

**YANGON UNIVERSITY OF ECONOMICS  
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**A STUDY ON ROLE OF COMMUNITY DRIVEN  
DEVELOPMENT APPROACH IN RURAL AREA**

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**MASTER OF DEVELOPMENT STUDIES PROGRAMME**

**A STUDY ON ROLE OF COMMUNITY DRIVEN  
DEVELOPMENT APPROACH IN RURAL AREA**

A thesis submitted in partial fulfillment towards the requirements for the  
Master of Development Studies (MDevS) Degree

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## **ABSTRACT**

Community Driven Development (CDD) is an approach which emphasizes community control and participation in planning decisions and investment resources. Community Driven Development (CDD) is one of the recent approach in the development area that integrates people into mainstream development in Myanmar. The objectives of this study are to study the effectiveness and role of Community Driven Development approach in Rural Community Development and to assess how the Community Driven Development approach influences achievement of sustainable community livelihoods in Mindon Township. The study applies the descriptive method with quantitative approach using both primary data as well as secondary data. The main critical success factors in the CDD approach is the community's ability and capacity to come up with investment projects based on their current needs and being able to prioritize them. It is envisaged that by doing so, the communities will be able to plan, manage and implement prioritized investments at community level. This approach has proved to be a success in communities in only one township. Thus, government should work on bringing on board more development partners for funding and technical support to ensure similar CDD approached projects geared towards reducing poverty in rural areas are implemented in all townships.

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## LIST OF ABBREVIATIONS

CAPs	Community Action Plans
CBOs	Community Based Organizations
CDD	Community Driven Development
CDDCs	Community Driven-Development Committees
CIGs	Community Interest Groups
GAD	Gender and Development
HH	Household
IDA	International Development Assistance
MMK	Myanmar Kyat
NCDDP	National Community Driven Development Project
ODA	Overseas Development Assistance
OECD	Organization for Economic Cooperation and Development
PDO	Project Development Objective
PRA	Participatory Rural Appraisal
ToC	Theory of Change
USD	United States Dollar
VPSC	Village Project Support Committee
VTPSC	Village Tract Project Support Committee
WDI	World Development Indicators
WID	Women in Development

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Rationale of the Study**

The principles of transparency, participation, local empowerment, demand-responsiveness, greater downward accountability, and enhanced local capacity. Given clear and transparent rules, access to information, and appropriate technical and financial support, poor women and men can effectively organize to identify community priorities and address local problems by working in partnership with local governments and other institutions to build small-scale infrastructure and deliver basic services. That CDD approaches and actions are important elements of an effective poverty-reduction and sustainable development strategy. Across a range of low to middle-income countries, including countries affected by fragility, conflict, and violence (IDA, 2019). This has seen Community Driven Development (CDD) grow rapidly in many of these countries as an effective mechanism for channeling development (Mansuri, & Rao, 2003).

Community Driven Development (CDD) is an approach which emphasizes community manage and participate in planning decisions and investment resources (Wong, 2012). The United Nations define community-Driven Development as the processes by which efforts of the communities are united with those of the governmental authorities with the aim of improving the economic, social and cultural conditions of communities, to integrate these communities into the life of the nation and to enable them contribute fully to national progress (Kishindo, 2000).

Globally, there is growing evidence that CDD is an effective means of ensuring public finances are utilized efficiently, the financing requirements to improve access of vulnerable groups and poor people to basic services far outstrip the availability of the public funds. Thus, countries have been leveraging on local and private financing sources in implementing the CDD programs (The World Bank, 2011).

The IFIs and Development Partners such as the World Bank have dedicated sizeable portions of their lending portfolios to CDD projects. Their main objective is usually to help improving the livelihoods of the communities through direct participation or through providing funding to supplement governments' budgetary allocation for poverty alleviation. But until recently, there has been little rigorous evidence on the efficacy of this social development approach. (The World Bank, 2011).

Given the large amount of funds dedicated and that CDD projects are planned to optimize on the use of community performers while reaching a very large number of community who need the supports form development projects, it becomes very vital to define where this approach is worth supporting. This is through evaluating the influence of the CDD projects on the development of the target beneficiaries. It is also expected that the interventions in any community driven development project will influence the community development through enhancing their food security, social and economic status, gender equity, health and education status, access to shelter or water and hygiene among others. This is through implementation of various components among them community capacity building and participation, gender mainstreaming, ranked community investments, and flood and climate change mitigation among other components. (The world bank, 2004)

This research seeks to assess the influence of the Community Driven Development (CDD) projects on the community development of the beneficiary communities with the case of Mindon Township. This study is expected to draw recommendations on how to strengthen CDD projects' ability to deliver results especially with this approach.

## **1.2 Objective of the Study**

The objectives of this study are:

- (1) to study the role of Community Driven Development approach in Rural area;
- (2) to assess how the Community Driven Development approach influences achievement of sustainable community development in Mindon Township;

### **1.3 Method of Study**

The study applies the descriptive method with quantitative analysis. This study uses both primary data as well as secondary data. The primary data was collected by asking respondents with structured questionnaires. Regarding primary data collection, Mindon township which has 2833 committee members was chosen for this study. Among these members, selected 250 committee members were interviewed with set questionnaires with. The secondary data are referred from related departments and websites.

### **1.4 Scope and Limitations of the Study**

The study focuses on the role of Community Driven Development approach in Rural Community Development of the targeted villages in Mindon Township for the period of (2014-2019). Data collection is executed with the members of Village Tract Project Support Committee (VTPSC) and Village Project Support Committee (VPSC). The study only deals with the aspect of Community Driven Development approach in Rural Community Development.

### **1.5 Organization of the Study**

The study is composed of five chapters. The first chapter is the introduction chapter which includes the rationale of the study, the objectives of the study, the method of the study, the scope and limitations of the study and the organization of the study. The second chapter presents the literature review about the Community Driven Development approach in Rural Community Development. The third chapter presents the Community Development Approach in Myanmar. The fourth chapter presents the methodology of this study and data analysis. The fifth chapter presents the conclusion of Findings and Suggestions.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Definition and Concept of Community Development**

Due to the definition by The United Nations, the community development is a development where community members come and take cooperative achievement and make resolutions to mutual issues. It is a wide term given to the practices of civic leaders, activists, involved citizens and professionals to improve various aspects of communities, typically aiming to build stronger and more resilient local communities. The International Association for Community Development defines it as both a practice based profession and an academic discipline that promotes participative democracy, sustainable development, rights, economic opportunity, equality and social justice, through the organization, education and empowerment of people within their communities, whether these be of locality, identity or interest, in urban and rural settings (International Association for Community Development (IACD), 2017). Resulting the adoption of the IACD definition in 2016, the association has gone on to produce International Standards for Community Development Practice. This practice is carried out by people in different roles and contexts, including people explicitly called professional community workers (and people taking on essentially the same role but with a different job title), together with professionals in other occupations ranging from social work, adult education, youth work, health disciplines, environmental education, local economic development, to urban planning, regeneration, architecture and more who seek to apply community development values and adopt community development methods. Community development practice also encompasses a range of occupational settings and levels from development roles working with communities, through to managerial and strategic community planning roles (International Association for Community Development (IACD), 2017)

Community development is a process where people come together to take action on what's important to them (SCDC, 2019). Community development is rooted

in the belief that all people should have access to health, wellbeing, wealth, justice and opportunity. It acknowledges that some people, some groups and some communities are excluded and oppressed by the way society and structures are organized. Community development seeks to challenge this and ensure fairness for all citizens. (World bank, 2006).

In practice, community development supports communities to use their own assets to improve the quality of community life and helps communities and public agencies to work together to improve services and the way in which decisions are made. Community development is fundamentally based on the values of human rights, social justice, equality and respect for diversity. The principles which underpin its practice are:

1. Self-determination - people and communities have the right to make their own choices and decisions.
2. Empowerment - people should be able to control and use their own assets and means to influence.
3. Collective action - coming together in groups or organizations strengthens peoples' voices.
4. Working and learning together - collaboration and sharing experiences is vital to good community activity. (Smith, 1999)

Community development seeks to empower individuals and groups of people with the skills they need to affect change within their communities. These skills are often created through the formation of social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions (World bank, 2011b).

Among the earliest community development methods were developed in Kenya and East Africa in the 1930s. Community development practitioners have developed a range of approaches over many years for working within local communities and in particular with disadvantaged people. Since the nineteen sixties and seventies through the various anti-poverty programs in both developed and developing countries, community development practitioners have been influenced by structural analyses as to the causes of disadvantage and poverty i.e. inequalities in the distribution of wealth, income, land, etc. and especially political power and the need to mobilize people power to affect social change.

There are many international organizations which backing community development such as Oxfam, UNICEF, The Hunger Project and Freedom from Hunger, run community development programs based upon community development initiatives for relief and prevention of malnutrition.

