproductive healthcare, and improve sex education, Food for Work Project (Road construction), Improved food security and livelihood, project measures included establishing village development committees and saving and credit groups, income-generating activities, support in agriculture (seed banks, farmer field schools (FFS), demonstration fields, provision of agricultural tools and machinery), agroforestry, environmental and hygiene awareness, water supply, and the introduction of energy-efficient stoves and improved latrines, etc.

CHAPTER IV

ANALYSIS ON SURVEY

4.1 Survey Profile

This study targeted 12 CBOs (5% of total) and 6 leaders of CBOs which is working on development projects in the Pauk township of Magway Region. It presents on the data analysis, interpretation, and presentation of findings. In particular, data are presented through the survey data of Focus Group Discussion (FGD) and Key Informant Interview (KII) with the organization's leaders. Through this, the study attempted to seek for answers to the two research questions in order to establish the current situation of CBO in implementing development project implementation in Pauk township of Magway division.

Survey areas are 12 villages' CBO of Pauk Township, Magway Region, Myanmar. According to sampling random sampling method, twelve CBOs in Pauk township were selected for FGD session as follow; 1) Road Renovation and Food Distribution Committee from Lae Bae village, 2) Village Development Committee from Daung Thar village, 3) Unify - Local CBO from Aung Da Guan Ward, 4) Village Development Committee from Gal Pin Inn village, 5) Village Corporative (Thama) Committee from Lay Pin Eaint village, 6) Community-Driven Development Committee (CDD) from Inn Tain village, 7) Community-Driven Development Committee (CDD) from Tha Ma Taw village, 8) Village Development Organization from Nyaung Win Bauk village, 9) Community-Driven Development Committee (CDD) from Mone Kone village, 10) Mya Sain Yaung from Ohn Daw (S) village, 11) School Construction Supervision Committee (Union Budget) from Sin Thay village, 12) Village Development Organization from Phayar Taung village.

For the KII session, 6-CBOs' leaders were selected as follow; 1) U Maung Ngwe, Chair-person from Road Renovation and Food Distribution (Food for Work) Organization of Lai Bae village, 2) U Hla Myint, Chair-person from Village Development Organization of Daung Thar village, 3) U Kyaw Win, Chair-person from Village Development Association of Gal Pin Inn village, 4) U Myint Than,

Chair-person from Village Development Supervision and Supporting Organization of Inn Tain village, 5) U Min Htike, Chair-person from School Construction Supervision Committee of Sin Thay village and 6) U Khin Maung Thein, Secretary from Community Based Organization of Phayar Taung village.

Table (4.1) Profile of selected villages which is working by CBO

No.	Village Name	Village Tract	Household	Population	Male	Female
1	Lae Bae	Tha Ma Taw	200	1203	573	630
2	Daung Thar	Tha But Su	141	558	258	300
3	Aung Da Guan	Pauk	586	3218	1450	1768
4	Gal Pin Inn	Sa Thein	169	745	334	411
5	LayPinEaint	Hmyar Paing	87	352	142	210
6	Inn Tain	Inn Tain	147	778	370	408
7	Tha Ma Taw	Tha Ma Taw	152	667	295	372
8	Nyaung Win Bauk	Nyaung Win Bauk	182	996	470	526
9	Mone Kone	Eaint Kai	156	845	400	445
10	Ohn Daw (S)	Inn Daw	88	449	206	243
11	Sin Thay	Tha Ma Taw	101	574	282	292
12	Phayar Taung	Phayar Taung	199	915	456	459

Source: Survey data (2019)

Table (4.2) Name of selected CBO and their partner organizations

No	Township	Village tract	Village name	Organization Name	Implementing Partners
1	PAUK	Pauk	Aung Da Guan	Unify	No specific partner
2	PAUK	Tha Ma Taw	Lae Bae	Food Distribution Committee	REAM (face-out)
3	PAUK	Sa Thein	Gal Pin Inn	Village Development Committee	WHH (face-out)
4	PAUK	Tha But Su	Daung Thar	Village Development committee	
5	PAUK	Nyaung Win Bauk	Nyaung Win Bauk	Village Development Organization	OXFAM (face-out)
6	PAUK	Phayar Taung	Phayar Taung	Village Development Organization	
7	PAUK	Hmyar Paing	LayPinEaint	Village Cooperative (Thama) Committee	Township Cooperative Association
8	PAUK	Tha Ma Taw	Sin Thay	School Construction Supervision Committee	UNION BUDGET (Government)
9	PAUK	Inn Daw	Ohn Daw (S)	Mya Sain Yaung	DRD (Government)
10	PAUK	Tha Ma Taw	Tha Ma Taw	Community Center Development Committee	
11	PAUK	Eaint Kai	Mone Kone	Community Center Development Committee	
12	PAUK	Inn Tain	Inn Tain	Community Center Development Committee	

Source: Survey data (2019)

4.2 Sampling Design

The main purpose of this study was to examine the practical situation of CBOs which is working on the ground for development is accompanied by development theories and practices. This study employed a descriptive analysis and presented the

result in tables, figures and explanations of the result. A simple random sampling procedure was used to ensure a representative sample. There has been at least one CBO in each village which is working for community-driven development project CDD which is being led by the Ministry of Rural Development Department. According to sample size amount (5%) of the total, the data was collected from 12-FGD sessions for qualitative results and 6-Key in format interview for both quantitative and qualitative in-depth interviews with CBO's leaders who know what is going on in the community. There are some limitations as follows; time constraint to go so far villages in the raining season, collection of a group of people in their available time and long-time travel for some villages. So, these are limited to go so far villages and defined villages which are less than 16-miles away from Pauk Township.

In this study, the descriptive design would assist in the analysis of qualitative data since the researcher used a semi-structured questionnaire to collect the data. The rationale of using this research design was that it allows exploration of the existing status of two or more variables at a given time. Descriptive design is used in preliminary and exploratory studies to allow researchers to gather, summarize, present and interpret information for the purpose of clarification. In addition, a descriptive survey was preferred in order to maintain these occurrences because it makes enough provision for the protection against bias and maximizes the reliability of the evidence collected. This design helped the researcher to study the situation as it was since the independent variables could not be manipulated. In this study, the descriptive design would assist in the analysis of qualitative data since the researcher used a semi-structured questionnaire to collect the data. The rationale of using this research design was that it allows exploration of the existing status of two or more variables at a given time.

