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Community- Driven D Evelopment Approach: A Development Paradigm Shift In Poverty Reduction Programme

Ayeni, G.O

Operation Manager, Ekiti State Community and Social Development Agency, Ado - Ekiti, Ekiti State, Nigeria

Odeyemi, C A.

Lecturer, The Federal Polytechnic, Ado - Ekiti, Ekiti -State, Nigeria

Abstract: ***In the past, the governments of Nigeria at all levels had made genuine attempts at alleviating poverty, but these efforts were largely ineffective. The 'supply-driven' and 'top-down' approaches used led to little or no involvement of the targeted beneficiaries in identification of their basic needs and lack of community participation in the design, implementation and maintenance of projects, thus, leading to misdirected funds. Community Driven Development, evolved to treat the beneficiaries (poor people) and their institutions as initiators, collaborators and as resources on which to build and manage. Communities in the State adopted this approach to implement, maintain and sustain various projects. The outcomes of these led to a general reduction in both time, cost and space of accessing these projects by the poor people. For example, access to education in terms of distance, cost and time reduced by 90.7%, 50.8% and 95% respectively. The findings equally showed that there was a positive correlation between wealth creation and levels of poverty by the communities. The correlation co-efficient for Social facilities was 0.988 and for Unemployment, 0.643. It was recommended that both the governments and donor agencies should use the findings of this research work as guides and templates in the allocation of projects and funds to alleviate poverty in the State.***

Keywords: Demand- driven; Supply- driven, Bottom-up approach, Participatory approach, Monitoring and Evaluation, Maintenance and Sustainability.

I. INTRODUCTION

Poverty is arguably the single largest moral problem in the world today. In spite of the wealth and magnitude of intellectual and technological achievement in the world, one third of the population still goes to bed hungry (World Bank, 2001).In Nigeria, the story is not too different despite the poverty intervention programmes dating back to more than three decades.

In the execution of the various poverty intervention programmes, its rather unfortunate that in most local communities, the citizens are not empowered or involved in decision making that affect their lives. The effect of such action is imposition of projects/ programmes on the populace; such projects in most cases are not sustainable. In recent times, a number of donor assisted programmes are being implemented in the country. Community-Driven Development (CDD) approach is distinct in nature compared to the past and some present ones with their unique methodology and approach that embrace the participation of community members in their own development strides.

CDD is an approach to development that supports participatory decision making, local capacity building and community control of resources. The approach gives control over planning decisions and investment resources for local development projects to community groups (SMTCSL, 2010). Decision making and project management in CDD approach is bottom-up and it is based on the felt needs and interest of the

community members. Various stakeholders in the communities are involved at project planning phase, implementation and monitoring and evaluation stages. The underlying assumption is that people (individual or communities) are the best judge of how their lives and livelihoods can be improved and given adequate support, resources and access to information, they can organize themselves to provide for their immediate needs.

In CDD approach, the communities can shape their destinies, exhibit local ownership of fund so that they can end corruption. No wonder in the voices of the poor study (Narayan, D. et al, 2000), based on interviews with 60,000 poor people in 60 countries, when the poor were asked to indicate what might make the greatest difference in their lives, they responded: (a) organizations of their own so they can negotiate with governments, traders and Non- governmental Organization (NGOs); (b) direct assistance through community - driven programmes so they can shape their own destinies, and;(c) local ownership of funds, so they can end corruption. They want NGOs and governments to be accountable to them and a development process driven by their own communities.

Generally, the CDD approach is a highly participatory mode of service delivery to communities which ensures that communities are not only involved in the design and implementation of poverty reduction programme but in funding such projects. This promotes the sustainability and ownership concept among the communities. Poor people are often regarded and viewed as the target of poverty reduction efforts. However, CDD approach, by contrast treat poor people (the targeted population) and their institutions as initiators, collaborators, assets, resources and partners in the development process.

II. THE STATEMENT OF THE RESEARCH PROBLEM

In the past, genuine government concern towards poverty reduction resulted in little progress and low impact in enhancing the availability of access to many of the basic primary needs of the nation's populace. The low impact could be attributed to the inadequacies of the method of execution and delivery.

