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EFFECTIVENESS OF
NATIONAL COMMUNITY-DRIVEN DEVELOPMENT
PROJECT ON COMMUNITIES IN
KYAUK KYI TOWNSHIP

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**EFFECTIVENESS OF
NATIONAL COMMUNITY-DRIVEN DEVELOPMENT PROJECT
ON COMMUNITIES IN KYAUK KYI TOWNSHIP**

**A research paper submitted as a partial fulfillment towards the requirements for
the Degree of Master of Banking and Finance
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ABSTRACT

The objective of the study is to evaluate the effectiveness of National Community Driven Development Project on communities in Kyaukkyi Township. This study investigates the effectiveness of National Community-driven development project on communities in Kyauk Kyi Township, Bago Region, Myanmar. This study is based on the descriptive statistics method. The sample size is 100 beneficiaries which is 5% of 2046 from 3 villages. The study used random sampling method to select the sample and used the structured questionnaires to collect the data. Descriptive statistics was used to explore the factors effect on communities and multiple linear regressions were used to analyze the effect of project supports on communities. The survey data indicates to find the factors that effect on communities in Kyaukkyi Township. The study found that community involvement effect on communities in Kyauk Kyi Township because communities involved in the project implementation processes. This study provides the evidence to effective on communities that project need to emphasis to provide capacity building trainings.

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LIST OF ABBREVIATIONS

ABCD	:	Asset Based Community Development
CBO	:	Community-based organization
CDD/R	:	Community Driven Development/Reconstruction approach
CDD	:	Community-driven development
CF	:	Community Facilitator
DRD	:	Department of Rural Development
GDP	:	Gross Domestic Products
FGD	:	Focus Group Discussion
KNU	:	Karen National Union
NCDDP	:	National Community Driven Development Project
O&M	:	Operation and Maintenance
PRA	:	Participatory Rural Appraisal
RBM	:	Rights-based models
SLA	:	Sustainable Livelihood Approach
TF	:	Technical Facilitator
TPIC	:	Township Planning and Implementation committee
UDRD	:	Union Department of Rural Development
VTDP	:	Village Tract Development Plan
WOP	:	Water Operation Partnership

CHAPTER I

INTRODUCTION

Multiple interventions have been made to stimulate economic growth and reduce poverty at both national and local levels (Holmes et.al., 2012). Now, to reduce poverty rate in rural area, many organizations support financial and technical to grass root people. Development intervention programs are based on three types of institution: implementation and organization by government or non-government organization, a mix of government and community-led implementation and community-based driven implementation (Mwangi S. Kimenyi, 2014). Community Driven Development (CDD) has emerged as a faster growing investment by NGOs, aid organizations and multilateral development banks (Ezra O. Obwini, 2016). CDD programs spread and are working the broad developing countries to fill the gaps in basic, small-scale infrastructure and target national programs of social assistance. World Bank has become strong supporters of community development approaches. The Bank is currently supporting 190 active CDD projects valued at USD 19.2 billion in 78 countries around the world. CDD Global Portfolio includes Latin America, Middle East and North Africa, Europe, Africa, South Asia and East Asia and Pacific (Susan Wong, 2018).

In Myanmar, based on CDD approach, Department of Rural Development (DRD) under the Ministry of Agriculture, Livestock and Irrigation implements National Community Driven Development Project (NCDDP). This project is supported not only by financial and technical assistance from World Bank but also by financial assistance from Government of Italy and Government of Myanmar. NCDDP supports to communities by building schools, health centers, foot paths, jetties and other critical community infrastructure in project. NCDDP objective is to enable poor rural communities to benefit from improved access to use of basic infrastructure and services through the people-centered approach. Project approach will empower communities to manage and participate in their own development.

National Community-driven Development Project (NCDDP) provides various factors such as financial, technical support and community involvement to assess the effectiveness on communities. If one of these factors is lack, sub-projects cannot run smoothly and communities' reliabilities are reduced on NCDDP. Moreover, communities are also strengthening their power based on these factors.

1.1 Rationale of the Study

Myanmar is one of developing countries and there are some rural areas and remote areas to develop more than other areas. After Nargis Cyclone, most Non-government organization (NGO) assisted to save and develop communities. Since Myanmar country is one of developing countries, there is no adequate budget to support to communities in rural areas where do not have enough capacities. So that communities did not improve capacity than others and communities gave more time to get their needs in their daily life.

In Myanmar, National Community-Driven Development project start implement in 2013 to upgrade communities' capacities in rural areas. According to this project based on CDD, this project support to communities similar with other CDD program such as practices, experiences and challenges through project implementation. Communities obtain from National Community-Driven Development project about capacity building trainings, knowledge, experience and practices by implementing the sub-projects. Communities get empowerment by implementing this project. Thus, this project is very essential for communities to upgrade communities' capacity building and increase infrastructures to develop their villages.

As this project is based on people-centered approach, communities involve in drawing sub-project design, implementation, operation and maintenance. Thus, the financial, technical supports of project and community involvement are very useful factors to assess the project effectiveness. If these factors are incompleted, communities cannot achieve the fully effectiveness on project and ensure to sustain the project. This paper aims at highlighting the areas in need of actions or improvement. This paper tries to demonstrate how the financial, technical supports of project and community involvement reach out to communities and attempts to analyze the relation of these three factors and effectiveness on communities.

1.2 Objective of the Study

The objective of the study is to evaluate the effectiveness of National Community Driven Development Project on communities in Kyauk Kyi Township.

1.3 Methods of the Study

The method used in this study is based on the descriptive statistics method. The data collected for the study consisted of primary and secondary data. This study adopted the random sampling method. In Kyauk Kyi Township, there are 137 villages and 96,312 beneficiaries from this project. Among these villages, three selected villages have 2046 beneficiaries. The primary data is collected from 100 beneficiaries which is 5% of 2046. Structured questionnaires are used the study of effectiveness of NCDDP on communities in Kyauk Kyi Township. The secondary data were obtained from the published manual books. Moreover, some of the external secondary data are collected from internet web site and library.

1.4 Organization of the Study

This paper is organized with five chapters. Chapter one presents the introduction post with rationale, objective, methods and organization of the study. Chapter two consists of literature review. Chapter three provides project background history. Chapter four consists of analysis for the effectiveness of NCDDP on communities in Kyauk Kyi Township. Finally, chapter five describes conclusion with finding, suggestions and recommendation.

CHAPTER II

LITERATURE REVIEW

This chapter presents a review of literature from other authors. This chapter starts with Community Driven Development model, financial supports, technical supports, community involvement, how they effect on communities in Kyauk Kyi township and theoretical framework and conceptual framework.

2.1 Community Driven Development Model

Community-Driven Development (CDD) is a development model which shifts overreliance on central government to local communities. This model is based on the premises of community ownership and responsibilities for the planning, implementing and monitoring of development projects (Gillespie, 2004). Community-driven development model is consistent with the theory presented by Ostrom (1994) that is given the right conditions , communities will effectively manage their common pool resources.

In the last 20 years, in countries diverse as India, Timor-Leste and Morocco, there have been national scale-ups of the CDD model, moving from discreet projects of modest geographical coverage, to national programs. Institutionalize CDD principles into the regulatory frameworks and policies under decentralization. These expansions have occurred in East Asia, Lao, Mongolia, Papua New Guinea, Philippines, Timor-Leste, Vietnam, South East Asia, Middle East, Eastern and Central Asia , Africa and Myanmar. (Susan Wong and Scott Guggenheim,2018). World Bank supported these countries by financial and technical. After Nargis Cyclone, most organizations would like to provide communities to develop the rural areas. In 2013, Myanmar government requested to provide to communities to develop in most areas of rural areas cooperation with Department of Rural Development. After that, World Bank started this project in Myanmar in 2013.

There are different versions of this model used in community development. These include the community-driven development /reconstruction approach (CDD/R), the asset-based community development approach (ABCD), the rights-based model(RBM) and sustainable livelihoods approach (SLA).World Bank group used the CDD/R to reach the poor communities in the context of weak or fragile states, in post-conflict or post-disaster

managements or in areas with poor track records of service delivery within the government system (Wong,2012). ABCD approach starts with an inventory of the community such as capacities and assets of local individuals, associations and institutions rather than needs or deficiencies. ABCD is the identification of assets and resources within a community can empower communities that have typically been viewed as needing help from outside the community (Kretzmann and McKnight, 1993)

RBM focus on empowering communities is to exercise and claim their rights and enable those responsible to fulfill their duties. These include civil and political rights: freedom of speech, political affiliation and assembly, social, culture and economic rights. SLA approach is the community participation and empowerment. This approach emphasizes the use of household skills and assets to avoid, withstand and recover from any shocks.

One weakness of bottom-up approach includes further marginalization of the poor. Bottom-up frameworks are prone to elite control and competition with government programs and so, face difficulties associated with scaling up and sustainability (Gunjan ,2011 ;Plateau and Gaspart,2003). There are problems in this approach that are associated with the termination of external funding before projects become financially self-sufficient.

The basic concept of Community Driven Development (CDD) centers on how community members can harness available resources within their reach through collaboration for the overall development of their community (Elekwa & Eme, 2013). Similarly, Seyfang and Longhurst (2013) opine that community driven development involves the process whereby community are able to explore, examine and evaluate opportunities and challenges within their immediate environment and taking collective decision in resolving such issues for the betterment of their community. The idea of CDD is the ability of community members to be involved in identification, designing, execution, evaluation and monitoring of projects within their communities. However, Foo, Asenova, Bailey and Hood (2011) argue that such actions are viable when the community members are given the platform and opportunity to operate.

2.2 Factors effect on communities by NCDDP

In this study, researcher used three factors: project financial supports, technical supports and communities involvement to measure the effectiveness on communities.

2.2.1 Financial supports

CDD projects consist of a direct financial resource transfer to administratively-defined communities that they can use for productive investments. CDD projects from social funds are basically proposal funding windows that require community proposal to be reviewed by higher level authorities before they have been approved and from cash transfer programs that give money directly to individual.