4.3 Questionnaires Design

The survey data were collected during the period of August of 2019 in Pauk Township by using questionnaires for focus group discussions with CBO of selected villages (simple random sampling method) and in deep interviews with CBO's leaders. There are 19-questions for Focus Group Discussion (FGD) and 23-questions for Key Informant (KII) interview. The purpose of both questionnaire is to know about type of CBO forming, composition (gender, young, adult), criteria to be a CBO's member, ownership sense, source of funding, process for funding availability,

meeting organization and attendant, rules/regulations existence, role of leadership, community's feedback mechanism, collaborative partner and their roles, success and challenges in implementing development project, capacity building plan for CBO's member, have written vision/mission, have written job description, decision-maker of organizations, collaboration with partners and their role, team harmony and challenges on motivation. The questionnaire contained a closed and open-ended, predetermined and standardized set of questions. The closed-ended questions were accompanied by a list of possible alternatives from which respondents selected the answer that best describes their situation. Since it was not possible to exhaust all the categories of possible answers, in some questions, a category for 'others' was included. These closed-ended questions were adopted since they were easier to analyze as they were in an immediately usable form, were easier to administer and were economical to use in terms of time and money. The open-ended questions gave the respondents complete freedom of response in one's own words. The researcher hoped to access the greater depth of responses from these open-ended questions since the respondents' responses could give an insight into their feelings, background, hidden motivation, interests and decisions.

4.4 Analysis on survey data for current situation of CBO

This session focus on both data analysis of FGD session and KII interview.

4.4.1 Focus Group Discussion

(i) CBO forming and member choosing

The study south to find out the type of CBO forming and way of choosing member. The study findings are presented figures as below.

Table (4.3) Type of CBO forming

CBO formation	Number	Percentage
Self-forming	1	8
Donor organization forming	11	92
CBO forming	Number	Percentage
Selected	7	58
Elected	5	42

Source: Survey data (2019)

As per table (4.3), 92% of CBO are formed by donor (leading agency) and only 8% are formed by their-self for community development. When they are choosing members for the organization, 58% of organizations were selecting the persons with their preference and 42% of organizations were using the voting system.

In the CBO forming process, most of the organizations are formed under the guidance of leading agency (UN/INGO/NGO/Government departments) and most of the critical decision was made under their guidelines and framework. In this condition, some organizations chose the member by the selected process while some are elected. Only a few organizations were formed by themselves, not under other organizations' guidance. Some development project implementing agencies (INGOs, NGOs) already face-out from PAUK Township a few years ago but CBOs were running some functions of the project.

The CBO formation is more donor-driven rather than a bottom-up approach, it is also known as demand-driven, where the community gets interested into an organization to help the development process. This is also needed to understand the needs and challenges in the community before establishing the CBO organization. Regardless of the type of CBO formed, the CBO formation should allow community members to find their needs and build around their interests to improve their status. Community leading CBO formation process is a really good practice because it can promote the ownership sense in CBO by extending the sustainability of their output. CBOs can be playing in main roles that draw upon their strengths and capacities when

donors from outside were implementing for their targeted period. After the donor project phase-out period, the roles of CBOs become very important to be sustainable in project continuation in the communities. Community-based Organizations (CBO) have become unique and important actors in the community to be sustainable development and attract the resources from donors for development. Community development is about organizing people and resources to accomplish their common goals and objectives.

(ii) Gender and Young, Adult composition in organizations

This study sought to find out the Gender and Young, Adult composition in organizations.

Table (4.4) Gender and Young, Adult composition their organization

Gender	Number	Percentage
Male	110	64
Female	61	36
Young and adult participation		
Under 30	34	20
Over 30	137	80

Source: Survey data (2019)

With this reference table (4.4), 64% of males, 36% of females and 20% of young (under 30) and 80% of adults (over 30) participate in CBOs. This section is showing how gender composition and young, adult participation in community development projects.

Gender equality and the member choosing process are also very important for CBO. Although gender equality in CBO members was not a big issue (after 2016) but while young member participation was very low, only one-fifth of the total member was involved. Many adults involved and taking the leading role in organizations than young persons. It should have a chance for more participation from young members.

All-inclusive community values can help its members to meet their basic needs so that they can be confident with dignity, engage actively, and contribute proactively to their community development work. Members in different background can support inclusive communities in social connectedness, age-friendliness, welcoming communities. So, CBO should encourage young groups of people to participate in a development project.

(iii) Ownership sense

The study is to find out ownership sense in a member of the organization. The study finding is presented in table (4.5).

Table (4.5) Ownership Sense in CBO

Ownership sense	Number	Percentage
Have	7	58
Don't have	5	42

Source: Survey data (2019)

As per table (4.5), 58% of organizations have ownership sense and 42% of organizations have no ownership sense in their organization. It is very important facts for the sustainable of the organization and a positive long-term impact on targeted peoples. This data shows more than half of organizations have ownership and nearly half have no ownership sense.

However, due to questionable CBO formation processes, nearly half of the organizations thought that donor/leading agency owned their CBO due to the formation of CBO with support from leading agencies. The finding is that as a result of the external agency support, most CBO emerging to confirm the requirements of the external agency. Actually, CBOs are presented as a means to mobilize and organize local communities for participation in the development of their communities, nearly half of organizations have no ownership sense for their organization and activities. Ownership sense is a very fundamental mindset for each CBO member to be smart in the long term development process and for the guarantee of sustainability of their community development work. A sense of ownership in community

development is described as a fundamental concept through which to assess whose voice is heard, who influence over decisions, and who is contributing by the process to have output and outcome. Applying the concept of ownership can determine how to formulate the strategic interests and actions of organizations, understood in part by examining the capacity for and quality of trust in contributing to development performance.