Community development involves changing the relationships between ordinary people and people in positions of power, so that everyone can take part in the issues that affect their lives. It starts from the principle that within any community there is a wealth of knowledge and experience which, if used in creative ways, can be channeled into collective action to achieve the communities' desired goals. Community development practitioners work alongside people in communities to help build relationships with key people and organizations and to identify common concerns. They create opportunities for the community to learn new skills and by enabling people to act together, community development practitioners help to foster social inclusion and equality. Community development as a term has taken off widely in Anglophone countries i.e. the United States, United Kingdom, Australia, Canada and New Zealand and other countries in the Commonwealth of Nations. The Community Development Journal, published by Oxford University Press since 1966, has aimed to be the major forum for research and dissemination of international community development theory and practice. Community development approaches are recognized internationally. These methods and approaches have been acknowledged as significant for local social, economic, cultural, environmental and political development by such organizations as the UN, WHO, OECD, World Bank, Council of Europe and EU. (World bank, 2011b)

## **2.2 Overview of the Theory behind Community Driven Development Projects**

The concept of Community Driven Development is grounded on many theories which attempt to unravel its origin, how it works as well as its impacts. To be able to understand the concept of donor aid in relation to community driven development two theories have been discussed in details: The Theory of Change (ToC) and the Theory of Participation.

CDDs are believed to have grown out of situations of crises (financial, disaster, conflict) or when governments usually newly installed administrations, sought a different mode of service delivery. This is due to the fact that existing systems were considered ineffective in engaging citizens or delivering services in an

effective manner (Wong, 2012). The CDD program designs usually entail communities undertaking a village-level participatory planning process with the help of project facilitators or local government officials. The communities are allowed to identify their priority needs and the plans or proposals are sent to an inter-village forum or village representatives or higher level forums at the district or provincial levels for decision making. There is however, a large variation across different programs and even between earlier and later phases of the same project. In some programs, the decision making bodies are completely elected by communities (for example in Indonesia, Philippines and Afghanistan) while in other projects, higher level government bodies or the social fund play a greater role in deciding on the selection of proposals (for example in Bolivia, Honduras, Nicaragua and Zambia) (Wong, 2012).

Unlike many development projects, CDD programs do not pre-determine the nature of the interventions. Some programs have a range of investments across sectors; others use an “open menu” with a negative list. The multi- sectoral nature of many of these CDD programs can be seen as one of its strengths, since the flexible use of investments can help meet self- identified community needs. The project will normally train and provide technical assistance to communities to plan, implement, and manage these activities. Investments are meant to be community demand-driven.

Communities or local institutions take lead in identifying and managing community level investments on rural infrastructure, social services, or income generating activities. CDD projects have a design that has many assumptions and risks involved. For example, there are risks that the technical assistance and capacity building may not be sufficient at the local level to facilitate community involvement and effective management of resources; or that decision making can be done in a participatory manner that allows community representation and voice rather than elite capture or further reinforcement when designing and implementing a CDD program (Wong, 2012).

### **2.2.1 The Change Theory**

CDDs are believed to be anchored on the Theory of Change which was popularized in the 1990s to capture complex initiatives. Community initiatives are sometimes planned without an understanding of the early and immediate steps required for long-term changes to occur. Anderson (2005) argues that a Theory of

Change (ToC) is a tool meant for developing solutions to complex social problems. International Development through not-for-profit and government sectors utilizes the ToC for planning, participation and evaluation so as to promote Social Change. The Theory of Change links outcomes and activities to explain how and why the desired change is expected to come about (Anderson, 2005).

In a CDD Program or project, the success of the program or project is based on ToC. The Program or project will offer the financial and technical assistance to the communities; the communities are then capacitated to undertake participatory selection of the projects. They are offered technical assistance where they learn by doing and thus are able to produce and manage public goods for example schools, roads, and health centers etc. When the communities have the capacities to produce such, their social cohesion is enhanced and since they are in-charge of decision making and management, their ability for governance is improved as well. The public goods produce is then able to improve the economic outcomes at community and household levels while also improving the education, health, security, and food outcomes among others (World bank, 2015).

In the theory of change for community development, the communities become part of implementing the critical component of lasting and durable community change founded on the principle that a community's members come together to effect change and help in transforming their own livelihoods together. Effective CDD programs and projects ensure that the communities have skills, capacity and networks to accomplish significant community change transforming a community's and thereafter the households' vision and aspirations into tangible projects and results (MACDC, 2015).

### **2.2.2 The Participation Theory**

According to Buchy, Ross, et al., (2000), participation is not a new concept (Buchy, Ross, 2000). It represents a move from the global, a spatial, top-down strategies that dominated early development initiatives to more locally sensitive methodologies (Storey, 1999). The participation theory is believed to have originated from political sciences and development theory and its importance is believed to have grown from the realization that the world's poor have actually suffered as a result of development, and that everyone needs to be involved in development decisions, implementation and benefits.

There has been differing opinions as to the origins of participation theory. Buchy, Ross et al., (2000) suggested that the literature on participation and participatory processes stems broadly from two main areas: Political sciences and development theory (Buchy, Ross, 2000). Lane (1995) added to this view suggesting that participation is heavily influenced by theories of development and is thus highly varied and complex due to different theoretical positions. Lane (1995) further emphasizes that the emergence of top-down approaches to development was largely as a result of modernization theory which was dominant in the 1960s. From the modernization point of view, participation meant involving the communities in the selection, designing and implementation of the project with the purpose of increasing the acceptance and efficiency of use (Lane, 1995).

Community participation has undergone notable evolutionary trends from the 1960s as analyzed by Kelly (2001). The principle of community participation has grown in popularity since the 1970s and has become a catchword in development studies and practice (Hjortso, 2004; Lane 1995; Nelson and Wright, 1995). Chambers (1995) further credits the new popularity of participation to several origins:

- i) The recognition that many development failures originate in attempts to impose standard top-down programs and projects on diverse local realities where they do not fit or meet needs;
- ii) Concern for cost-effectiveness, recognizing that the more local people do, the less capital costs are likely to be;
- iii) Pre-occupation with sustainability, and the insight that if local people themselves design and construct they are more likely to meet running costs and undertake maintenance; and
- iv) Ideologically for some development professionals, the belief that it is right that poor people should be empowered and should have more command of their lives (Chambers, 1995).

Popularity of participation is evident from the diverse application and acceptance of the needs for participation. In fact, some authors see participation's biggest application being poverty alleviation (Holcombe, 1995) while other applications include health, education, housing, social work and urban and rural development (Midgley, Hall et al, 1986).

Community Participation theory has been applied in a variety of situations especially in development projects. According to Chamala (1995), community

participation has actually been the hallmark of many successful development projects around the world Chamala (1995). Chambers (1995) further argues that community participation has been vital in as a co-opting practice to mobilize local labor and reduce costs in development projects; and has been an empowering process enabling local people to do their own analysis, to take command, to gain in confidence and to make their own decisions.

### **2.3 Different Approaches of Community Development Projects**

There are numerous approaches to community development. Some focus on the processes, some on the outcomes/ objectives. They are as follow:

**Community Engagement** which focuses on relationships at the core of facilitating, understanding and evaluation, involvement, exchange of information and opinions, about a concept, issue or project, with the aim of building social capital and enhancing social outcomes through decision-making (Johnston, 2018).

**Women Self-help Group** is focusing on the contribution of women in settlement groups. (Chigbu, 2015)

**Community Capacity building** focuses on helping communities obtain, strengthen, and maintain the ability to set and achieve their own development objectives (United Nations Development Group, 2009).

**Large Group Capacitation** as an adult education and social psychology approach grounded in the activity of the individual and the social psychology of the large group focusing on large groups of unemployed or semi-employed participants, many of whom with Lower Levels of Literacy (LLs).

**Social Capital Formation** is focusing on benefits derived from the cooperation between individuals and groups.

**Economic development** is focusing on the development of developing countries as measured by their economies, although it includes the processes and policies by which a nation improves the economic, political, and social well-being of its people.

**Community Economic Development (CED);** an alternative to conventional economic development which encourages using local resources in a way that enhances economic outcomes while improving social conditions. For example, CED involves strategies which aim to improve access to affordable housing, medical, and child care (Clay & Jones, 2009).

**Sustainable development;** which seeks to achieve, in a balanced manner, economic development, social development and environmental protection outcomes.

**Community-driven development (CDD),** an economic development model which shifts overreliance on central governments to local communities.

**Asset-Based Community Development (ABCD);** is a methodology that seeks to uncover and use the strengths within communities as a means for sustainable development. (Mathie, 2003)

**Faith-based community development;** which utilizes faith-based organizations to bring about community development outcomes (Strassner, 1996).

**Community-Based Participatory Research (CBPR);** a partnership approach to research that equitably involves, for example, community members, organizational representatives, and researchers in all aspects of the research process and in which all partners contribute expertise and share decision making and ownership, which aims to integrate this knowledge with community development outcomes (Israel, Schulz, Parker, & Becker, 1998)

**Community Organizing;** a term used to describe an approach that generally assumes that social change necessarily involves conflict and social struggle in order to generate collective power for the powerless.

**Participatory Planning** including community-based planning (CBP); involving the entire community in the strategic and management processes of urban planning; or, community-level planning processes, urban or rural. (Lefevre, Kolsteren, De Wael, Byekwaso, & Beghin, 2000)

**Town-making or Machizukuri** refers to a Japanese concept which is "an umbrella term generally understood as citizen participation in the planning and management of a living environment". It can include redevelopment, revitalization, and post-disaster reconstruction, and usually emphasizes the importance of local citizen participation. In recent years, cooperation between local communities and contents tourism (such as video games, anime, and manga) has also become a key driver of Machizukuri in some local communities, such as the tie-up between CAPCOM's Sengoku Basara and the city of Shiroishi (Yamamura, 2018).