Financial supports are included a vital role to implement the sub-projects. This facilitator is facilitating to smooth through project running. For sub-project implementation and sustainability, financial supports are required for community-based projects. Inadequate funding detracts from a project's ability to be sustained (Bamberger & Cheema, 1990). However, there are many ways that funding can be linked to a project's ability to be sustained. Holder and Moore (2000) support developing local resources for enhanced sustainability emphasizing the importance of adequate local capacities to generate funds after external funding stops. Bassett (1990) asserts that planning for future funding needs to be in place and continually developed during the life of the project.

Assessing financial sustainability depends on the capacity to meet financial commitments in the short, medium and long-run: manage unforeseen financial shocks, any adverse changes and general economic conditions and encounter arising risks (Queensland Government,2011).

Mosse (1997), Cleaver (1990) and Kleimeer (2000) argue that CDD projects that lacked external institution, financial and technical support were not sustainable. CDD has limited project implementation period as well as financial and technical. Despite limitations, during or after implementation period, communities have received effectiveness depends on project implemented. Fund accessing in some region has a challenge due to corruption (Halter 2008). Even if the policy of releasing the fund to the public is in place, constant delays and denials have resulted in halting of some development projects. The financial, human and material resources are some of the main

resources employed in undertaking CDD. The project receives financial support from international donor agencies. Grants are also a form of funding that is provided for carrying out development projects.

The power and resources are major driving force behind many efforts of development agencies to upgrade the empowerment of the powerless. These more effect grade enhanced to the targeted communities. Communities can run project implementation with regular financial and technical supports. If so, communities can meet one of project's objectives that communities received good quality of infrastructures.

2.2.2 Technical supports

Technical support in project planning and implementation are important elements to effect on communities. In consequences of technical supports, communities strengthen their capacities. The project technical teams are not only the planners but also the project implementers (Salome Njeri Mutua, 2017).

Moses (1997), Cleaver (1999) and Kleimeer (2000) argued that CDD projects that lacked external institutional, financial and technical supports were not sustainable. Similarly, Lbonne and Chase (2008) observed that CDD projects led to less investment in other projects and did not have significant impacts on membership in development groups.

The goal was to provide capacity building training, technical assistance, and financial assistance to community organizations to empower them to address the broad economic recovery issues. Capacity building is a multi-level learning process, and training is one of its components. Training taxonomy has been well developed in the educational field, but it is less clear for water professionals. The idea of training is usually associated with preparing someone for performing a task or role (Tight, 2003). Training can be distinguished from education, which involves broader and deeper learning activity. Moreover, education has to do with general levels of understanding, whereas training is more likely to involve the development of specific skills (Tight, 2003). Training approaches to build WSP capacity differ by format (e.g., face-to-face, online, blended), provider groups (e.g., higher education, water operators partnership (WOP), peer-to-peer), and target group. When deciding which approach to offer, providers should avoid

promoting a “solution in search of problems” (Biswas, 1996). That is, training should reflect the purpose of the initiative and needs of the audience, both to ensure relevance and to develop the capacity to effect change (Biswas, 1996; Jetoo et al., 2015). We summarize various training characteristics based on their format, providers, and audience groups, noting that more than one categories could apply to a single training effort.

In this project, project supports as technical support are policy, procedure and trainings to communities with the help of Community and technical facilitators. Sometimes, project hired the international consultants to support as technical.

2.2.3 Community Involvement

The participation of communities in development projects is a major aspect of an empowering approach. By participating, communities gain capacity to build up. Barnett and Ndeki (2002), in an attempt to analyze poor service delivery in rural areas of Kenya found out that many white elephant projects exist due to lack of involvement of the community members in project activities from its conception and this strongly affected their utilization as they felt distanced. Due to lack of community participation, some development projects did not deliver for good service to them. Community participation empower to poor communities by building their capacity through capacity build-up training. Community Participation includes important component in CDD’s bottom-up approach to implement the project.

According to Wong (2012), participation in CDD initiatives can spill-over outside the source of specific subprojects and empower people to take part in local planning and resource mobilization and engage with their leader to demand greater accountability and transparency.

There is a strong correlation between project sustainability and community participation. Community participation is associated with ownership to ensure the sustainability of infrastructure. Burkey 1993, community participation is a key to building empowered community and also a necessary factor for capacity building, development of self-confidence, pride, increasing viewed to be a process of empowerment and capacity building.

Community awareness and involvement in project planning and implementation are important elements in the sustainability of a project. Many scholars suggest

encouraging active community participation at all levels of project design and implementation (Bamberger & Cheema, 1990) for sustaining those programs. Involving all relevant community leaders and agencies facilitates sustaining programs (Goodman & Stickler,1989, Shediak-Rizkallah & Bone,1998). The level of community support determines whether a project becomes established, how quickly and successfully it consolidates and how it responds and adapts to meet changing needs.

Participation of the community in development projects leads to capacity building which enables the community to be more effective and efficient in the process of identifying, implementing, monitoring and evaluating of developmental projects (Davids et al., 2009). According to De Beer, (1998), by continuously fulfilling their needs, people learn to realize their objectives more easily. It is a mechanism that enables local people to determine their own values and priorities and act on their own decisions. Full potential of individuals is realized after they have been made aware; then, depending on their capabilities, they act in order to achieve their goals and objectives (Freire, 1993).

People-centered development shifts the emphasis in development action to people, rather than to objects and production, and to the enhancement of their capacity to participate in the development process. Heavily relying on outside resources, such as funding as resulted in most interventions being unsustainable. A people centered approach enhances self-reliance in communities (Kotze, 1997).

For sustainable development to be realized, the community must play a role (Pearce 1994). Sustainable development should be defined by people themselves, to represent an ongoing process of self-realization and empowerment. The community is supposed to be brought into focus through participation. Without the community becoming both the architects and engineers of the concept, sustainability of the project may not be achieved since the community is unlikely to take responsibility for something they do not own themselves. (Redclift,1992).

2.2.4 Effectiveness on communities

NCDDP provides and supports to communities with financial and technical supports and communities involve in implementations. Therefore, community well-

received infrastructures, capacity built-up and communities satisfied on project's supports.

Infrastructure

Community-driven development project usually results in lower costs and more productively employed assets. Community-driven irrigation systems in Asia have separately found that systems constructed and operated by the communities without much external assistance, generate a higher level of agriculture products than more modern system constructed by government agencies with substantial external assistance (Lam 1998, Tang 1992).

A recent study in South Africa shows that when communities are responsible for all aspects of the project design, implementation, operations and maintenance, cost per beneficiary are less than half than when the communities are not decision makers (Adato and others 1999).Communities selected the sub-projects prioritized their needs, got practices, experiences and challenges from the implementation of project.

Community Capacity built-up

CDD empowers poor people. The objective of development is to increase income or to improve Poverty indicator, but also to expand people's real freedoms. These are the choices people's real freedoms. These are the choices people make between different valuable beings and doing such as being nourished, being educated, participating in public discussion, being to walk without shame (Sen, 1999). This analysis is reflected in the World Development Report (2000/2001) (World Bank 2000) which identifies empowerment as one of the three elements of Poverty reduction.

Targeted community-driven approaches devolve control and decision making to poor women and men, which empowers them immediately and directly. While clear rules, transparency, and accountability are important safeguards to prevent corruption or the capture of community resources by elites, the speed and directness with which CDD empowers poor people is rarely matched by other institutional frameworks for poverty reduction. Control over decisions and resources can also give communities the opportunity to build social capital (defined as the ability of individuals to secure benefits as a result of membership in social networks) by expanding the depth and range of their

networks. This kind of network expansion, which is critical for long-term growth and development, also has positive short-term effects on welfare and risk exposure.

Several studies conducted in Bolivia, Burkina Faso, Indonesia, and Tanzania found that social capital had a positive effect on household welfare (as measured by per capita consumption), and that the effect was several times greater than that of human capital alone (Grootaert 1999a; Grootaert and Narayan 2000; Grootaert, Oh, and Swamy 1999). The creation of networks and social capital also helps to reduce household exposure to risk. Poor individuals and households manage risk in many ways, including offering reciprocal self-help, participating in local organizations, and building linkages with people outside their social networks. For example, rotating savings and credit associations in Bolivia, Peru, Guatemala, and Indonesia are a means by which people save and lend among themselves on the basis of reciprocity and mutual trust. Development strategies that strengthen CBOs and build social capital can also strengthen the safety net for poor people and reduce their exposure to risk.

Finally, strengthening local associations that are inclusive can increase poor people's voice in local political processes and governance. In Bangladesh, for example, leaders of community groups formed and strengthened with the help of NGOs are increasingly being elected to leadership roles in local government bodies. For all its potential benefits, CDD also presents risks. If CBOs are not appropriately strengthened or exclude the poor, if they cannot finance recurrent costs, if they crowd out local government or are manipulated by assigned interests, then CDD may not be the optimal strategy.

Community satisfaction

Community satisfaction is an important determinant of the perceived overall quality of life. Community satisfaction is concerned with an evaluative judgment of needs fulfilled within the community (Matarrita Cascané, 2010). Community satisfaction implies an evaluation judgment of achievements and aspiration (Theodori, 2001). NCDDP hold the social audit to evaluate on satisfies of the communities at project's progress and results.

2.3 Theoretical Framework

This study was used the Theory of Change and Participation Theory.

2.3.1 Theory of Change

The Theory of Change that was spread in the 1990s to capture complex initiatives. Community's initiatives are 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 is a tool for developing solutions to complex social problems. The theory of change links outcomes and activities to explain how and why the desired change is expected to come about.

In CDD project, the success of the project is based on Theory of Change. The project offers financial, technical assistance to communities. The communities are capacitated to undertake the participatory selections of projects. They offered technical assistance that they learn by doing and thus are able to produce and manage public goods for infrastructures. When communities have the capacities to produce the infrastructure, their social cohesion is enhanced and since they are in-charge of decision making and management, their ability for governance is improved as well.