Conventional method which is top-down approach was being utilized. Projects were poorly targeted as they were mostly supply-driven as a result of little or no involvement of the targeted benefiting communities in the identification of the basic needs. The conventional method of development featured a non participatory mode of delivering services to communities, low or total absence of community participation.

Decision making under past strategy was centralized at the top and imposed on the community. There was lack of community participation in the design, implementation and maintenance and low sustainability. Unfortunately, most of the projects do not have maintenance plan, hence, they are not sustainable or abandoned. There was lack of adequate monitoring and evaluation process that would ensure the effective correction of short comings in projects under implementation or when completed for future purposes.

In order to satisfy the actual needs of the poor- rural people and the communities in which they live, the new strategy (CDD) was introduced to building the capacity of rural communities, articulate their needs and give them opportunities to be involved in process- oriented activities aimed at the longer term sustainability of institution and participatory arrangements. The new strategy is a bottom up approach where project identification and decisions are taking by the people. CDD is demand-driven and entrust key decision making to the grassroots. The new strategy is a highly participatory mode of services delivery to communities. This has helped in effective mobilization of resources to accomplish the projects. The consequences of community involvement in the project planning and implementation are the introduction of community ownership of projects and participation in all levels of project planning and execution.

III. OBJECTIVES OF THE STUDY

The objectives of the study are to:

- ✓ espouse the Community Driven Development (CDD) approach in development planning towards poverty reduction.
- ✓ analyse the activities of Ekiti State Community- based Poverty Reduction Project (EKCPRP) in adopting CDD approach towards poverty reduction in the State.
- ✓ assess the impact of the project outcomes on the beneficiary communities within the State.
- ✓ make recommendation based on the findings.

HYPOTHESIS POSTULATION

- ✓ That there is no correlation between the level of poverty and that of wealth creation in the State.

IV. RESEARCH METHODS

Data for this study were collected from primary and secondary sources. The primary sources included administration of questionnaires. A well structured questionnaire was used to elicit the required information from the beneficiaries of the intervention projects at the various communities' level. The intervention approach of EKCPRA was multi-sectoral in nature, hence, the questionnaire was divided into seven sections; each representing each sector of intervention. By the end of 2009, 406 micro projects were funded and completely implemented. Out of the total population of 406, 150 micro projects were chosen using stratified random sampling. The 150 micro projects represent 37% of the population which is higher than 33.3% of minimum expected sample data of the population to form a well representation of the total population (Owa-Afolabi and Bankole, 2008). The number of data sampled formed a proportion of the projects executed in each of the sectors visa-vis the total population (406). This therefore accounted for the numbers of questionnaire that were administered on each sector.

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However, Global Positioning Systems (GPS), was used to capture the locations of the micro-projects and later processed using Geographic Information Systems (GIS) applications. Other data about the performances of the project were obtained from the records of EKCPRA as secondary sources. Finally, descriptive analysis was adopted using percentages while the hypothesis was tested using Pearson Product Moment Correlation Statistical Analysis.

V. FINDINGS AND DISCUSSIONS

Ekiti State Community-based Poverty Reduction Agency (EKCPRA) provided the conceptual and institutional framework for addressing poverty as a development strategy in the State. The primary function of the EKCPRA was to implement the state Community-based Poverty Reduction Strategy and ensure smooth and direct access of communities to the social fund.

S/N	THE PAST STRATEGY	THE CURRENT STRATEGY (CDD)
1.	A top-down approach	A bottom-up approach
2.	Programmes were supply-driven	Programmes were demand- driven
3.	Featured a Non-participatory mode of delivering services to communities - low or total absence of community participation.	Has successfully featured a participatory mode of service delivery that has been characterized by high level of community commitment and involvement
4.	Decision making centralized at the top	Decision has been decentralized to involve stakeholders at the grassroots
5.	Mono-Sectoral	Multi-sectoral

Table 1: COMPARISON OF PAST AND CURRENT STRATEGIES

Some projects that were not implemented based on CDD concept and the one that uses CDD are compared statistically as follows. The projects considered are: The Directorate of Food, Roads and Rural Infrastructural (DFRRI), the National Directorate of Employment (NDE), Rural Financing Institutes (RFI), Agricultural Development Project (ADP), United Nations Development Programme (UNDP), the Family Support Programmes (FSP) all were implemented without using CDD approach while Community Poverty Reduction Project (CPRP) used CDD approach. Six variables were measured based on the concept and operations of the different projects of intervention as follows:

X1: Demand driven/ Supply Driven;
X2: Bottom- Up/ Top- Down approach;
X3: Participatory / Non Participatory;
X4: Multi-Sectoral// Mono Sectoral;
X5: Sustainability / Non Sustainability;
X6: Economy of the projects implemented (Cost).

