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SCHOOL OF COMMERCE GRADUATE STUDIES
PROGRAM

DEPARTMENT OF PROJECT MANAGEMENT

RESEARCH PROJECT ON

**An Assessment of Implementation of Community Driven
Development Approach: The Case of Oromia Pastoral
Community Development Project.**

**Research Project Submitted to Addis Ababa University School
of Commerce in Partial Fulfillment of the Award of the
Master's Degree in Project Management**

Advisor: Adana Atara (Ph. D)

By: Demena Lemma

JULY 2021

Addis Ababa

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Statement of Declaration

I, Demena Lemma, have done independently a research project on the topic entitled “**An Assessment of Implementation of Community Demand Driven (CDD) approach: The case of Oromia Pastoral Community Development Project**” in partial fulfillment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Adane Atara (PhD). This study is my own work that has not been submitted for any Degree or Master program in this or any other institutions.

Demena Lemma

Signature _____

Date _____

Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Demena Lemma has done this research project on the topic entitled **“An Assessment of Implementation of Community Demand Driven (CDD) approach: The case of Oromia Pastoral Community Development Project.”** under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project Management.

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Date _____

Addis Ababa, Ethiopia

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE STUDIES PROGRAM

Research Project for MA in Project Management

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Acronym and Abbreviation

ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
ANOVA	Analysis of Variance
APL	Adjustable Program Loan
CBD	Community Based Development
CBO	Community Based Organization
CDD	Community Driven Development
CIDSS	Comprehensive and Integrated Delivery of Social Services
FY	Fiscal Year
HIV	Human Immune Deficiency Virus
IBRD	International Bank for Reconstruction and Development
IDA	International Development Agency
IEG	Independent Evaluation Group
IFAD	International Fund for Agricultural Development
KALAH	Kapiti Basig Laban Kahiran
MST	Mobile Support Team
NGO	Non- Government Organization
OECD	Organization for Economic Co-operation and Development
OED	Operations Evaluation Department
PAF	Poverty Alleviation Fund
PASDEP	Plan for Accelerated and Sustainable Development to End Poverty
PCDP	Pastoral Community Development Project
PMBOK	Project Management Book of Knowledge
PRS	Poverty Reduction Strategy
SNNPR	Southern Nation and Nationalities Peoples Region
SPSS	Statistical Program for Social Science
TSAF	Tanzania Social Action Fund
WB	World Bank

Abstract

The major purpose of this study was to assess implementation of Community Driven Development approach: the case of Oromia Pastoral Community Development Project. CDD focuses on strengthening the capacity of rural communities to play a greater role in their own development.

While the CDD approach successfully generated new political rationalities and governmental technologies, the ability of development programming driven by social capital concepts to empower marginalized sections of society remains in question. For the accomplishment of this research, the study were employed descriptive Survey design in which the selections of the respondents were carried out by using purposive sampling techniques and select 51respondents (11 from region,25 from Mobile Support Team & 14 from woreda(district) who participated in implementation of CDD approach in Oromia region. Closed ended questionnaires using Likert 5 scales distributed to these selected 51 respondents. The response rate was 45. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) version 20, which is appropriate for this descriptive statistics. For statistical interpretation, descriptive and inferential statistics were used. The findings indicate that the independent variables community leadership, practice of CDD approach, community empowerment and community participation have positive correlation with the dependent variable performance of CDD projects. The study recommends educating the target communities in order to include marginalized and vulnerable groups in positions of leadership, empower communities by encouraging them to make their own decisions and provide informed consent, better to conduct separate discussions for women and youth in order their need and voice be heard and engage communities directly through public calls for meetings without establishing community channels in mobilizing communities to participate in the project.

Key words: *Community Demand driven, community participation, community leadership, community empowerment*

CHAPTER ONE

1. Introduction

1.1 Back ground of the study

Community-driven development (CDD) is a strategy that prioritizes community control and participation in planning and resource allocation choices (Wong, 2012). CDD is defined by Dongier et al. (2002) as an approach that gives community groups control over decisions and resources, and then works in partnership with demand-responsive support organizations and service providers, such as elected local governments, the private sector, NGOs, and central government agencies. Due to national budget restrictions resulting from unsustainable increases in public expenditure, most governments in developing countries have become more reliant on donors for investments in economic and social development efforts. As a result, Community Driven Development (CDD) has exploded in popularity in several of these countries as a viable development strategy (Mansuri, & Rao, 2003).

According to the World Bank's Community Driven Development Profile (WB 2013), total bank loans to communities and local governments for CDD totaled \$22.5 billion, averaging \$2.2 billion each year between fiscal years 2002 and 2011. (with a spike in FY10 based on several large projects approved in East and South Asia). The number of CDD projects approved remained steady between FY02 and FY10, with a little reduction in FY11, while CDD funding (US\$2.6 billion) was equivalent to CDD loans previous to FY10 due to the approval of multiple large projects in Africa and East and South Asia.

The evidence that CDD is an effective way of ensuring that public money are used properly is emerging around the world. The financial requirements to improve vulnerable groups and poor people's access to basic services far outstrip the public funds available. As a result, countries have relied on municipal and private money to conduct CDD programs (The World Bank, 2011).

In previous CDD project evaluation reports, greater positive benefits on poverty reduction and improved access to services for target populations were found. In a study on the impacts of community-driven development programs, Wong (2012) identifies the following critical success factors for CDD programs: the creation of a more participatory

and inclusive model of service delivery that allows communities to identify the poorest and their own development needs, provision of high quality and adequate facilitation and technical assistance, capacity building for CDD programs, flexibility in project design and implementation with a “growth in learning” approach over the medium and long term, as well as proper use of poverty maps to allocate resources to impoverished areas.

Despite the rising use of such programs and their success, they face design and implementation issues (Wong, 2012). The lack of a clear articulation of governance and social transformation approaches, as well as limits in community mobilization and reaching excluded populations, are all design problems. Delays in budget disbursements, conflict-affected situations, natural disasters, coordination issues with other government ministries, operations and maintenance challenges, and weak monitoring and evaluation mechanisms have all hampered the implementation of such projects. Donors have sponsored CDD-based initiatives in a variety of nations to address a variety of needs, including water supply and sewer restoration, education, health, and nutrition programs for mothers and infants, as well as the construction of rural access roads and assistance for micro-enterprises.

Pastoralism is common in Ethiopia, especially in the Afar and Somali Regional States, as well as in various Zones of the Oromiya Region and the Southern Nations, Nationalities and Peoples National Regional States (SNNPR). Pastoralists can also be found in other regions of the nation. These lowlands are home to at least twelve million people, 500,000 square kilometers (almost half of Ethiopia's land area), and over eleven million animals.

In the past, policymakers paid little attention to the development of pastoral areas. Pastoral peoples in Ethiopia were neglected economically, socially, and politically. Because politicians were unconcerned with their development. Pastoralist livelihoods and development are promoted as a significant strategy for decreasing poverty and supporting economic growth in the government's Plan for Accelerated and Sustained Development to End Poverty (PASDEP) (2004/5–2009/10). From 2002 onwards, the Government of Ethiopia (GoE) increased its search for sustainable development options in these areas due to the severity of pastoralists' socioeconomic situation.

The Pastoral Community Development Project was approved by the World Bank in 2003. The World Bank's first major pastoral development effort in Ethiopia. Pastoralists' long-term livelihoods would be enhanced, but their vulnerability to cyclical climate shocks

would be lessened. The 2003 program aims to assist the government in developing “viable and practicable methods of public service delivery, investment, and disaster management that address communities' needs” in pastoral areas. (WB IEG, 2016)

It is important to note here that this CDD project is first of its kind in the study area. The focus of this study therefore is to assess the effect of this CDD project on the benefiting Pastoral communities in Oromia region of Ethiopia under Pastoral Community Development project.

1.2 Statement of the Problem

The World Bank established CDD projects to increase accountability and services in critical areas. The CDD has a number of success islands, but they haven't been expanded out to encompass all of the world's settlements. NGOs, on the other hand, quickly discovered that well-designed and implemented CDD initiatives had a cascading impact that promoted equity and inclusion, efficiency, and good governance. The CDD project demonstrated that it could allow poverty reduction projects to scale up quickly by effectively targeting and including vulnerable and excluded groups, as well as allowing communities to manage and control resources directly. (Swaminathans, 2003)

Experience has shown that poor communities can effectively organize to define community objectives and address local problems by working in conjunction with local government when provided clear and open regulations, access to information, and sufficient technical and financial support.

Despite its potential and rapid growth in popularity, the strategy is not without its critics. The drawbacks of both techniques were highlighted in a recent World Bank study of community-based development (CBD) and community-driven development (CDD). The World Bank's CBD and CDD initiatives have been criticized for being unsustainable, prone to elite capture, creating parallel institutional structures, requiring particular guidance on fiduciary and safeguard compliance, lacking effective poverty impact evaluation, and being expensive to prepare. Importantly, notwithstanding these critiques, the Committee on Development Effectiveness, in its analysis of the study, highlighted the considerable contribution of CDD activities to aiding the poor and endorsed scaling-up of the World Bank's assistance in this area. (OED, 2005)

In light of this, the purpose of this study is to evaluate the implementation of Community Demand Driven Development initiatives under the Pastoral Community Development Project in Ethiopia's Oromia Region. The initiative is funded by the World Bank, the International Fund for Agricultural Development (IFAD), the Ethiopian government, and the programme's beneficiaries. This evaluation is expected to yield recommendations on how to improve CDD efforts' potential to deliver outcomes, especially as this methodology becomes more popular. According to the researcher's knowledge, no study on the CDD technique has been undertaken in Ethiopia.

1.3 Research questions

To achieve the above goals of this research, the following questions were investigated:

1. What are the roles of community leadership in the implementation of Pastoral Community Development Project CDD projects in Oromia region?
2. How CDD projects are practiced in Oromia region under PCDP?
3. How does community empowerment influence performance of CDD projects in Oromia region?
4. How does community participation influence performance of Community Development Projects?

1.4 Research Objectives

1.4.1 General Objective

The general objective of this research is to assess implementation of Community Demand Driven (CDD) approach: The case of Oromia Pastoral Community Development Project.