In the theory of change for community development, the communities become part of implementing the critical component of lasting and durable community change. Effective CDD projects ensure that the communities have skills, capacity and network to accomplish significant community change transforming a community and household version and aspirations into tangible projects and results (MACDC, 2015).

2.3.2 The Participation Theory

According to Buchy, Ross, et al (2000), participation is not a new concept. 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)

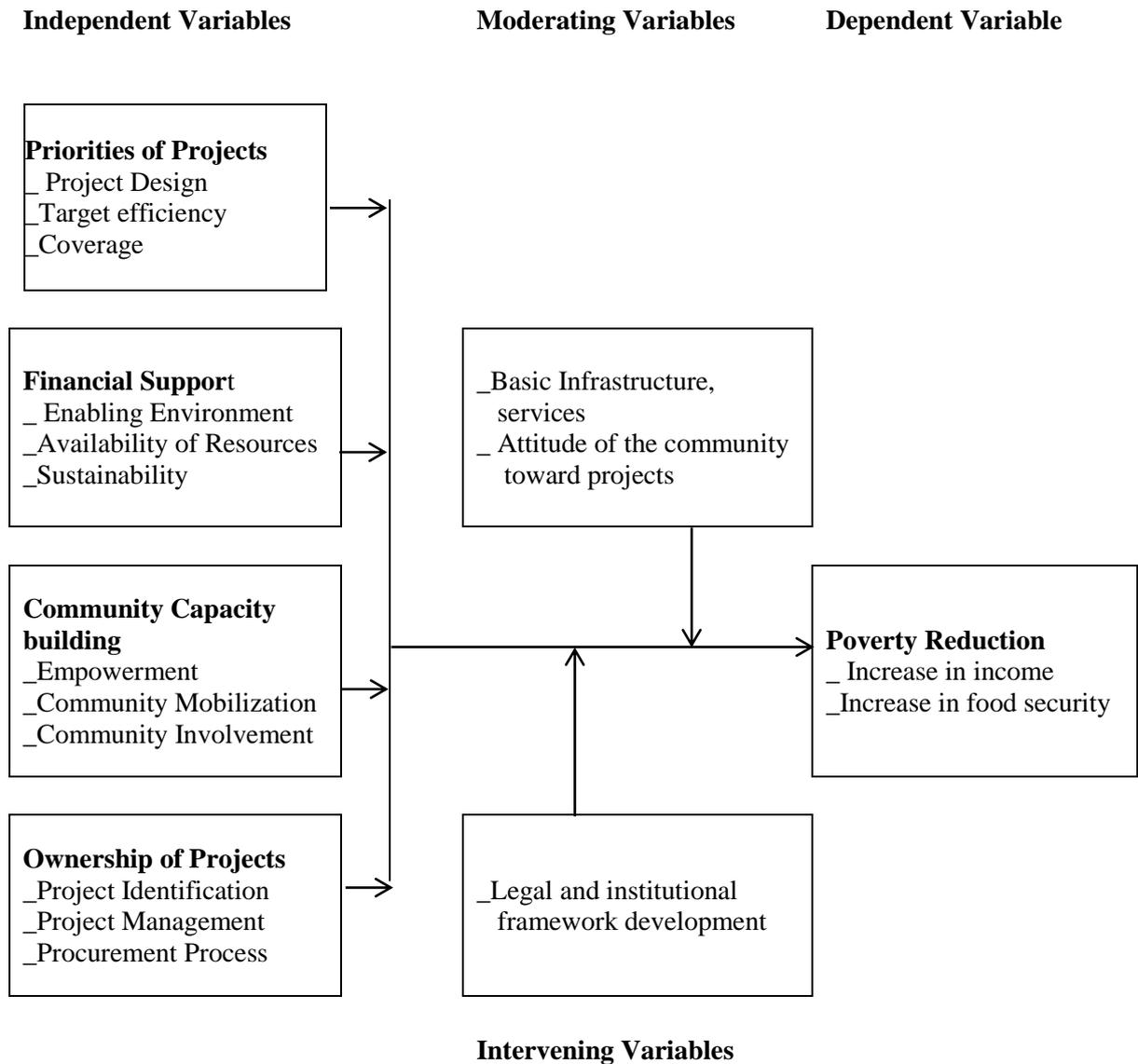
suggested that the literature on participation and participatory processes stems broadly from two main areas: Political sciences and development theory. Lane (1995) added to this view suggesting that participation is heavily influenced by theories of development and thus highly varied and complex due 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 1960s. From the modernization point of view, participation meant involving the communities in the selection, designing and implementation of the project with the purpose to increasing the acceptance and efficiency of use (Lane, 1995). Community participation has undergone notable evolutionary trends from the 1960s as analyzed by Kelly (2001).

2.4 Conceptual Framework of Previous Study

Ezra O. Obwini (2016) described Community-driven development approach on Poverty Reduction. This conceptual framework include independent, dependent, intervening and moderating variables. The independent variables consists of Sub project interventions and priorities, financial supports, capacity building and ownership of sub-projects to assist the poverty reduction as dependent variables. The intervening variables institutional providers play between dependent and independent variables, moderating variables.

Figure (2.1) Conceptual Framework of Previous Study

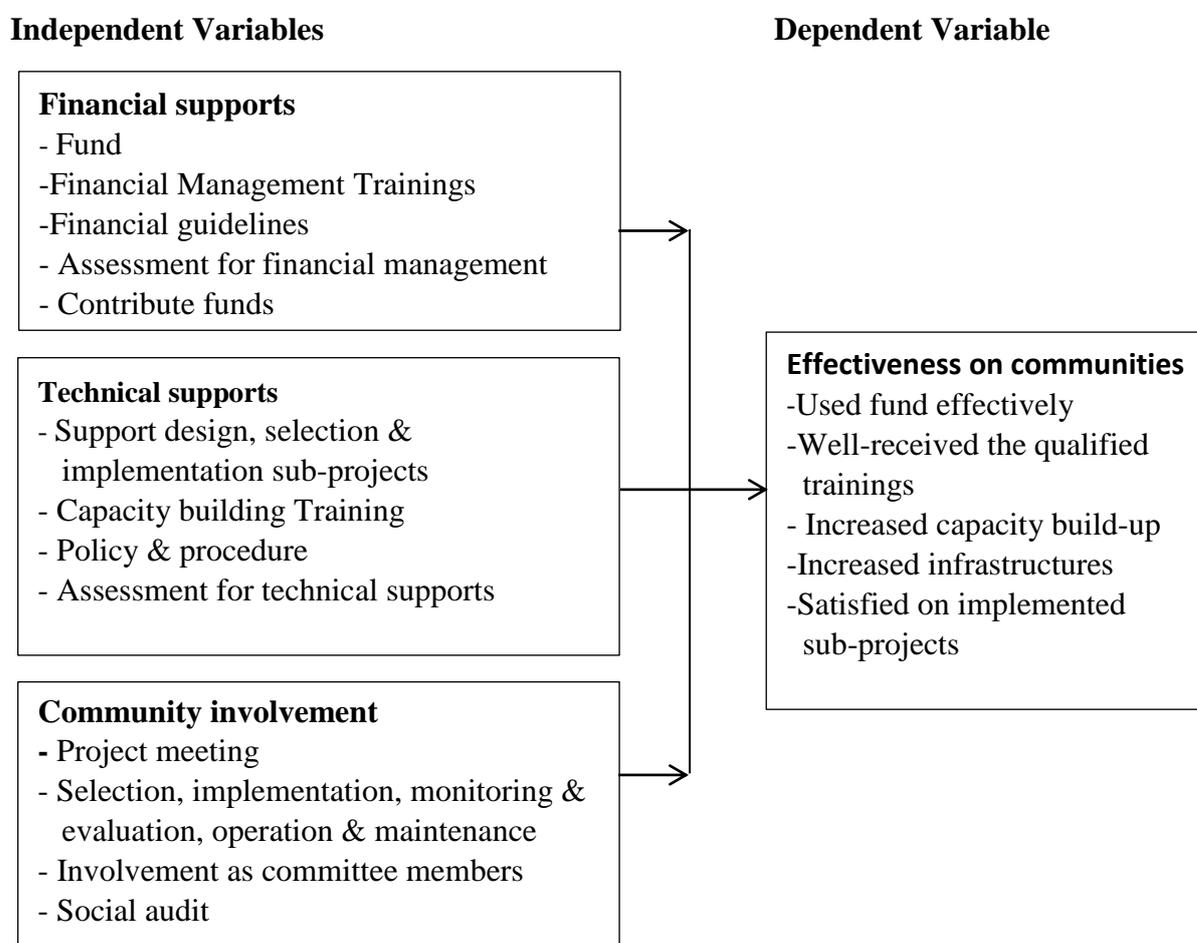


Source: EZRA O. OBWINI, (2016), influence of CDD approach on Poverty Reduction in Kenya. A case of Teso North

2.5 Conceptual Framework of the Study

This frame has been derived from the previous study and is modified to suit the NCDDP nature in Myanmar environment.

Figure 2.2 Conceptual Framework of the Study



Source: Adopted by EZRA O. OBWINI, (2016), influence of CDD approach on Poverty Reduction in Kenya. A case of Teso North

The conceptual framework was divided into independent and dependent variables. The independent variables included financial supports, technical supports and community participation to assist the effective on communities (dependent variable).

CHAPTER III
NATIONAL COMMUNITY DRIVEN DEVELOPMENT PROJECT IN KYAUK
KYI TOWNSHIP

This chapter presents the background of National Community Driven Development Project in Kyauk Kyi Township. This chapter starts with background of National Community Driven Development Project in Myanmar , criteria for townships selection, NCDDP implement in Kyauk Kyi Township, sub-projects closing and social audit.

3.1 Background of National Community Driven Development Project in Myanmar

The National Community Driven Development Project uses community driven development (CDD) model. There are some organization use this model such as Mercy Corps and International Rescue supports community-driven development to put Myanmar's natural and other resources to work for the economy since 2008.