**Methodologies** focusing on the educational component of community development, including the community-wide empowerment that increased educational opportunity creates. Methodologies addressing the issues and challenges of the Digital Divide, making affordable training and access to computers and the Internet,

addressing the marginalization of local communities that cannot connect and participate in the global Online community. In the United States, nonprofit organizations such as Per Scholars seek to break the cycle of poverty by providing education, technology and economic opportunities to individuals, families and communities as a path to development for the communities they serve.

There is a myriad of job titles for community development workers and their employers including public authorities and voluntary or non-governmental organizations', funded by the state and by independent grant making bodies. Since the nineteen seventies the prefix word 'community' has also been adopted by several other occupations from the police and health workers to planners and architects, who have been influenced by community development approaches.

#### **2.4 Overview of Foreign Aid and the Community Development Projects**

While the idea and practice of community development existed within the colonial period, voluntary frames however did not present themselves or their work in terms of development until very much later when the United States Government and other international agencies began to distinguish half the World as “underdeveloped” while describing development as a universal goal. This later saw the emergence of UN agencies like UNESCO and UNICEF and organizations such as Oxfam and Save the Children in the 1960s and 1970s as development focuses NGOs.

The last five decades has seen foreign aid increase significantly with an estimated 2.3 trillion spent by the West. A typical African country received more than 15% of its income from foreign donors in the 1990s. In addition, there has been an increase in official donor aid to NGOs as a result of the Washington Consensus that focused on good governance and democratization and donors uncritically embracing anything calling itself Civil Society, NGOs inclusive. It is estimated that over 100 billion dollars are spent by the donor community to help the world’s poorest people. However, most of this aid goes to countries with poor accountability mechanisms and thus do not have any impact on the livelihoods of the communities (Easterly & P futze, 2008). With this increase in development assistance globally, there has been concerns that it lacks the ability to reach out to the poor and impact on their livelihoods.

The donor community has been having a growing concern with aid effectiveness globally. This has seen a shift from the earlier project mode to Sector

Wide Approaches, Structural Adjustment measures to Poverty Reduction Strategy Papers, Programme-based Approaches, Direct Budget Support, and Medium Term Expenditure Frameworks. These reflect this concern for reducing the fragmentation of development systems and change the way aid is delivered by shifting the balance of power.

In light of this concern, Community Driven Development (CDD) has been one of the fastest growing mechanisms for channeling development (Mansuri, & Rao, 2003). Wong. S (2012) further emphasizes that Community Driven Development has become a key operational Strategy for many national Governments as well as numerous international Agencies in delivering services. This is because past experience demonstrates that by directly relying on the poor communities to drive development activities, CDD has the potential to make poverty reduction efforts more responsive to demands, more inclusive, more sustainable and more cost-effective than traditional centrally led programs. It fills a critical gap in poverty reduction efforts, achieving immediate and lasting results at the grassroots level and complementing market economy and government-run programs.

With the resilience and determination of communities in many countries continuing to inspire, Community Driven Development (CDD) has become an important part of the emerging architecture for development support. The intent of CDD is usually to empower local communities to shape their future by giving them more resources and the authority to use these resources to improve their standards of living (World Bank, 2000).

The World Bank defines Community Driven Development as an approach to development which gives control of decisions and resources to community groups which work in partnership with demand-responsive support organizations and service providers including elected local governments, the private sector, NGOs and central government agencies. In practice, donors often provide the direct funds to village development associations, for them to distribute among projects suggested and managed by community members. Wong (2012) further describes CDD as an approach that emphasizes community control over planning, decisions and investment resources. CDD is strongly supported by the World Bank and much of the literature comes from the World Bank's reports and publications.

According to Chambers & Conway (1992), the livelihood comprises the capabilities, assets and activities required for a means of living (Chambers & Conway,

1992). Thus, a livelihood is said to be sustainable if it can be able to cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future while not undermining the natural resource base. The more the asset base a community has, the more sustainable its livelihoods (Carney, 1998). Carney (1998) further states that the five forms of livelihood assets include natural, social-political, human, physical and financial capital. According to IISD (2003), livelihood assets are the means of production available to a given community that can be used to generate material resources sufficient for the community's survival.

Therefore, achieving sustainable livelihoods requires the integration of local knowledge and community strengths with contemporary science, appropriate technology, enabling policies, effective and transparent governance structures, education and training, and credit and investment (IISD, 1999).

## **2.5 Reviews on Previous Studies**

The Literature review on some of the available documents indicates that community development has evolved from the previously common donor-defined development to community-driven development. This has been necessitated by the concerns raised on the influence and impacts such programs and projects have on the communities where they are implemented. CDD is an approach that has particularly been emphasized by World Bank, who is the biggest lenders and supporters on this approach.

The principles under which the CDD programs operate make them more sustainable and the preferred approach to development. These principles include local empowerment, participatory governance, demand-responsiveness, administrative autonomy, greater downward accountability and enhanced local capacity. With these principles, CDD programs have been found to enhance sustainability, improve efficiency and effectiveness, complement market and public sector activities, and make development all inclusive while building on social capital and strengthening governance.

Many past studies state that documentation and evaluation of decentralization and CDD on building accountability is extremely limited. Investment of large amounts of money in development projects increases the calls for rigorous assessment of the influence and impact that the projects have on the communities. There is a lack of evidence on the actual record of CDD initiatives considering the speed with which

this approach is being implemented (Mansuri, &Rao, 2003). World Bank, Food and Agriculture Organization, and the International Fund for Agriculture Development also agree that “little progress has been made in measuring the outcomes of CDD initiatives”.

In the wake of this, this study seeks to explore the influence of such programs on the sustainable community development with the case of the Community Driven Development Project of Mindon Township, a World Bank funded project in Myanmar.

## **CHAPTER III**

### **COMMUNITY DRIVEN DEVELOPMENT APPROACH IN MYANMAR**

#### **3.1 National Community Driven Development Project (NCDDP)**

Myanmar is one of the developing countries in the world and implementing the development projects with CDD approach as National Community Driven Development Project (NCDDP).

NCDDP, one of the World Bank funded project and being implemented by the Department of Rural Development, identifies and chooses the least developed townships through the township selection consultation meeting when selecting the project townships in which CDD Projects are to be implemented. Also, in organizing the village management committees, the head of committee and sub-committee are to be elected from the majority vote of relevant village tracts or villages and the villagers themselves select what sub-projects should be implemented. Above all, from the beginning to the end of each project cycle, is implemented with the democratic practices of the related communities (The World Bank, 2015).

CDD programs delegate decision making to communities, by putting them in charge of what to do with and how to manage development resources. This type of intervention helps match scarce resources to priority needs by turning spending decisions over to those who understand their needs and aspirations best – local communities themselves. By empowering communities to identify priority interventions and providing the funds to implement them, CDD allows for context-specific aid delivery that is responsive to citizen demands. Moreover, by channeling funds directly from central-level government to communities, CDD approaches minimize leakages. International evaluations indicate that CDD methods enable delivery of small scale infrastructure and essential services more cheaply and at a better quality than similar projects implemented by regular government service delivery channels (The World Bank, 2014).

CDD approaches can thus be an important element of an effective rural poverty reduction strategy. Over the last decade, the World Bank has used CDD approaches in a diverse range of settings to help national governments and communities address a variety of urgent needs, including water supply and sewer rehabilitation, school and health post construction, nutrition programs for mothers and infants, building of rural access roads, and support for micro-enterprises. Experience in countries such as Indonesia, Philippines and Afghanistan have also shown the potential of CDD approaches to work at national scale, operate in conflict-affected areas, to serve as platforms for natural disaster recovery (The World Bank,2014)

### **3.1.1 Objectives of NCDDP**

The objectives of the CDDP are that the poor communities are able to enjoy benefits of easy reach to use the infrastructure through the community driven approach and to enhance the ability of government to do quick and effective response in case there were any conflicts or disasters. Such approach not only makes the improvement of the empowerment of communities, but also bring clear benefits to the communities, thanks to the reform process of the government. Moreover, it would make the constructive relationship between the government and the communities.

The main objectives are:

- (1) To deliver the block grant to the community-chosen sub-projects;
- (2) To make the communities improvement of drawing village development plans in cooperation with local government and also planning and implementation;
- (3) To undertake the project successfully with participation of the poor, the vulnerable and the equality of gender (Department of Rural Development, 2016)

The development objective is to enable poor rural communities in Myanmar to benefit from improved access to and use of basic infrastructure and services through a people-centered approach. Approved in November 2012 using an \$80m IDA grant, this six-year project is empowering rural communities in 15 townships to identify and implement investments they need most, such as roads, bridges, irrigation systems, schools, health clinics or rural markets. The NCDDP is financing small-scale, community-identified infrastructure methods. In the first year of operations in a given township, the project uses a “closed menu”, with financing available for rehabilitation

or minor extension of selected public assets such as health centers, school buildings, roads, water supply, electrification, community centers, markets, small scale irrigation and sanitation facilities. In subsequent years, communities will be able to choose from an open menu the type of public infrastructure they would like to build, rehabilitate or upgrade (Department of Rural Development, 2016).

### **3.1.2 Components of NCDDP**

Any infrastructures constructed under the NCDDP should help to address key community needs and aimed at reducing poverty rates in beneficiary villages. In addition, the project empowers villagers to manage and participate in their own development activities, with communities making decisions in project design and being responsible for project implementation. The project is comprised with five components: (IFI Watch Myanmar, 2016).

