UNIVERSITY OF CAPE COAST

PERCEIVED EFFECT OF COMMUNITY PARTICIPATION IN NON-GOVERNMENTAL ORGANIZATION-LED DEVELOPMENT PROGRAMMES IN THE TOLON-KUMBUNGU DISTRICT OF NORTHERN GHANA

BY

PRINCE ATTAH BONSU

DISSERTATION SUBMITTED TO THE DEPARTMENT OF AGRICULTURAL ECONOMICS AND EXTENSION, SCHOOL OF AGRICULTURE, UNIVERSITY OF CAPE COAST IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN NON-GOVERNMENTAL ORGANIZATION MANAGEMENT AND STUDIES

AUGUST 2008

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature:……………………. 　　　　Date:………………………..

Name: PRINCE ATTAH BONSU

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:…………………… 　　　　Date:……………………...

Name: DR. ROSEMOND BOOHENE

ABSTRACT

The study sought to find out how the people of the Tolon-Kumbungu District were involved in NGO-led development programme meant to improve their communities and the programme's effects on their lives. The study was a survey research, and was carried out in five communities namely; Tali, Kunguri, Zali-Zalnayili, Tindanpayili and Amdukura. 264 community members were interviewed using spatial sampling (is the sampling employed when the study addresses people temporarily congregated in a space and dispersed) as most of target population were farmers and could only get them in the evening. Also 26 community leaders were interviewed using purposive sampling technique because the leaders were very relevant to the study as they were the first contact to NGOs. An unstructured interview schedule and structured interview schedule in the form of questionnaires were used to collect data from community members and leaders.

One of the major findings of the study indicated that good relationship between the people and NGOs and district assembly is the meaning of community participation. The study also showed that the people valued development meetings and were free to share their views. It was concluded that the people were active in participation of NGO-led development programmes. NGOs however, had not empowered the people enough to initiate their own development programmes. The main recommendations arising from a discussion of the findings were that education of the people on the need and benefits of participation need to be done more and; strengthen the structures of participatory development and empowerment for community initiatives.

ACKNOWLEDGEMENTS

I cannot wait to express my deep felt appreciation and gratitude to my supervisor, Dr. Rosemond Boohene, School of Business, University of Cape Coast; for her valuable and indispensable assistance and support during preparation of this dissertation. I extend my appreciation also to Mr. Felix A. Tetteh, PRESEC-Legon; Mr. Derrick Amo- Sekyi and Dr. Felicia Amo- Sekyi, King's Village Project (NGO), Tolon-Kumbungu District, Northern Region, whose contributions were indispensable. I would also like to thank all the management and staff of King's Village Project, for their concern and assistance.

I must mention this wonderful field worker, who led the team to the field for data collection, Alhassah Y. Dokurugu, a graduate of University of Development Studies, Tamale. I am also indebted to my friends Abigail Afram and Emmanuel Botchway, who typed of the final work. Again my gratitude goes to Mr. Jasper Akumey, Statistical Department, University of Ghana, Legon who assisted me in data management and analysis of this work. My thanks also go to Dela Bonsu, my dear wife, who read through the final work. I cannot forget my fellowship members whose continual support and prayers have carried me through this work.

DEDICATION

To my dear parents, Mr. and Mrs. Osei Bonsu and my siblings who had supported me in my education.

TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION

CHAPTER FOUR: FINDINGS AND DISCUSSION

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND

RECOMMENDATIONS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

AGRET	Assemblies of God Relief Agency Trust
AIDB	American Inter-Development Bank
CCC	Christchurch City Council
CCFC	Christian Children Fund of Canada
CMPP	Co-operative Members Participation Programme
DELES	Development Education and Leadership Services
FAO	Food and Agriculture Organization
GDCP	Ghana Danish Community Development Project
IFA	Inter-American Foundation
IFAD	International Fund for Agricultural Development
JICA	Japanese International Co-operation Agency
NE	New Energy
NGO	Non-Governmental Organization
OIC	Opportunities Industrialization Centre
PNDC	Provisional National Defence Council
UN	United Nations
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations International Children's Fund
WFP	World Food Program
WV	World Vision

CHAPTER ONE

INTRODUCTION

Background of the Study

Since the inception of human community, people have always organized themselves into settlements and found ways to use resources and technologies available to them to grow food, harvest water, construct shelter, and treat their ailments as a way of improving their standard of living. With the evolution of national boundaries, governments with sovereign responsibility towards their citizens began to assume responsibility for most of these activities. Since colonial time, a top-down approach to development planning where development officials planned programmes without involving beneficiaries has been common.