1.4.2 Specific objectives

- To find out how community leadership affects the Pastoral Community Development Project's performance.
- To examine how CDD projects are practiced in Oromia region.
- To investigate the influence of community empowerment in implementing the CDD approach under PCDP.
- To examine how community participation influence performance of CDD projects.

1.5 Significance of the study

The study is conducted to assess implementation of CDD approach. The findings of the study can play important role in strategies to reduce poverty by targeting poor and marginalized communities. It helps for Ministry of Peace, the host Ministry to strengthen the capacity of pastoral communities to play a greater role in their own development. The lessons drawn from the study could also be used by any interested organization working in pastoral and agro pastoral areas to design similar projects in the future. It will also be used by policy makers and researchers to use report of the study add to knowledge for future research in the area of implementation of Community Driven Development approaches in pastoral areas, where there is a scarcity of information.

1.6 Scope of the study

The Pastoral Community Development Project was implemented in Somali, Afar, Oromia and SNNP regions. This research study is limited to only the implementation of CDD approach in Oromia region Pastoral Community Development Project. Finally, the selection of Oromia region is based on its convenience to the researcher.

1.7 Limitation of the study

This research was conducted by primary data from questionnaires therefore the results were based on the perceptions of the participants. The respondents were project staffs at all levels. The opinion of beneficiary communities and local leaders were not included. Therefore, the findings of this study may not be a general representation of implementation of CDD approach in Ethiopia.

1.8. Definition of key terms

Project:- It's a temporary endeavor undertaken to create a unique product, service or result.(PMBOK ,2017)

Community Participation:- In the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits."(Bamberger, 1988)

Community Driven Development:- Community Driven Development(CDD) is an approach that gives control over planning decisions and investment resources for local development projects to community groups. The underlying assumption is that people

(individuals or communities) are the best judges of how their lives and livelihoods can be improved and, if given adequate support, resources, and access to information, they can organize themselves to provide for their immediate needs. (WB 2003).

Community Empowerment: In the context of community development, empowerment refers to the mechanisms that individuals, organizations and communities gain to control over life and issues related to them in the economic, social, psychological and political aspects. (Perkins,1995).

Pastoralists: people who derive at least 50% of their living from animals that graze mainly naturally occurring vegetation and who follow a transhumance way of life.

Agro-pastoralists: people whose livestock contribute less than 50% to household income, who have a substantial interest in cropping or agricultural related source of income such as trading in livestock, and who maintain a partial transhumance.

Institutionalization is the integration of project approaches or processes into the regular/existing Government systems and processes.

1.9. Organization of the study

This research report was organized into five chapters: Chapter one has the introductory chapter that deals with the background of the study, statement of the problem, research questions, and research objectives, Significance of the study, scope of the study, limitations of the study, organization of the study and definition of key terms. Chapter two contains the review of related literature. It also contains review of empirical studies and conceptual framework of the study. Chapter three contains the research design, description of study variables, target population, technique, sampling methods, sample size, source, types and instruments of data collection, data analysis, reliability and validity analysis.

Chapter four contains data analysis and presentation. The fifth and final chapter summarizes the major findings, discussions, conclusions, and suggestions, as well as research contributions to the body of knowledge.

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CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This chapter examines the various past studies and theories that are related to Community Driven Development (CDD). It highlights what has already been done on the various themes under CDD, the lessons learnt, and the existing critical gaps for more research. The chapter begins with an overview of Community Driven Development approach, importance of community driven development, benefits of CDD approach, community empowerment, community leadership, and community participation, a theoretical framework, and a conceptual framework.

2.1. Over view of Community Driven Development

The World Bank defines Community Driven Development as an approach to development in which community groups, in collaboration with demand-responsive support organizations and service providers such as elected local governments, the private sector, NGOs, and central government agencies, take control of decisions and resources (Dongier, et. al, 2003). Donors frequently donate direct funding to village development associations, which then distribute the monies among community-suggested and controlled initiatives. CDD, according to Wong (2012), is a strategy that stresses community control over planning, decisions, and investment resources. The World Bank is a significant supporter of CDD, and most of the literature originates from their papers and publications.

CDD is a well-known concept. In reality, Aristotle's Politics is where the concept of community as a self-governing political institution first appeared (Uphoff et al. 1972; Schartz 1978). Recent articles have traced the current interest in CDD back to Gandhi's independence and swaraj movements in India, Magsaysay's counter-insurgency program in the Philippines, and various local development program ideas supported by the Rockefeller and Ford Foundations in Latin America, without straining the historical genealogy. The modern roots of CDD for international development agencies, on the other hand, can be found in the writings of social scientists like Robert Putnam, James Coleman, and Pierre Bourdieu (Putnam 1993, 2000; Coleman, 1988; Bourdieu 1986), who demonstrated how the historical development of social and cultural institutions can explain patterns of cooperation and development.

The CDD approach has traditionally been employed by Social Funds, which are government agencies or programs that distribute grants to communities for small-scale development initiatives. Social Funds typically fund a mix of socioeconomic infrastructure (e.g., schools, water supply systems, and roads), productive investments (e.g., microfinance and income-generating projects), social services (e.g., supporting nutrition campaigns, literacy programs, youth training, and support for the elderly and disabled), and capacity-building programs (e.g., training for the elderly and disabled) (World Bank 2009).

CDD is a community development initiative that gives local communities direct control over the development process, resources, and decision-making authority. According to the underlying principle of CDD programs, communities are the best judges of how their lives and livelihoods could be improved, and if given proper resources and information, they can organize themselves to address their urgent needs. CDD programs are also driven by people's trust (Naidoo and Finn, 2001), therefore they encourage individuals to improve their own environment as a significant factor for development. Previous research has shown that by viewing disadvantaged people as assets and collaborators in the development process, CDD is more responsive to local demands, inclusive, and cost-effective than centrally directed NGO-based programs.

Community Driven Development (CDD) has been one of the fastest developing techniques for channeling development, according to (Mansuri, & Rao, 2003). Community Driven Development has become a fundamental operational strategy for many national governments as well as many international agencies in delivering services, according to Wong (2012). This is because previous experience shows that depending directly on disadvantaged communities to drive development operations can make poverty reduction efforts more responsive to demand, more inclusive, more sustainable, and cost-effective than typical centrally managed programs. According to Dongier et.al.(2003) , CDD bridges a vital gap in poverty-reduction initiatives, delivering immediate and long-term impacts at the grassroots level while complementing market-based and government-run programs.

2.2 Importance of Community Driven Development

Impoverished people seek a development process guided by their communities, according to the Voices of the Poor research (Narayan and others 2000), which was based on interviews with 60,000 poor people in 60 countries. When asked what would make the biggest difference in their lives, the poor said (a) their own organizations so they could negotiate with the government, traders, and NGOs; (b) direct assistance through community-driven programs so they could shape their own destinies; and (c) local ownership of funds to end corruption. They want non-governmental organizations (NGOs) and governments to answer able to them.

CDD is an efficient strategy for poverty reduction that complements market and government-run operations by delivering immediate and long-term results at the grassroots. CDD has been demonstrated to improve sustainability and make poverty reduction activities more demand-responsive. CDD has also been demonstrated to improve the effectiveness and efficiency of poverty-reduction activities. CDD has the ability to occur simultaneously in a wide number of communities because it works at the local level, resulting in a far-reaching poverty impact. Finally, well-designed CDD programs are inclusive of poor and vulnerable groups, build positive social capital, and give them greater voice both in their community and with government entities. (Dongier, et al, 2003)

2.3 Benefits of the CDD approach

Governments can promote immediate poverty reduction by efficiently establishing human and physical assets at the local level by utilizing CDD methodologies and local actors to deliver vital products and services. CDD can make services more responsive to the needs of disadvantaged men and women, resulting in greater sustainability. The following section describes in more detail some of the benefits of the CDD approach.

2.3.1 Complementing Market and Public Sector Activities

Past national experience has proven that policies enhancing national economic competitiveness and state-run public investment programs are necessary but insufficient for poverty reduction (Dongier, et.al, 2003). The CDD strategy fills this important gap by delivering immediate and long-term outcomes at the grassroots level. Although the market

delivers adequate public goods (roads, education, and health care, for example), it is unable to offer all necessary services and goods for poverty reduction. Community-driven solutions involving CBOs, local governments, NGOs, and the private sector can effectively supplement market and government-run activities. The employment of CDD methodologies and local actors to deliver critical products and services can ensure that governments assist immediate poverty reduction by efficiently constructing people and physical assets at the local level (Rao, & Mansuri, 2003).

2.3.2 Improves efficiency and effectiveness

CDD appears to improve the effectiveness and efficiency of services in a variety of industries and contexts, according to research and experience. Managing development investments as a community usually results in reduced costs and more productive assets. Studies of community-organized irrigation systems in Asia, for example, have consistently found that systems built and operated by farmers themselves, often with little or no external assistance, produce higher levels of agricultural productivity than more modern systems built by government agencies with significant external assistance (Lam 1998; Tang 1992). In a recent study in Zambia, CBO-managed and contractor-managed approaches to school infrastructure development were compared. Unit expenses were more than twice as expensive under the contractor strategy as they were under the CBO approach.

2.3.3 Allows poverty reduction efforts to be taken to scale

Because CDD decentralizes duties and resources, activities can take place simultaneously in a large number of communities without being hampered by a central bureaucracy. When disadvantaged communities are allowed to drive development and are given the right knowledge, support, and clear regulations, a system may be put in place that allows them to play an active and continuing role in poverty reduction initiatives rather than simply providing for them. CDD ideas and actions are crucial aspects of an effective poverty-reduction and sustainable development strategy, according to the World Bank.

2.3.4 Makes development more inclusive of the interests of poor people and vulnerable groups

CBOs can represent populations that are often left out of the development process, while simultaneously giving them a voice and empowering them. Women's, indigenous groups', ethnic minorities', disabled people's, and individuals living with AIDS may not be able to

properly express themselves through traditional political and economic frameworks. However, because minorities are strongly represented in the various groups, CDD guarantees that they are actively included in the development process. Most CDD programs invest in infrastructure and services that benefit the entire community (roads, bridges, schools, and health centers, for example). In other words, they benefit both the impoverished and the non-poor. Wong (2012) conducted an impact evaluation of CDD programs in Senegal (PNIR), Tanzania's Social Action Fund II (TASAF2), Zambia's Social Recovery Project II, the Philippines' (KALAH-CIDSS), and India's Andhra Pradesh, and found that the poor accounted for a higher proportion of beneficiaries than the non-poor. All of the programs studied revealed that the poorest of the poor were highly represented among the project recipients.