PROJECTS	X1	X2	X3	X4	X5	X6
DFRRI	1	1	1	3	2	3
FSP	2	2	3	3	3	2
NDE	1	1	2	2	3	2
RFI	3	1	4	3	1	1
ADP	2	1	2	1	3	2
UNDP	2	2	1	4	2	1
CPRP /CDD	5	5	4	3	4	4
TOTAL	16	13	17	19	18	15
MEAN	2.29	1.86	2.43	2.71	2.57	2.14
S/D	1.38	1.46	1.27	0.95	0.98	1.07
CV	66.26	78.49	52.26	35.05	38.13	50.00

Table 2: Statistical Analysis of Seven Different Projects.
Source: Computed Output (SPSS) of Field Data, 2010.

It can be deduced that there are more variability in X2 whilst, X4 has the least in the distribution. For example, X2 has the highest CV (78.49%) compared with 35.05% of variable X4. However, to make inferences about the relationships in these variables, multiple Correlation was used as shown in table 3.

	X1	X2	X3	X4	X5	X6
X1	1.000					
X2	0.849	1.000				
X3	0.773	0.486	1.000			
X4	0.200	0.325	-0.200	1.000		
X5	0.354	0.650	0.173	-0.333	1.000	
X6	0.420	0.654	0.193	-0.117	0.707	1.000

Table 3: Multiple Correlation
Source: Computed Output of Field Data, 2010.

Table 3 shows that there is a strong positive significant relationship between X1 and X2 and between X1 and X3. The relationships among some other variables are weak, for example, X3 and X4, X4 and X5 etc. The strong positive correlation between X1 and X2 with r = 0.849 shows that whether an intervention programme is demand driven/ supply driven depends to a large extent on whether the implementation process is bottom- up or top-down. Similarly, interpretation goes for the strong positive relationship between X1 and X3 with r = 0.773. That is, if a project is demand driven, it is likely that it will be more participatory. Although, X2 and X5; X2 and X6 show positive correlation with r = 0.650 and r = 0.654 respectively. It further shows that bottom-up / top-down approach to a project could go a long way to determine the sustainability and economic efficiency of the project.

The results show that the concept of demand driven, bottom up approach and participatory (which are the main content of CDD) are necessary ingredients in poverty reduction programmes in order to achieve the aim of the project intervention. CDD concepts therefore will help to add value to the projects by building sense of ownership, maintenance and sustainability of the projects thus, impacting positively on the beneficiaries.

The various communities in the state embraced the community-based poverty reduction strategy using CDD approach after initial speculation and reluctance by the

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community people. This scenario arose from the failure of past development projects to meet the past hope and aspirations of the rural dwellers. In this process, the communities involved held series of meetings amongst the different age groups - men, women, old, youth and the vulnerable - and evolved a list of project needs. The Agency must first receive a letter of intention from interested communities to fulfil the concept of demand driven approach. Having initiated the projects by the would-be users, Community Project Implementation Committee (CPIC) members were elected at the community level to implement, supervise and monitor the projects. An important stage of the project preparatory stage is the payment of community counter- part funding which may be in total 10% cash or 60% cash and 40% in kind especially for some very poor communities. Both project work plans, monitoring and sustainability plans are usually prepared with the project's documentation.

About 406 communities in the state benefitted from the various micro-projects. The projects span across nine sectors and through- out the sixteen local government areas of the State.