In many African countries like Nigeria and Gambia, community development programmes were initiated after independence to provide modern social amenities such as schools, potable water and health facilities to local communities (Amedzro, 2004). Many of such projects were implemented without consultation with community members. In the Gold Coast (now Ghana), beneficiaries of development projects implemented during the colonial era were seen as subjects of development as the plans were sent down from England. According to the Ghana National Development Planning Commission's document, vision 2020 (Government of Ghana. 1998), all that the local people contributed was their labour. Even though at some point the process of indirect rule was adopted to

1

encourage community participation in local level development, it was still top-down since most of the decisions were taken in Accra, because the government had its own development agenda. In the Northern Ghana, for example, people were enticed with gifts to send their wards to school because aside of low poverty levels in the region, during the time of establishing schools in the region the people did not adequately participate in the initial decision making process. As such, they did not consider education as a felt need. This situation led to the establishment of an enticement package known as the "Northern Students Scholarship scheme" which persisted for many years. This could have been avoided if they had participated in identifying education as a felt need. They would have claimed ownership of the process and not see it as a government programme and the apathy of parents towards their children's education would have been reduced considerably.

The enactment of the Local Government Law 1988 (PNDC Law 207) marked a significant period in the history of decentralization in Ghana. Ghana's decentralization programme has emphasized the participation of people in the development process and seems to provide a bottom-up approach to development. Since 1988, development planning has been decentralized through the District Assembly system. Needs of communities are supposed to be articulated through the Unit Committees who are the basic units of representation of the people. From this level, the Assembly members take them to the District Assembly and they are collated into a District plan. However, it seems majority of communities have not felt the participatory process because most development decisions are still taken by the central government. As a result, the majority of rural communities are not

able to meet their development needs. This situation has resulted in the proliferation of Non-Governmental Organizations (NGOs) working to enhance community development, especially among poor communities (Bortei-Doku, 1996).

Traditionally, NGOs are noted for their more friendly approaches to development activities. Their flexibility, willingness to innovate and emphasis on non-hierarchical values and relationship tend to endear them to their target groups. NGOs are better at identifying and addressing grassroots needs, rapid mobilisation of resources, low cost and high impact as their activities are driven by local initiatives (Clarke, 2000). They are known for promoting community participation at almost all levels of their work. This approach, according to Bergdall (1993), distinguishes them from governments, who are usually encumbered with authoritarian relationships with their citizens because of bureaucratic structures and procedures, which delay and disrupt the implementation of development projects. This has resulted in a situation where donors have lost faith in the performance of Government (Aloo, 2000).

Since the 1980's, donors who are interested in development programmes have found it more comfortable channelling their resources through the NGO movement. Development-oriented NGOs mostly work with people at the grassroots, which often comprise poor and marginalized groups. These NGOs both widen (in social and geographical terms) and deepen (in terms of personal and organizational capacity) the possibilities for citizen participation.

Participatory development, according to Fowler (1997), has comparative advantages in poverty reduction and something to offer that donors can learn from

and hence merit official aid system support. In recent times, participation has assumed a greater attention in development thinking. This is seen in major non-governmental development organizations who now advocate people's participation in development initiatives because analyses conducted by development policy makers and planners in the late 1970s and 1980s revealed that one of the major causes of poverty was that poor people were usually either marginalized or excluded from direct involvement in development initiatives (World Bank, 2002). Bartle (2005) points out that poverty as a social problem can only be reduced by organizing and guiding poor people towards helping themselves and improving their standard of living as a result of participating in their own development activities.

Bartle (2005) provides an apt definition of poverty as an attitude of helplessness, ignorance of available resources, dependence upon others, discouragement, lack of confidence, skills, trust, integrity and ineffective sustainable organization.

Bahduri and Rahman (1982) also defined communities participation as the collective effect by the people concerned in an organized framework to pool their efforts and whatever resources they decide to put together, to attain objectives they set for themselves. It is a process in which the participants take initiatives and exert effective control.

Development practitioners could use such definitions as a basis to argue for people's participation and to devise strategies for communities to become more directly involved in development effort. Participatory development enables people to take responsibility for achieving development, which is sustainable. Therefore,

4

the assumption is that when local people participate in their own development process they develop sustained capacity to manage and maintain the development process, which lead gradually to improvement in standards of living (Wolfe, 1982).

Development workers, based on this assumption, have developed various approaches and models for, encouraging community participation in development programmes, especially among rural communities. A World Bank study (retrieved May 19, 2008 from www.worldbank.org/afr/findings) asserts that community participation promotes increased community ownership of development projects, greater community capacity and better prospects for sustainability of development projects. The term community participation has therefore been defined as a process which increases the capacity of communities to identify their problems and find solutions to their own needs and priorities (retrieved May 19, 2008 from www.ccc.govt.nz/Publications).