(iv) Organization structure

This study is to know about the organization structure. The finding in following table (4.6).

Table (4.6) Organization structure

Structure of organization	Number	Percentage
Have	12	100
Don't have	0	0
Criteria to be a member		
Have	5	42
Don't have	7	58

Source: Survey data (2019)

All the organizations have structure but 58% of the organizations have no criteria to be CBO member and 42% of the organization has criteria. The most common criteria for members are having an interest in the community's work, having a humanitarian mindset, must be over 18, permanent stay at the village and can travel with the project's assignment. It just defined in a few organizations.

(v) Funding source

This study is to know about the source of funding and way to get fund support for organizations. The finding is presented in the following table (4.7).

Table (4.7) Funding source and way of using to get fund

Funding Source	Number	Percentage
Donor agency	10	84%
Self-fund	1	8%
Self-fund + Donor agency	1	8%
Way of Funding		
Project village + No proposal	5	42%
Project village + Proposal submission	5	42%
Membership	1	8%
Advertising & Promotion	1	8%

Source: Survey data (2019)

As per table (4.7), 8% of the organizations were used their own fund, the other 8% of the organizations were used both own and donor fund and most of the organizations (84%) were depending on donor fund and following donor guidelines and principles. For the own fund using organizations, they need to find fund by their-self with the way of advertising and promotion in person and online social media(Facebook), both fund (own + donor) using organizations were contributing villager's money for some portions to the project and implementing together with donor support fund or materials.

For the funding source and way to get funds, mostly CBO got funds automatically from donor/leading agencies (UN/INGO/NGO) as a project village and some organizations need to submit the proposal to them. Only a few used their own funds from member fees collection and activities promotion in social media (Facebook) and some organizations are using funds from both village and donor/leading agency.

(vi) Organizing meeting and attendance

The study south to find out meetings and attendance for the project. Meeting is necessary for community development to discuss issues to find proper ways and

making the decision for future actions. It is the important activities of CBO's organizing to their work. The finding is presented in the table (4.8.a) and (4.8.b).

Table (4.8.a) Organizing meeting

Organizing Meeting	Number	Percentage
Regularly	4	33
Depend on need	8	67

Source: Survey data (2019)

Table (4.8.b) Percentage of meeting attendance

Meeting attendance %											
CBO 1	CBO 2	CBO 3	CBO 4	CBO 5	CBO 6	CBO 7	CBO 8	CBO 9	CBO 10	CBO 11	CBO 12
90%	83%	65%	55%	78%	75%	81%	91%	88%	71%	82%	80%
Average attendance = 78%											

Source: Survey data (2019)

As shown in Table (4.8.a and 4.8.b), only 33% of the organizations organized a monthly regular meeting and 67% of the organizations were not. 2/3 of the organizations were organized depending on needs, it was not regular action. For the attendance, an average of 78% of the CBO members has attended the meeting and 22% did not attend due to the fact that they were sick, traveling and busy with family chores.

Bringing together a cross-section of viewpoints, a community meeting is a good setting to exchange ideas, information, and knowledge. In this study, only around one-third of the organizations hold meetings regularly and the other two-thirds of the organizations don't. Most of the CBO organized meetings when it is necessary but there is no regular action and some have no record but attendance percentage is more than 75% on average of all. In a good meeting, members are brought together, share information, opinions, and resources and established goals and action plans for

future activities. Some of the members are disappointed in a longtime meeting and facing difficulties in time management for their personal work.

(vii) Meeting record, leadership changing, member and community’s satisfaction.

The study south to find out the meeting record, leadership changing, member and community’s satisfaction for the project. The findings are presented in the following Table (4.9).

Table (4.9) Meeting record, leadership changing, member and community’s satisfaction

	Yes	No
Meeting records	67%	33%
leadership change regularly	25%	75%
Members and community satisfaction	100%	0%

Source: Survey data (2019)

With reference to the table (4.9), 67% of the CBO are taking written records in meeting and 33% are not taking any written records. For the leadership in CBO, 75% of organizations were not changing and 25% were changed annually by people’s votes, especially in the Community-Driven Development project. All 100% of the organization’s members and community were satisfied with their services for community development.

In this study, three fourth of the organizations haven’t changed leadership in their organizations and only one-fourth of the organizations changed annually. Community leadership is one important area of decision-making. The relative contribution that different forms of leadership make to the motivation of community participation and inspiration, it can support to success of project development. Interventions in established communities may ignore the structure of leadership that already exists, while in newly-established settlements it is often assumed that active leadership will evolve spontaneously. An adequate understanding of the issue of leadership in decision-making is very important for several reasons.

Both Community and CBO member were satisfied with their work for the development activities and inclusion of revolving loan to beneficiaries are very important for high satisfaction.

(viii) Decision making in the project

CBO’s Leaders, members, and Donor/agency are the main actors of decision making in the project. The study sought to find out decision-makers in an organization. The finding is presented in the below table (4.10).

Tables (4.10) Decision making in project

Decision making	Number	Percentage
Leaders	3	25
Members	1	8
Donor/Agency	2	17
Leaders and Members	1	8
Leaders and Donor/Agency	2	17
Member and Donor/Agency	3	25

Source: Survey data (2019)

With the reference of table (4.10), leaders made decision in 25% of the organization, organization member made decision in 8% of the organization, donor/agency made decision in 17% of the organization, leaders, and members, both together decided in 8% of organization, Leaders and Donor/Agency, both together decided in 17% of organization and member and donor/agency, both together decide in 25% of organization for the project.

The Donor/leading agencies made many influences in all the steps of the project cycle. As they are the founder and grand provider of the CBO, all the members are ready to follow their guidelines and instructions event if their staff are not skillful in technology and mobilization. As UN/INGO/NGO organizations are provided grant and lead of project together with CBO, they involved all the steps of

project cycle (planning, implementation, monitoring, evaluation, technical support, grant provision) but government department was involved in planning, grant provision, monitoring and decision-making for only government's grant provided project (only 17% of total studied projects). Villager/community are the main actors of all development projects in collaboration with their CBO. They have mainly participated in implementation except for government support construction projects, just involved half of the projects in the planning process and only a few chances to participate in M & E, decision making, grant provision. They have very rare collaboration with Other CBOs/CSOs in development project activities.