2.4 Community Participation

Instead than simply obtaining a share of project benefits, community involvement refers to an active process in which beneficiaries influence the direction and execution of development efforts. According to Mansuri and Rao (2003), community participation leads to more responsive development projects, governments, better delivery of public goods and services, better maintained community assets, and a more informed and interested citizenry. CDD initiatives are built on the active engagement of members of a defined community in at least some aspects of project design and implementation.

Active community involvement in project planning and implementation can help to improve project design by incorporating local expertise, raise project acceptance, provide a more fair distribution of benefits, stimulate local resource mobilization, and assure project sustainability. The following expenditures may be incurred as a result of community participation: delays in project start-up, required personnel increases, and pressure to enhance the level or breadth of services. Participatory approaches may potentially be riskier than bureaucratic/technical management because there is a risk of project cooption by certain groups, conflict, or efficiency losses owing to lack of experience with participatory approaches. (Bamberger,1998) The active participation of members of a defined community in at least some areas of project design and implementation is the cornerstone of CDD projects

2.5 Community Leadership

Evidence suggests that the success of subprojects often depends on the role that key local leaders and influential persons play in preparing proposals, mobilizing community contributions, and managing subproject implementation (World Bank, 2002). While leadership across any domain shares a few similarities, community leadership is distinctive, because leadership within the community domain operates under a different structure or purpose than organizations or specific individuals. What makes community leadership distinctive is that community leaders cannot rely solely on power and formal authority to get things done. Instead, as Pigg (1999) conveys, community leaders must rely on networks and influence, and specifically the relationships developed through extensive interactions within the community. (Ricketts 2005)

Evidence demonstrates that the participation of key local leaders and prominent persons in formulating proposals, mobilizing community contributions, and supervising subproject execution is critical to the success of subprojects (World Bank, 2002). While leadership in each subject has some characteristics in common, community leadership is distinct since it operates under a different framework or purpose than organizations or specific individuals. The fact that community leaders cannot rely simply on power and official authority to get things done distinguishes them from other types of leadership. Rather, as Pigg (1999) points out, community leaders must rely on networks and influence, particularly the relationships built via extended interactions within the community. (Ricketts, 2005)

The claim made by Besley and Coate (2003) that directly elected officials are more responsive than appointed officials defies logic. When public officials are directly elected, citizens' vote choice is likely to be influenced by their responsiveness to constituent desires. Citizens can use direct elections to pick leaders who are more similar to them in terms of preferences, beliefs, or some other criterion than incumbents. The ability to utilize community resources is linked to the concept of excellent leadership. Indeed, leaders are seen as bridges to resources rather than as catalysts in development. Citizens see themselves as recipients of services rather than as part of a government process.

The acquisition of technical skills and knowledge by community residents is much too often prioritized in community leadership development. Indeed, a community leader is someone who can help communities and groups recognize assets and needs while also

working toward their objectives. They assist the community in identifying and maximizing internal resources as well as acquiring essential external resources. To achieve these objectives, leaders must have a variety of skills, including interpersonal, communication, and organizational ability. They must be able to define and achieve goals, develop and maintain group structure, support group action and task completion, and represent the group to external audiences. Technical skills are valuable and necessary, yet they are insufficient. Evans (2012)

According to previous research, CDD programs may boost interactions between community members and leaders, but they may not build long-term social capital substantially. The problem of elite capture is particularly problematic because donor organizations are keen to adopt the participatory approach because they want to alleviate poverty and show tangible results to persuade their constituents or sponsors that the new strategy is effective. Clearly, such a sense of urgency contradicts the prerequisites of a successful CDD project, which cannot work unless the rural poor are truly empowered.

2.6 Community Empowerment

Community empowerment is described as individuals and government working together to improve the quality of life in their communities. Communities must have genuine control over resources, project/program design and selection, implementation, and monitoring and evaluation if they are to be empowered (Hans & Swaminathan, 2003). The community's important players must be involved in choices that affect their lives; this guarantees that individuals take responsibility for the difficulties they confront. Importantly, community empowerment implies that the government will find it impossible to fix all of the problems on its own. As a result, residents must be engaged and have the motivation, skills, and confidence to stand up for their communities and suggest improvements. The impoverished and weak may gain "empowerment," allowing them to participate more successfully in certain development projects and programs (Mayo & Craig, 1995).

Poor people are primary actors in the development process, not targets of externally designed poverty reduction measures, according to community driven development (CDD). Community groups have influence over choices and resources under CDD, and they frequently collaborate with demand-responsive support organizations and service providers, such as elected local governments, the private sector, nongovernmental

organizations (NGOs), and central government agencies. Not only do poor communities have more capacity than is commonly recognized, but they also stand to benefit the most from resources aimed at poverty reduction (Alkire et al. 2001).

CDD can improve a project's effectiveness, efficiency, and long-term viability, making it more pro-poor and responsive to local interests. The primary concept underlying Community Driven Development, according to the World Bank empowerment source book (2002), is the idea of empowerment, an expression commonly used in development literature but rarely defined. The fundamental challenge of empowering poor people has been highlighted as having access to governing systems. Empowering individuals is a difficult task. Individuals frequently lack the time, energy, finances, and knowledge necessary to plan and implement such campaigns. Community engagement necessitates a number of factors, including the availability of resources for empowerment, such as politics and legal rights, funding and public capacity to create mobilization systems, opportunities, such as those provided by institutional preparations, and finally motivations for individuals to exercise their rights (Paul, 2010).

2.7 How CDD programs work

The CDD program's implementing agency usually conducts communication and outreach initiatives to promote community knowledge of the program and build support for widespread participation. An application-based approach, in which communities must apply for block grant, or an allocation model, in which the implementer distributes payments to specific communities, are the two funding structures. Typically, community members vote on development projects at a meeting held by an existing community group or a newly formed community project committee formed particularly for the program.

Most CDD initiatives necessitate the formation of a community project committee to manage development projects. The project's implementation, financial administration, material procurement, and contractor recruitment are all handled by the committee. The committee and other members of the community may get training in project and financial management and governance, as well as technical maintenance training. Community members are frequently asked to contribute money, supplies, or labor to the project. (H. White, R. Menon, and H. Waddington, 2018).

2.8 Review of Empirical Studies

Mutegi (2015), in his research “Factors influencing performance of community driven development projects. A case of Kenya agricultural productivity project Meru County”. The objective of the study was to investigate how community leadership influences performance of Kenya agricultural productivity Community Driven Development project, to establish how external facilitators influence performance, to examine how community participation influence performance and to examine how community empowerment influence performance of Kenya agricultural productivity community driven development projects in Meru County.

The study found that all the factors (community leadership, external facilitators, community participation and empowerment) had a positive influence on performance of Kenya agricultural productivity projects in Meru County. This study therefore recommends that initiatives be undertaken to create awareness and encourage the youth and the educated to take part and own community projects to boost the ability of the local community to plan, design, mobilize resources, make decision, participate and implement their projects.

Madu et.al (2013), “the effect of a community-driven development project (Fadama II) on rural farming communities in Adamawa state, Nigeria” tried to assess the impact of Fadama II project, which uses community-driven development approach, is the first of its kind and largest agricultural and rural development project in Nigeria. The result shows that participation in the project has significantly increased the income of beneficiaries compared to non-beneficiaries.

The findings also indicate that Fadama II has as well successfully implemented its CDD approach, as community members were given voice to take decision on planning and implementation of projects meant to touch their lives. The value of productive assets has increased significantly among the beneficiaries. The project also had positive impacts on road construction and rehabilitation in project communities. As the finding indicates, the rate of adoption of new technologies was large and significant. Conflict has been reduced among the community members as a result of participation. The findings also revealed that the project has enhanced the capacities of the beneficiaries to cope with their activities. The unique feature that could have contributed to the significant impact of the project in a short time is it’s participatory and demand driven approach that gives voice to the communities.

It is concluded therefore, that the strategy of participatory and Demand Driven Development should take a center stage in any rural development process.

(Anitem & Abiodun, 2016) conducted study on “Community Driven Development (CDD) and Rural Poverty Alleviation in Nigeria: A Bottom-up Development Approach”, the objective of the study was to analyze a number of selected rural development (community driven) projects. The paper uses literature collected from secondary source to analyze selected projects. The study shows that Community driven projects are indeed effective in improving the lives of the poor in rural areas by increasing their productive assets, income level and general welfare. This study recommends that for it to achieved desired results, community driven development approaches to rural poverty alleviation should be carefully planned and monitored.

2.9 Conceptual Frame Work

Framework developed by the student researcher from the literature reviewed about the implementation of Community Driven development. Figure 2.1 indicates the independent and dependent variables in the study.