Several studies have been done on the participation of rural communities in development programme. Songan (1993) asserts that many communities experience low participation in programmes initiated by organizations, even though participation is widely regarded as a desirable and necessary element in the successful design and implementation of community programme. Despite the NGOs' intentions of inclusiveness at the grassroots through community participation, there is a gap between the rhetoric of development practitioners and what actually happens on the ground. Bortei-Doku (1996) points out that very few development practitioners would dispute the fact that in spite of the euphoria over

the virtues of participatory development, there is nevertheless discomfort about the highly variable and uneven pace of achieving local development by this approach.

Thus, significant numbers of NGO-led community projects have failed while some have been successful in some communities. Being the end-users or beneficiaries in the process of development, the involvement of community members is very vital if such projects are to improve the quality of life of the people long after the NGOs fold up and to give a real sense of ownership to community members.

This study therefore seeks to find out how ordinary people of the Tolon-Kumbungu District are involved in NGO-led development programmes meant to improve their communities and the perceived effects of participatory on sustainable community development.

Statement of the Problem

Notwithstanding the emphasis of donors and development partners on the participation of communities in their own development, participants at a UN conference on Participation and Development Process of Africa held in 1990 to explore participation in Africa's development pointed out that, despite participation being theoretical popular, it often remains elusive in the realm of practice (Bergdall, 1993). The Commonwealth Secretariat (1998) has also stated that ideally in community development programmes, decisions should be taken at the lowest level and closest to the people most directly affected by the programme. It, however, lamented that this was more easily said than done. In

6

spite of this realization, very few development programmes will fail to claim some emphasis on encouraging community participation in their programmes. This, undoubtedly, is done purposely to meet donor requirements that people should be involved in their own development. It is a fact that all projects have periods within which to operate.

There are also budget lines within which to operate and accounts rendered to the funding agencies within a specified period. There is the likelihood of organisations being asked to return monies to source if projects were not completed within the specified time. These, coupled with the issue of inflation catching up with projects, constitute major constraints for project implementers as they involve beneficiaries in the planning and implementation process.

One crucial element of funding is the funding structure of some donor organizations, which seems to contradict their belief in community participation. For the sake of convenience, most funding organizations have funding cycles. What this means is that funds are given for a specific project period. The implementing organization has to account for the monies taken for a development project.

Getting communities to participate effectively in a development programme sometimes depends on the level and experience of the community involved. In some cases, adequate community education needs to be carried out to prepare the community to a level that they could effectively participate in the programme and this might take time and delay the implementation of the project for which money was sourced. Bergdall (1993) contends that it is not easy to get beneficiaries to take an active part in the process of bringing about change and improvement in

7

their living conditions as it involved a lot of learning not only by the beneficiaries but also by the change agents. Therefore, in a bid to beat time and impress the donor to qualify for another round of funding, some NGOs are compelled to rush the project through without ensuring adequate participation of the community.

Participation, like any other element of development, could easily become a part of the bureaucratic routine. Consequently, instead of going through the painstaking processes of sharing of decision-making authority and power with local people, most NGOs are tempted to only pay lip service to the concept of community participation. This difficulty has caused two schools of thought to emerge. The issue of community participation now seems to be torn between theory and practice. While one school of thought is of the view that there cannot be genuine community participation in any development programme, the other school of thought believes strongly that it is the panacea to sustainability and eventual poverty reduction.

The question raised from analyzing the foregoing then is whether community participation in some NGO programmes in Ghana is a mere rhetoric in view of the many cumbersome processes involved. If not, then how are the ordinary people involved in NGO-led development programmes and the perceived effect of community participation on sustainable development? The answers to these questions will assist development workers to generate appropriate approach to make community participation a key tool in achieving participatory and sustainable development. The study therefore, sought to assess how ordinary people of the Tolon-Kumbungu District are involved in NGO-led community

programmes and the perceived effect(s) of their involvement on sustainable community development.

Justification for the Study

As already stated in the background to this study that, there is increased advocacy for community participation in development programmes due to its tendency to empower community process. Unfortunately, governments have failed to promote the concept because of unfavourable economic pressures and bureaucracy. NGOs, on the other hand, have carved a niche for themselves through the practice of community mobilization and channelling development funds through them. This scenario has created room for the proliferation of NGOs professing to adopt community participation strategy in their work even though the approach has been found to be very cumbersome. Due to the perception that community participation

is cumbersome and the fact that many NGOs practice *participation as involvement* and have failed most of the time to include community participation in the evaluation of their projects (Burkey 1989). There is, therefore, little knowledge for NGOs to improve the community participation in their projects. This study is therefore, indispensable in the effort to strengthening community participation in NGOs' work.

9

Objectives of the Study

The general objective of the study was to examine community participation in NGO-led development programmes and its effects on sustainable community development.