(ix) CBO's partner and their participation

The study south to find out CBO's partner and their participation in the project. The finding is presented in the below table (4.11).

Tables (4.11) CBO's partner and their participation

CBO partners/	Planning (%)	Implement ation (%)	M & E (%)	Grant provision (%)	Decision making (%)	Technical support (%)
I/NGOs/Donor	67%	75%	67%	67%	75%	58%
Government/ authority	17%	0%	8%	17%	17%	0%
Villager/ Community	67%	92%	33%	50%	33%	0%
Other CBO/ CSO	0%	8%	0%	0%	0%	0%

Source: Survey data (2019)

In the project cycle management, CBO working collaboratively with partners like government authority, I/NGO/Donor, Villager/community, Other CBO/CSO for their activities. As shown in table (4.11), I/NGO/Donor participate in planning stage for 67% of the organizations, implementation for 75% of the organizations, monitoring & evaluation for 67% of the organizations, grant provision for 67% of the organizations, decision making for 75% of the organizations and technical support for 58% of the organizations. Government/authority participate in planning stage for 17%

of the organizations, implementation for 0% of the organizations, monitoring & evaluation for 8% of the organizations, grant provision for 17% of the organizations, decision making for 17% of the organizations and technical support for 0% of the organizations. Villager/community participate in planning stage for 67% of the organizations, implementation for 92% of the organizations, monitoring & evaluation for 33% of the organizations, grant provision for 50% of the organizations, decision making for 33% of the organizations and technical support for 0% of the organizations. Other CBO/ CSO participates in planning stage for 0% of the organizations, implementation for 8% of the organizations, monitoring & evaluation for 0% of the organizations, grant provision for 0% of the organizations, decision making for 0% of the organizations and technical support for 0% of the organizations.

(x) Community’s feedback mechanism

The study is to find out the opinion on the community’s feedback mechanism in the project. The finding is presented in Table (4.12).

Table (4.12) Community’s feedback mechanism

Community's feedback mechanism (%)			
Need	Not need	If need,	
		Try to know	Not try to know
75	25	33	67

Source: Survey data (2019)

With reference to the table (4.12), 75% of the organizations are accepted that community feedback mechanism is necessary and 25% of the organizations are not accepted that it’s not necessary for their development work. From all this total, 33% of the organizations are tried to know community feedback and 67% does not try.

Another finding is that two-thirds of the CBOs has no strong community’s feedback mechanism existed, although they accept community feedback mechanism is necessary for the project. One-fourth of the organizations believed that it is not a necessary mechanism. The CBOs need to focus more on the process of feedback mechanism to know the community’s perceptions and opinions from different points

of view to have better involvement in community development work and a positive sustainable impact on their community. The beneficiaries and community members have the right to give feedback and seek a response from projects affecting them. The community feedback mechanism can deliver their opinions that enable the beneficiaries and community members to provide feedback and seek responses in relation to activities of CBO and other development actors in their communities. It was found that the practice of verbal/oral feedback was more common than the feedback/suggestion box in that study areas. From that feedback, they can adjust the project where the community's issues and viewpoints were incorporated into the project design.

4.4.2 Key Informant Interview

The purpose of the Key Informant Interview is to collect information from a wide range of people. Face-to-face interview was used so that can collect more information from the people with diverse knowledge, backgrounds, opinions, perceptions on issues.

There are 23 questions in KII and made an interview with 6-CBO's leaders (50% of selected CBOs). A simple questionnaire was used for the study, which explored lifespan of CBO, criteria to be member, composition of gender and young & adult, vision/mission, rules/regulations/principles/job description existing and following, organizing meeting, record and attendant, capacity building plan for member, decision-maker, role of collaborative partners, satisfaction of their services, community opinion & feedback mechanism, team motivation planning, challenges of team harmony, success and challenges of organization, etc.

Table (4.13) CBO's lifespan and gender composition

CBO lifespan	Number	Percentage
less than 1yr	2	17
1 - less than 3 yrs	2	17
3 - less than 10 yrs	8	67
10 yrs and above	0	0
Gender composition		
Male	110	64
Female	61	36

Source: Survey data (2019)

As per table (4.13), 17% of the organization's lifespan is less than a year, the other 17% of the organization's lifespan is between 1 - 3 years and 67% of the organization's lifespan is 3 – 10 years. Most of the organizations have experience for more than 3years in the development project. Some project leading agencies (UN/INGOs/NGOs) had phased out some years ago and some CBOs are still running and some are disappeared. Most of the continue activities are revolving fund circulation, seeds and fertilizer bank circulation.

Table (4.14) Criteria to be a member, vision/mission, rules/regulation and job description of member

Criteria to be a CBO's member	Number	Percentage
Yes	4	33
No	8	67
Don't know		0
Written vision/mission in CBO		
Yes	0	0
No	12	100
Don't know	0	0
Rules, regulations inn CBO		
Yes	8	67
No	4	33
Don't know	0	0
Member have written job descriptions		
Yes	0	0
No	12	100
Don't know	0	0

Source: Survey data (2019)

As shown in Table (4.14), 33% of the organization has criteria to be a member of CBO and 67% of the organizations has no criteria to be a member. In gender composition, male members are 64% of total members and 36% are female in organizations (as per nearly the same figure of FGD session). There was no vision/mission in all organization and they can't tell anything about it.

Two third of the organizations (67%) have rules, regulations, principles and followed these by all members and (33%) of the organizations have no, not followed. It is also the same data as the FGD session. Also, they have no written descriptions for all positions in all CBO. When someone breaks the rule, they rarely took action. If the

CBO doesn't have any rules it may cause the many problems in organizations and communities. So, rules are very necessary for any organization in the development project. Rules always realize to avoid misunderstanding and promoting mutual respect and dignity.