The National Community Driven Development Project was created by the World Bank with the assisting the progress of development in Myanmar through a people-centered approach. The World Bank's current strategy in Myanmar is to focus on rural development. Implementation of projects within Myanmar has increased access to electricity, schools, and healthcare. The project is implemented by DRD and financing for this project is provided by the Government of Myanmar, the World Bank, the Government of Italy with \$532million. The project is that communities work together to improve their villages and communities make plan and construct infrastructure. Communities made their lives better by improving infrastructures and providing jobs during construction and increasing productivity and income. Since 2013, the project has created a new government platform for expanding access the basic infrastructures and services in Myanmar rural area. From 2013 to 2018, the project financed over 29,465 sub-projects identified in 63 townships and benefited to 7.13 million people. Under the National Community Driven Development Project, more than seven million people in approximately one-fifth of the rural townships in the country have benefitted from improved community infrastructure such as bridges, roads, health clinics, and schools.

Key results to date include more than 8,800 kilometers of access roads and footpaths upgraded or built, more than 3,600 schools rehabilitated or built, 3,300 water systems installed, 1,400 electrification projects completed, and 4.64 million person-days of paid labor amounting to approximately US\$20 million in wages transferred. Projects are implementing as per townships in Myanmar from 2013 to 2018. For the period of 2013-2014, project implemented at Kanpalet, Nangsan, Kyunsu. For the period of 2014-2015, project implemented in Ann, Pin Le Bo, Saytotayar, Lay Myatnar, Htain Ta Pin, Tatkone and in 2015-2016 period, project implemented in Kyaung Sone, Belin, Monyo, Kyauk Kyi, Kyarinseikgyi, Ngan Zon, Nyaung Oo, Paroso, Demoso, Paletwa, Thar Paung, Kyan Khan, Mindon, Myaung, Ban Moke, Kawhmu, Tanithari, Lai Way and during 2016-2017, project implemented in; Ngaputaw, Pan Taung, Matupi, Moekaung, Bolakhal, Pharsaung, Ma Sel, Lway Kaw, Shar Taw, Pauk, Saw, Tilin, Natogyi, Pyaw Baw, Yamathin, Paung, Pynmarnar, Si Saing, Kane Chan Kone. And, for the period of 2017-2018, project implemented in Kyauk Tan, Danuphyu, Ingapu, Shwe Kyin, Thaekone, Tonzang, Putaoo, Shwe Gu, Hlaing Bawt, Kawgarate, Gua, Ponnar Kyun, Kenne, Kyun Hla, Mabain, Mote Mal and Maing Set. (Operation Manual, November 2016).

3.2 Criteria for Townships Selection

Poverty level is the primary criterion for selecting the participating townships. Additional criteria are the absence of external funding for similar activities, willingness and capability of the township authorities to implement the project, a minimum level of peace and stability in the township to allow for safe implementation and supervision of the project and a minimum level of logistical access to and within the township (Manual). Using these criteria, DRD organized a transparent and participatory process for selecting the participating townships through three steps. The First step is DRD union office with the help of the Ministry of Planning and Finance prepared a table or map using available economic, social and food security data from townships in the Regions/States. This data included Gross Domestic Products (GDP) per capital as well as selected food security, education and health indicators. The Second step is the Union DRD office organized a public consultation in each region/state. The purpose of the consultations was to prioritize between three and five townships per region/state that met the selection criteria. The proposed townships list was submitted to the Chief Minister for validation against the selection criteria. The Third step is the Chief Minister sent the list of prioritized townships to the Ministry of Agriculture, Livestock and Irrigation for confirmation. The

Economic Sub-Cabinet Committee selected townships for participation in the project. Each year, the final list of townships selected for entry to the project was sent to the World Bank for no objection. (Operation Manual, November 2016)

3.3 Background of National Community-driven development project implements in Kyauk Kyi Townships

Kyauk Kyi township is located in Taungoo District in the Bago Region and controlled by multiple armed groups. The total area is 2023.8 kilo meter square wide and total population is 113,329. Communities' occupations are skilled agricultural, forestry, fishery workers, machine operators and assemblers (Department of Population Ministry of Labour, Immigration and Population, 2014). There are 35 village tracts and included 137 villages.

NCDDP starts implement in Kyauk Kyi Township in 2016. NCDDP implement 28 village tracts that includes 119 villages. Project does not implement in 6 village tracts that are controlled by the insurgent Karen National Union (KNU) .

NCDDP have consistently flow of processes to implement the sub-projects. To implement the project, there must have been instututional structure. Communities need to construct committees. At Village Tract Level, communities constitute village tract project support committee (VTPSC) and finance sub-committee (FSC). This VTPSC consists of two head (one male & one female) , finance sub committee (FSC) includes head of finance and bookkeeper. At Villge level, communities involved as Village Project Sub-committee (VPSC) , under this VPSC includes head , procurement, village finance clerk, monitoring and evaluation, Operation and maintainence committee.

World Bank descripted five elements to implement this project such as Community Focus, Participatory Planning, Community Control of Resources, Community Involvement in Implementation and Operations and Management (O&M) and Participatory Monitoring.

Community Focus: NCDDP focuses on communities by holding meeting about project orientation, election of village volunteers. To assess the community situation, project conducts the Participatory Social assessment by using Participatory Rural Appraisal (PRA) tools. PRA tools emphasize local knowledge and enable villagers to make communities appraisal, analysis and plans. This PRA tools help communities

articulate their current development situation, aspiration, vision and proposed interventions for overall village development.

The following PRA tools are used to make the assessment: Social and Resource Mapping, well-being ranking, gender: Asset Analysis, gender: Cobweb, Seasonal Calendar, Venn Diagram and Visioning. Using this PRA techniques, the CF, TF and village volunteers organize village meeting and focus group discussion to generate information for village development Planning. After this discussion, each FGD prepares a report highlighting the village vision, PRA tools used and proposed sub-project/development activities. Community and technical facilitators gathered information from the townships about community-level investment planned and budgeted in the fiscal year and gathered related information about health, education, water, electricity and road services for that village. This focus group meeting serves to examine the village's history and social composition, current status of development in village (livelihoods and poverty, availability of basic services, environment and natural resources, obstacles to development) and vision of men and women's group want for their village in the future. After that, CFs/TFs with the support of Village volunteers help villagers to summarize the finding of the group discussion, PRA sessions and local decision and these documents will form the main part of village development plan with the lists of priority activities to be finalized at the meeting that make planning. (Operation Manual, November 2016)

Participatory Planning: At the Village Tract support committee meeting, communities elect two heads and finance sub-committee. And Village development plan for all villages is reviewed and select priority village sub-projects and decide priority village sub-projects and decide on indicative budgets and produce village tract development plan. Township Planning/Implementation Committee (TPIC) hold the meeting to review Village tract development plan in relation to sector plans and other possible assistance from donor agencies, contribution to O&M costs of some sub-projects. Village Tract Project sub-committee also highlights to the TPIC which are not eligible for funding by NCDDP but could be funded by other government programs or sources. The TPIC do final review of the VTDP once in relation existing sector plans and other known assistance from development partners to ensure that there is no duplication, overlapping or contradictions with existing sectors plan in the village tract. When TPIC approved the sub-projects, it informed to DRD township office and continuously inform to Union DRD regarding approval sub-projects. (Operation Manual, November 2016)

The DRD township CDD team should initiate a workshop with TPIC and other relevant township level agencies to discuss the necessary coordination and follow-up actions arising out of the development plans from all the villages. The village tract representatives explain to villagers the decisions made at village tract and TPIC levels which sub-projects are approved in this fiscal year and which sub-projects are not approved in this fiscal year. Village tract project support committees to prepare the funding allocation and to block grant (fund) agreement. (Operation Manual, November 2016).

Community Control of Resources includes signing Block Grant Agreement, calculation, use of Block Grant, budget preparation, fund flow and financial management.

(a)Signing Block Grant Agreement: The VTPSC meetings sign a block grant agreement with the DRD township office to commit to the fiduciary, safeguards and governance standards that apply to the implementation of all sub-projects. (Operation Manual, November 2016)

(b)Calculation and use of Block Grant: Each township received four cycles of project implementation where the Block Grant to village tracts were transferred annually. The Block Grant allocation is based on the number of villages and population with village tract. (Operation Manual, November 2016)The details of breakdown are as followed:

Table 3.1 Calculation and use of Block Grant

Village Tract Population	Village numbers	Amount (Myanmar Kyat)
<3,000	1-10	22,000,000
	11-15	30,000,000
	16-20	40,000,000
	>20	50,000,000
3,001 to 5,000	1-20	44,000,000
	21-25	50,000,000
	>25	60,000,000
5,001 to 9,000	1-30	60,000,000
	>30	70,000,000
9,001 to 13,000	1-60	120,000,000
	>60	150,000,000
>13,000	1-40	150,000,000
	>40	200,000,000

Source: National Community-driven development project: Operational manual (November 2016)

(c) Budget Preparation: After approval and signing of the Block Grant Agreement, head of village finance sub-committee prepares sub-projects budgets. After getting approval for Village tract development Plan, village finance sub-committee prepare the allocation of fund depend on work plan.