The specific objectives are to:

1. Describe the demographic and socio-economic characteristics of community members.

2. Assess the community members' level of understanding of community participation.

3. Describe the nature of community participation in development programmes.

4. Evaluate the perceived impact of community participation as related to community empowerment.

5. Assess community members' perception on ownership and sustainability, and their suggestions for enhancing community participation.

6. Make recommendations based on the findings of the study.

Research Questions

Based on the problem statement and the objectives of the study, the following research questions are proposed:

1. What does community participation mean to community members?

2. Is community participation in NGO programmes a mere rhetoric or not?

3. What does the community do at various phases of the project cycle in terms of project identification, planning and design, implementation and monitoring?

4. What is perceived impact of community participation as related to empowerment?

5. What is community members' perception on ownership and sustainability, and their suggestions for enhancing community participation?

Significance of the Study

This study could serve as a formative evaluation for the development programme being undertaken by NGOs of the district. The work is intended to be a source of primary data for further work in this area because the insights gained and recommendations that flow from the study will provide valuable feedback to practitioners of community development programmes. Most importantly, it will aid researchers who want to delve deeper into further research on beneficiary participation in NGO-led community development programmes.

Limitations of the Study

1. Time constraint**:** The time for the research was limited, as the researcher had to finish the research work within a year.

2. Financial constraint: There were difficulties in raising funds to undertake the project and that delayed the commencement of the project**.**

11

Delimitation of the Study

1. Time constraint: The researcher could not finish within a year but two.

2. Financial constraint: The funds to undertake the project were secured from bank as loan after some difficulties.

Operational Definitions

The following terms have been used in the study with the special understanding as shown below:

Community refers to patterns of interaction among individuals with perceptions of commonality or common interest; and habitat that are adjoining houses, streets, or neighborhoods.

Community participation refers to active involvement of communities at all the stages of the project cycle from project identification through implementation to monitoring and evaluation for the project, leading to significant control over development decisions that affect the communities.

Community Empowerment refers to ability of the people or community to be able to access knowledge and resources which enable them to gain confidence in analyzing their situation and increasing their control over their environment, and taking active role in decisions on issues, which affect their lives.

Sustainability refers to the ability to maintain the positive impact of a development programme once that programme has achieved its objectives.

NGO-led development programme refers to development programme that is initiated by NGO with a community.

12

Organisation of the Study

   The study has five chapters and chapter one gives the background to community participation in development programmes and identifies the problem. It also sets the objectives and questions that the study seeks to answer. Chapter two is organized under the following themes and sub themes; concept of community participation, forms of community participation, the project implementation, project identification, planning and decision-making, monitoring and evaluation, ownership and sustainability, empowerment of community and conclusion. Chapter three gives a brief description of the study area as well as information on the communities where the field study was carried out. It also outlines the research procedures adopted for the fieldwork, management and analysis of data. Chapter four presents the data collected from the field. It is made up of data from the community members as well as opinion or community leaders.

13

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Available literature indicates that researches have highlighted the justification for community participation in development programmes. For the purposes of this study, the literature reviewed is limited to community participation development programmes initiated by development agents. It is useful to take a closer look at documented examples of projects and how communities participated in the various stages of the project cycle namely, women's participation, empowerment of community and sustainability of project. The review is organized under the following themes and sub themes; concept of community participation, forms of community participation, the project implementation, project identification, planning and decision-making, monitoring and evaluation, ownership and sustainability, and empowerment of community.

Concept of Community Participation

The term community participation has a widespread connotation of addressing the problem of poverty, especially among rural people. In recent times, an increasing number of analyses of projects have shown that participation is one of the critical components of success in projects. Major development organizations have shared their understanding of community participation, which is relevant to

14

this study. According to the Canadian International Development Agency (CIDA), community participation is a process where individuals and community are actively involved in all phases of development (www.aidb.org retrieved 19 May 2008). Elaborating the concept further, Beaulieu and Manoukian (1994) explain that the aim is to build the capacities of people to maintain the structures created during the project implementation in order to continue the development process. By strengthening the capacity of both males and females in the community, the potential for community participation is also strengthened as people build knowledge, awareness, self-reliance, and allows for equity in political power to ensure the success of the process. This obviously should lead to sustainability of the programme because it is just natural that when people have learnt to do something, they feel motivated and committed to practise it.

The Inter-American Foundation (IFA), on the other hand, is of the view that the concept of community participation is about being accountable to community members (www.aidb.org retrieved 19 May 2008). Information about the management and allocation of resources should be made available to the community. In this regard, the organisation has the responsibility of ensuring broad participation in decision-making. Though both organisations seem to emphasise different issues in their definitions, IFA's position is not different from the perception held by CIDA. Both seem to be driving towards the same goal. When people participate in decision-making and management of projects, their capacities are definitely built. The International Fund for Agricultural Development (IFAD) sees community participation as a democratic process. It reiterates that people should not be passive receivers of a development project.