- (1) Component 1: Block grant to community (67 %)
- (2) Component 2: Support and Capacity Building (20 %)
- (3) Component 3: Knowledge and Learning (2 %)
- (4) Component 4: Assistance to Implementation (11 %)
- (5) Component 5: Response to Emergencies (0 %)

#### **1. Component 1 Community Block Grants**

67% of the project's budget is allocated for this component which finances the township/village tract block grants to build critical infrastructure projects, with each grant averaging US\$33,000 per village tract per year. The amount budgeted for each village tract varies depending on population size, but each annual grant is equivalent to about US\$12 per person.

#### **2. Component 2 Support and capacity building**

This component funds technical and institutional support at the union and township levels and this component is allocated with 20% of the project budget.

Subcomponents include;

- (i) the hiring of community facilitators to implement the village subprojects;
- (ii) training for community committee leaders and local government officials;  
and
- (iii) development of the grievance handling mechanism.

### **3. Component 3 Knowledge and Learning**

Just 2% of the project budget is allocated for this component which supports

- (i) opportunities for information sharing between government officials, civil society organizations, and other stakeholders in Myanmar and other countries in Southeast Asia through south-south learning exchanges as well as national project reviews;
- (ii) additional analytical, monitoring & evaluation, financial, and technical studies; and
- (iii) piloting models for enhanced social accountability at the village project level.

### **4. Component 4 Implementation Support**

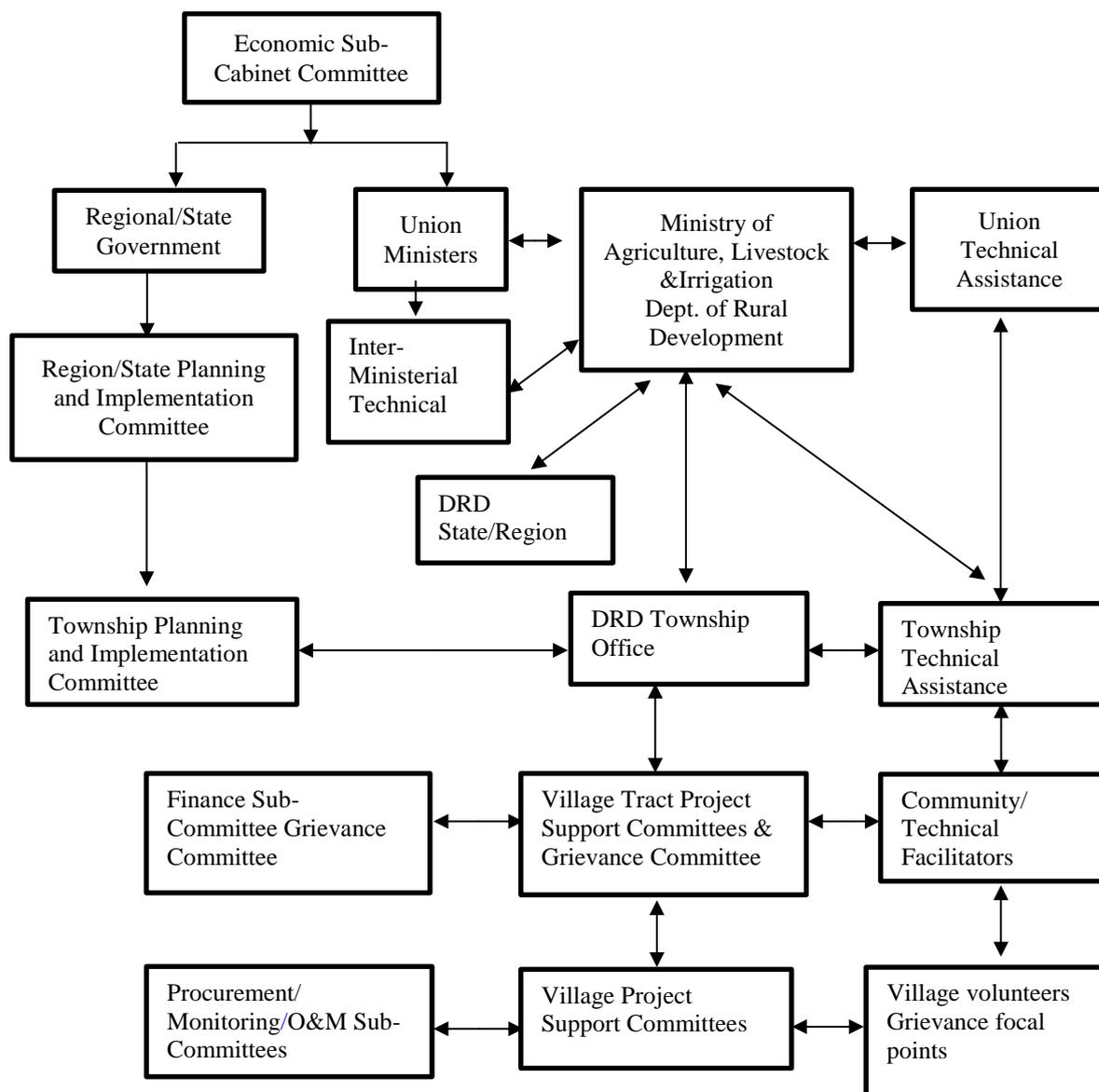
This component provides funding to the Department for Rural Development (DRD) to implement the CDD project through

- (i) project management advice,
- (ii) advice on reporting and communication strategies,
- (iii) administrative and logistical support, and
- (iv) constructing or rehabilitating DRD offices in project townships.

### **5. Component 5 Emergency Contingency Response**

This is a “zero” component, meaning that while no funds are committed to it initially, it allows for the rapid reallocation of resources from the other three components in the case that funds are needed for disaster response (IFI Watch Myanmar, 2016).

**Figure (3.1) Institutional Arrangement of NCDDP**



Source: DRD Myanmar (2018)

As shown in the figure (3.1), the constitution of NCDDP has several stages are as follow;

**Village and village tract levels** is the main decision-making authority for the community block grants lies with Village Tract Project Support Committees (VTPSCs). Village Project Support Committees (VPSCs) are responsible for the implementation of individual sub-projects. Community Facilitators (CFs), Technical Facilitators (TFs), and village volunteers assist the VTPSCs and the VPSCs in all aspects of sub-project implementation. The Grievance Committee is formed at village

tract level with one male and one female grievance focal point of each village in the village tract.

**Township level.** The main responsibility at this level rests with the township level DRD, which provides technical support to communities and ensures coordination with other government departments through the Township Planning and Implementation Committees (TPICs). In carrying out these functions, each DRD township office will be supported by a Township-level Technical Assistance (TTA) team in the first years of the project's operations to complement and build the capacity of the township DRD team.

**District level.** The DRD district level offices are responsible for coordination between departments, agencies, and organizations, support for site visits as needed, monitoring and reporting to the region/state level. They may provide technical and management support to project townships where requested by the union level.

**Region/State level.** The state/regional NCDDP secretariats will act as a cooperation body with state/region level departments, and provide technical support to township offices including on infrastructure, monitoring and evaluation, and other issues. They will also facilitate aggregated reporting to the union level. The region/state governments and line ministries monitor the implementation of the sub-projects in participating townships and support TPICs to resolve any implementation issues that cannot be addressed at the township level.

**Union level.** At the union level, DRD has established a secretariat staffed by DRD to manage program implementation. Responsibilities of the NCDDP secretariat include: (i) helping to set the overall strategic direction of the project; (ii) ensuring overall compliance with the provisions of the OM; (iii) the procurement of consultancy services for technical assistance and institutional support; (iv) communications and outreach; (v) training capacity development of all project stakeholders; and (vi) monitoring and evaluation, including consolidated reporting. DRD is assisted by a Union-level Technical Assistance (UTA) team in these responsibilities.

An **inter-ministerial technical committee** may be established at the union level to review project implementation progress, discuss and resolve technical issues raised at the township and union levels, and coordinate the support of the various government departments to the project. The Economic Sub-Cabinet Committee will

serve as the project's steering committee and provides general oversight over the project (Department of Rural Development, 2018)

### **3.2 CDD Project Management**

The project is financing three annual block grants of on average \$27,000 each for about 640 village tracts in 15 poor rural townships—one in each of the 14 States and Regions, plus the Union Territory. Eventually over 3,000 villages, which are home to approximately 2.5 million people, will benefit from the project across the country. Participating townships are selected by a union-level based on the following criteria: high levels of poverty, absence of external funding, and the commitment by regional government to the objectives of the project (Department of Rural Development, 2018).

The total cost of the project is currently \$86.3 million. It is financed by an \$80 million IDA grant, as well as a government contribution of \$6.3 million. The design of the project allows easy scaling up, and other donors are currently considering financing the expansion of the project to cover additional townships. (Department of Rural Development, 2018).

Ultimately, local communities manage sub projects at the village level, with decisions being made at the village tract level. The Foreign Aid Management Central Committee (chaired by the President, and composed of Ministers from a range of line ministries) acts as steering committee and provides project oversight and policy guidance. The Department of Rural Development is the implementing agency that also provides capacity building at union and township levels. Experienced international NGO's have been contracted to provide technical assistance at the township level. The World Bank, in its turn, supports the Myanmar Government in project implementation, as well as monitoring and evaluation (Department of Rural Development, 2018).

The NCDDP includes a variety of measures to ensure full participation of vulnerable groups and ethnic minorities including the recruitment of village volunteers elected from among ethnic groups. Conducts free, prior and informed consultations for village and village tract development plans; the involvement of ethnic minorities in community decision-making, monitoring and evaluation including the use of local languages. There are also strong gender components to ensure that women have an equal participation in all stages.