(d) Fund Flow: Fund for community block grants will flow directly from UDRD to village tract bank accounts. Donors financing received from donors in support of the NCDDP will be held in designated accounts by DRD in accordance with the respective Financing Agreements. The fund flow proceeds to villages tracts as per Calculation and use of Block Grant. **Budget Overruns:** Any cost overrun amounts are covered and allowed annual cycle but not allowed last cycle. If community spends over budget, communities must inform immediately to Union DRD. UDRD submitted this overruns in quarterly reports such as overruns up to 15%, UDRD must be justified and required exceptional authorization. If over 15%, UDRD must be justified and required a prior World Bank no objection letter. For budget under runs/excess funds, each VTPSC should plan for the full use of annual block grant allocation in is Village Tract Development Plan (VTDP), but actual sub-project costs must be at least 80% of the block grant. At the end of each annual cycle, any excess of fund after sub-project completion will be kept in the village and can be used for operations and maintenance and can upgrade existing NCDDP sub-projects and for use in the next community cycle. (Operation Manual, November 2016)

(e) Financial Management: Village finance clerk makes cash payments. All cash transactions/payments by the FSC/finance clerks must be witnessed by members of the VTPSC or VPSC. Finance sub-committee prepares a financial report and the VTPSC submits it to the DRD township office along with its regular periodic report. Village finance clerk applies the policy, procedures and guidelines issued by World Bank. Village finance clerk submits receipt, payment vouchers and reports to Village Tract's finance person. After Village finance has checked it and it submits to finance officer included in Township Technical Assistants. After have been summarized the report by finance officer, it is kept reporting to TDRD. Copies of all supporting planning and sub-project documentation are provided to the DRD township office through the VTPSC at the end of each annual cycle. (Operation Manual, November 2016)

Community Involvement in Implementation and Operations and Maintenance (O&M), community and technical facilitators provides to communities

about implementing sub-projects. International specialists provides trainings to communities and technical facilitators to assist the communities' capacity built-up. Communities implemented sub-projects according to project's policy and procedures.

According to Operations and Maintenance, during the village sub-project preparation, the VPSC assisted by village volunteers and the TF and prepared an operation and maintenance (O&M) plan for each infrastructure item repaired, rehabilitated or built by the project. Under Monitoring and Supervision, village monitoring sub-committee monitor progress in implementing the village sub-project. (Operation Manual, November 2016).

Participatory Monitoring: During construction, the Monitoring & Supervision Committee (MSC) periodically reviews Actual Versus planned activities at sub-project monitoring meeting. And also, monitors' progress in implementing any environmental and social mitigation measures and reports are publicly displayed on the village notice board. (Operation Manual, November 2016).

3.4 Sub-project closing, sub-project can be closed the successful completion of activities or termination of activities due to force majeure or breach of contract.

The VPSC informs the VTPSC immediately upon sub-project completion that the sub-project activities have been carried out. Completion means that the sub-project has been constructed according to the design and the fund allocated have been utilized for this purpose and the appropriate finance ad inspection completion form have been completed and submitted. The VPSC, village volunteers, VTPSC and TF conduct a sub-project site visit to verify that all sub-project activities have been carried out as agreed to, in line with approved design. The MSC completes a sub-project final inspection form upon the completion of the meeting and the VPSC signs the sub-project final inspections form. The VTPSC submit the final financial report and sub-project final inspection form to the DRD township office for the sub-project constructed in the village tract. When all sub-projects are constructed or completed, the village tract can move to the final steps of the cycle to the social audit. The DRD township finance officer verifies the funds accounted by the FSC are consistent with the approved village sub-project budget. And also DRD township M&E officer enters the sub-project final inspection form into the MIS and enters

information in the upcoming implementation progress report. After union level stakeholder has reviewed, at the completion of the cycle, the DRD union office prepares a handover note and sends it to all relevant departments with key finding and recommendation. (Operation Manual, November 2016)

3.5 Social Audit: Project provides community assessment for implemented sub-projects. At this social audit, communities mainly discussed about implementation and results, financial, procurement, operation & maintenance, grievance and communities participation.

The VTPSC with assist by CFs/TF and village volunteers prepare short annual report, summarizing the activities and achievements. This annual report includes information on sub-projects, a review of any acquisition of assets, the involvement of women and ethnic and religious groups, a summary statement of receipts and expenditures and a summary of problems encountered and grievances received and resolved, infrastructure quality and O&M arrangement. The purpose of social audit is for the village review experience from the completed cycle, to draw lessons and make recommendations for next cycle. (Operation Manual, November 2016).

CHAPTER IV

ANALYSIS FOR THE EFFECTIVENESS OF NATIONAL COMMUNITY DRIVEN DEVELOPMENT PROJECT ON COMMUNITIES IN KYAUK KYI TOWNSHIP

In this chapter, finding from analysis of the data from survey are presented with four sections. The first part is concerned about research design for this study, second part described demographic characteristics of respondents, the third one is factors effects on communities in Kyauk Kyi Township by Project and in part four, it is the project effects on communities is analyzed.

4.1 Research Design

This study focuses on the effectiveness of NCDDP on communities in Kyauk Kyi Township. In this study, 100 communities from target population 2046 were selected and it represent 5% sample of the target population. This study adopted the random sampling method.

This study involves three main independent variables: financial supports, technical supports and community involvement and dependent variable is effectiveness on communities. The questionnaires consist of four parts. The first part includes the questions on the background information of the respondents. The second part involves the questions to measure independent variables and the fourth part consists of the questions to measure dependent variable: effectiveness on communities.

In this study, a 5-point Likert scale ranging from 1 (Strongly Disagree), 2 (Disagree), 3 (Uncertain), 4 (Agree), 5 (Strongly Agree) is used to find out this study. The translation of level ranking was analyzed by Best (1997:174).

The overall average mean among 1.00-1.80 is lowest effectiveness

The overall average mean among 1.81 -2.61 is low effectiveness

The overall average mean among 2.62 -3.41 is average effectiveness

The overall average mean among 3.42-4.21 is high effectiveness

The overall average mean among 4.22 -5.00 is highest effectiveness

Data analysis was done by using Statistical Package for Social Sciences (SPSS Version 22.0) program.

4.2 Demographic Information

This section represents the findings on the general information and characteristics of the respondents.

4.2.1 Gender of the Respondents

This study found that 45% of the respondents were male and the rest 55% are females. This shows that the majority of the respondents in the study were female. The results are summarized and presented in Table 4.1.

Table 4.1: Gender of Respondents

Gender	Frequency	Percentage
Male	45	45
Female	55	55
Total	100	100.0

Source: Survey Results 2019

As per Table 4.1, this is an indication that the community-driven development projects are dominated by female. Project encourages the women empowerment and upgrades their capacity by implementing the project. According this finding, most of female involved in projects' processes.

4.2.2 Age of Respondent

This study finds out 20% of respondents are aged 25 to 30 years, 60% are aged between 30 and 40 years and 30% are aged above 40 years. This result was summarized in Table 4.2.

Table 4.2 Age of Respondents

Age	Frequency	Percentage
25-30 years	10	10
30-40 years	60	60
over 40 years	30	30
Total	100	100.0

Source: Survey Results 2019

According to Table 4.2, communities aged between 30 and 40 year old willingly involved in majority in the project implementation.

4.2.3 Number of Respondents by Year Involving in this Project

This study described that 46.4% of respondents involved in this project less than 2 years, 52% of respondents involved in this project between 2 to 3 years and 2% of respondents involved are above 4 years. This result described in table 4.3.

Table 4.3 Number of Respondents by Years for Involving in this Project

Age (in year)	Frequency	Percentage
Less than 2 years	46	46
2 – 3	52	52
Above 4 year	2	2
Total	100	100.0

Source: Survey Results 2019

According to table 4.3, the most of respondents involved in the project are between 2 and 3 years. Thus, researcher was confident that these were the right persons to involve in a study.

4.3 Factors that effects on communities in Kyauk Kyi Township by Project

CDD interventions have great potential to benefit the poor: the technique is undoubtedly preferable to universal development programs whose benefits are spread across the entire population. Therefore, the respondents were asked to state their opinion that best described their responses on indicators: strongly agree, agree, uncertain, disagree or strongly disagree.

4.3.1 Financial supports on communities

The respondents were asked to state the extent of financial supports and how it inclined towards the effectiveness on communities. The main statistics derived are mean and standard deviation. The mean illustrated the extent to which the respondents agreed or disagreed with the statements. This is well elaborated in the table and narratives below which the respondents and the statistics.

Table 4.4 Financial supports

No	Statement	Mean	Std. Dev
1	Institutional Providers supported Fund (Block Grant) to communities according to the project plan.	4.50	.502
2	NCDDP provided trainings to communities for the use Funding (Block Grant) systematically.	4.34	.474
3	NCDDP provided financial management trainings to communities.	4.37	.484
4	NCDDP's financial persons monitored regular financial report to Village finance clerk.	4.13	.380
5	Institutional Providers provided the financial management guidelines to communities with regards to financial practices.	4.09	.475
6	NCDDP hold ceremony to evaluate the financial management which is partially included in social audit at communities.	4.26	.443
7	Communities contributed fund to implement and sustain the sub-projects.	4.13	.336
	Overall Average Score	4.29	

Source: Survey Results 2019

According to the results of Table (4.4), Institutional Providers supported Fund (Block Grant) to communities according to the project plan had largest mean values among financial supports factors. This means that institutional providers have strongly budget plan to transfer fund to communities and support fund with transparency. A smallest mean value goes to institutional providers provide financial management guidelines. This means that there is a piece of weakness about financial management guidelines.

Then Standard deviation values of these seven factors are 0.502, 0.474, 0.484, 0.38, 0.475, 0.443 and 0.336 respectively and they are below 1 that indicates the data points tending to be close to the mean of the set. This result shows that all of these seven factors of financial supports of NCDDP on communities in Kyauk Kyi Township are able to assume as significant factors to effect on communities.

From the above finding, it can be conclude if project's financial supports to communities are highest that effect on communities are highest by the overall average mean value is 4.29.

4.3.2 Technical supports on communities

The respondents were asked to state the National Community Driven Development Project's technical supports on communities in Kyauk Kyi Township. The findings are shown in Table 4.5

Table 4.5 Technical Support

No	Statement	Mean	Std. Dev
1	NCDDP supported the drawing designs of Village Development Plan at communities with the support of Community and Technical Facilitators.	4.57	.497
2	NCDDP supported the selection, implementation, monitoring & evaluation and operating & maintenance processes of sub-projects at communities with the support of Community and Technical Facilitators.	4.58	.495
3	Township Planning and Implementation committee reviewed the communities' selected sub-projects and assisted to communities in relation to sector plans.	4.19	.534
4	NCDDP supported communities the capacity building trainings (such as: Community management team & Gender Equity Training).	4.18	.486
5	NCDDP provided the policy and procedure to apply the implementation of sub-projects.	4.37	.589
6	NCDDP hold ceremony to evaluate the technical supports which is partially included in social audit at communities.	4.38	.640
Overall Average Score		4.38	

Source: Survey Results 2019

Regarding to the results of Table (4.5), the largest mean value with 4.58 at NCDDP supported the selection, implementation, monitoring & evaluation and operating & maintenance processes of sub-projects at communities with the support of Community and Technical Facilitators. The least mean value with 4.18 is capacity building trainings. This means that project cannot provide much capacity building trainings to communities.