Table (4.15) Meeting frequency, attendance, record keeping

Meeting frequency	Number	Percentage
Monthly	2	17
Quarterly	2	17
Depend on need	8	66
Attendance member		
Yes	9	76
No	3	24
Keeping records		
Yes	8	67
No	4	33
Don't know	0	0

Source: Survey data (2019)

With the reference of Table (4.15), 17% of the organization made monthly meetings, 17% of the organizations made quarterly and 66% of the organization made meetings depend on need and attended an average of 76% of the member in meetings. For the meeting record, 67% of the organization kept meeting record and 33% of the organizations were don't make any record.

Table (4.16) Capacity building training of CBO member

Capacity building plan of CBO member	Number	Percentage
Outsource Training and on job training	4	33
On job training	2	17
Outsource Training and Exchange visit	2	17
Nothing	4	33

Source: Survey data (2019)

This section sought to know the capacity building plan for the members. The result obtained is as shown by Table (4.16), 33 % of the organization got both outsource training and on the job training, 17% of the organization got only on the job training, another 17% of the organization got both outsource Training and exchange visit and 33% of the organization got no training. CBOs need to make planning for the member's capacity improvement to increase resource mobilization and effective participation in the project.

Table (4.17) Decision maker of organization

Decision maker	Number	Percentage
Leaders	2	17
Members	4	33
Leaders/Members/Community	4	33
Leaders and Donor/Agency	2	17

Source: Survey data (2019)

Table (4.17) shows that the decision-makers of the organization. Among all actors of the project, CBO leaders made a decision in 17% of the organization, members made a decision in 33% of the organization, Leaders, Members, Community together decide in 33 % of the organizations and leaders and donors/agencies together decide in 17 % of the organizations.

Table (4.18) Partner of CBO

CBO partners	Number	Percentage
Government	2	33
UN/INGO/NGO	4	33
Other CBOs	4	0
No partners	2	33

Source: Survey data (2019)

Table (4.18) shows CBO's collaborative partners for their project activities. 33% of the organizations are mainly working with government and 33% of the organizations are mainly working with INGO/NGO for project period and 33% of the organizations are working with no special partner and just working with the village community. In a project implementing period, leading partner/donor agencies influenced in all project steps (planning, implementation, monitoring & supervision, evaluation, grand provision, and decision making. After the project period, CBO managed by their self for long term impacts and sustainable outputs/ outcomes.

Table (4.19) Community's satisfaction and feedback mechanism

Community's satisfaction on CBO services	Number	Percentage
Yes	12	100
No	0	0
Don't know	0	0
Using way to know community's opinion		
Survey	0	0
Complain box	2	17
Others	0	0

Source: Survey data (2019)

As per table (4.19), although all they answered that the community was satisfied with their services, they have no specific survey/assessment to know community opinion, only 17% of organizations used the complaint box to express the community's opinion.

For the team motivation, leaders had no specific planning but they explained to members about the project and activities, negotiate between members, making discussion with members on issues, actively participate and mobilize them to work together for village development. In this study, 67% of the organizations have no special challenges in a team to work harmoniously and 33% of the organizations have some issue likes time constraint for a long period of the project, some members failed to attend the meeting, misunderstanding with community, gradually decreasing motivations and lack of skills and experiences for community work. To overcome these issues, they organized a meeting, sharing information and explaining the update project activities, constructing mutual understanding and respect between them.

With reference to this study, all of them are very happy to get a chance to work with Donor/UN/ INGOs/NGOs for community development. With this partnership and collaborative work for the village, they got many knowledge/skills and experiences. As 67% of CBOs are working for more than 3years in their native development, they got many successes in development project implementation. It includes both physical (infrastructure) and spiritual (knowledge) improvement. In Physical improvement, they had been implementing for road construction, school building construction, revolving fund improvement, village seeds bank circulation. In spiritual development, they improved in management skills, mobilization skills, fund management, women empowerment, capacity development, project management, gender awareness, etc. All the member also understands how collective strength and unity are very important for community development activities.

As a success, CBO members got many experiences in managing development projects, can build some infrastructure with the support of donor agency, circulating revolving village funds with a low amount of interest, forming self-help groups and providing training for capacity building of members. There are some indirectly impact on the socioeconomic status of villagers from village revolving funds, educational support from road access in all seasons, good transportation from one village to another. Some of the organizations provided livelihood support training to women and increasing income. In some projects, seeds and fertilizers bank are well functioned, promoting gender equality and getting unity and strength from collective work.

4.5 Challenges of CBOs

On the other hand, CBO faced many challenges in implementing development project as follow; limited support from Government department (sometimes haven't got approval for some activities by government department), natural disaster (forest fire) destroyed their community forest, some project support items are not appropriate to use in current time (out dated), project timing is inappropriate (summer is so terrible for workers who worked for road construction project), weather disturbance, time constraint, funding constraint, lack of training opportunity for member's capacity, villagers can't use effectively after attending livelihood support vocational training, some revolving fund disappeared due to lack of trusting and poor management in team, facing some challenges in implementation against with project guidelines and staff's skill, increasing private loan lending organizations is also very challenging to stable their village revolving fund circulation for long run, some loan lending organization may disappear in near future, some villagers criticize to CBO's member without attending meeting and knowing exact information about the project, some villagers are not willing to participate in volunteer work for the project, some disagreement for the activities while some project technical staffs is weak in technical skill, too long meeting time, very busy work on financial data for money collection and relending days for loan, all committee member couldn't understand about project and budget estimation due to the facts that it was written in English language and the initiative task of library project was failed.

May (active) CBOs are newly established and still have limited capacities in operational and organizational development. CBOs have generally weak knowledge and skills in leadership, policies development, project management, financial management, administrative tasks, documentation, resource mobilization, weak capacities in communication and networking, both internally and externally, capacity building of CBOs is difficult due to the lack of functional literacy among members. Moreover, most of the current active CBOs have been established and supported by NGOs, who themselves may lack models and expertise for strengthening CBOs and also their issue of CBOs (potentially) competing with NGOs for funding, lack of participation and commitment from members and stakeholders in some CBOs and very dependent on NGO action/initiative and support.