The design of NCDDP is benefited from multiple consultations with a range of civil society partners in Myanmar, to learn from the experience in particular of those groups that had been engaged in grass-roots level community work in the country for a long term. During implementation, the NCDDP includes provisions for social audits at the village tract level, as well as an annual national-level multi-stakeholder review that provides opportunities for interested civil society organizations to engage with and provide feedbacks on the project and its implementation. The NCDDP has an intention to organize an annual Development Marketplace to showcase innovation around rural poverty reduction in Myanmar including initiatives from within and beyond the project (Department of Rural Development, 2018).

Multiple monitoring systems are included in NCDDP such as 1) At the community level, through social responsibility mechanisms that include the public display of expenditures incurred for community sub-projects, and through a complaints mechanism accessible to villagers; 2) At the project level, through clear procedures for financial management and procurement and a management information system that tracks the flow of funds and disbursements; 3) Through independent financial and technical audits of a sample of sub-projects as well as annual external audits of the union-level government accounts by the Office of the Auditor-General. The project contains strong measures to mitigate possible governance and corruption risks, including a robust management information system and a grievance redress mechanism to monitor and respond to complaints relating to the project and the potential misuse of funds. Furthermore, the project will finance regular technical audits to ensure the quality of the community works (Department of Rural Development, 2016). The Department of Rural Development is in charge of technical assistance at the township level to support project implementation, including in the area of community facilitation. The contracts for the first three townships were awarded to the International Rescue Committee (for Chin State) and Mercy Corps (for Shan State and Tanintharyi Region) following a competitive and open tendering process. Additional township-level technical assistance will be procured in years 2 and 3 of the project, in keeping with the project's gradual rollout schedule. The project is under implementation, with activities underway in the first three townships (the project employs a gradual rollout model, with three townships participating in the first year, five being added in the second, and seven in the third year). Community consultations have been held, village committees and volunteers identified, village

tract development plans formulated and approved, and subproject implementation now underway (Department of Rural Development, 2018).

### **3.2.1 Township Selection Method**

Townships are identified for inclusion in NCDDP based on a transparent and participatory selection process. Poverty rates are the primary criterion for selecting the participating townships (Department of Rural Development, 2018).

Additional criteria are:

- i. the absence of external funding for similar activities;
- ii. willingness and capability of the township authorities to implement the project;
- iii. a minimum level of peace and stability in the township to allow for safe implementation and supervision of the project; and
- iv. a minimum level of logistical access to and within the township.

Using the criteria above, DRD organized a public consultation in each state/region, chaired by the Chief Minister, including local authorities, representatives of ethnic groups present in the state/region, non-governmental organizations (NGOs) and development partners with existing projects in the region/state, and local civil society groups and community members. The purpose of the consultations was to prioritize between three and five townships per region/state that best met the selection criteria. The project is deeply cognizant of local tensions and aims to be responsive to the different context of every township. Founded on transparency, feedback, and participation, NCDDP is already designed to offer multiple points of engagement, including through a grievance handling mechanism, social audits, and annual multi-stakeholder reviews. Once the preparation phase of the sub-project cycle is complete, community facilitators will work closely with villagers to plan and implement sub-projects. Once completed, social audits will be conducted at the village level, sub-projects are then reviewed as part of the multi-stakeholder review meetings at the township and Union levels. This constitutes one project cycle. Each village is eligible to participate in four annual cycles (Department of Rural Development, 2018).

Participation in the project is entirely up to community members themselves. All villages in an NCDDP township, including those not on the official government list, are eligible to participate in the project and the DRD, with support from the World Bank, will undertake to explain this; however, the decision on whether to

participate is left to communities. Recognizing the uncertainty and complexity of the ongoing peace process, NCDDP seeks to maximize flexibility for communities in order to ensure that those who want to participate are able to do so. For communities that choose not to participate, they will still be eligible to participate and receive sub-project block grants for four annual cycles, if they choose to participate in the next annual cycle. For villages that choose to participate in the first annual cycle but subsequently choose to withdraw from the project, they would also be eligible to rejoin in a later cycle. (Department of Rural Development, 2016)

The project includes a range of measures to ensure the full participation of vulnerable groups and ethnic minorities, by: recruiting village volunteers elected from among ethnic groups, holding free and informed consultations for village and village tract development plans prior to the project, involving ethnic minorities in community decision-making and monitoring and evaluation, and using local languages. There are also strong gender components to ensure that women have an equal voice in decision-making (Department of Rural Development, 2016)

### **3.2.2 Form of Village Committees**

As the first meeting to introduce the project, community facilitator has to explain the structure and responsibilities of the Village Planning Support Committee. Village Planning Support Committee consists of members of the Village Development Support Committee members. If there are selection and replacement to be made, they are to be carried out in accordance with regulations of the State. If a village does not have a representative in Village Development Committee, they are to select a representative in Village Planning Support Committee. In addition, each village needs to select a woman for Village Planning Committee if Village Development Committee has only one man as representative in the committee or a man if Village Development Committee has only one woman as representative in the committee. Any adults over 18 years old are entitled to apply (except Village Administrator). The project aim is for every Village Planning Committee members to comply with the constitution of Committee imposed by the State. If members do wrong (ethics and actions) and if the villagers believe that the members seem to be poor in performance, they need to resign from membership (Department of Rural Development, 2016).

Village Planning Committee will not get payments but travel expenses and provisions were available. To encourage them willing to work long-term, access to training, access to basic utilities and access to study visit to the regions where other projects will be provided. In Village Planning Support Committee and the Finance Subcommittee meetings, at least two-thirds of Village Planning Committee members and two-thirds of Finance Committee must attend as a quorum. Village Planning Support Committee and the Finance Subcommittee must make decisions through community agreement. Village Administrator has to carry out as an adviser of Village Project Support Committee. He has to attend the Village Planning Committee meetings and is responsible for holding meetings, monitoring and implementing village sub-project, preservation of the village and monitoring sub-committee operations (Department of Rural Development, 2016)

Members of the Village Planning Support Committee must select a chairman on their own with the help of community facilitator in the first meeting. Village Planning Support Committee also has to name three members as Village Treasury Sub-committee and chairman of Village Treasury Sub-committee among its members. The criteria to be Finance Subcommittee need to honest and righteous, accountant can read, write and calculate, at least one woman must include as Treasury members. The chairman of the Village Planning Support Committee is not allowed to be a member of the Finance Subcommittee and Village-elected accountants are members of Finance Subcommittee. Resolution Committee shall be formed in addition to Village Project Support Committee.

All villages will be eligible to participate in the project. In townships under the first cycle, for example, community facilitators reported several villages that were not officially registered but contained tens and, in some cases, hundreds of households. In the next sub-project cycle, community members in these village tracts voted to ensure that these non- gazetted villages be included in the project. DRD and the World Bank subsequently adapted the project to respond to the local context and community voices, and those non-gazetted villages are now participating in the project. Rehabilitation of non-government schools or health centers is eligible for support under the project, if identified as a priority by the respective community. There is no distinction between government and non-government schools or health centers under a list of identified priorities that the project supports. (Department of Rural Development, 2018).

### **3.2.3 Responsibilities of Committees**

There are two main committees at the village tract level. The Village Tract Project Support Committee (VTPSC), which reviews Village Development Plans and makes decisions around block grant allocations and to review Village Development Plans and sub- projects proposed for funding, makes decisions on block grant allocations and prepares a village tract development plan for submission to the TPIC. The Finance Sub-Committee (FSC) which is responsible for managing finances for the village tract including withdrawals from the village tract bank account. The Village Tract Grievance Committee (VTGC) which is responsible for reviewing grievances addressed to the village tract. The VTGC is composed of the two grievance focal points (one man and one woman) from each village. This committee is independent from the VTPSC which means members of the Grievance Committee cannot also be members of the VTPSC.

Village Project Support Committee at the village level which prepares the Village Development Plan and identifies funding priorities. The VPSC is comprised of 50 percent men and 50 percent women elected from all members, two heads: one man and one woman. The two chairmen of each VPSC will represent the village in the VTPSC. Under VPSC, there were three sub-committees, each composed of two or three of its members, (i) procurement (approving purchases and contracts), (ii) monitoring and evaluation (to oversee sub-project implementation) and (iii) operations and maintenance. Each sub-committee must include one or more women. Each sub-committee elects one person as its Head (National Community Driven Development Project, Operational manual, 2018)

### **3.2.4 Grievance Redress Mechanism**

The NCDDP has established a strong grievance handling mechanism with several modalities including locked mail boxes in villages, hotline, NCDDP website, email and social media to strengthen accountability to beneficiaries and a channel for inputs from stakeholders at all levels. Accessible by anyone, including ethnic and religious minority groups, the mechanism allows for the identification and resolution of issues facing the project, including misconduct of staff, misuse of funds, or other improper behavior. The mechanism enables transparency around not only receiving and recording complaints but also on resolution of the grievance. Organized through grievance focal points (both male and female) at the village, township, and Union

level, complaints are handled at the most local level. The grievance handling mechanism has a demonstrated fast response rate, with a maximum response time of four weeks from the initial receipt of a grievance, and a maximum of three months for resolution of the complaint (Department of Rural Development, 2016)

Transparency and accountability are essential components of the project. The enquiries and 99 percent of these responded to and resolved in a timely manner. Grievance handling mechanism, the project includes multiple points of independent financial, technical and social audit. All villagers are invited to participate in the social audit, which is held at the conclusion of each annual sub-project cycle. Multi-stakeholder reviews (MSRs) are also held at the conclusion of each annual sub-project cycle in order to bring together all stakeholders at the township level to share experiences from implementation over the previous cycle and discuss improvements for the coming one. Following completion of township-level MSRs, DRD organizes a Union-level MSR to share experiences from across townships to which all stakeholders, including government officials from the township and Union level, project staff of all levels, community members, union and township-level technical assistance team, interested NGOs, development partners, and civil society can attend. Finally, the World Bank undertakes over each year regular implementation support missions to review grievance monitoring data and solicit feedback from stakeholders, including development partners and civil society (Department of Rural Development, 2016)

#### **3.2.4 Townships under NCDDP Project**

There are started CDD projects since 2013-2014 in Myanmar. The continuous implemented projects are shown in Table (3.1).