Standard deviation values of six factors are below 1 that indicated the data points out to be close to the mean of the set. These results show that the technical supports of NCDDP is related to effectiveness on communities.

According to the finding, project's technical supports can be highest effect on communities by the overall average mean value 4.38.

4.3.3 Community Involvement

Communities involvement related with effective on communities is measured with seven factors. The mean and standard deviation values are presented in Table 4.6.

Table 4.6 Community Involvement

No	Statement	Mean	Std. Dev
1	Communities participated meetings for project orientation, drawing village development plan, monitoring and social audits	4.26	.443
2	Communities participated at the sub-projects selection, implementation and monitoring & evaluation processes	4.34	.477
3	Communities participated in operation and maintenance processes to sustain sub-projects.	4.17	.535
4	Communities involved the village tract/village support committee members when the implementation sub-projects.	4.26	.443
5	Most vulnerable and marginalized group involved in the implementation of sub-projects.	3.93	.590
6	Communities are voluntarily involved in project rather than un-coerced.	4.13	.461
7	Communities involved in social audit to evaluate the implemented sub-projects.	4.22	.380
	Overall Average Score	4.19	

Source: Survey Results 2019

According to Table (4.6), Communities participated at the sub-projects selection, implementation and monitoring & evaluation processes” obtained highest mean value with 4.34. This means that when implementing project, communities involved all stages of project by actively and communities got challenges and practices to apply their daily life. Most vulnerable and marginalized group statement got smallest value with 3.93. This means that their involvement was weak in project implementation.

The standard deviation of seven statements is 0.443, 0.477, 0.535, 0.443, 0.590, 0.461 and 0.380 respectively. These results showed that all of these seven statements are able to assume as significant factors to affect the communities.

According to the finding, it can be concluded if higher community involvement in project processing, communities can get higher effect from project as shown by overall average mean value is 4.19.

4.3.4 Effectiveness on communities

The following Table (4.7) describes the effectiveness of project on communities with mean and standard deviation values.

Table 4.7 Effectiveness on Communities

No	Statement	Mean	Std. Dev
1	Communities used Fund (Block Grants) as per planned when the sub-projects are implementing.	4.31	.465
2	Communities participated and performed in the implementation of sub-projects based on NCDDP's qualified trainings.	4.27	.464
3	Communities well-received more knowledge, capacities, learning and experience through implementing sub-projects than before.	4.30	.479
4	Communities owned personal awareness & self-esteem through implementing sub-projects.	4.22	.437
5	Since implementation of sub-projects, communities improved considerably employment opportunities.	4.20	.458
6	Communities received a certain number of basic infrastructure prioritized themselves through NCDDP implementation.	4.46	.501
7	Communities satisfied on the access and use of basic infrastructure from this implemented sub-project.	4.34	.494
8	Communities appreciated by giving a chance to participate role and consideration on ownership sense in this project.	4.22	.419
9	NCDDP implementation reached the intended beneficiaries.	4.25	.452
10	Communities take more responsibilities and transparencies than before through sub-projects implementation.	4.19	.440
	Overall Average Score	4.28	

Source: Survey Results 2019

According to Table (4.7), the largest mean value with 4.46 at Communities received a certain number of basic infrastructures prioritized themselves through NCDDP implementation. This means that as per one of the project's objectives, project provides finance on communities prioritized sub-projects. Communities involved from the start of the project such as selection, design, implementation, monitoring & evaluation and

operation & maintenance so that communities got infrastructure their priorities. The smallest mean value is 4.19 at the communities take responsibilities and transparencies. This means that communities are weak to take responsibilities because they do not know in detail about the project effect and are not familiar with the project.

According to overall average score 4.28, it can be conclude if project's supports and community involvement are higher , communities can possess the project effectiveness with highest level.

4.4 Analysis of the Project Effects on Communities

This section analyzes the assessment of the reliability of the Scale and effectiveness of National Community-driven development Project on communities.

4.4.1 Assessment of the Reliability of the Scale

Likert scales has broadly used in this study. Therefore, before they are used, it should be checked their reliability of each dimension. Reliability refers to the extent to which data collection techniques and analysis of procedures will yield similar findings to those of prior researchers. Measurements of reliability provide consistency in the measurement of variables. Internal consistency reliability provides consistency in the measurement of variables. Internal reliability is most commonly used psychometric measure assessing survey instruments and skills (Zhang, Waszink & Wijngaard, 2000). Cronbach alpha is the basis formula for determining reliability based on internal consistency (Kim & Cha, 2002).

In this study, Cronbach's alpha value is used as a measure of the internal consistency of the scales used in the questionnaire. If alpha is low, then at least one of items are unreliable and must be identified via item analysis procedure. However, as per DeVellis (2003), the Cronbach's alpha value should ideally be above 0.7. In this study, studies' scales were tested for internal consistency reliability using Cronbach's alpha test as depicted in following Table.

Table 4.8 Results of Cronbach's Alpha Value

Scale	Type of Scale	No. of Items	Cronbach's Alpha
Financial Support	5-point Likert	7	.861
Technical Support	5-point Likert	6	.768
Community Involvement	5-point Likert	7	.767
Effectiveness on Community	5-point Likert	10	.830

Source: Survey Results 2019

In above Table (4.8), this illustrates that the coefficient alpha value of financial support is 0.861 that is considered as good reliability for this independent variable and is highest value among these four variables. And the results show that the coefficient alpha values of Community involvement, technical support and effectiveness on communities are 0.767, 0.768 and 0.830 respectively and they can be assumed as being fair reliability. The results of the Cronbach's alpha value for all scales are range between 0.767 to 0.861 suggesting very good internal consistency and reliability for the scale with this sample since all scale are greater than 0.7.

4.4.2 Influence factors on effectiveness of National community driven development project on communities

To analyze the effect of national community driven, the multiple regression analysis is conducted, and the results are reported in Table 4.9.

Table 4.9: Regression Analysis on the effectiveness of National Community Driven on Community

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.589	.340		2.754	.007	
Financial Support	.045	.096	.043	.470	.639	1.874
Technical Support	.229	.118	.287	2.540	.012	2.862
Community Involvement	.466	.116	.407	4.014	.000	2.306
Adjusted R ²		.447				
F value		34.465 (.000)				
Durbin Watson		1.588				

Source: Survey Results 2019

As shown in Table (4.9), the results mention that one additional financial support factors increases 0.045times in effectiveness on communities. One additional technical support factors increases 0.229 times in effectiveness on communities. And also, one additional community involvement factor increases 0.466 times in effectiveness on communities. Among these factors, community involvement had effected on communities than other two factors.

According to the Table (4.9), multi linear regression equation becomes with absolute value mode,

$$\text{Effectiveness on community} = 0.589 + 0.045X_1 + 0.229X_2 + 0.466X_3$$

Whereas

X_1 = Financial support

X_2 = Technical support

X_3 = Community Involvement

According to Table (4.9), adjusted R^2 illustrates the strength of the relationship between effectiveness on communities and independent variables (financial supports, technical supports and community involvement). It can be assumed that 45% of the change of effectiveness on communities brought about by financial supports, technical supports and community involvement. This study also used Durbin Watson test to check for the presence of auto correlation. The result of the study is 1.588 and it tends to 2. Thus, this study can be concluded that there was no autocorrelation.

The results of multiple regression analysis provided that community involvement has significance to ($b=0.466$, $t=4.014$ and $p<0.05$) at 0.05 significant level. This result shows that NCDDP has significant effect on communities as the results of community involvement. But financial supports ($b= 0.45$, $t=0.47$ and $p>0.05$) and technical supports ($b=0.229$, $t=0.012$ and $p>0.05$) have no significant effectiveness on communities at 0.05 significant level.

Thus, according to above statistical results, community's involvement is essential factor to effect on communities at 0.05 significant levels.

CHAPTER V

CONCLUSION

In this chapter describes to examine the effectiveness of NCDDP on communities in Kyauk Kyi Township and to analyze effectiveness on communities with the financial, technical supports and community involvement. This chapter contains findings, suggestions and recommendations for further research of the study.

5.1 Findings

The objective of the study is to evaluate the effectiveness of National Community Driven Development Project on communities in Kyauk Kyi Township. To analyze this objective, the primary data was collected through structured questionnaires and the secondary data was also used from manual, report and other documents from National Community Driven Development Project. The study applies multiple regression analysis to analyze the effective of NCDDP on communities in Kyauk Kyi Township.

There are various types of finding related with effectiveness on communities such as financial supports, technical supports and community involvement. For Financial supports, it is found that Institutional Providers supported Fund (Block Grant) to communities according to the project plan with systematically. It is found that NCDDP provided trainings to use Fund (Block Grant) with systematically and financial management trainings to communities. This effects that communities got fund to implement the sub-projects and built up their capacities to be use of fund effectively in project implementation.

For technical supports, it is seen that NCDDP supported the drawing designs of Village Development Plan, selection, implementation, monitoring & evaluation and operating & maintenance processes to communities with the help of Community and Technical Facilitators. Community and technical facilitators monitored and supported to communities to implement and run the sub-projects smoothly. NCDDP supported communities the capacity building trainings: Community management team & Gender Equity training, financial management trainings. Upon the communities' requested, project provided refresher trainings to support the communities. This effects that communities gained practices, knowledge, experiences and empowerment through the project implementation.

For the involvement of community, it is seen that Communities participated meetings for the project orientation, village development plan, planning, monitoring and social audits, Community participated at the sub-projects selection, implementation and monitoring & evaluation and operation and maintenance processes to sustain sub-projects. This is recognized that communities involved in all steps of project cycles.