CHAPTER V

CONCLUSION

5.1 Findings

In the CBO forming process, most of the organizations are formed under the guidance of leading agency (UN/INGO/NGO/Government departments) and most of the critical decision was made under their guidelines and framework. In this condition, some organizations chose the member by the selected process while some are elected. Only a few organizations were formed by themselves, not under other organizations' guidance. The CBO formation is more donor-driven rather than bottom-up approach is also known as demand-driven, where the community gets interest into the organization to help with the development process.

All the organizations have structure but nearly half of the organizations have no criteria to be CBO members and a bit more than half of the organization has criteria. The most common criteria for members are having an interest in the community's work, having a humanitarian mindset, must be over 18, permanent stay at the village and can travel with the project's assignment. It just defined in a few organizations. Although gender equality in CBO member was not an big issue, equal participation was found (after 2016) while young member participation was very low, only one-fifth of the total young member was involved in CBO. Mostly, adult members involved and taking the leading role in organizations than young members.

However, due to questionable CBO formation processes, nearly half of the organizations thought that donor/leading agency owned their CBO due to the formation of CBO with support from the leading agencies. The finding is that as a result of the external agency support, most CBO emerging to confirm the requirements of the external agency. For the funding source and way to get funds, most of the CBO got funds automatically from donor/leading agencies (UN/INGO/NGO) as a project village and some organizations need to submit a proposal to them. Only a few CBO used their own funds from member fees collection and activities promotion in social media (Facebook) and some organizations are using funds from both village and donor/leading agency. Two third of the organizations

have rules and regulations in CBO and one third hasn't. When someone breaks the rule, they rarely took action.

In this study, only around one-third of the organizations hold meetings regularly and the other two-thirds of the organizations don't. Most of the CBO organized meetings when it is necessary but there is no regular action and some have no record but attendance percentage is more than 75% on average of all. Some of the members are disappointed in a long time meeting and facing difficulties in time management for their personal work. Three fourth of the organizations haven't changed leadership in their organizations and only one-fourth of the organizations changed annually.

The Donor/leading agencies made many influences in all the steps of the project cycle. As they are the founder and grand provider of the CBO, all the members are ready to follow their guidelines and instructions event if donor/leading agency's staff are not skillful in technology and mobilization. As UN/INGO/NGO organizations are provided grant and lead of project together with CBO, they involved all the steps of project cycle (planning, implementation, monitoring, evaluation, technical support, grant provision) but government departments were involved in planning, grant provision, monitoring and decision-making for only government's grant provided project (only 17% of total studied projects). Villager/community are the main actors of all development projects in collaboration with their CBO. They mainly participate in implementation except for government support construction projects, just involved half of the projects in the planning process and only a few chances to participate in M & E, decision making, grant provision. Normally, CBOs have very rare collaboration with Other CBOs/CSOs in development project activities.

Both Community and CBO members were satisfied with the development activities and inclusion of revolving loans to beneficiaries. Another finding is that two-thirds of the CBOs has no strong community's feedback mechanism existed, although they accept community feedback mechanism is necessary for the project. One-fourth of the organizations believed that it is not a necessary mechanism in their activities.

CBO faced many challenges and opportunities/success in implementing development. As a success, CBO members got many experiences in managing development projects, can build some infrastructure with the support of donor agency,

circulating revolving village funds with a low amount of interest, forming self-help groups and providing training for capacity building of members. There are some indirectly impact on the socioeconomic status of villagers from village revolving funds, educational support from road access in all seasons, good transportation from one village to another. Some of the organizations provided livelihood support training to women and increasing income. In some projects, seeds and fertilizers bank are well functioned, promoting gender equality and getting unity and strength from collective work. Upon their need, they had been implementing many infrastructures like school buildings, road renovations, school fancy and circulating village's revolving funds with low amounts of interest, livelihood, health, community forest, forming self-help groups and providing training for capacity building of member, etc. Due to these development project, they got good impact on socioeconomic status of villagers, indirect impact on school education from road construction project which is access in all seasons, good transportation from one village to another, provision of some domestic vocational training to women, increasing income of women, empowerment of women, functioning seeds and fertilizers bank, increasing knowledge, easy to get loan with low interest rate, no special criteria and guarantee needed for loan, improved capacity in financial management, increased their capacity, can support village's need from revolving fund, getting knowledge and experience from project activities, villagers can make investment in their livelihood from project loan, emphasis on gender equality in most projects and getting unity and strength from collective work.

As in challenges, CBO faced limited support from Government department (one community forest wasn't approved by government department), some project support items are not appropriate to use in current time (outdated), project timing is inappropriate (summer is so terrible for workers who worked for road construction project), time constraint, funding constraint, need more training for member's capacity in no donor-funded CBO, some revolving fund disappeared, facing many challenges in implementation against with project guidelines and instructions, increasing private loan lending organizations is very challenging to stabilize their village revolving fund circulation for the long run, some villagers criticizing to member without attending meeting and knowing exact information, some villagers are not willing to participate in volunteer work for the project, some project technical staff are weak in skills concerned and capacity, time-consuming meeting time, all committee members

couldn't understand project estimation because it was writing with English language in some government support school construction project and the initiative task of library opening also failed.

CBOs usually emerge in response to the specific and local issue and as such, they play an important role in response to the specific and local issue and as such, they play an important role in increasing citizens' awareness of and participation in development processes. Many (active) CBOs are newly established and still have limited capacities in operational and organizational development. CBOs have generally weak knowledge and skills in leadership, policies development, project management, financial management, administrative tasks, documentation, resource mobilization, weak capacities in communication and networking in both internally and externally and need to improve the capacity of CBO member due to the lack of functional literacy among members.