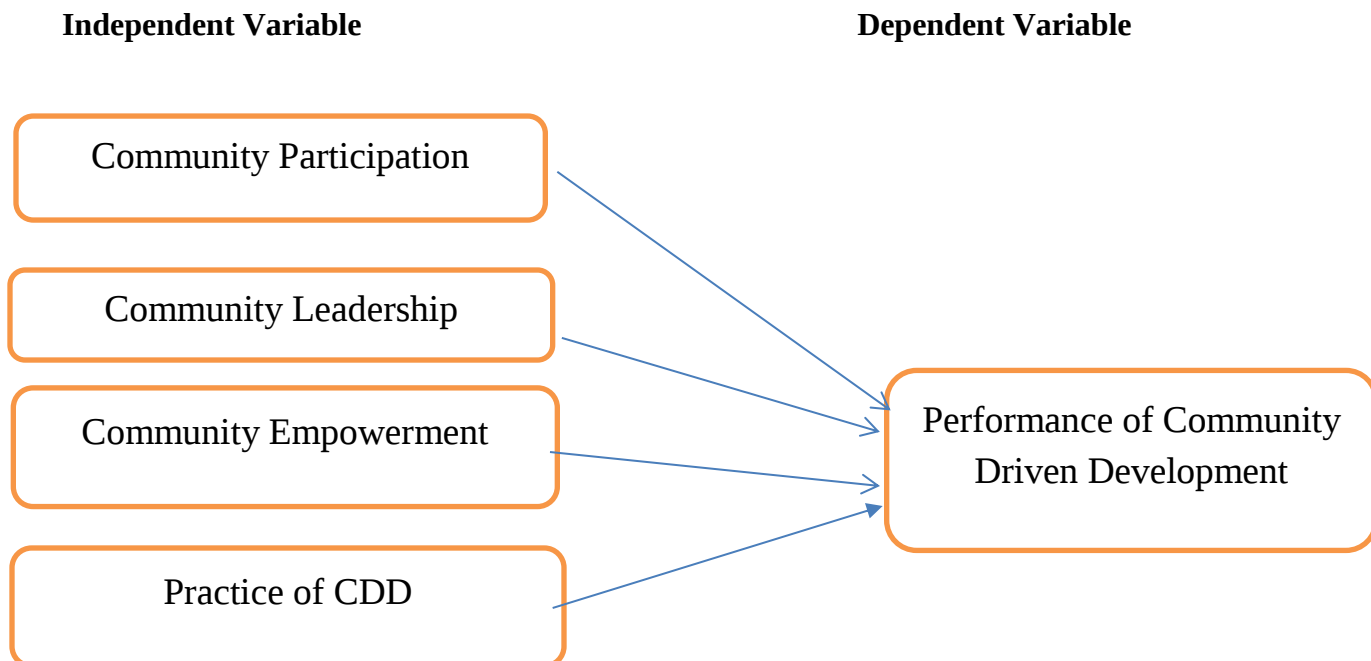


Fig 2.1. Conceptual Framework

2.10 Summary of Empirical Studies

According to empirical literature reviewed, limited studies have been conducted on implementation of CDD approach in different countries. Mutegi (2015), in his research “Factors influencing performance of Community Driven Development Projects :A case of Kenya agricultural productivity project Meru County” indicated that all the factors (community leadership, external facilitators, community participation and empowerment) had a positive influence on performance of Kenya agricultural productivity projects in Meru County.

Madu et.al (2013), “the effect of a community-driven development project (Fadama II) on rural farming communities in Adamawa state, Nigeria” tried to assess the impact of Fadama II project, which uses community-driven development approach. The result shows that participation in the project has significantly increased the income of beneficiaries compared to non-beneficiaries. The findings also indicate that Fadama II has as well successfully implemented its CDD approach, as community members were given voice to take decision on planning and implementation of projects meant to touch their lives.

(Anitem &Abiodun, 2016) conducted study on “Community Driven Development (CDD) and Rural Poverty Alleviation in Nigeria: A Bottom-up Development Approach”. The paper uses literature collected from secondary source to analyze selected projects. The study shows that Community driven projects are indeed effective in improving the lives of the poor in rural areas by increasing their productive assets, income level and general welfare.

Even though, the aforementioned, empirical reviews try to point to out their finding as per their study area, it doesn’t necessarily mean that the finding of their country necessarily applies for another country, this is because each nations have their own culture, economic background, political environment and other considerations that needs to be taken in to account. The literature reviewed above was not enough by themselves to answer the research question under consideration. The above researches have some limitations:

- The variables included in those studies were not all inclusive of the variables considered in the current study. The research methods used are different.
- Most of the studies are conducted in farmer’s area not in pastoral area.

- As to the knowledge of the researcher, there is no study conducted in CDD approach implementation in Ethiopia.

This paper attempts to introduce a new perspective for assessment of performance of CDD approach by identifying factors that play a major role and using quantitative data to illustrate the relationship between the identified factors and effective performance of CDD approach.

CHAPTER 3: RESEARCH METHODOLOGIES

3.1 Introduction

This chapter details the methodological approaches and issues that were employed during this research. It details the research design that was adopted, nature and source of data, study population, the sample size and sampling procedure, instrument for data collection, validation of the instrument and tools for analysis.

The data employed for this study was sourced from the field through liaison with Oromia Pastoral Community Development Project for data regarding the project staffs located in Borena and West Harerege zones of the region, from which a representative sample of implemented Community Driven Development Projects (CDD) was obtained. The areas of investigation were segmented into four key areas:-Community leadership, practice of CDD approach, community empowerment and community participation.

3.2 Research design

The research adopted a Descriptive Survey Design. This is because the target population was large and therefore, a descriptive survey design enabled the researcher to collect data from the large population so as to assess implementation of CDD approach with respect to the research objectives. It also allowed for the assessment of how variables correlate. Direct observation was also employed to observe and document the implementation of the Community Demand Driven (CDD) methodology during visits to chosen project sites.

3.3 Target Population

The target population was drawn from the Pastoral Community Development Project staffs involved in implementation of the CDD approach in Oromia region. These involved the project staffs at regional, zonal and district levels.

The positions of staffs that are included in the study are project coordinators, monitoring and evaluation officers, component owners, procurement officers, financial officers, and accountants who are directly involved in the implementation of CDD in Oromia region. The project was organized and coordinated under Oromia Pastoral area Development Coordination Commission at region level and under respective Pastoral Development Offices at Zonal and *Woredas* level.

3.4 Sources of Data

Both primary and secondary sources of data were used to get ample information about implementation of CDD approach in Oromia region under Pastoral Community Development Project. The primary sources were used to get-first-hand information. The primary source was survey questionnaire. The secondary source was used to strength the primary sources of data. The secondary sources are the second-hand information which includes PCDP different documents such as annual reports, journals, manuals, reference materials, various books, websites, other published and unpublished sources and relevant documents were used to avoid the inadequacies of the data and to make the study reliable.

3.5 sample size

According to Kothari (2004), a sample size is a subset of the whole population that is used to represent the target group's overall views. The cases of identifying initial subjects was selected on the basis of them being informative and possessing required characteristics. They were selected on basis of them being involved in implementation of CDD sub projects under Pastoral Community Development Project.

The total population for this study are 111 projects staffs, of which 11 are at regional level, 48 at Mobile Support Team (MST) and 52 are from woreda(district) level. In order to increase efficiency, representativeness, reliability and flexibility of the study, the researcher included all regional level project staffs, Borena Zone and West Hararge zone Mobile Support Teams, and all project Woredas (districts) staffs in the two zones for sample. The researcher selected the two zones purposely to represent pure pastoralist and agro-pastoralist communities. Based on this criteria, 51 projects staffs were selected from region and from purposively selected zone and all Woredas(districts) of the selected zone to conduct the study.

Table 3.1 Sample size determination

Respondent	No.of project staffs	Remark
Region	11	All technical staff
Mobile Support Team	26	3 Mobile support Team technical staffs
Project Woreda	14	7 project woredas
Total	51	

Source: Oromia region project coordination unit

3.6 Sampling Procedure

Pastoral Community Development Project was implemented in five zonal administrations of Oromia region. The zonal administrations livelihood are based on pure pastoralism and agro-pastoralism. It is difficult to collect data from all the five zonal administrations. The researcher selected Borena zone, which is pure pastoralist and West Hararge zone agro-pastoralist communities.

Therefore, Borena and West Hararge zones of Oromia Regional State was purposely selected. In this study purposive sampling technique was employed. The regional projects coordination Units, Mobile Support Teams technical staffs and district level project staffs who were involved in implementation of CDD approach were part of samples.

3.7 Instrument for data collection

The main data collection instrument was the questionnaire. Primary data was collected via questionnaires (five point likert-scales). Questionnaires were drafted based on the research questions, objectives of the study, the reviewed literature and the intended data to collect. Data and information regarding the variables being investigated; community leadership, community participation, practice of CDD approach and empowerment indicators was obtained through using a structured questionnaire.

Secondary data was collected from secondary sources of data such as books, journals, reports, and related articles from the internet.

3.8 Data Analysis Technique

Descriptive analysis method was used to analyze the collected data. Data collected was checked for completeness, systematically organized, data entry undertaken and verification done after Coding. Statistical Package for Social Sciences (SPSS) version 20.0 was then used for quantitative analysis for quantitative data.

Descriptive statistics was used to analyze the data collected using questionnaires. Analysis of the data and interpretations are made based on the frequency, mean, and standard deviation. The inferential statistics used are correlation and multiple regression analysis methods.

3.9 Validity and Reliability of the instruments

Validity and reliability are essential ways by which any research instruments are evaluated before being undertaken to the field for data collection.

3.9.1 Validity of instruments

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. The researcher went through the instruments and compared them with the set objectives and ensures that they contained all the information that answers the set questions and address the objectives. In addition, pilot test was conducted on 5 staffs from the projects and certain modification made on the instruments.

3.9.2 Reliability of Instruments

In order to test the reliability of the instruments, internal consistency techniques were applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicates good reliability.

3.10 Ethical Consideration

This study preserves the ethical integrity for ethics as one of the critical issues in research. Hence, prior consent was obtained from project staffs involved in the implementation of CDD. The prior consent was acquired before presenting the utility of the present study. Anonymity of participant's identity was maintained in the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1. Introduction

The findings of the study are presented in this chapter, along with a discussion of them. To guarantee uniformity during the study, the data from the fully completed questionnaires was coded. The research looked at the many CDD components or qualities that influence how CDD projects are carried out. Community leadership, community participation, Community empowerment and practice of CDD approach are among the primary variables assessed. This study used a simple descriptive research strategy that encompassed both quantitative and qualitative approaches. The findings from the questionnaires were analyzed using SPSS (version 20). Descriptive statistics was used to analyze the data collected using questionnaires. Analysis of the data and interpretations are made based on the frequency, mean, and standard deviation. The inferential statistics used are correlation and multiple regression analysis methods.

4.2. Questionnaires returned

The sample size determined for the study was 51. Hence, 51 questionnaires were distributed to the projects coordinators, Team leaders, Project staffs and Mobile Support Team leaders and others who were directly involved in implementing CDD sub projects in Oromia region. Out of 51 questionnaires, 45 were properly completed. The response rate was 88 %. The analysis was conducted on 45 responded questionnaires.

4.3 Respondents Demographic Characteristics

The study was interested in looking at the demographic characteristics of the respondents in terms of age, education background, job position, and years of experience in implementing CDD approach. These variables were important as they assist in determining whether the survey was reaching the targeted respondents.