15

They should be requested to identify their needs, voice their demands, and organize themselves to improve their livelihood with the help of the financial, technical, and human resources offered by the development agent (www.iadb.org retrieved 19 May 2008).

All these definitions have one bottom-line goal, that is, communities should become so empowered as to be able to influence and control development initiative which affect them, thereby bringing about ownership and sustainability of projects. The UN defines community participation as a process by which the efforts of the people themselves are united with those of government to improve the economic, social and cultural conditions of communities and to enable them contribute fully to national progress (UN Department of Economic and Social Affairs, 1971). Collaborating the UN's definition, Amedzro (2005b) explains that community participation refers to attempts made by people themselves and at times in collaboration with other agencies to embark on projects to improve their conditions. These definitions essentially regard community development as a humanizing process. It connotes that the beneficiaries of any development programme must be involved and actually takes centre-stage in the entire process. It also goes to underscore how important the beneficiary is when it comes to community development programmes and should not be overlooked.

In practical terms, Cohen and Uphoff (1977) postulate that community participation must include people's involvement in the decision making process, in implementing programmes, their sharing in the benefits and involvement in the efforts to evaluate the programmes. White (1981) and Oakley (1991) agree that the people who are to benefit from any development programme must first be

16

consulted to ascertain their needs and priorities. These needs should then inform the project to be embarked on. This is known as project identification. Secondly, the people must take part in the decision-making process because the programme affects their lives.

In addition, the cost of the project must not be left to the development agent alone to bear but it should be shared between the beneficiaries and development agents. Since project costs are not only measured in monetary terms, the community could also contribute in non-monetary ways to the success of the project. People should be involved in making the decisions that affect their lives so that they could express their views and make suggestions and requests that could be integrated into the development programmes. The need to educate the people about the need and benefits of community participation (Songan, 1993). This implies that participation in community development programmes cannot be devoid of community education.

Songan (1993) observed that only about 25 percent of the peasants participated in the planning and implementation of the programme, which was intended to improve their living conditions. Prominent among the reasons for the low turn out were scepticism and failure to understand the concept and objectives of the project. There was inadequate education of the people during the process, probably due to centralized planning. Programme planners should much as possible to involve the people in all phases of the programme development process. People should be treated as subjects and not objects of development. In this way, the people will accept programmes as their own and will be committed to participate in them.

17

Lending support to this assertion, Lowola (1993) warns that development programmes dictated from above are condemned to failure particularly when the interests of the agent do not necessarily match with the interests of the people. Amedzro (2005a) has criticized the notion that rural dwellers cannot develop themselves and buttressed the need for community education as vital element in achieving participation. Given the relevant education and motivation, rural people should be able to make significant contributions towards their own development.

Bown and Tomori (1979) asserted that no community development can succeed without the active support of the people themselves and contended that every community development programme should start with the identification of what the community needs. Community development cannot take place if it does not look at the community in its entirety and seeks to build the community as an integrated unit. Wates (2000) notes that though it is good for as many community people as possible to be involved in making decisions that affect the community, the quality of participation is more important than the numbers of people representing various sectors of the community involved in decision-making could be better.

Forms of Community Participation

Richard (1989) and Rogers (1996) identified three distinctive forms of participation namely being present, being involved and being in control.

Being present

Richard (1989) observes that most of the participation in development programmes is measured by presence. This means the number of local people

18

physically present during the implementation of a project. They necessarily might not be part of the decision-making. As to why participation as presence is mostly adopted by development agencies, he postulated that it might be because of the political impact of numbers and influence when it comes to soliciting for funding and other forms of support. The personal experience of this researcher indicates that donors are very much interested, for example, in number of people trained. Therefore, such data feature prominently in project reports. It should however be noted that being present in a programme does not assume involvement or control. In other words, one could be present without being involved in any way or without being in control over the programme.

Being involved

Both Richard (1989) and Rogers (1996) are unanimous in the definition of participation as involvement. They see participations as the extent to which community members are aware of the important components of the programme. This means that awareness is created by the agent for community to know what is happening at the different stages of the project. Their ideas may be sought but not necessarily implemented. In some other cases, they may be only informed about the decisions that have been taken for their confirmation. The awareness thus created makes community members develop a sense of satisfaction as they are made to believe that they are part of the decision-making and therefore involved in the programme. They tend to exhibit positive attitudes towards the implementation of the project and regard the project as their own.

Participation as involvement, however, does not build capacities for community members to take control of the development process after the agent

19

leaves. Unfortunately, however, available information shows that participation as involvement is rarely assessed in evaluation of programmes (Burkey, 1993). Rogers (1996) has attributed this situation to complexities and difficulties in its measurement.