S/N	SECTORS	NO. OF PROJECTS	% OF PROJECTS
1	Health	25	06
2	Education	128	32
3	Water	118	29
4	Feeder Roads and Culverts	51	13
5	Environment Control	09	02
6	Rural Electrification	20	05
7	Market Infrastructure	31	07
8	Civic Centres	04	01
9	Skill Acquisition	20	05
	TOTAL	406	100

Table 4: Summary Of Projects Per Sector
Source: EKCPRA, 2009.

Table 4 shows the summary of Projects per sector. While education accounted for the highest percentage of 32%, civic centres accounted for the least at 01%. These projects have greatly benefited the communities immensely because of the 'bottom-up', demand- driven and participatory approaches which are the tenets of CDD, used to identify, implement and sustain the projects. The sense of ownership was built into the systems and the poor actually had a voice in their development efforts.

The projects sites were mapped out as shown in Figure 1.

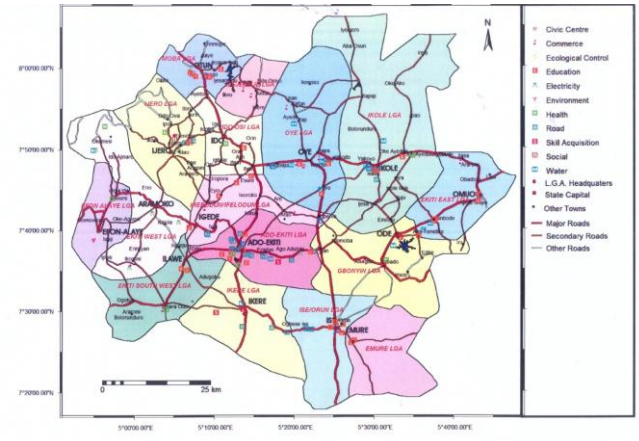

Figure 1: Projects Funded By Ekcpra In Ekiti State
Source: Output of Processed GPS projects' sites.

The impact of the intervention programmes were explained based on the following sectors:

- ✓ Water Project: The research study revealed that the main sources of water in the rural communities of Ekiti State are through streams, rivers, dug-out wells, boreholes and tap water. While only 5% depended on tap water and dug-out wells, 4.2% relied on boreholes and 90.8% got water from both steams, rains, rivers and dug-out wells. In most cases, the rural poor had to travel for an average distance of 4.5km before accessing water especially during the dry season. The average distance people had to cover to access water was about 3.2km before the projects intervention, while it reduced to 66.5m after the completion of the projects. The cost of accessing water before the intervention ranges between N60.00 and N30.00 per bucket of water; but after the completion of water projects, 100% of the respondents attested that they accessed water at a cost as low as N20.00 and sometimes, at zero cost. A major impact of water projects on the benefitting communities is the reduction by 65% in the high level of water borne diseases after the completion of the various projects.
- ✓ Commerce: In most rural areas, the poor display their wares in the 'open air' and on mats spread on bare ground. This practice, usually have negative effects on the health conditions of consumers of such goods especially farm products. To ameliorate this palpable condition, both open stores and lock-up shops were made as part of the intervention projects by the rural poor. It was revealed that 97.7% of the respondents agreed that the availability of goods and services had increased tremendously in the rural landscape after the completion of the various commercial projects. Women significantly dominate the commercial landscape of the rural communities, hence, this intervention medium have been able to empower more women. This was corroborated by the fact that 80.9% of the available market stores were occupied by women. Rural poor can now travel less distance to purchase goods for their daily needs.
- ✓ Electricity: The place of electricity supply in the socio-economic development of any community remain germane to propelling the engine of industrial growth. The study showed that the main sources of energy amongst the community poor are fuel- wood (94.5%) of

the respondents while 5.5% uses kerosene in addition to fuel-wood to cook. About 40.9% of respondents had access to electricity from National Electric Power Authority (NEPA). But only 3.9% could afford generating sets to complement their sources of power while the remaining 55.2% had no access to electricity supply. About 99.8% of the respondents confirmed that the level of socio-economic development, access to information, goods and services, and the level of social interactions were very low before the projects intervention but, it increased tremendously (about 64.2%) after the completion of the projects. Thus, artisans were encouraged to settle in the rural communities to practice their trades, thereby reducing the level of rural- urban migration.