4.3.1 Respondents distribution by gender

The respondents were asked to state their gender as either male or female. Results from the responses are as indicated in table 4.1.

Table 4.1 Gender of the respondents

Gender	Frequency	Percent
Female	9	20.0
Male	36	80.0
Total	45	100.0

Source: Survey data 2021

Out of the 45 respondents who took part in the study, 36 (80%) of the project staffs were male dominated as compared to only 9(20%) of the project staffs were female dominated. This indicates that majority of the project staffs are male.

4.3.2 Age of the respondent

The researcher inquired about the respondents' ages. The researcher could benefit from using age as a variable. In determining the experience, commitment, and level of responsibility of responses. Because of this, the age of the respondents was requested. The results were as shown in table 4.2

Table 4.2. Age of the respondent

Age	Frequency	Percent
20-30	4	8.9
31-40	27	60.0
41-50	10	22.2
>50	4	8.9
Total	45	100.0

Source: Survey data 2021

Out of 45 project staff members that took part in the study, 4 (8.9%) were between the ages of 20 and 30. The majority of the project's workforce (27, or 60.0 percent) were between the ages of 31 and 40. 10 (22.2%) of project employees were between the ages of 41 and 50, while 4 (8.9%) were over the age of 50. According to the study's findings, the majority of project staffs 37(82.2%) fell within the age category of 31-40 years and 41-50 years respectively, a clear indication that most of the project staffs were mature in age. This implies that the majority of the work force is at productive age to implement the CDD approach.

4.3.3 Educational back ground

The goal of the study was to determine the distribution of respondents based on their greatest level of education. The education of project employees was of interest to the researcher because he believed that the level of education of project employees could influence the implementation of CDD projects. In light of this, respondents were asked to state their highest educational level. As seen in Table 4.3, their responses were as follows.

Table 4.3. Educational Background of respondents

Level of Education	Frequency	Percent
Bachelor Degree	25	55.6
Master Degree	17	37.8
PhD Degree	2	4.4
Other	1	2.2
Total	45	100.0

Source: Survey data 2021

According to the study's findings, 25 (55.6%) of the 45 project staffs who participated in the study had a Bachelor's degree as their highest completed level, 17 (37.8%) had a Master's degree as their highest completed level, and 2 (4.4%) had a PhD degree as their highest completed level. As shown in Table 4.3, the majority of project employees (42%) had a Bachelor's or Master's degree as their highest level of education. These educational levels aided in the implementation of CDD initiatives under the PCDP.

4.3.4 Position of respondents

The researcher asked respondents about their position in the project.

Table 4.4 Position of respondents

Position	Frequency	Percent
Project Coordinator	5	11.1
Team Leader	6	13.3
Project Officer	30	66.7
Expert	3	6.7
Process Owner	1	2.2
Total	45	100.0

Source: Survey data 2021

Concerning the position of respondents, 5 (11.1%) were project coordinators at all levels, 6 (13.3%) were team leaders, 30 (66.7%) project staffs, 3 (6.7%) experts and 1 (2.2%) is process owner. This implies that professionals of different level are participating in the study.

4.3.5 Years of experience

The study found that 22.2% the respondents have an experience of less than 5 years, 60% respondents have experience of 5 to 10 years, 11.1% of them 11 to 15 years and 6.7% of the respondents more than 15 years of experience in the above positions. Hence, the project work experience the majority respondents have is enough for successful implementation of the project.

Table 4.5 Years of experience on the above position

Year of experience on the above position	Frequency	Percent
<5	10	22.2
5-10	27	60.0
11-15	5	11.1
>15	3	6.7
Total	45	100.0

Source: Survey data 2021

4.3.6 Years of experience in implementing CDD

More than half of the respondents (60%) have an experience of implementing CDD projects more than five years, while 40% of the respondents have an experience of implementing CDD projects for less than 5 years. This implies that the project staffs under PCDP has the capacity to implement CDD approach successfully.

Table 4.6 Year of experience implementing CDD

Years of experience implementing CDD	Frequency	Percent
<5	18	40.0
5-10	23	51.1
11-15	3	6.7
4.00	1	2.2
Total	45	100.0

Source: Survey data 2021

4.3.7 Reliability Analysis

The reliability analysis is critical in reflecting the overall reliability of the constructs that it is measuring in order to determine the consistency of the questionnaire, particularly the Likert-type scale. Cronbach's Alpha (α) is the most frequent measure of scale reliability, and a value greater than 0.700 is considered extremely good (Field, 2009; Cohen and Sayag, 2010), while a reliability value (α) better than 0.600 is likewise acceptable (Cronbach's, 1951).

Table 4.7 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.768	.710	5

Source: Survey data 2021

From table 4.7 above, the value for Cronbach's Alpha (α) was 0.768. Therefore, the responses generated from all variables in this study were acceptable (reliable) for data analysis.

4.4 Descriptive analysis on the assessment of implementation of the CDD approach

This section presents the results of the descriptive statistical analysis of the data and their interpretations. The descriptive statistics used are the mean and standard deviation. The main purpose of using this statistical parameter is to interpret the average response rate of respondents for each item. The responses of respondents for the variables indicated in this research have measured on five point Likert scale. The respondents were to give their independent opinion on the assessment of implementation: the case of Oromia Pastoral Community Development Project.

According to Kajuju (2012) the scores of strongly agree /agree have been taken to present a variable which had a mean score of greater than or equal 3.5 to less than or equal 5 (3.5 to 5) on Likert scale; The scores of neutral/ Indifferent have been taken to represent a variable with a mean score of greater than or equal 2.5 to less than 3.5 (≤ 2.5 to < 3.5) on the Likert scale. The score of disagree/strongly disagree have been taken to represent a variable which had a mean score of (0 to < 2.5) on the Likert scale.

A standard deviation of >0.8 implies a significant difference on the impact of the variable among respondents. Any score can be assigned as long as the intensity of the response pattern is reflected in the score and the highest score is assigned to the response with the highest intensity. (Renjit Kumar: Research Methodology, pp. 161). In line with this the researcher have used if the mean value and average mean value fall under the above ranges, it has the meaning and interpretations that have been used the same .The related data analysis results and discussions have presented in the following tables 4.8- 4.11 and paragraphs.

4.4.1 Role of community leadership on performance of community driven development projects in Oromia region.

The researcher's goal in this section was to collect data that would answer the research question: What role does community leadership have on the performance of Pastoral Community Development Project CDD projects in Oromia. Several assertions were shown to the respondents, and they were asked to strongly agree (SA), agree (A), disagree (D), or strongly disagree (D) to fully answer this question (SD). If the respondent does not agree with these responses, they should mention that they are unsure (NS). To present the results, an array of Tables was employed.

Table 4.8 Role of community leadership on performance of Community Driven Development projects in Oromia region.

Statement	N	Minimum	Maximum	Mean	Std. Deviation
1.1 The community leadership participates in mobilizing resources from the community	45	3.00	5.00	4.2444	.64511
1.2 Community leaders have close cooperation with the project.	45	1.00	5.00	3.7778	.97442
1.3 Leadership positions were distributed between men and women in the community	45	1.00	5.00	3.6000	1.07450
1.4 Community leaders are sources of information for community development projects	45	3.00	5.00	4.3556	.57031
1.5 Community leaders involve vulnerable and marginalized groups in the project implementation.	45	2.00	5.00	2.4844	1.04785
1.6 Community leaders have the ability to oversee successful implementation of the projects	45	3.00	5.00	4.0444	.47461
1.7 The participation of community leaders in monitoring directly helps project implementation	45	3.00	5.00	4.2889	.50553
1.8 Community leaders make decisions on different issues affecting the community.	45	2.00	5.00	4.3511	.63325
Valid N (listwise)	45				

Source: Survey data 2021

In table 4.8 item 1.1 the community leadership participates in mobilizing resources from the community the respondents have mean score of 4.24 showing strongly agree to the statement and standard deviation of 0.645 shows there is less significant response variability among respondents. From this, one can conclude that there is local ownership and the sustainability of the project.

In the above table item 1.2 Community leaders have close cooperation with the project, the respondent had a mean of 3.77 showing that agreement on the issue and standard deviation 0.97 shows there is significant response variability among respondents. This shows that the implementation of the project can be completed on time.

In table 4.8 item 1.3 Leadership positions were distributed between men and women in the community, the respondents had a mean of 3.60 showing that agreement with the statement and standard deviation 1.07 means there is significant variability among respondents. The

respondents response indicate that both men and women hold leadership positions to implement their community development.

In table 4.8 item 1.4 Community leaders are sources of information for community development projects, the respondents had a mean of 4.35 showing that strong agreement with the statement and standard deviation 0.57 means there is less significant variability among respondents. The respondent's response indicate that there is proper communication channel between the community and the project.

In the case of Community leaders involve vulnerable and marginalized groups in the project implementation (table 4.8 item 1.5), the respondents had a mean of 2.48 showing in disagreement with the statement and standard deviation 1.04 shows there is significant variability among respondents. The respondents response indicate that in Oromia region, marginalized populations represent just a small part of development efforts, according to this report.

In the case of Community leaders have the ability to oversee successful implementation of the projects (table 4.8 item 1.6) , the respondents had a mean of 4.04 showing in agreement with the statement and standard deviation of 0.47 shows there is less variability among respondents. The respondent's response indicate that community leaders are capable of bringing people together to achieve a common purpose.

The above table 4.8 item 1.7 the participation of community leaders in monitoring directly helps project implementation had a mean of 4.28 showing in agreement with the statement and standard deviation 0.50 shows there is less response variability among respondents. From this, we can conclude that this process increase the accountability and quality of social services.

In table 4.8 item 1.8 Community leaders make decisions on different issues affecting the community had a mean of 4.35 which is in agreement with the statement and standard deviation of 0.63 shows there is less variability among respondents.

4.4. 2 How CDD projects are practiced in Oromia region under PCDP?

This section assesses practice of CDD projects in Oromia region under PCDP. Information is mainly in frequencies, mean and standard deviation. Respondents were requested to rate the statements as to Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD).