Participation as control

Participation as control identifies the extent to which individuals or groups take charge or influence the various components of the programme, its content, goals, outcome and the various processes. In this case, the community is given the opportunity to make the decision at the various stages. They are involved in decision making at all the stages of the project. Roger (1996) agrees with Richard (1989) calls for a major shift from evaluation of presence in projects to developing appropriate indicators for measuring involvement and control. What is clear from this discourse is that if care is not taken to ensure the use of appropriate participatory approach to the involvement of beneficiaries at all stages of the project, poor results will always be realized.

A study of 230 rural development organizations employing some 30,000 people in 41 countries in Africa found out that people participated in programmes at different stages of the project cycle (Guijt, 1991). This is an indication that the term community participation is likely to be interpreted differently by different people and, therefore, likely to be adopted in different ways. In another study of 121 water supply projects in 49 countries in Africa, Asia and Latin America, it was found out that 21 percent of the projects involved the people in decision making at all stages of the project from design to maintenance. According to the study, the 121 projects were the best in terms of community ownership as the

20

system of maintenance of the facility that was put in place functioned efficiently. The remaining 79 percent who were only involved in information sharing and consultations produced poorer results as the projects collapsed not long after the agent had folded up (Narayan, 1993).

Project Implementation

The following section discusses empirical studies on the implementation of community programmes, which are relevant to the current study. Some experience in Africa and Latin America, which the researcher finds related to the study have thus been cited. They are:

- The Cooperative Members Participation Programme (CMPP) in Kenya, Tanzania and Zimbia,

- Freire's Conscientisation Programme in Brazil

- The Development Education and Leadership Services programme (DELES) of the Awudome Residential Adult College in Ghana

Project Identification

A very critical stage in the project cycle is project identification. When people participate in the identification of their need and projects that will help address those needs, they are more likely to be committed to the plan and participate in making decision towards the implementation of the project. For best results to be achieved at this stage it is important to adopt the right approach of entry into the community. There has been a number of vivid documentation of how development partners engaged communities in assessing their needs and

21

identifying projects to help them meet those needs. Bergdall (1993) documents the experience of the Cooperative Members Participation Programme (CMPP) model used by The Institute of Cultural Affairs, a sustainable development organization, in 202 villages in Kenya, Tanzania and Zambia between 1979 and 1987. The programme began with the facilitation of series of workshops where communities mapped out the realistic hopes and dreams (vision) they have for their communities. They were then led to identify the issues, factors and practices that could prevent such an envisioned future from being realized. They proceeded to find out how the obstacles identified could be eliminated and proposed practical activities that must be done to accomplish the vision. This process seems to prepare the communities adequately to be able to take the bull by the horn and steer the process of development through to a successful end and at the same time laying the foundation for ownership and sustainability of the programme. Amedzro (2005b) also remarked that at the Awudome Residential Adult College in Ghana, Development Education and Leadership Services (DELES) workshops were held to generate discussions among participants at the end of which they suggested solutions to their problem. This process is similar to the CMPP model used in Kenya, Tanzania and Zambia, to ensure ownership and sustainability of the project borne out of the process.

Contributing to the repertoire of participatory models is Paulo Freire's conscientisation model introduced in Brazil in the 1970s. According to Freire (1974), communities were engaged in a process of discussions of generative themes that built confidence in the clientele for identifying and discussing their own issues. The discussions generated actions that were later implemented as

projects. Amedzro (2005b) notes also that in some western countries like Norway and Canada, community educators undertook needs assessment through visits and public meetings. The needs identified were later developed into projects which were implemented by the communities to improve their quality of life. Through this, they were able to draw people to participate in the programme. The documentation of this experience provides adequate proof and draws attention to the fact that the involvement of communities in the assessment and identification of projects to meet their needs is very crucial to the success of any community development programme. This is so because the people determine the content of their own programme.

Planning and Decision-making

When people are architects of their own plan, it presupposes that they will be committed to its implementation. As reported by Bergdall (1993), vision workshops were held for the Cooperative Members Participation Programme (CMPP) in Kenya for community members to map out a vision of what they wanted established in their community over a five-year period. This generated a cycle of actions, which were then implemented by the members. The researcher finds the CMPP model useful because it provides opportunity to tap into the ingenuity of beneficiaries of the development intervention and to ensure ownership and sustainability. It becomes apparent that the model considers the total involvement of the community and solicits input from them for the design and implementation of community development programmes.