**Table (3.1) List of Townships under NCDDP Project (By Budget Year)**

<b>Sr</b>	<b>Budget Year</b>	<b>State/Region &amp; Townships</b>
1	2013-2014	Chin (Kanpatlet), Shan (Namhsan), 3Tanintharyi (KyunSu)
2	2014-2015	Ayeyarwaddy (Laymyetnar), Magway (Sidoktayar), Sagaing (Pinlebuu), Rakhine (Ann), Yangon (Htantabin), Naypyitaw (Tatkone)
3	2015-2016	Chin (Paletwa), Tanintharyi (Tanintharyi), Ayeyarwaddy (Tharbaung, Kyangin), Magway (Mindon), Yangon (KawtHmu), Naypyitaw (Lewe), Mandalay (Ngazon,Nyaungoo), Bago (Monyo, Kyaukkyi), Mon (Chaungzone, Billin), Kayah (Hpruso, Demoso), Kayin (Kyainnseikkyi)
4	2016-2017	Ayeyarwaddy (Ngaputaw), Bago (Padaung), Chin (Matupi), Kachin (Moekaung), Kayah (Bawlekhae, Hparsaung, Maese, Shartaw, Loikaw), Magway(Pauk,Saw,Htilin), Mon (Paung), Naypyitaw (Pyinmana), Shan (Hsihseng), Yangon (Kunchankone, Kyauktan), mandalay (Nahtogyi, Pyawbwe, Yamaethin)
5	2017-2018	Ayeyarwaddy (Danuphyu, Ingapu), Bago (Shwekyin, Thaekone), Chin (Tunzan), Kachin (Putao, Shweku), Kayin (Hlaingbwe, kawtkayeik), Rakhine (Gwa, Ponenarkyun), Sagaing (Kani, Kyunhla), Shan (Mabain, Maukmae, Mengkhat)

Source: CDD-MIS web page

**CHAPTER IV**  
**ANALYSIS ON CDD APPROACH IN MINDON TOWNSHIP**  
**UNDER NCDDP**

**4.1 Survey Profile of the Study Area**

Among 63 townships which are under NCDDP, this study focused in Mindon township. Total population of Mindon township is 59357. 47.1% of total population are males (27961 pax) and 52.9% of total population are female (31396 pax) with the male to female ratio 89:100 females as shown in Table (4.1). The population density of Mindon Township is 23 persons per square kilometer. There are 3.5 persons living in each household in Mindon Township. This is lower than the Union average. At the Union level, the composition of the population by religion is: 87 percent Buddhist, 6.2% Christian, 4.3% Islam, 0.5% Hindu, 0.8% Animist, and 0.2% other religion and 0.1% No religion. In Magway Region, it is 98.8% Buddhist, 0.7% Christian, 0.3% Islam, 0.1% Hindu, 0.1% Animist and less than 0.1% each for other religion and those with No religion. In Mindon Township, 81.7 percent of the employed persons aged 15-64 are skilled agricultural, forestry and fishery workers and is the highest proportion, followed by 5.8 per cent in elementary occupations. Analysis by sex shows that 81.7 per cent of males and 81.8 per cent of females are skilled agricultural, forestry and fishery workers (DRD, 2019)

The rationale of selecting this study area are\_ (i) majority of the population in this township (92.3% of total population) is living in rural area. Due to this feature, focusing on this study area will allow achieving one of the objectives of this study, and (ii) the participation of community is higher than 70% which is an important indicator of the CDD approach.

**Table (4.1) Geographic Data of Mindon Township**

Village Tracts	72
Villages	180
Population	59357
Female	31396
Male	27961

Source - CDD-MIS web page

**Table (4.2) List of Beneficiaries in Mindon Township**

Beneficiaries	52751
Beneficiaries (% of Female)	52.5
Sub projects Completed	186
Community participation- %	78.26
Committee membership	2883
Committee membership (% Female)	51.93

Source: CDD-MIS web page

Among total population 59357, beneficiaries of CDD projects are 52571 and 52.5% are female. Total 186 sub projects were implemented and type of sub projects are electrification, transportation, water and sanitation, education and community facilities. Total number of VTPSC and VPSC are 2883 and percentage of female are 51.93%

**Table (4.3) Sub Projects Implemented in Mindon Township**

Sr	Types of Sub Projects	2015-2016	2016-2017	2017-2018	Cumulative	Total
1	Electrification	5	37	47	72	161
2	Transport (Roads, Bridges, Footpaths, Jetties)	66	81	72	54	273
3	Water and Sanitation	64	25	20	24	133
4	Community Facilities	0	14	5	16	35
5	Education	11	4	10	11	36
6	Others	6	5	8	9	28

Source: CDD-MIS web page

As stated in Table (4.3), different types of sub-projects were implemented in Mindon township such as electrification, transportation, water and sanitation, community facilities, education and others. In the past three budget year, most of the sub-projects were implemented and some are on processing.

**Table (4.4) Survey Village Tracts and Villages**

<b>Sr</b>	<b>Village Tracts</b>	<b>Villages</b>	<b>Population</b>	<b>Household</b>	<b>Ethnic</b>	<b>Religion</b>
1	Ah Lel Chaung	Ah LelChaung	550	167	Bamar	Buddhist
2	Wun Twin	Wun Twin	599	154	Bamar	Buddhist
3	Maezali	Maezali	875	230	Bamar	Buddhist
4	Sa Par Tan	Sa Par Tan	606	165	Bamar	Buddhist
		Moe Nat	226	62	Bamar	Buddhist
		Lay TharKone	72	27	Bamar	Buddhist
		Nyaung Pin Thar	457	117	Bamar	Buddhist
5	Pane Ne Pin	Pain Ne Pin	227	69	Bamar	Buddhist
		Tha Dun	249	72	Bamar	Buddhist
6	Tadar	Inn LaeKone	763	239	Asho (Chin)	Christian
7	Kyat Wa	Kyat Wa	230	71	Asho (Chin)	Christian

Source: Surveyed Data (2019)

## **4.2 Characteristics of the Respondents**

The study was interested in looking at the demographic characteristics of the respondents in areas such as age, education levels, and household size. These variables were important as they assist in determining whether the survey was reaching the targeted respondents, it enabled the researcher to differentiate between sub-groups through disaggregation of data in terms of gender, age or education levels.

**Table (4.5) Demographic Characteristics of Respondents**

No.	Particular	Categories	No of Respondents	
			Frequency	Percentage (%)
1.	Age	18-29	14	5.5
		30-50	187	75
		51 & above	49	19.5
2.	Gender	Male	175	70
		Female	75	30
3.	Marital Status	Single	10	4
		Married	215	86
		Others	25	10
4.	Religion	Buddhist	240	96
		Others	10	4
5.	Education	Primary	140	56
		Middle	65	26
		High	45	18
		Pre-graduate	0	-
		Graduate	0	-
		Post-graduate	0	-
<b>Total</b>			<b>250</b>	<b>100.0</b>

Source: Survey Data (2019)

Table (4.5) indicates that 70% of the household heads are males and the remaining 15.9% are females. This indicates that majority of the household heads participating in informal settlements are male. According to age category 5.5 percent of the household heads are in the productive age group (18 - 29). The marital status of the households illustrates that the household heads (86 percent) are married. According to religious sect, 96% of the respondents are Buddhists. The result in this survey, as can be observed from the table is that 0% of the household heads have necessary educational qualification to be employed in governmental institutions. They have not got enough qualification to fulfill the criteria to be employed in governmental white collar works. So, it shows that they can be small business workers or employees in the jobs which do not require high qualification.

The family members of the respondents' households are described in Table (4.6).

**Table (4.6) Family Size of Respondents' Households**

No.	Number of Family Members	No of Respondents		Total Family Members
		Frequency	Percentage	
1.	1		-	-
2.	2	19	7.5	30
3.	3	19	7.5	45
4.	4	83	33	264
5.	5	46	18.5	185
6.	6	19	7.5	90
7.	7	35	14	196
8.	8	10	4	64
9.	9		-	-
10.	10	10	4	80
11.	11	10	4	88
12.	12	-	-	-
<b>Total</b>		<b>250</b>	<b>100.00</b>	<b>1042</b>

Source: Survey Data (2019)

Most of respondents' households have 4 members and others have 2 to 11 members. It is noted that there had no 9 number of family members. The total number of respondents' family members is 1042. The genders of these family members are presented in Table (4.6).