Table 4.9 Practice of the CDD approach

Statement	N	Minimum	Maximum	Mean	Std. Deviation
2.1 The CDD practice can bring capacity building.	45	3.00	5.00	4.6444	.60886
2.2 CDD treats local communities as assets and partners in the development process.	45	3.00	5.00	4.2889	.54864
2.3 CDD can make poverty reduction effort more demand responsive and can enhance the sustainability.	45	4.00	5.00	4.4444	.50252
2.4 CDD projects improve local governance.	45	4.00	5.00	4.2889	.45837
2.5 CDD can improve the implementation of development projects.	45	4.00	5.00	3.8444	.36653
2.6 CDD can improve capacity and empower poor people	45	4.00	5.00	4.3333	.47673
2.7 CDD allows the development process to be inclusive of vulnerable and excluded groups, such as women, disabled, low castes, and ethnic minorities	45	2.00	5.00	2.4433	.60302
2.8 CDD gives control of decision and resources to community groups.	45	1.00	5.00	3.9111	.99595
Valid N (listwise)	45				

Source: Survey data 2021

In table 4.9 item 2.1 The CDD practice can bring capacity building had a mean of 4.64, which is in strong agreement with the statement, and standard deviation of 0.60 shows there is less significant response variability among respondents. The respondent's response indicate that the communities are able to design and drive the development on their own.

In the case of CDD treats local communities as assets and partners in the development process. (Table 4.9 item 2.2), had a mean of 4.28 which is in strong agreement with the statement and standard deviation of 0.54 shows there is less response variability among respondents. The respondent's response indicate that community members are active participants.

In table 4.9 item 2.3 CDD can make poverty reduction efforts more demand responsive and can enhance sustainability had a mean of 4.44 which is in strong agreement with the statement and standard deviation of 0.50 means there is less significant variability among respondents. From the response of respondents, it is possible to say that the majority of beneficiaries in the Oromia region are actively involved in the implementation of CDD initiatives.

In the case of CDD projects improve local governance (Table 4.9 item 2.4) had a mean of 4.28, which is in strong agreement with the statement, and standard deviation of 0.45 shows there is less response variability among respondents. The response of the respondents show that community leaders are accountable to every one they serve.

In table 4.9 item 2.5 CDD can improve the implementation of development projects had a mean of 3.84 which is in agreement with the statement and standard deviation of 0.36 means there is less response variability among respondents. From the response of respondents, it is possible to conclude that the project can complete planned activities.

In table 4.9 item 2.6 CDD can improve capacity and empower poor people had a mean of 4.33 which is in strong agreement with the statement and standard deviation of 0.47 means there is less significant variability among respondents. This implies that the beneficiary communities in Oromia region has the capacity to undertake their own development.

In the case of CDD allows the development process to be inclusive of vulnerable and excluded groups, such as women, disabled, low castes, and ethnic minorities (Table 4.9 item 2.7) had a mean of 2.44, which is in disagreement with the statement, and standard deviation of 0.60 shows there is less variability among respondents. Nonetheless, regional project coordination units should make an effort to reach out to the respondents who were unable to rate themselves on this issue.

In table 4.9 item 2.8 CDD gives control of decisions and resources to community groups had a mean of 3.91 which is in agreement with the statement and standard deviation of 0.995 means there is significant variability among respondents. This shows that there is a need to create an enabling environment for genuine participation.

4.4.3 How does community empowerment influence performance of CDD projects in Oromia region?

In this section, the researcher looks into how does community empowerment influence performance of CDD projects in Oromia region. This was accomplished by asking respondents to agree or disagree with a series of assertions on a scale ranging from strongly agree (SA), agree (A), not sure (NS), disagree (D), and strongly disagree (D) (SD). Frequencies, mean and standard deviations were used to display the data analysis.

Table 4.10 Influence of community empowerment

Descriptive Statistics					
Statement	N	Minimum	Maximum	Mean	Std. Deviation
3.1 Community members are empowered to plan and develop community projects.	45	2.00	5.00	4.0444	.95240
3.2 Empowerment of women and the youth enhances performance of community development projects.	45	2.00	5.00	2.3289	.45870
3.3 Community members own and manage most development projects in Oromia region.	45	2.00	5.00	3.9778	1.01516
3.4 Community members are consulted during project identification process.	45	2.00	5.00	4.4222	1.03328
3.5 The capacity building provided by the project helped to empower the beneficiary communities.	45	2.00	5.00	3.8444	.85162
3.6 Communities involve in decisions that affect them.	45	2.00	5.00	3.6444	.73718
Valid N (listwise)	45				

Source: Survey data 2021

In table 4.10 item 3.1 Community members are empowered to plan and develop community projects had a mean of 4.04 which is in agreement with the statement and standard deviation of 0.95 means there is significant response variability among respondents. From

the response of respondents, it can be said that communities and individuals can develop opportunities, capacities, and tools that benefit them.

In the case of table 4.10 item 3.2 empowerment of women and the youth enhances performance of community development projects had a mean of 2.32, which is in disagreement with the statement, and standard deviation of 0.45 means there is less significant response variability among respondents. This indicates that the project has to work more on women and youth empowerment.

In the case of Community members own and manage most development projects in Oromia region (table 4.10 item 3.3) had a mean of 3.97 which means in agreement to the statement and standard deviation of 1.01 shows there is significant response variability among respondents. The response of respondents shows that the project is benefiting the target population.

In table 4.10 item 3.4 Community members are consulted during project identification process had a mean of 4.42, which is in strong agreement with the statement, and standard deviation of 1.03 shows there is response variability among respondents. The response of respondents show that the project is participating the community starting from project identification.

In the case of the capacity building provided by the project helped to empower the beneficiary communities (table 4.10 item 3.5) had a mean of 2.58 which is indifferent with the statement and a standard deviation of 0.90 shows there is response variability among respondents. The response of respondents shows that the capacity building provided by the project is not adequate.

In table 4.10 item 3.6 Communities involve in decisions that affect them had a mean of 3.64, which is in agreement with the statement, and standard deviation of 0.73 shows there is less significant response variability among respondents. The response of respondents show that the project is considering the needs of beneficiaries.

4.4.4 How does community participation influence performance of Community Development Projects in Oromia region?

The researcher explores how does community participation influence the performance of community development projects in Oromia region. In response to assertions made by the researcher, the respondents supplied varied expressions (SA=Strongly agree, A=Agree,

NS=Not sure, D=Disagree, and SD=Strongly Disagree). To present the findings in frequencies, and standard deviations were employed.

Table 4.11 Influence of community participation

Descriptive Statistics					
Statement	N	Minimum	Maximum	Mean	Std. Deviation
4.1 Community members participate in identification, planning, and M&E of sub projects.	45	1.00	5.00	3.9778	.91674
4.2 Community members are involved in different committees established for the implementation of the sub projects.	45	2.00	5.00	4.3333	.60302
4.3 Marginalized groups and vulnerable in the society participate in the community development projects.	45	2.00	5.00	2.4889	.92004
4.4 Community Participation is effective at targeting the poor.	45	2.00	5.00	3.9333	.75076
4.5 Communities attend regularly on meeting where decisions on issues like community needs assessment and priority setting decided	45	2.00	5.00	2.3822	1.08479
4.6 Community members contribution of cash and in kind/ labor contribution of counterpart fund	45	1.00	5.00	4.1111	0.49916
4.7 The status of community can influence their level of participation in the community development projects	45	1.00	5.00	3.9333	.91453
4.8 Community participation improves public resource management and reduces corruption	45	1.00	5.00	4.2889	.72683
4.9 community participation helps to have a fair and equitable distribution of benefits	45	1.00	5.00	4.2222	.76541
4.10 Community participation is an important determinant in project performance and sustainability	45	1.00	5.00	4.4444	.75545
Valid N (listwise)	45				

In table 4.11 item 4.1 Community members participate in identification, planning and M&E of sub projects had a mean of 3.97 which is in agreement with the statement and standard deviation of 0.91 shows there is significant response variability among respondents. From the response of respondents we can say that communities usually participate voluntarily in projects which can affect their lives positively.

In table 4.11 item 4.2 Community members are involved in different committees established for the implementation of sub projects had a mean of 4.33 which is in agreement with the statement and standard deviation of 0.60 shows there is less response variability among respondents. From the response of respondents. Indeed, this study has revealed that community members take part in community development committees like Community project management, community procurement committee and social audit committees.

In the case of marginalized groups and vulnerable in the society participate in community development projects(table 4.11 item 4.3) had a mean of 2.48 which means in disagreement to the statement and standard deviation of 0.92 shows there is significant response variability among respondents. The response of respondents shows that marginalized and vulnerable communities need more attention.

In table 4.11 item 4.4 Community participation is effective at targeting the poor had a mean of 3.93 which is in agreement with the statement and standard deviation of 0.75 shows there is less response variability among respondents. The result shows targeting prevent benefits being captured by the non-poor, at the expense of poor people.

In the case of Communities attend regularly on meetings where decision on issues like community needs assessment and priority setting decided (table 4.11 item 4.5) had a mean of 2.38 which means in disagreement to the statement and standard deviation of 1.08 shows there is significant response variability among respondents. This shows that there is a need to participate communities regularly on meetings, which can affect their lives.

In table 4.11 item 4.6 Community members' contribution of cash, and In kind/labor Contribution of counterpart fund had a mean of 4.11 which is in agreement with the statement and standard deviation of 0.49 shows there is less response variability among respondents This implies that community contribution has an influence in speeding up the implementation of CDD projects.

In table 4.11 item 4.7 the status of community can influence their level of participation in the community development projects had a mean of 3.93 which is in agreement with the statement and standard deviation of 0.91 shows there is significant response variability among respondents.

In the case of Community participation improves public resource management and reduces corruption (table 4.11 item 4.8) had a mean of 4.28 which means in agreement to the statement and standard deviation of 0.72 shows there is less response variability among respondents. This shows there is active participation of established committees in the project implementation.

In table 4.11 item 4.9 Community participation helps to have a fair and equitable distribution of benefits had a mean of 4.22 which is in agreement with the statement and standard deviation of 0.76 shows there is less significant response variability among respondents.

In table 4.11 item 4.10 Community participation is an important determinant in project performance and sustainability had a mean of 4.44 which is in agreement with the statement and standard deviation of 0.75 shows there is less significant response variability among respondents.