23

Monitoring and Evaluation

The importance of monitoring and evaluation in community development programmes cannot be gainsaid. According to Hildebrand (1995), monitoring and evaluation have the chance of improving current and future practices. They must therefore be an integral component of any community development programme. Indicators should be developed involving beneficiaries of the programme and the sponsors. Genuine concern has also been raised about the effectiveness of participatory monitoring and evaluation of community development programmes. Tandon (1995) laments that programme managers and donors are the ones who feel most obliged about the monitoring and evaluation of community programmes. Even though beneficiaries may participate in evaluations conducted by programme managers, they do so more as information providers and respondents than as active agents of their own development processes. The crucial challenge therefore is to make monitoring and evaluation an integral and on-going part of the programme.

Ownership and Sustainability

Ownership and sustainability are very critical issues to consider in the process of involving communities in their own development activities. It is the ability to maintain the positive impact of a programme once that programme has achieved its objectives. According to Wilcox (2005), people are most likely to be committed to carrying something through if they have a stake in the generation of the idea. Programmes whose achievements disappear once the programme ends cannot be considered participatory. According to FAO (2002), such programmes

24

can only represent wasted resources. The case studies of FAO's Nutrition Improvement programmes in Brazil and Mexico concluded that if community participation is successful, demand for such services will rise and the insistence upon quality will rise. For example, there will be better access to good health care and nutrition services, education, safe water supply and good sanitation (retrieved May 19, 2008 from www.fao.org/jecfa/additive).

The above conclusion implies that when beneficiaries genuinely participate in a development programme they are bound to continue to access the service that has been provided by the programme thereby ensuring ownership and sustainability of the project. One great lesson can be drawn for a report on the African Alliance Programme for Appropriate Technology in Health, which was an UNFPA, sponsored reproductive health and HIV/AIDS prevention programme for young people in Ghana, Tanzania and Botswana. The report indicates that in order to ensure that outcomes achieved by a programme, it means, the programme is sustained over time, involvement of traditional and other local authorities are paramount (retrieved May 19, 2008 from www.ayaonline.org)

According to Aglobitse and Dairo (2004), an assessment of the sustainability of the programme mentioned above, revealed that, when community leaders are given respect and recognition, they respond favourably to mobilize community members towards participation in development programmes. They recommended that this strategy be replicated by other development programmes to ensure sustainability. This therefore underscores the importance of the involvement of community opinion leaders in any development programme.

25

Community Empowerment

A community is said to be empowered when the people are able to access knowledge and resources that enable them to gain confidence in analyzing their situations, increase their control over their environment, and take active role in decisions on issues, which affect their lives (UNHCR, 2005). It is therefore the desired result of community participation.

According to Kyem (2004), community empowerment entails adoption of new roles and taking up new responsibilities. This presupposes that a lot of learning must go on during the process. Corroborating this idea, Naranayan (2004), noted after reviewing activities of some NGOs in India that a number of NGOs functioning in rural communities run training programmes on leadership and development.

Obviously, these training programmes are intended at equipping community members with the knowledge and skills to be able to take up the new roles that will be expected of them after the NGOs had folded up. In this case, they become empowered to run the programme. Community empowerment requires a sustained effort over a long period. Community participation in itself is a long-term goal that could be achieved only if people were liberated from unequal power relationships. This implies that the development agent should see the community as partners and involve them at all the stages of the project cycle.

Sometimes referred to as awareness training, empowerment through community participation is really with an educational process. Viewed in this light, one is tempted to agree with Oakley and Marsden (1984), when they contend that participation has to do with achieving some kind of power. Spencer

26

(1989) observes that the process of participation alleviates feelings of powerlessness and meaninglessness. Conceived in this way, it can be said that empowerment resulting from community participation, is the identifiable change in capabilities of people. This can be expressed in terms of their acquisition of skills, knowledge and experience to take greater responsibility for their own development.

Summary of the Literature Review

From the foregoing, one could state that community participation must permeate the entire project cycle. It should be seen as a partnership between various actors in community development programme. All stakeholders should jointly set this agenda. Local views and indigenous knowledge should also be respected and incorporated into the programme. This will avoid the situation in which the external agent dominates the process thus reducing community members to mere subjects of the development programmes. When people are actively involved in development programmes, their capacities are built in such a manner as to ensure ownership and sustainability of the programme. Therefore, there is the need to adopt useful approaches and principles of community development and that is why these research questions are important;

- What does community participation means to community members?
- Is community participation in NGO programmes a mere rhetoric or not?
- What does the community do at various phase of the project cycle in terms of project identification, planning and design, implementation and monitoring?

- What is perceived impact of community participation as related to empowerment?

- What is community members' perception on ownership and sustainability, and their suggestions for enhancing community participation?

CHAPTER THREE

METHODOLOGY

This chapter describes the study areas as well as information on the communities where the field study was carried out. It also outlines the research procedures adopted for the fieldwork and management and analysis of data.