**Table (4.7) Gender of Respondents' Households**

No.	Gender	Total Households Members of Respondents	Percentage
1	Male	558	53.55
2	Female	484	46.45
<b>Total</b>		<b>1042</b>	<b>100.00</b>

Source: Survey Data (2019)

According to survey, there were more male than female in sample households. Male are composed of 53.55 percent of total family members of respondents' households. The questionnaire included questions about the size and age/sex composition of households, education and current employment.

**Table (4.8) Participation of Committee Members in Survey**

<b>Sr</b>	<b>Sectors</b>	<b># of Respondent</b>	<b>Percentage</b>
1	Finance	25	10
2	Operation & Maintenance	30	12
3	Procurement	40	16
4	Monitoring & Evaluation	43	17.2
5	Management & Supporting	44	17.6
6	Grievance Committee	40	16
7	Volunteer	28	11.2
8	Procurement	40	16
		250	100

Source: Survey data (2019)

There are different committees under VTPSC and VPSC such as finance and treasury committee, operation and maintenance committee, procurement committee, management & supporting committee, grievance committee and volunteers. In survey, all kinds of committees were included as shown in Table (4.8)

### **4.3 Survey Design**

The study conducted at 11 villages under NCDDP in Mindon Township, Magway Region with quantitative research method. Using face to face interviewed 260 respondents, out of which 250 were correctly and completely filled and returned. This constituted to an 86% response rate. According to Mugenda (2003), a response rate of above 50% is acceptable and can be used to establish the research objectives as well as getting responses for the research questions.

#### 4.4 Survey Analysis

##### 4.4.1 Analysis on Study Data

**Table (4.9) Problems in the Community**

<b>Sr</b>	<b>Problems</b>	<b>Respondents</b>	<b>%</b>
1	Lack of Electricity	120	48
2	School structure need improvement	150	60
3	Bad Roads	189	75.6
4	Bad Bridges	122	48.8
5	Lack of drinking water	98	39.2
6	Lack of water supply	140	56
7	Lack of community center	66	26.4
8	Lack of health center	52	20.8

Source: Survey Data (2019)

According to the survey, most of the respondents (over 75% of the respondents) think the big problem in their community is transportation due to bad roads. 48% of respondents think lack of electricity is one of the problem of their community, 60% thinks school structure need improvement, 48.8 % think the problem is the bad condition of bridges, 39.2% are lack of drinking water, 56% are lack of water supply, just 26.4% thinks they need more community center and 20.8% thinks lack of health center are their problem.

**Table (4.10) Understanding on Community Participation and Management of the CDD Approach Project**

<b>Sr</b>	<b>Statement</b>	<b># of Respondent</b>	<b>%</b>
1	Community informed about the government development plan for the area	0	0
2	Community informed and consulted about the government development plan for the area	0	0
3	Community prepares a development plan with the help of government and other organizations.	0	0
4	Community prepares and implement a development plan with the help of government and other organizations.	55	22
5	Community prepares, implements and has control over decision and resources in the development plan	195	78

Source: Survey Data (2019)

According to the survey data, most of the respondents completely understand about the CDD approach (78 %), and they know very well CDD approach is differ from other government projects process. Just (22%) of the respondents think they are participating in the process of prepares and implements of the development plan. they are not aware of that the community also has control over decision and resources.

**Table (4.11) Effectiveness of CDD Approach Intervention**

Sr	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean Score
1	CDD approach intervention been relevant to community priorities					250	5
2	Communities satisfy with the nature of the subproject priorities?				87	163	4.6
3	CDD participatory process ensure the representation of the whole community				211	39	4.2
4	CDD build capacity and social capital at the community level				95	145	4.4
5	Communities have greater access to information and are aware of development activities				17	133	4.5
6	There are sufficient ownership sense in the community by CDD approach.				36	214	4.8
7	CDD approach supported interventions had an impact on the living standards of the poor				50	200	4.8
8	CDD approach can improve the capacity of local community in village planning, management, financial management				120	130	4.5
9	There are clear guidance and transparency in CDD approach.				18	232	4.9
10	There are affective collaborations with government sector in CDD approach				77	173	4.7
11	CDD approach supported the village development activities to become more successful					250	5
12	Community participation is important in community development					250	5

Source: Survey Data (2019)

As stated that in Table (4.10) all of the respondents think CDD approach intervention is really relevant to community priorities. Also communities satisfied with the nature of the method of subproject priorities.

163 respondents (65.2%) were strongly agree that most of the communities are satisfy with the nature of sub projects priorities and the other 87 persons (34.8%) are agree on this statement. For the statement of community driven development participatory process ensure the representation of the whole community, 211 persons (84.4%) are agree on this as they think need mobilized to get more people involved and 39 persons (15.6%) are strongly agree. Community driven development approach can build capacity and social capital at the community level, generally all of the respondents agree with that and 58% of the respondents strongly agree. Among all respondents, 233 respondents (93.2%) strongly agree on that communities have greater access to information and are aware of development activities after the implementation of community driven development approach projects in their community and the other 17 respondents (6.8%) are agree.

Among all respondents, 14 % of respondents think they have sufficient ownership sense by implementation of CDD approach and other (86%) strongly agree on this statement. It is important for sustainable community development and generally all respondents are agreeing on this. According to the survey 200 respondents (80%) are believed and strongly agree that community driven development approach projects supported interventions had an impact on the living standards of the poor and 20% agree. It is a significant result of effectiveness of CDD approach in rural area. The study finds out 52 % of respondents strongly agree that CDD approach can improve the capacity of local community in village planning, management, financial management by the trainings and meetings what they got from community driven development approach project and 48 % also agree. There is no objection on this statement that means CDD approach can enhance the capacities of local community. As shown in survey data, all of the participants 100% said CDD approach have clear guidance and transparency along the project period. They can easily follow and implement the guidance so all subprojects are successfully finished in time with full participation of community. CDD approach enhanced the abilities of community and guide them how to work technically, how to collaborate with each other in the community and with other organizations also government sector to become community development more efficient.

All of the respondents think that community driven development approach is sufficient and effectively supporting to the local community needs. They were strongly agreeing that CDD approach has affective collaborations with government sector and CDD approach supported the village development activities to become more successful. As per survey data, the connection with government sectors are become stronger. In the past, the community did not know how to connect and how to approach them. But now the community knows well how to connect and communicate with government sector for their community development.

The respondents also believe that community participation is important in community development as CDD approach is rely on the participation of local community. Without participation of local community, development plans cannot be success as much as it should be. All 100% of participants strongly agree community participation is essential need for community development. There will be little or no success without the collaboration of community since community is of the essence in CDD approach. The collaboration of community will affect the Community Development to some degree. If there is no collaboration of community, the community will not be interested in maintaining the results of projects which mean the results will be vulnerable. Community Development cannot be done single-handedly so collaboration is important so need to unite as one to achieve Community Development. According to the study, all of the respondents are satisfy and happy for getting chance to participate in community driven development approach projects for their community development. From this collaboration with government agencies and other organizations they got capacities, skills and knowledge with experiences. With these precious experiences, they believe that they can struggle on their own in further more development plans or projects funded by any other organizations.

**Table (4.12) Extent of the Respondent Participation in CDD Activities**

Sr	Statement	%
1	Just attend the meeting, training and in all activities under CDD projects	4.8%
2	Speak and active participation at the meeting, trainings and in all activities under CDD projects	14%
3	Fully and actively participation in all activities under CDD projects	81.2%

Source: Survey Data (2019)

As shown in Table (4.11), Most of the respondents are truly and actively participated in all CDD activities as they know they need to participate like this to raise the development of their community also for next generation. 14% were involving in activities actively and 4.8 % were just attending due to their own activities.

**Table (4.13) Level of Attention in Development Activities**

Activities	Level of Attention		
	High	Some	None
Addressing the local priorities	86%	14%	
Creating local ownership	82%	18%	
Ensuring sustainable flow of benefits	100%		
Involving community in its development	100%		
Building community capacity	92%	8%	

Source: Survey Data (2019)

With the reference of Table (4.12), nearly all of the respondents are interested in development activities for their community development and they want more and more trainings, workshops and other activities to enhance the community awareness about CDD, skills and capacities for future plans.

#### **4.4.2 Benefits of CDD Approach**

As per study, all respondent understand that CDD approach have many benefits not only physically but also mentally. As physically development, developed infrastructures, better transportation by upgrading the roads and bridges or building the new ones. As transportation improves, health and economic opportunities are increase for the local community. As mentally, they are well trained and learned how to cooperate with other organizations, learned how to do properly and systematically development activities.

Responsibility comes with accountability and also gender equality among community. Compare with the situation prior to implementation of CDD approach, better in condition for the following factors, access to information, participation in groups and associations of people outside immediate household, cooperation between groups and associations, getting the whole community to agree on a decision, women

can raise their voices in the community activities, community interest in community development activities.

#### 4.4.3 Understanding on CDD approach

Among all participants (250 committee members), 192 participants (77%) said they are completely understanding about the CDD approach, 52 participants (21%) said understand the CDD approach and 6 (2%) said they could not explain how to understand about CDD. The community especially committee members are familiar with CDD approach by attending training courses and taking part in implementation of sub projects. The committee members think community driven development approach is an approach that included the community both male and female equally participate in the activities for enhancing abilities and development.