Table 4.12 Implementation of CDD approach in Oromia region

Statement	N	Max	Min	Mean	Std. Deviation
3. Implementation of CDD approach in Oromia region is effective.	45	5	1	3.753	.975

Source: Survey data 2021

In table 4.12 item 5 Implementation of CDD approach in Oromia region is effective had a mean of 3.753 which is in agreement with the statement and standard deviation of 0.975 shows there is significant response variability among respondents.

4.5 The summary of the discovered findings together for explanatory variables

4.5.1 Correlation Analysis

Correlation analysis helps define the direction of the relationship between the variables and used

Mainly to evaluate the magnitude (between -1 and +1) and also helps gain insight into the strength of their relationship.

Table 4.13 Correlation Matrix

		Correlations				
		RCL	ICI	ICE	CPI	PCD
RCL	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	33				
PCP	Pearson Correlation	.603**	1			
	Sig. (2-tailed)	.000				
	N	33	33			
ICE	Pearson Correlation	.659**	.438**	1		
	Sig. (2-tailed)	.000	.098			
	N	33	33	33		
CPI	Pearson Correlation	.669**	.341**	.199	1	
	Sig. (2-tailed)	.803	.640	.644		
	N	33	33	33	33	
PCD	Pearson Correlation	.531**	.113	.406*	.320	1
	Sig. (2-tailed)	.000	.601	.049	.127	
	N	33	33	33	33	33

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

Source: Survey Data, 2021

Note: RCL= Role of Community Leadership, PCP= Practice of CDD project, ICE= Influence of Community Empowerment, CPI= Community Participation Influence, Performance of CDD Projects.

Pearson product moment correlation coefficient (r) was used to determine the strength of relationship between the dependent variable (Performance of CDD projects) and independent variables (Role of Community Leadership, Practice of CDD Project, Influence of Community Empowerment, and Community Participation Influence). As it can be

shown in table 4.13 above correlation matrix, each variable is perfectly correlated with itself and so $r=1$ along the diagonal of the table. Performance of CDD projects is significantly related to role of community leadership, with a Pearson correlation coefficient of $r = .603$, $p < 0.01$, practice of CDD project with $r=.659$, $p < 0.01$, Influence of Community empowerment with $r=.669$, $p < 0.01$ and community participation with $r=.531$, $p < 0.01$ are significantly related to dependent variables. Moreover, all the independent variables are found to have positive correlation with dependent variables. Those correlations show that the constructs are both conceptually and empirically distinct from each other and together determine strong predictive power as a result of the present study.

4.5.2 Assessment of Normality

In order to test the normality of the data, Skewness and Kurtosis test of normality distribution were used and conducted. Skewness is a measure of how responses are distributed, while kurtosis is a measure of how responses cluster around a central point for a standard distribution (Stern, 1977). A criterion from the literature is that a Skewness statistic bigger than 3.0 or a kurtosis statistic bigger than 8.0 would imply that the distribution is non-normal (Kline, 2005). The Skewness and kurtosis statistics for all variables in this study were within these acceptable ranges of normality as shown on Table 4.14 below.

Table 4.14 Assessment of Normality

Variable	Obs	Skewness	Kurtosis
Role of community leadership	45	-.711	2.807
Practice of CDD approach	45	-.262	2.652
Influence of community empowerment	45	-.923	5.749
Community participation influence	45	-.543	2.672
Implementation of CDD approach effectiveness	45	-.736	2.910

Source: Survey Data 2021

4.5.3. Assessment of Multi collinearity

Multi collinearity is a statistical problem which occurs when the explanatory variables (independent variables) are much correlated with each other (Hair, et al., 1998). It means when the strong correlation among predictors and the existence of r value greater than 0.80, tolerance value below 0.10, and Variance Inflation Factor (VIF) greater than 10 in the correlation matrix (Field, 2009). Tolerance in this case defined as a statistical tool which used to indicate the variability of the specified independent variables from other independent variables in the model (Pallant, 2007). Based on Table 4.15 the tolerance levels for all variables were greater than 0.10 and the Variance Inflation Factor (VIF) value for all variables were less than 10. Table 4.15. Pearson Correlations Matrix also shows the correlation between dependent and independent variables, the correlation matrix of all variables among the predictor was also less than 0.80. Therefore, correlation value, tolerance level, and VIF value indicates that there were no multi collinearity problem in this study.

Table 4.15 Collinearity Statistics

Model	Tolerance(I/VIF)	VIF
Role of community leadership	0.827	1.21
Impacts of implementing CDD	0.757	1.32
Influence of community empowerment	0.766	1.31
Community participation influence	0.752	1.32
Implementation of CDD approach effectiveness	0.756	1.32

Source: Survey data 2021

4.5.4 Multiple regression Analysis

To test the independent variables (Role of community leadership, practice of CDD approach , Influence of community empowerment and Community participation influence) will significantly explain the dependent variable (performance of CDD approach) multiple regression analysis was done. The results of the regression analysis are presented in Table 4.16 below.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.765	.724	.337

a. Dependent Variable: Performance of CDD approach

b. Predictors: (Constant), RCL, PCP ICE, CPI

Source: Survey data 2021

Note: RCL= Role of Community Leadership, PCP= Practice of CDD Projects ,ICE= Influence of Community Empowerment, CPI= Community Participation Influence

Model summary (table 4.16) of output is very important in describing overall relationships between dependent and independent variables (R), goodness of fit (R square) and the standard error of estimate. In order to determine the strength of the relationship between those variables, a value of R which is assumed to be 0.874 was established to show that the relationship between dependent and independent variable is very strong. Results have shown that 87.4% variations are caused by the independent variable.

Similarly, R^2 value shows us how close the data are to the fitted regression line. Thus, the overall predictability of the model is shown in the above table. The R^2 value of 0.765 indicates that model explains 76.5% of the attributes are responsible for overall performance of CDD approach. Therefore, 23.5 % for the performance of CDD approach in Oromia region is contributed by other independent variables not included in this study.

It means that there exists a positive relationship between all independent variables and a dependent variable. Moreover, this model shows a figure of the standard error of estimate i.e. 0.337, meaning that actual data is 33.7% dispersed from the regression line.

4.5.5 ANOVA Statistics

The ANOVA statistics in Table 4.17 below reveals that the significance of the model by the value of $F=62.975$ at a level .000, which implies that there were strong relationship between the independent variables and the outcomes of the regression variables and are the best fit for the model to predict the effectiveness of implementation of CDD approach in Oromia region.

Table 4.17 ANOVA Statistics

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.709	5	7.142	62.975	.000 ^b
	Residual	5.587	101	.310		
	Total	41.296	106			

Source: Survey data 2021

a. Dependent Variable: Performance of CDD approach

b. Predictors: (Constant), RCL, PCP, ICE, CPI

Note: RCL= Role of Community Leadership, PCP= Practice of CDD Projects, ICE= Influence of Community Empowerment, CPI= Community Participation Influence

4.5.6 Coefficients of variables

The results of the Table 4.18 cited below shows coefficients of all the independent variables positive effect of the predicting independent variables. That means any proportional increase in the independent variables lead to a proportional increase in the dependent variable. Therefore, based on the coefficients of the dependent variable all the hypotheses proposed by the researcher are acceptable. Because all the four hypotheses stated the positive relationship between the independent and the dependent variables are met. The independent variables with the level of significance value less than 5% could make a significance unique contribution to the predicted value of the dependent variable, beyond this level of significance the variable are not making a significance contribution for the prediction of the dependent variable.

Table 4.18: Regression Model (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.823	.258		10.956	.000
RCL	.039	.080	.025	.487	.011
PCP	3.670	.357	.021	.222	.000
ICE	1.103	.060	4.031	10.287	.012
CPI	.013	.097	.749	11.399	.000

Source: Survey data 2021

a. Dependent Variable: Performance of CDD project

b. Predictors: (Constant), RCL,PCP,ICE,CPI

Note: RCL= Role of Community Leadership, PCP= Practice of CDD Projects, ICE= Influence of Community Empowerment, CPI= Community Participation Influence

To determine the relation between performance of CDD approach and explanatory variables Role of Community Leadership, Practice of CDD Project, Influence of Community Empowerment and Community Participation Influence.

The result from the above tables led to the equation

$$(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon)$$

Becoming $Y = 2.823 + .039 \text{ RCL} + 3.670 \text{ PCP} + 1.103 \text{ ICE} + .013 \text{ CPI}$

From the regression equation, the study revealed that holding Role of Community Leadership, practice of CDD project, Influence of Community Empowerment and Community Participation Influence to a constant zero, performance of CDD approach of Oromia region would stand at 2.823, and An increase in practice of CDD project would lead to increase in performance of CDD approach in Oromia region by 3.670.

As unit increase in role of community leadership would lead to increase in performance of CDD approach by a factor of 0.039. As a unit increase in influence of community empowerment would lead to increase in performance of CDD approach by a factor of 1.103. As a unit increase in Community participation would lead to increase in performance of CDD approach by a factor of .013.

4.5.7 Summary and interpretation of findings

From the findings, the study revealed that there was greater variation in performance of CDD approach in Oromia region due to changes in role of Community Leadership, practice of CDD approach, Influence of Community Empowerment and Community Participation Influence.

This clearly shows that changes in performance of CDD approach in Oromia region could be accounted by changes in the above variables. The study also established that there was a positive relationship between Performance of CDD approach and the independent variables.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents in brief the findings of this study, deductions based on those findings and recommendations for further research on the problem. The study aimed at assessing the implementation of CDD approach: the case of Oromia Pastoral Community Development Project. The study further sought to examine how community leadership, practice of CDD approach, influence of community empowerment and community participation influence performance of community driven development projects under Pastoral Community Development Project in Oromia region.

5.2 Summary of Findings

On this section summary of the finding, conclusion to the main issues of the study and finally recommendation are presented. The purpose of this study is to assess implementation of CDD approach: the case of Oromia Pastoral Community Development Project and recommending on the actions to be taken. The study focused on project staffs of the project. The data were collected by the use of questionnaires, and observation and the research used descriptive survey. The samples are selected using purposive sampling methods. The collected data were organized and the necessary summaries and preparations were made in the form of tables and using Statistical Package for Social Sciences (SPSS) version 20. The data collected was analyzed based on the respondent's response and summarized as follows.