- ✓ Education: Projects funded included the following: Construction/ rehabilitation of students' classrooms, Construction/rehabilitation of science and computer laboratory, construction/ rehabilitation of students' examination halls, construction/rehabilitation of students' hostels, supplies of science laboratory and computer equipment, and supplies of classrooms' furniture. Before the advent of the intervention fund, many schools had no science laboratories not to talk of science and computer laboratories' equipment. Many pupils were studying under private rented buildings as community public schools while some studied under thatched roof structures. Most classrooms were populated by at least 80 pupils causing overcrowding thus, paving way to studying under hash and uninviting academic environment.

  The analysis showed that the mean school enrolment increased from 117 to 186 after the completion of the projects while the mean distance covered to school was reduced from 16.2km before the intervention to 1.5km after the completion of the projects. Equally, average cost of accessing education reduced from N21, 022.00 per annum to N10, 333.00 per annum after the completion of the projects. The performances of students especially in science subjects equally improved tremendously. While the average enrolment for science subjects increased from 20% of the total enrolment to 65.4% enrolment after the completion of the projects; performances in west Africa Secondary Examination improved from 48.8% to about 84.4%.
- ✓ Access Roads/ Environmental Control: Under this programme, because of high cost of roads' construction, the Agency could only fund projects on creation of access roads to farmsteads, construction of culverts and drainages. Many rural farm roads were opened up while necessary culverts and drainages were constructed. These projects helped to access farm produce at reduced cost. For example, about 80.0% of the respondents indicated that the cost of accessing farm produce had reduced by 50%. In terms of the time used to get to farm produce, 90% of the respondents attested to the fact that time had reduced from an average of 1.30hrs to less than 0.45hr after the completion of the projects.
- ✓ Health: The projects under health that were funded by the Agency included the following: Construction/ rehabilitation of maternity centre /comprehensive health centres; and, supplies of health/ medical equipment. Health enrolment increased, distances to health facilities were drastically reduced while supplies of health personnel were on the increase. For example, the average patients' enrolment before the projects' execution increased by 92.5% after the completion of the projects. Also, the average number of health personnel equally increased from 7% before the projects' intervention to 22% after the projects' completion. The average distance to health facilities which was 5.5km before the projects' implementations was reduced to 0.1km after the projects' implementations as attested to by 89.9% of the respondents. Both child and maternal mortalities were reduced by 64.5% from the usage of health facilities.
- ✓ Skill acquisition projects/ Civic Centre: The skill acquisition programme covers empowerment in the area of hair dressing, sewing, computer training, cloth weaving, typing and dyeing as well as supplies of equipment and furniture to the centres. All the respondents (100%) indicated that training tools were available and relevant. However, 66.7% of the respondents averred that no apprentice established their own trade after the completion of their various trainings while the remaining 33.3% concurred that an average of 6 trainees had established their own trading centres after the successful completion of their training programmes. A major constraint in this project sector is the inability to sustain them due to the conspired effects of poverty- as the trainees demanded for payment of allowances in the course of their training- and high turn- over rate on the part of trainers who usually complained of low and poor remunerations. These' twin bottlenecks' led to low registration of trainees and non- availability of trainers.

VI. HYPOTHESIS TESTING

About 30 poverty variables were subjected to Factorial Analysis Statistics resulting to only four poverty factors- Unemployment, Socio-Infrastructural facilities, Nutritional problem and Living standard.

Table 5 shows the poverty factors computed for each local government area. These factors represent the independent variables while the wealth creation measured by the number of micro projects implemented represent the dependent variable.

S/N	LGAs	No of Projects	Unemployment	Social Services	Nutrition	Living Standard
1	Ado	111	1.5	275.4	32.4	31.5
2	Ido/ Osi	17	1.0	286.8	10.0	67.9
3	Gbonyin	38	0.95	223.4	35.7	34.7
4	Emure	07	4.55	230.9	68.4	64.6
5	Ekiti West	13	3.3	291.3	45.4	81.7
6	Ekiti South West	15	0.8	216.2	38.3	52.5

7	Ekiti East	07	1.4	183.6	37.4	33.8
8	Efon	05	2.9	279.1	27.2	32.9
9	Oye	43	4.0	260.8	63.7	93.8
10	Ikole	50	1.2	206.4	31.6	36.7
11	Ikere	14	1.0	305.4	72.3	14.6
12	Ijero	20	1.9	310.0	27.4	46.5
13	Moba	22	3.4	245.6	28.5	58.6
14	Ise / Orun	28	1.0	243.9	20.8	39.5
15	Irepodun/ Ifelodun	13	0.6	350.0	29.9	6.7
16	Ilejemeje	03	1.2	354.6	43.2	16.0

Table 5: Poverty Factors & Wealth Creation (Projects Implemented)

Source: SPSS Output of Factorial Analysis.