According to the results of reliability test, the Cronbach's alpha values have appropriately reliability for all variables. Multiple regression analysis is used as the main analysis to analyze the effects of NCDDP on communities in Kyauk Kyi Township. This results show that community involvement has significant and positive effect on communities. Thus, communities got effectiveness from NCDDP based on community involvement.

This result indicates that these three factors of NCDDP are the significant requirements to effect on communities. Communities can get more benefit in financial, technical supports and community involvement. Thus, to be effective on communities, the financial, technical and community involvement are critical and very important in community-driven development.

5.2 Suggestions and Recommendation

On the basic of the findings and discussions above, this section presents the following suggestions from the study.

Institutional Providers should more provide financial management guidelines to communities with regards to financial practices. If institutional providers provide strongly financial guidelines, communities will use of fund with accountability and transparency, communities will upgrade their capacities and more effective to communities based on financial management guidelines. The project should provide knowledge about the effectiveness of social audit to evaluate the financial management. From the assessment about financial management in social audit, communities will get implemented sub-projects' financial progress, procurement and practices. And also, they will get experiences and learning to apply in other sub-project implementations.

NCDDP should more support to communities about capacity building Trainings. Because communities indeed need to upgrade their capacities. As some results, the project phased out, communities received infrastructures and capacities. To sustain these

infrastructures, communities need to have efficient capacity. NCDDP should be review and update the policy and procedure to apply the implementation of sub-projects. In consequences of some townships, there was a little difficultly to apply this policy and procedure due to geographical nature and daily practice. Thus, project should provide policy and procedures based on geographical natures and daily practice.

Most vulnerable and marginalized group should be involved in the implementation of sub-projects. According to CDD model, project encouraged to communities to participate through implementation processes. Thus, they will get more confidence and capacity built up. Communities should involve in all project processes because mere institutional providers provide financial and technical only and if communities involve through project stages, communities will obtain their needed infrastructures, upgrade their capacity by implementing this project and also gain the practices and knowledge to sustain these infrastructures.

As the result of multiple regression analysis, NCDDP should more focus on financial supports factors because it has weak point related with effectiveness on communities. Project should provide to communities more financial management trainings, financial management guidelines and also Community and technical facilitators should more support than before. Project should refresher trainings to communities to be updated. Project should request the feedbacks about the provided trainings and policy guidelines.

To summarize, the project can assess on communities for effectiveness based on these three factors: financial supports, technical supports and community involvement. Lack of one out of these three factors, this project cannot run effectively and go forward to sustain it. Therefore, the study recommends that these three factors are essential for not only for the effectiveness on communities but also sustainability of the project.

5.3 Needs for further study

The study on the effectiveness of National Community Driven Development Project on communities in Kyauk Kyi Township has brought to light of needed factor supported by project. Due to the similarities of the township to the adjacent ones within the Country, it will be very important that the study is virtual in these other areas. These provide an opportunity for the township to address the problems together if indeed they

are similar. In the event that they are not, it will be important to have a critical view at the differences and so make effective plan and more informed decisions on handling the factors effect on communities in Kyauk Kyi Township. And for further study, should be make the ground level assessments in remote areas by using these three factors measurements or others.

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APPENDIX

QUESTIONNAIRE: EFFECTIVENESS OF NATIONAL COMMUNITY DRIVEN DEVELOPMENT PROJECT ON COMMUNITIES IN KYAUK KYI TOWNSHIP

This study is a requirement for the partial fulfillment of the degree of Master of Banking and Finance (MBF). The purpose of this research is to investigate the effectiveness of NCDDP on community in Kyauk Kyi Township. Please note that any information you give will be treated with confidentiality and at no instance will be used for any other purpose other than for this project. Your assistance will be highly appreciated.

SECTION A: DEMOGRAPHIC DATA

Kindly answer all questions by ticking the boxes or writing in the spaces provided.

1. Gender:

Male Female

2. Kindly indicate your age (tick the correct box)

20-30 years 30-40 years Over 40 years

3. How long have you been worked/involved in this project?

Less than 3 years 3-5 years

Above 5 years

4. Which position you have involved in this project?

Project Managers

Township Technical Assistants

Technical Facilitators

Community Facilitators

Community

SECTION B: Financial Support

This section seeks to find out how **Financial Supports** of National Community Driven Development Project effects on communities in Kyauk Kyi Township.

Please tick appropriately on scale of 1-5,

1- Strongly Disagree, 2- Disagree, 3-Uncertain, 4- Agree, 5- Strongly Agree.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Fund						
1.	Institutional Providers supported Fund (Block Grant) to communities according to the project plan. စီမံကိန်းအတွက်ထောက်ပံ့သူများသည် ကျေးရွာလူထု အတွက် ငွေကြေး ထောက်ပံ့မှုများကို စီမံကိန်း၏ အစီအစဉ်များအတိုင်း ထောက်ပံ့ပေးခဲ့ပါ သည်။	<input type="checkbox"/>				
2.	NCDDP provided trainings to communities for the use Funding (Block Grant) systematically. လူထုပဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုအတွက် ငွေကြေး ထောက်ပံ့မှု များအား စနစ်တကျသုံးစွဲနိုင်ရန် သင်တန်းများကို ပံ့ပိုး ပေးခဲ့ပါသည်။	<input type="checkbox"/>				
Financial Management Trainings						
3.	NCDDP provided financial management trainings to communities. လူထုပဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုအတွက် ဘဏ္ဍာရေး စီမံခန့်ခွဲမှု သင်တန်းများအား ပံ့ပိုးပေးခဲ့ပါသည်။	<input type="checkbox"/>				
4.	NCDDP's financial persons monitored regular financial report to Village finance clerk. လူထုပဟိုပြုစီမံကိန်း၏ ဘဏ္ဍာရေးပုဂ္ဂိုလ်သည် ကျေးရွာဘဏ္ဍာရေး စာရေး၏ ဘဏ္ဍာရေးအစီအရင်ခံစာများအား ပုံမှန် စောင့်ကြည့်စစ်ဆေး ခဲ့ပါသည်။	<input type="checkbox"/>				

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Financial guidelines						
5.	<p>Institutional Providers provided the financial management guidelines to communities with regards to financial practices.</p> <p>စီမံကိန်းအတွက် ထောက်ပံ့သူများသည် ကျေးရွာလူထု အတွက် ဘဏ္ဍာရေးလုပ်ဆောင်ချက်များနှင့်ပတ်သက်၍ ဘဏ္ဍာရေး စီမံအုပ်ချုပ်မှု လမ်းညွှန်ချက်များကို ပံ့ပိုးပေးခဲ့ပါသည်။</p>	<input type="checkbox"/>				
Assessment on Financial management						
6.	<p>NCDDP hold ceremony to evaluate the financial management which is partially included in social audit at communities.</p> <p>လူထုဗဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုများအတွက် လူထုစစ်ဆေးပွဲ တွင် တစ်ခုအပါအဝင်ဖြစ်သော ဘဏ္ဍာရေးဆိုင်ရာ စီမံခန့်ခွဲမှုများကို အကဲဖြတ်သည့် ပွဲများကို ကျင်းပ ပြုလုပ်ပေးခဲ့ပါသည်။</p>	<input type="checkbox"/>				
Contribute funds						
7.	<p>Communities contributed fund to implement and sustain the sub-projects.</p> <p>ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများ အကောင်အထည်ဖော် ရန်နှင့် ထိန်းသိမ်းဆောင်ရွက်ရန်အတွက် ပံ့ပိုးငွေများအား ထည့်ဝင် ခဲ့ပါသည်။</p>	<input type="checkbox"/>				

SECTION C: Technical Support

This section seeks to find out how **Technical Support** of National Community Driven Development Project effects on communities in Kyauk Kyi Township.

Please tick appropriately on scale of 1-5,

1- Strongly Disagree, 2- Disagree, 3-Uncertain, 4- Agree, 5- Strongly Agree.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
<u>Design, selection & implementation sub-projects</u>						
1.	NCDDP supported the drawing designs of Village Development Plan at communities with the support of Community and Technical Facilitators. လူထုဗဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုအား လူထု စည်းရုံးရေးမှူး / လက်ထောက်နည်းပညာမှူးများ၏ အကူအညီဖြင့် ကျေးရွာ ဖွံ့ဖြိုးတိုးတက်ရေး အစီအစဉ် ပုံစံများ ရေးဆွဲရန် ပံ့ပိုးကူညီခဲ့ပါ သည်။	<input type="checkbox"/>				
2.	NCDDP supported the selection, implementation, monitoring & evaluation and operating & maintenance processes of sub-projects at communities with the support of Community and Technical Facilitators. လူထုဗဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုအား လူထု စည်းရုံးရေးမှူး / လက်ထောက်နည်းပညာမှူးများ၏ အကူအညီဖြင့် စီမံကိန်း လုပ်ငန်းခွဲများ အား ရွေးချယ်ခြင်း၊ အကောင်အထည်ဖော်ခြင်း၊ စောင့်ကြည့်ကြီးကြပ်ခြင်း နှင့် အကဲဖြတ်ခြင်း ၊ ပြုလုပ် ဆောင်ရွက် ခြင်း နှင့် ပြုပြင်ခြင်း လုပ်ငန်း ဆောင်တာများအား ပံ့ပိုး ပေးခဲ့ပါ သည်။	<input type="checkbox"/>				
3.	Township Planning and Implementation committee reviewed the communities' selected sub-projects and assisted to communities in relation to sector plans. မြို့နယ်စီမံကိန်းရေးဆွဲခြင်း နှင့် အကောင်အထည်ဖော်ဆောင်ရွက်ခြင်း ကော်မတီသည် ကျေးရွာလူထု အတွက် ၎င်းတို့ ရွေးချယ်ခဲ့သော စီမံကိန်းလုပ်ငန်းခွဲများအား ပြန်လည်စစ်ဆေးခြင်း နှင့် အစီအစဉ် ရေးဆွဲခြင်း အခန်းကဏ္ဍများကို ကူညီပေးခဲ့ပါသည်။	<input type="checkbox"/>				