**Table (4.14) Respondents' Perception on Women Participation**

Statement	Yes	No
Can women raise their voice before introducing with CDD	36	214

Source: Survey Data (2019)

Among all participants, 214 numbers of committee members said the women in the community cannot raise their voices in community meetings and others activities before they meet with CDD approach. Just 36 participants said women dare to raise what are the wants and what are their needs in the community. Due to the objective of the NCDDP, the communities need to participate in the development of their communities. Individual projects and outcomes form only a piece of the long-term goal of empowering humble communities to take a leading role in the positive development of their communities. To attain this goal, success must be measured not only on satisfaction of individual results, but on the overall strengthened capacity and empowerment of the communities.

Optimistic ground results can see significantly improving of basic infrastructures such as roads to schools, village roads, bridges, installation of generator, Electrification, concrete water tank etc. Apparently, the qualities of these infrastructures were good and the whole communities are happy as their need of the villages has been implemented. These projects improve access to energy, clean water for children in schools, with good roads it is easy access to health clinics, monasteries, schools and market.

## **CHAPTER V**

### **CONCLUSION**

#### **5.1 Findings**

The study tried to evaluate the influence of community driven development approach in achieving sustainable community livelihoods in the case of Mindon Township. The target population was the project beneficiaries and members of members of VTPSC (Village Tract Project Support Committee) and VPSC (Village Project Support Committee) in villages in Mindon Township. The study had a response rate of 86% from the targeted 250 respondents with 74.4% of the respondents being male and 25.6% being female. This indicates that majority of the households in villages of Mindon Township are headed by men. The results also indicated that majority of the households, 61.6% have an average of 5-9 people, with most of the respondents (54.1%) having only attained primary school education.

This study found out that bad transport access is the major problem in their community and this is followed by the needs on the school structure improvement. Community selection and prioritization of projects is a key component of CDD approaches since it emphasizes on the importance of communities participating in assessment of their own needs, developing projects to address them, prioritizing the projects and taking part in implementation for improving their livelihoods. This variable was assessed using four key indicators namely: Increase in annual household income, household assets index, rating of the prioritized and implemented community. It was found out that all of the participants said CDD approach have clear guidance and transparency along the project period. It was highlighted that they can easily follow and implement the guidance so all subprojects are successfully finished in time with full participation of community. In addition to this, they highlighted that CDD approach enhanced the abilities of community and guide them how to work technically. Also the study observed that the connection with government sectors are become stronger. The respondents strongly agree that CDD approach has affective

collaborations with government sector and CDD approach supported the village development activities to become more successful.

Integration of gender issues into community development is a critical aspect of CDD approach is ensuring the sustainability of community livelihoods. As Petesch, Smulo- vitz and Walton (2005) emphasize, this is a form of empowering women by giving them a platform to advance their own interests through their own choices and actions. The indicators of gender mainstreaming in this study were taken to be the women membership in committees, participation in decision making, planning, implementation and management of the CDD projects and participation in trainings and capacity building. The community especially committee members are familiar with CDD approach by attending training courses and taking part in implementation of sub projects. The committee members think community driven development approach is an approach that included the community both male and female equally participate in the activities for enhancing abilities and development.

Results from the study indicate that 70.5% of the women interviewed were members of VTPSC and VPSC in their relevant communities which is a great improvement from the baseline value of 38.5%. This shows that the CDD approach has allowed women to confidently become members of the committees which the women have embraced.

In terms of participation, 96.8% of the women confirmed that they had been actively participating in meetings and activities as compared to 95.8% of their male counterparts. This was also the case when it came to women participation in trainings and capacity building where 87.1% of the women participated actively.

The study also found out that the CDD approach also allows communities to drive their own development sustainably. Thus, the capacity of the communities requires to be developed continuously. Capacity building in this study was assessed through access and use of extension services, overall participation in capacity building trainings, the relevance of the trainings and application of skills and knowledge from the trainings.

Access and use of extension services is aimed at providing technical skills and support to communities in their project activities. From the observed data from this study, over 70% of the respondents confirmed that they had been receiving extension services in the last one year. The extension had been provided by the frontline extensions workers, and volunteers (CBO/NGO) indicating the strong influence that

the CDD approach has on the beneficiaries. Overall, 89.8% of the project beneficiaries interviewed had actively been capacitated in trainings to enhance their skills and knowledge. Majority of these participants (96.1%) confirmed that the capacity building trainings were relevant to their CDD project activities with a further 98% of the participants indicating that they had indeed applied the skills and knowledge gained from these trainings in running their CDD project activities.

The communities' ability to develop ideas, come up with Community Action Plans (CAPs) and Youth Action Plans (YAPs) and even form well-structured governance groups with capacity to drive their CDD project activities was a big indicator that the communities had indeed gained ample capacity such that they were now able to utilize it in planning and management of their affairs which is expected to trickle down to their individual livelihoods at household level.

## **5.2 Suggestions**

From the findings of the study, the researcher has drawn some suggestions on the CDD project in Mindon Township which would go towards enhancing its effectiveness and efficiency. The recommendations entail:

The importance of gender mainstreaming has been emphasized even by the Constitution of Myanmar. Thus, more effort and emphasis should be put towards ensuring 100% women membership in development groups, decision making, planning, implementation and management of any community projects. This is one way of enhancing sustainability of community projects.

Learning by doing is far much the most effective way of enhancing sustainability and ownership in any community project. Thus, continuous capacity building and attitudinal change initiatives should be undertaken at community level to ensuring there is always capacity to sustain the CDD projects in the project areas.

It is evident that to implement, manage and sustain such CDD project, continuous technical support is required at community level frequently. Thus, it is recommended that the number of technical support officers should be trained to assist the various community groups frequently to sustain the technical capacities of the communities.

Thus, government should work on bringing on board more development partners for funding and technical support to ensure similar CDD approached projects geared towards reducing poverty in rural areas are implemented in all townships.

Government should ensure in its policies on donor projects in the communities that, any project implemented should have a CDD approach to ensure it is driven by the community. This would ensure it has a down-top approach as compared to the usual top down approach.

It is also important for the government and the Development Partners to develop a framework for ensuring the structures for decision making at community level by having the leaders of communities downwardly accountably-answerable primarily to the beneficiaries rather than to the political or bureaucratic superiors. This would go a long way to ensuring that any CDD approached project does not turn into 'supply driven-development' rather than demand driven-development.

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## Appendix

### Respondent Information

1. Name		
2. Age		
3. Sex	Male	1
	Female	2
Education		
Occupation		
Phone Number		
Address	Village -	Village Tract
	Township - Region -	District-

1. In your personal opinion what were the big problems in your community?(Multiple Choice)
  - 1) Lack of Electricity
  - 2) School structure need improvement
  - 3) Bad Roads
  - 4) Lack of drinking water
  - 5) Lack of community center
  - 6) Lack of health center
  - 7) Lack of water supply
  - 8) Bad Bridges
  
2. What do you understand by community participation and management of the CDD approach project?
  1. Community informed about the government development plan for the area
  2. Community informed and consulted about the government development plan for the area
  3. Community prepares a development plan with the help of government and other organisations
  4. Community prepares and implement a development plan with the help of government and other organisations
  5. Community prepares, implements and has control over decision and resources in the development plan
  
3. What kind of Committee member are you?
  1. Finance & Treasury
  2. Procurement
  3. Operation and maintenance
  4. Management and Supporting
  5. Monitoring & Evaluation
  6. Volunteer
  
4. Do you understand about the CDD approach clearly?
  1. Yes
  2. No

If Yes, please explain -----  
 -----

5. Community Perception on CDD Approach

Sr	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	CDD approach intervention been relevant to community priorities					
2	Communities satisfy with the nature of the subproject priorities?					
3	CDD participatory process ensure the representation of the whole community					
4	CDD build capacity and social capital at the community level					
5	Communities have greater access to information and are aware of development activities					
6	There are sufficient ownership sense in the community by CDD approach.					
7	CDD approach supported interventions had an impact on the living standards of the poor					
8	CDD approach can improve the capacity of local community in village					

	planning, management, financial management					
9	There are clear guidance and transparency in CDD approach.					
10	There are affective collaborations with government sector in CDD approach					
11	CDD approach supported the village development activities to become more successful					
12	Community participation is important in community development					

6. How far have CDD approach improved the institutional capacity of the communities to take charge of their own development?

7. What was the extent of your participation in the activities?

1. Just attend the meeting and training
2. Speak and active participation at the meeting and training

8. What was the level of attention given to the following aspects in activities,?

- |   |                         |
|---|-------------------------|
| 1. Addressing the local priorities        | 1. High 2. Some 3. None |
| 2. Creating local ownership               | 1. High 2. Some 3. None |
| 3. Ensuring sustainable flow of benefits  | 1. High 2. Some 3. None |
| 4. Involving community in its development | 1. High 2. Some 3. None |
| 5. Building community capacity            | 1. High 2. Some 3. None |

9. What are the benefits from CDD approach in your community?

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10. Before introduced with CDD approach, can women raise their voices in village meeting or other activities related to community development?

1. Yes
2. No

If Yes, Explain .....

11. After introducing with CDD approach, do you think your community more interest in village development activities?

12. Please compare the situation prior to implementation of CDD approach for the following aspects based on 5 points scale 1, much better 2. better 3.no difference 4. worse 5. much worse

1. Access to information
2. Participation in groups and associations of people outside immediate household
3. Cooperation between groups and associations
4. Getting the whole community to agree on a decision
5. Women can raise their voices in the community activities
6. Community interest in community development activities

13. Any suggestion or comments about CDD approach?

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