5.2 Suggestions

It is a very appropriate way to use the free and fair elections to get a suitable representative and all-inclusive from the community to have equal chance for young, adult, man, women and disable in the CBO forming. Community leading CBO formation process is good practice because it can promote the ownership sense in CBO by extending the sustainability of the organization. The CBOs need to share information with all the targeted beneficiaries and they should involve along with the projects. Many projects haven't informed well to the stakeholders on the progress of the projects, hence it lost their interest. After the donor project phase-out period, the roles of CBOs become very important to be sustainable in project continuation in the communities. When leading agencies (UN/INGO/NGO/Government department) are formed CBO with their guidance, it can be under the influence of them and more dependence may lead to lack of ownership sense. Leading agencies should avoid introducing the village with the pre-designing model/frame from other areas or countries.

Currently, the CBO formation in Pauk Township is more donor-driven rather than bottom-up approach is also known as demand-driven. The bottom-up approach is the best way to understand the needs and challenges in the community before establishing the CBO organization in community development. When it is time to form CBO, basic criteria are to be a member of commitment, motivation and to meet

the basic need of the organization's purpose.

CBOs should not be over-dependent on donor/leading agencies (UN/INGO/NGO), although they provided a grant. Leading agencies should encourage CBO to submit a proposal based on community discussion of a participatory approach. Self-organizing CBO (which is not lead by any donor/leading agencies) are needed to encourage and support because they are very close with the community and working on more realistic need of the community. Community contribution to the project is one of the motivation factors for ownership sense and participation.

The necessary rules, regulations, principles, vision, mission are the core main pillar of the organization to be on the right track and smart organizations. Rules must be imposed laid down to avoid misunderstanding, promoting mutual respect, dignity, and to follow the organization's vision/mission. It should avoid long time meeting, need to change leadership regularly base on the agreement. That can promote good working nature to have a learning chance among members for new experience and skill improvement.

As the partnership of the project, the government should assist more in CBO for project planning and implementation. CBO should promote collaboration with respective stakeholders and arrange an exchange visit for learning chance from other CBO which is working successfully in the same activities. All the project documents must be Myanmar language to understand clearly by all committee members and the community in the project. CBOs should focus more on village revolving fund activities because it is very effective and efficient activities for villages. It can impact the socio-economic status of the community in the long term because these improve fund are being use for their village development (village revolving fund's interest is using for the village, not going out). At the same time, they should consider to limit other microfinance and private loan agencies entering the village not to over burden on villagers with interest rates (these interests will be going out from village). CBOs need to explore projects for generating income that can be used to supplement external funding and reduce dependency on NGOs and donors.

The community's feedback mechanism is necessary for every project to know the community's perceptions and opinions from different points of view to have better involvement in community development work and a positive sustainable impact on their community. The beneficiaries and community members have the right to give

feedback and seek a response from projects affecting them. It can be varied from verbal discussion / written information/ phone call to be more accessible and affordable channel. Infrastructure support and technical training will be benefit for long term period in both physical development and knowledge improvement. It should encourage to form self-help group for money saving and seed/fertilizer bank activities as it is very effective in their agriculture and livelihood status as we are in agriculture-based areas. CBOs should also adopt project management practices in their work. They need to get acquainted with project management tools and techniques and to understand well about planning, designing, implementing, monitoring and evaluation of all steps in their projects. This will ensure their projects to perform better and when they don't, they can make changes that will yield positive results to the projects.

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Appendix (1) Map of selected CBOs/villages of Pauk Township



Source; Myanmar Information Management Unit (MIMU) web page (2019)

Appendix (2) FGD Questions

Survey Questionnaire for CBO	
Village Name;	Village Tract;
Name of CBO;	Date;
1	How does your CBO form?
2	Does has any structure of organization? What is it?
3	Are there any criteria to be a member of CBO? What is this?
4	How many members in your CBO? Gender, Yong (under 30), Adult(Over30) composition?
5	Who owns this CBO? Why?
6	Where do you get the funding for your activities?
7	How to do to get fund?
8	Does your CBO has the rules, regulations, principles? All member adhered this? If not, how is the action plan?
9	How does your CBO regularly hold meetings? Frequency? Why does it need?
10	How many member percentage (average) attend to the meetings? Why other are not attendance?
11	Does the CBO keep any type of meeting records? Does it follow all of your meeting's decision?
12	How often is the leadership (Chair person, Secretary, etc.) choose? How frequently? Why?
13	Who are the decision maker in the organization? All members and community are satisfied this situation? Why?
14	Which partners does the CBO collaborate/coordinate with? What are the role of your partners in your project?
15	Do you think the community are happy with the CBO services? Why?
16	As a CBO member, what is the level of your satisfaction with the CBO work? Why?
17	Do you think community's opinion is needed for your project? If yes, did you tried to take community's feedback? What is your strategy for community's feedback mechanism?
18	What are your CBO's success in implementing development project? Reasons of these success?
19	What are your CBO's challenges in implementing development project? Reasons of these challenges?

Appendix (3) Key Informant Interview questions

Survey Questionnaire for CBO leader	
Name;	Position; CBO Name;
Village;	Village tract; Date;
No	Questionnaire
1	How long has the CBO been in the existence?
<input type="checkbox"/>	less than 1yr <input type="checkbox"/> 1 - less than 3 yrs
<input type="checkbox"/>	3 - less than 10 yrs <input type="checkbox"/> 10 yrs and above
2	Is there any criterias to be a CBO's member?
<input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/> Don't know
3	How many members in your CBO?
4	Gender composition in your CBO?
<input type="checkbox"/>	Male <input type="checkbox"/> Female
5	Does your CBO has a written vision/mission?
<input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/> Don't know
6	Tell me your CBO vision/mission
<input type="checkbox"/>	Can tell <input type="checkbox"/> Can't tell <input type="checkbox"/> Don't know
7	Does your CBO has rules, regulations, principles?
<input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/> Don't know
8	Does your CBO adhere to this rules, regulations, principles?
<input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/> Don't know