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Capacity building training						
4.	<p>NCDDP supported communities the capacity building trainings (such as: Community management team & Gender Equity Training).</p> <p>လူထုပဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုအား စွမ်းဆောင်ရည်များ တည်ဆောက်နိုင်ရန်အတွက် ကျေးရွာစီမံခန့်ခွဲမှုအဖွဲ့ နှင့် ကျား၊မ တန်းတူညီမျှမှု အစရှိသည့် သင်တန်းများအား ပံ့ပိုးပေးခဲ့ပါသည်။</p>	<input type="checkbox"/>				
Policy & Procedure						
5.	<p>NCDDP provided the policy and procedure to apply the implementation of sub-projects.</p> <p>လူထုပဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုများအား စီမံကိန်း လုပ်ငန်းခွဲများ အကောင်အထည်ဖော် ဆောင်ရွက်ရာတွင် အသုံးပြုရန်အတွက် မူဝါဒ နှင့် လုပ်ထုံးလုပ်နည်းများအား ထောက်ပံ့ပေးခဲ့ပါသည်။</p>	<input type="checkbox"/>				
Assessment on technical supports						
6.	<p>NCDDP hold ceremony to evaluate the technical supports which is partially included in social audit at communities.</p> <p>လူထုပဟိုပြုစီမံကိန်းသည် ကျေးရွာလူထုများအတွက် လူထုစစ်ဆေးပွဲတွင် တစ်ခုအပါအဝင်ဖြစ်သော နည်းပညာ ထောက်ပံ့မှုများကို အကဲဖြတ်သည့် ပွဲများကို ကျင်းပ ပြုလုပ်ပေးခဲ့ပါသည်။</p>	<input type="checkbox"/>				

SECTION D: Community involvement

This section seeks to find out how **Community Involvement** effects on communities in Kyauk Kyi Township.

Please tick appropriately on scale of 1-5,

1- Strongly Disagree, 2- Disagree, 3-Uncertain, 4- Agree, 5- Strongly Agree.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
<u>Project meetings</u>						
1.	Communities participated meetings for project orientation, drawing village development plan, monitoring and social audits. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများအားမိတ်ဆတ်ခြင်း၊ ကျေးရွာ ဖွံ့ဖြိုးရေး အစီအစဉ်များရေးဆွဲခြင်း၊ စီမံကိန်းလုပ်ငန်းခွဲများအား စောင့်ကြပ်ကြီးကြပ်ခြင်း နှင့် လူထုဆန်းစစ်ပွဲများအတွက် ပြုလုပ်သော အစည်းအဝေး ပွဲများတွင် ပါဝင်ခဲ့ပါသည်။	<input type="checkbox"/>				
<u>selection, implementation, monitoring & evaluation, operation & maintenance</u>						
2.	Communities participated at the sub-projects selection, implementation and monitoring & evaluation processes. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများ ရွေးချယ်ခြင်း၊ အကောင်အထည်ဖော်ခြင်း ၊ စောင့်ကြပ်ကြီးကြပ်ခြင်း နှင့် အကဲဖြတ်ခြင်း ဆိုင်ရာ လုပ်ငန်း ဆောင်တာများတွင် ပါဝင်ခဲ့ပါသည်။	<input type="checkbox"/>				
3.	Communities participated in operation and maintenance processes to sustain sub-projects. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများ ဆက်လက်ထိန်းသိမ်းထားနိုင်ရန် အတွက် လုပ်ငန်းဆောင်ရွက်ခြင်း နှင့် ပြုပြင်ဆောင်ရွက်ခြင်းများတွင် ပါဝင် ဆောင်ရွက်ခဲ့ပါသည်။	<input type="checkbox"/>				

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
<u>Involve as committee members</u>						
4.	Communities involved the village tract/village support committee members when the implementation sub-projects. ကျေးရွာလူထုသည် ကျေးရွာအုပ်စု (သို့) ကျေးရွာစီမံကိန်း ထောက်ပံ့မှု ကော်မတီဝင်များ အဖြစ် ကျေးရွာစီမံကိန်းများကို အကောင်အထည်ဖော်ရာတွင် ပါဝင်ခဲ့ပါသည်။	<input type="checkbox"/>				
5.	Most vulnerable and marginalized group involved in the implementation of sub-projects. အားနည်းထိခိုက်လွယ်သော အုပ်စုများသည် စီမံကိန်းလုပ်ငန်းခွဲများ အကောင်အထည်ဖော်ဆောင်ရွက်ရာတွင် ပါဝင်ခဲ့ပါသည်။	<input type="checkbox"/>				
6.	Communities are voluntarily involved in project rather than un-coerced. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများ အကောင်အထည်ဖော်ရာတွင် သူတစ်ပါး၏ တိုက်တွန်းမှုထက် မိမိတို့၏ စေတနာအလျောက် ပါဝင်ခဲ့ပါသည်။	<input type="checkbox"/>				
<u>Involvement in Social Audit</u>						
7.	Communities involved in social audit to evaluate the implemented sub-projects. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများ၏ အကောင်အထည်ဖော်ဆောင်ရွက်မှုများကို အကဲဖြတ်ရန် လူထုစစ်ဆေးပွဲများတွင် ပါဝင်ခဲ့ပါသည်။	<input type="checkbox"/>				

SECTION E: Effectiveness on communities

This section seeks to find out how National Community Driven Development Project effects on communities in Kyauk Kyi Township.

Please tick appropriately on scale of 1-5,

1-Strongly Disagree, 2- Disagree, 3-Uncertain, 4- Agree, 5- Strongly Agree.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.	Communities used Fund (Block Grants) as per planned when the sub-projects are implementing. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများ အကောင်အထည်ဖော်ရာတွင် အစီအစဉ် ရေးဆွဲထားသည့်အတိုင်း ငွေကြေး ထောက်ပံ့မှုများကို အသုံးပြုခဲ့ပါသည်။	<input type="checkbox"/>				
2	Communities participated and performed in the implementation of sub-projects based on NCDDP's qualified trainings. ကျေးရွာလူထုသည် လူထုဗဟိုပြုစီမံကိန်း၏ အရည်အသွေး ပြည့်မီသော သင်တန်းများကိုအခြေခံ၍ စီမံကိန်း လုပ်ငန်းခွဲများ အကောင်အထည်ဖော် ဆောင်ရွက်ရာတွင် ပါဝင် ဆောင်ရွက်ခဲ့ပါသည်။	<input type="checkbox"/>				
3.	Communities well-received more knowledge, capacities, learning and experience through implementing sub-projects than before. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲများ အကောင် အထည်ဖော် ဆောင်ရွက် ရင်း ယခင်ကထက်ပို၍ အသိပညာ၊ လုပ်နိုင်စွမ်းများ၊ သင်ယူမှုများ နှင့် လုပ်ငန်း အတွေ့အကြုံများ ကို ကောင်းမွန်စွာရရှိခဲ့ပါသည်။	<input type="checkbox"/>				

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
4	Communities owned personal awareness & self-esteem through implementing sub-projects. ကျေးရွာလူထုသည် စီမံကိန်းလုပ်ငန်းခွဲ အကောင်အထည်ဖော်ခြင်းအားဖြင့် ကိုယ့်ကိုယ်ကိုယ်သတ်ပြခြင်း နှင့်မိမိကိုယ်ကို ယုံကြည်မှုများ ပိုင်ဆိုင်ခဲ့ပါသည်။	<input type="checkbox"/>				
5	Since implementation of sub-projects, communities improved considerably employment opportunities. စီမံကိန်းအကောင်အထည်ဖော်စဉ်မှ စ၍ ကျေးရွာလူထုသည် အလုပ်အကိုင် အခြေအနေများသည် ပို၍ တိုးတက်လာခဲ့ပါသည်။	<input type="checkbox"/>				
6	Communities received a certain number of basic infrastructure prioritized themselves through NCDDP implementation. ကျေးရွာလူထုသည် လူထုဗဟိုပြုစီမံကိန်း အကောင်အထည် ဖော်ခြင်းကြောင့် ၎င်းတို့ကိုယ်တိုင် ရွေးချယ်ခဲ့သော အခြေခံကျသော အဆောက်အအုံများ လက်ခံရရှိခဲ့ပါသည်။	<input type="checkbox"/>				
7	Communities satisfied on the access and use of basic infrastructure from this implemented sub-project. ကျေးရွာလူထုသည် ၎င်းကျေးရွာစီမံကိန်းများမှ အကောင်အထည် ဖော်ခဲ့သော အဆောက်အအုံများ သုံးစွဲမှုအပေါ် ကျေနပ်အားရခဲ့ပါသည်။	<input type="checkbox"/>				
8	Communities appreciated by giving a chance to participate role and consideration on ownership sense in this project. ကျေးရွာလူထုသည် ၎င်းတို့ပါဝင်နိုင်သော အခွင့်အရေးပေးမှု နှင့် ပိုင်ရှင်ဆန်သော တွေးခေါ်မှုများရရှိခဲ့ခြင်းအပေါ် အားရကျေနပ် ခဲ့ပါသည်။	<input type="checkbox"/>				
9	NCDDP implementation reached the intended beneficiaries. လူထုဗဟိုပြုစီမံကိန်း အကောင်အထည်ဖော် ဆောင်ရွက်မှုသည် ရည်ရွယ်ထား ခဲ့သည့် အကျိုးခံစားခွင့်ရှိသူများထံ ရောက်ရှိခဲ့ပါသည်။	<input type="checkbox"/>				
10	Communities take more responsibilities and transparencies than before through sub-projects implementation. ကျေးရွာလူထုများသည် စီမံကိန်းလုပ်ငန်းခွဲများ အကောင်အထည် မဖော်ခင် ကထက် ပို၍ တာဝန်ယူတတ်မှု နှင့် တာဝန်ခံတတ်ခဲ့ကြသည်။	<input type="checkbox"/>				