Community Driven Development (CDD) is an approach that emphasizes community control over planning decisions and investment resources. CDD has become a popular development intervention because of its approach toward empowering local decision making and its reputation for getting resources to communities efficiently. The approach departs from traditional approaches to development by enabling communities and local institutions rather than central governments to take the lead in identifying and managing community level investments. (Wong, 2012)

This research paper contains the results of a study conducted at Oromia Pastoral Community Development Project. This study therefore aimed to assess implementation of

CDD approach in Oromia Pastoral Community Development Project. The study found out that all the independent variables were positively related with the performance of CDD approach in Oromia Pastoral Community Development Project.

R square (0.765) is that 76.5% for the performance of CDD approach in Oromia Pastoral Community Development Project is contributed by the role of Community Leadership, practice of CDD approach, Influence of Community Empowerment and Community Participation Influence and 23.5% is contributed by other independent variables not included in this study.

The regression coefficients remarked that, a unit increase in role of Community Leadership, practice of CDD approach, Influence of Community Empowerment and Community Participation Influence will lead to a 0.039, 3.670, 1.103 and .013 increases in performance of CDD approach, respectively. When, role of Community Leadership, practice of CDD approach, Influence of Community Empowerment and Community Participation Influence is zero, the performance of CDD approach will be decreased by 2.823.

This implies that role of Community Leadership, practice of CDD Implementation, Influence of Community Empowerment and Community Participation Influence were the major determinant factors for the effectiveness of the performance of CDD approach in Oromia Pastoral Community Development Project.

5.3. Conclusion

Community Driven Development (CDD) approaches aim to empower people in poverty by putting investments and responsibility for decision making in their hands. In so doing, CDD works to build opportunities, strengthen the people's voice to demand greater accountability of the institutions that are relevant to their livelihoods, and to promote sustainable development. (WB, 2005)

By taking this aspect into consideration, this study has taken four variables which affect performance of CDD approach: the case of Oromia Pastoral Community Development Project .The variables used were role of Community Leadership, practice of CDD approach, Influence of Community Empowerment and Community Participation

Influence. The result of the study reveals that there is a positive relationships between all the four independent variables and the dependent variable.

Based on the findings of the study, the following conclusions were drawn in the study.

- Concerning influence of community leadership in Pastoral Community Development project, the community leadership have active involvement in mobilizing resources from the community, have close cooperation with the project, serves as a source of information for community development projects and leadership positions are distributed between men and women. However, marginalized populations represent just a small part of development efforts and even though both men and women hold leadership positions, both gender are not represented in equal numbers.
- CDD approach in Oromia region is practiced by treating local communities as assets and partners in the development process, make poverty reduction effort more demand responsive, improve local governance capacity and empower poor people. However, the development process lacks to be inclusive of vulnerable and excluded groups, such as women, disabled, low castes, and ethnic minorities.
- Community empowerment influence CDD projects by identifying, plan and develop community sub projects. Community members own and manage most development projects and involve in decisions that affect them. However, the process of empowering of women and the youth does not enhance performance of community development projects.
- Community participation influence performance of CDD projects in Oromia region by involving the communities in different committees established under the project and targeting the poor. The community members also participated in contribution of cash and in kind /labor contribution and public resource management. As a result, community participation reduced corruption and helped project performance to be sustainable. However, marginalized groups and vulnerable in the society are not adequately participated in the project and communities do not attend regularly on meeting where decisions on issues like community needs assessment and priority setting decided.

5.4 Recommendation

From the findings of the study, the researcher has drawn some recommendations on implementation of CDD projects under Oromia region Pastoral Community Development Project.

- According to the findings, underprivileged and vulnerable groups are less likely to participate in community leadership positions. The project must place a greater emphasis on educating the target communities in order to include marginalized and vulnerable groups in positions of leadership.
- The development process in Oromia Pastoral Community Development Project lacks to be inclusive of vulnerable and excluded groups, such as women, disabled, and ethnic minorities. Empower them by encouraging them to make their own decisions and provide informed consent. Prevent the risk of abuse or neglect, and stop it from occurring. Promote their well-being and take their views, wishes, feelings and beliefs into account.
- The process of empowering of women and the youth does not enhance performance of community development projects in the project. In addition to quotas for women and youth, it is better to conduct separate discussions for women and youth in order their need and voice be heard.
- Communities do not attend regularly on meeting where decisions on issues like community needs assessment and priority setting decided. It is better to engage communities directly through public calls for meetings without establishing community channels in mobilizing communities to participate in the project. Call community leaders to introduce them to the project and request feedback and advice on how best to engage the broader community.

5.5 Areas of further research

The researcher recommends further research in the following areas. Benefits of projects implemented by CDD and non CDD approaches, Sustainability of the CDD projects after the phase out of the project and Comparison of poverty targeting of CDD programs against that of other delivery mechanisms.

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APPENDICES

**Addis Ababa University
College of Business and Economics
School of Commerce
Department of Project Management
Master of Project Management Program**

Questionnaire to be filled by project and government staffs of Oromia region pastoral woredas with the aim of extracting desired information for my final paper.

Title of the Research: **Assessment of implementation of Community Driven Development (CDD)**: The case of Oromia region Pastoral Community Development Project.

The questionnaire is designed to collect information on—An assessment of Implementation of Community Demand Driven (CDD) approach: The case of Oromia region Pastoral Community Development Project. The information will be used as a primary data, which the researcher is conducting as a partial fulfillment of his study at Addis Ababa University for completing Master of Arts degree in Project Management. This questionnaire is prepared to gather information from project and government staffs directly or indirectly involved in the implementation of Community Demand Driven (CDD) sub projects in Oromia region.

Directions: Dear respondents, this survey questionnaire is a tool used to collect data from people regarding implementation of CDD approach in Oromia region. Hence, to gather information, I kindly seek your assistance in responding to the statements listed below. The questionnaire consists of two parts. Part I consists of items on personal information of the respondents and Part II consist of items pertaining to the area of study. Please indicate the appropriate answer to each of the following statements by placing a (✓) mark on the space provided. Any information you presented will be kept entirely confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated. For further information, please contact me through the following address.

Thank you for your cooperation.

Address: Demena Lemma

Mobile no. 09 11 57 11 02

E-mail: damena1956@gmail.com

Addis Ababa, Ethiopia

Section A: Demographic Characteristics

1. Gender; Female ☐ Male ☐

2. Age group;

20-30 ☐ 31-40 ☐ 41-50 ☐ Above 50 ☐

3. Educational Background;

Bachelor degree ☐ Master's degree ☐ PhD degree ☐ other ☐

4. Job Position;

Project Coordinator ☐ Team leader ☐ Project officer ☐ Expert ☐ Process

owner ☐ Others

5. Years of Experience on the above position (question no.4)

Below 5 ☐ 5- 10 ☐ 11-15 ☐ above 15 ☐

6. Years of Experience in implementing CDD approach in Oromia pastoral areas.

Below 5 ☐ 5- 10 ☐ 11-15 ☐

SECTION B. What are the roles of community leadership in implementation of Pastoral Community Development Project Community Driven Development projects in Oromia region?

5 = strongly agree 4 = agree 3 = not sure 2 = disagree 1 = strongly disagree

No.	Role of community leadership	5	4	3	2	1
1	The community leadership participates in mobilizing resources from the community.					
2	Community leaders have close cooperation with the project.					
3	Leadership positions were distributed between men and women in the community					

4	Community leaders are sources of information for community development projects					
5	Community leaders involve vulnerable and marginalized groups in the project implementation.					
6	Community leaders have the ability to oversee successful implementation of the projects					
7	The participation of community leaders in monitoring directly helps project implementation.					
8	Community leaders make decisions on different issues affecting the community					

SECTION C: What are the impacts of implementing the CDD approach in Oromia region under PCDP?

5 = strongly agree 4 = agree 3 = not sure 2 = disagree 1 = strongly disagree

No.	Impacts of implementing CDD	5	4	3	2	1
1	The quality of projects constructed by PCDP are better than government and NGO supported projects.					
2	Community developed facilities have higher utilization rates and are better maintained.					
3	CDD can make poverty reduction efforts more demand responsive and can enhance sustainability.					
4	CDD projects improve local governance.					
5	CDD can improve the implementation of development projects.					
6	CDD can improve capacity and empower poor people					
7	CDD allows the development process to be inclusive of vulnerable and excluded groups, such as women, disabled, low castes, and ethnic minorities.					
8	CDD gives control of decisions and resources to community groups.					

SECTION D: How does community empowerment influence performance of CDD projects in Oromia region? 5 = strongly agree 4 = agree 3 = not sure 2 = disagree 1 = strongly disagree

No.	Influence of Community empowerment	5	4	3	2	1
1	Community members are empowered to plan and develop community projects.					
2	Empowerment of women and the youth enhances performance of community development projects.					
3	Community members own and manage most development projects in Oromia region.					
4	Community members are consulted during project identification process.					
5	The capacity building provided by the project helped to empower the beneficiary communities.					
6	Communities involve in decisions that affect them.					

SECTION E: How does community participation influence performance of Community Development Projects in Oromia region?

5 = Strongly agree 4 = Agree 3 = not sure 2 = Dis agree 1 = Strongly Disagree

No.	Community participation influence in Community Development Projects	5	4	3	2	1
1	Community members participate in identification, planning and M&E of sub projects.					
2	Community members are involved in different committees established for the implementation of sub projects.					
3	Marginalized groups and vulnerable in the society participate in community development projects					
4	Community participation is effective at targeting the poor.					
5	Communities attend regularly on meetings where decision on issues like community needs assessment and priority setting decided.					
6	Community members' contribution of cash, and In kind/labor Contribution of counterpart fund.					

7	The status of community can influence their level of participation in the community development projects.					
8	Community participation improves public resource management and reduces corruption.					
9	Community participation helps to have a fair and equitable distribution of benefits.					
10	Community participation is an important determinant in project performance and sustainability.					
F	Performance of CDD approach	5	4	3	2	1
1	The performance of CDD approach in PCDP is effective					

Please suggest if you have any kind of idea in relation to this topic of assessment of implementation of CDD: The case of Oromia region that may not be addressed in this questionnaire. _____

THANK YOU