9	Do all member have written job descriptions?
<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know
10	How does your CBO regularly hold meetings?
<input type="checkbox"/>	Monthly
<input type="checkbox"/>	Quarterly
<input type="checkbox"/>	6-monthly
<input type="checkbox"/>	Other
11	How many member percentage (average) attend to the meetings? %
12	Does the CBO keep any type of records?
<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know
13	What are the capacity building plan for your CBO member?
<input type="checkbox"/>	Outsource Training
<input type="checkbox"/>	On job training
<input type="checkbox"/>	Exchange visit
<input type="checkbox"/>	Other
<input type="checkbox"/>	Nothing
14	Who are the decision maker in the organization?
<input type="checkbox"/>	Chairperson
<input type="checkbox"/>	Members
<input type="checkbox"/>	Community
<input type="checkbox"/>	Grant provider
<input type="checkbox"/>	Others
15	Which partners does collaborate/ coordinate with your CBO?
<input type="checkbox"/>	Government
<input type="checkbox"/>	UN/INGO/NGO
<input type="checkbox"/>	Other CBOs
<input type="checkbox"/>	Others

Appendix (4) List of persons who participated in FGD

FGD attendance list (Lai Bae village)			
No	Name	Position	Total member
1	U Ba Shwe	Secretary	27
2	U Thein Paing	Member	
3	U Win Sein	Member	
4	U Mg Yi	Member	
5	U Kyaw Aye	Member	
6	U San Kyaing	Member	

FGD attendance list (Daung Thar village)			
No	Name	Position	Total member
1	U Khin Mg Yi	Member	12
2	U Ye Myint	Patron	
3	U Nyunt Wai	Treasury	
4	U Mg Hla	Member	
5	U Htun Lwin	Procurement	
6	U Bo Win	Account	
7	U San Mg	Member	
8	Daw Mar Mar Aye	Audit	

FGD attendance list (Unify-Aung Da Gon ward)			
No	Name	Position	Total member
1	U Khaing Zaw Win	Procurement	20
2	U Kyaw Min Htun	Member	
3	Daw Shwe Yamin Su	Member	
4	Daw Let Yi Win	Finance	
5	Daw Lwin Lwin Myint	Chair person	
6	U Naing Linn	Procurement	

FGD attendance list (Gal Pin Inn village)			
No	Name	Position	Total member
1	U Myint Thein	Secretary	11
2	U Win Myint	Joint Secretary	
3	U Mg Oo	Member	
4	Daw Khin Than Cho	Member	
5	Daw Kyi Than	Member	
6	U San Myint	Member	
7	U Win Sint	Member	

FGD attendance list (Lay Pin Eaint village)			
No	Name	Position	Total member
1	U Aung Min Naing	Chair person	38
2	U Zaw Win	Accountant	
3	U Aung Shin	Member	
4	U Mya Win	Member	
5	U Aye Po	Member	

FGD attendance list (Inn Tain village)			
No	Name	Position	Total member
1	U San Thin	Monitoring and Supervision	20
2	U Kyaw Naing Win	Treasury	
3	Daw Shwe Htay	Procurement	
4	Daw San Wai	Grievance	
5	Daw Tin Mar	Monitoring and Supervision	
6	Daw San Htay	Operation and maintenance	
7	Daw San Maw	Volunteer	

FGD attendance list (Tha Ma Taw village)			
No	Name	Position	Total member
1	U Tin Mg Win	Operation and maintenance	16
2	Daw Saw Htwe	Operation and maintenance	
3	Daw Ei Ei Win	Procurement	
4	U Min Aung	Procurement	
5	U Aung Soe Win	Procurement	
6	U Min Khing	Accountant	

FGD attendance list (Nyaung Win Bauk village)			
No	Name	Position	Total member
1	U Thein Shwe	Audit	11
2	Daw Tin Mar Htay	Accountant	
3	Ma Khin Win Maw	Key Keeper	
4	Ma Htay Htay Maw	Treasury	
5	U Myint Htay	Chair person	
6	U Myint Zaw	Member	

FGD attendance list (Mone Kone village)			
No	Name	Position	Total member
1	Ma Be Be Myint	Volunteer	17
2	Ma Khaing Kyi	Grievance	
3	Ma Than Htay	Grievance	
4	Ma Kyi Lay	Operation and maintenance	
5	U Kan Thein	Monitoring and Supervision	
6	Ma My Yi	Monitoring and Supervision	
7	U Htay Lwin	Operation and maintenance	

FGD attendance list (Ohn Daw-South village)			
No	Name	Position	Total member
1	Ko Zaw Min Thein	Chair person	14
2	Ko Thein Hann	Deputy Chair	
3	Daw Win Win Oo	Member	
4	Daw Pyone Kyi	Account	
5	Daw Khin na New	Member	

FGD attendance list (Sin Thay village)			
No	Name	Position	Total member
1	U Sein Thaug Myint	Parent teacher association member	11
2	Daw Khin Nwet	Teacher	
3	U Min Htike	School Supporter	
4	Daw Khin Moe Thu	Parent teacher association	
5	Daw Yu Yu War	Parent teacher association	
6	Daw Win Htay	School Supporter	
7	U Khin Mg Win	School Supporter	
8	U Aung Swe	Parent teacher association	
9	U Aung Kyaw Sint	Parent teacher association	

FGD attendance list (Phayar Taung village)			
No	Name	Position	Total member
1	U Zaw Khin	Accountant	10
2	U Thein Soe	Treasury	
3	U Hlaing Win	Audit	
4	Daw Khin Mar Win	Secretary	
5	Daw Kyin Nwet	Member	

Source; Survey data (2019)

Appendix (5) List of persons who participated in Key Informant Interview

KII interview list				
No	Name	Village	Position	Name of organization
1	U Maung Ngwe	Lae Bae	Chair-person	Road renovation and food distribution (Food for Work) organization
2	U Hla Myint	Daung Thar	Chair-person	Village development organization
3	U Kyaw Win	Gal Pin Inn	Chair-person	Village development association
4	U Myint Than	Inn Tain	Chair-person	Village development supervision and supporting organization
5	U Min Htike	Sin Thay	Chair-person	School construction supervision committee
6	U Khin Maung Thein	Phayar Taung	Secretary	Community based organization

Source; Survey data (2019)

Appendix (6) Interview photos