The result of the correlation analysis in table 5 shows a weak positive correlation between wealth creation and the level of unemployment. Unemployment has a co-efficient of 0.488. This shows that the level of unemployment can be determined to an extent by the availability and accessibility of wealth creation. This is so since in the course of implementing the micro-projects, employment opportunities are guaranteed for a short period of time, may be, six to nine months.

As far as the availability of socio-infrastructural facilities are concerned, it has a co-efficient of 0.988. This indicates that there is a strong positive significant relationship between the level of wealth creation and socio- infrastructural facilities amongst the various local government in the State. The more the acute nature of availability and accessibility to socio-infrastructural facilities, the more the tendency to demand for micro-projects thereby creating more wealth.

The correlation co-efficient for nutritional problem was 0.524. This implies that there is a strong positive significant relationship/ correlation between nutritional problems and wealth creation. The need to improve the nutritional value calls for more access to micro-projects (wealth creation) that can enhance more productivity and income of the populace of the State. Lastly, the correlation co-efficient for living standard was 0.282. Although, this implies positive correlation but a weak one. This shows that availability and accessibility to wealth creation weakly determines the living standard. In all, it can be deduced that there is positive correlation between poverty level and that of wealth creation. The more the level of wealth creation, the more the level of poverty is reduced, thus, the need for the various intervention programme to reduce the level of poverty in the State.

	No. of Projects	Unemployment	Infrastructure/ Social Facilities	Nutritional Problems	Living Standard
No of Projects.	1				
Unemployment	0.488	1			
Infrastructure and Social Facilities.	0.988	0.643	1		
Nutritional Problem	0.524	0.084	0.989	1	
Living Standard	0.282	0.004	0.253	0.617	1

Correlation is significant at the 0.01 level (2- tailed).

Table 6: Correlation Co -efficient Level

Source: SPSS Output of Correlation Analysis.

VII. CONCLUSION AND RECOMMENDATION

The projects in the various sectors of intervention have impacted significantly on the lives of the rural dwellers who participated in the implementation of the programme using CDD approach. Through this development paradigm shift, the initiators of these projects who are the end-users were found to be highly enthusiastic about the processes of projects' initiation and implementation because, the poor were given a voice in their developmental giant strides. This process elicits and builds the concept of ownership in the projects which helps in no small measure to record success and in the sustenance of the projects.

There is efficiency in the economy of projects' implementations and management. For example, the cost of constructing a block of three classrooms by the communities using CDD approach was 50% of the same project funded by the State Universal Basic Education Board (EKCPRA, 2008). The top-down approach that was in use before in most cases did not consider the immediate needs of the rural poor, hence, most of such projects were not put into use after completion. This scenario usually lead to huge financial and material wastages!

It is strongly recommended that governments especially at the Local and State's levels should mainstream CDD concept into their projects' dispensation and management for the poor. The local government is regarded as the closest to the grassroots hence, termed as an agent of change and catalyst of development. For efficient service delivery, the need to key-into the programme remain a sine qua- non. The rural communities should see them as good collaborators in the vanguard of poverty reduction. The government at the two levels of governance (Local and State) should be involved in the area of projects' reviewing and appraisals to make sure that Community Development Plans (CDPs) are in tandem with the government's own. This would help to remove duplication of projects, funds, time and even, personnel. The government should be engaged thoroughly in participatory planning and budgeting while preparing the annual budgets for both the State and the Local arms of governance. CDD approach should therefore be well embraced by the Government and Donor Agencies to establish the best-practice as a dictum of project management especially at the community level where most poor reside.

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