Study Area

The study area is Tolon-Kumbungu District, which is one of the 45 new districts created by the erstwhile Provisional National Defence Council (PNDC) Law 207 in 1988 with Tolon as its capital. The district covers an area of about 2,741 square kilometres and forms about 3.9% of the Northern region area. The district lies between latitude 10 to 20 north and longitude 10 to 50 west, shares border with West Mamprusi district in the North, West Gonja district in the West and South and the East with Savelugu/Nanton district and the Tamale Municipal Assembly.

The district is characterised by a single rainy season, which starts in late April, peaking in July –August, declining sharply and coming to a complete halt in October –November. The area experiences occasional storms and these have implications for soil erosion depending on its frequency and intensity, especially during the end of the dry season. Mean annual rainfall ranges between

29

950mm- 1,200mm. The dry season is characterized by the dry and dusty north-eastern harmattan winds that blow from across the Sahara desert causing moisture in the atmosphere to diminish rapidly. Maximum daily temperatures of the area are recorded between March- April while minimum night temperatures of about 12^0c have been recorded in December and January.

According to the 2000 Population and Housing Census, the district population stands at 132,338 (female, 66,269, male 66,069). The current (2006) population is estimated as 145,876 with the growth rate of 3%. Population density is approximately around 50 inhabitants per kilometre square. Just as the rest of the country, it has over 40 percent of its population being 15 years or below, hence a very youthful population. It has a sex ratio of 97.7, with the proportion of females to males being 50.6.

The main occupation of the district is agriculture with an average of 80 percent of the economically active population engaged in it. Agricultural activities in the district include crop production, livestock (mainly small ruminants and poultry). Agriculture is on a subsistence level with small-holder farmers representing the main users of agricultural land. The average farm size ranges from 0.5 to 2.4 hectares. The major crops cultivated include sorghum, millet, maize, groundnut and rice around the overseas areas. Cash crops include cotton, tobacco, cashew, and vegetables (through small-scale dry season vegetable garden).

Apart from the District Assembly and its decentralized departments, there are a number of organizations: governmental and non-governmental, in the district devoted to rural development. Specific governmental agencies include the

30

Departments of Community Development and Social Welfare. There is a number of NGOs operating in the district though not all of them have offices in the district. World Vision (WV), King's Village Project (KVP), Ghanaian Danish Community Development Programme (GDCP)*;* are the NGOs with permanent operational offices in the district, whilst others operated from outside the district with officials visiting occasionally. There are also some community-based groups, mainly women's savings and credit groups and farmers co-operatives most of whose activities are seasonal and irregular. However, with the availability of the government of Ghana Emergency Social Relief Fund that is aimed at supporting development efforts of community groups in the various communities of the district, there has been a proliferation of groups to take advantage of the fund. Their cohesion and sustainability is yet to be established.

Study Population

The study was carried out in five communities namely; Tali, Kunguri, Zali-Zalnayili, Tindanpayili and Amdukura. These communities were selected base on the long-standing NGOs activities and the need for more development programmes in these communities.

Tali is one of the largest communities in the district. The people speak Dagbani, though there may be other settlers from the Upper East and Upper West regions. It has a population of about 2,939 most of whom are women and children. The people are mainly subsistence farmers cultivating cereals such as maize, sorghum, millet and guinea corn. They also produce groundnut, cowpeas and bambara beans.

31

Kunguri is the second community surveyed. It is relatively larger than most communities of the district. The population of Kunguri were estimated to be about 1,173, the majority are women and children. The main occupation of most of the people is farming.

Zali-Zalnayili is the third community in which data were collected. It has a population of about 501 inhabitants based on estimates made by the District Assembly, with about 60 percent of the population being women and children. The inhabitants of the village were mainly subsistence farmers cultivating food crops mainly for consumption. Produce from their farms had also been the source of income. Some of the women, apart from farming activities, also engage in sheanut picking and processing. The people speak Dagbani.

Tindanpayili is the fourth community surveyed. It is a very small community with an estimated population of about 49. The people of the Tindanpayili speak Dagbani, the dominant language of the area. The main source of income of the village is crop farming.

Amidukura is the last community surveyed. It has an estimated population of about 109. The people of the Amidukura speak Dagbani, the dominant language of the area. The main source of income of the village is crop farming, cultivating cereals such as millet, maize, sorghum and guinea corn mainly for consumption. Legumes such as cowpea, bambara beans, and groundnuts are also cultivated.

Sample Size and Sampling Procedures

The study sample was chosen from among members of the five communities and their opinion or community leaders. Using an estimated sampling size table

32

by National Education Association (1960) to determine sampling size, 290 people were interviewed in all. Table 1 represents the population and sample size of each community. The 264 community members were also interviewed using on-the-spot sampling (spatial sampling) as most of the target population were farmers and the researcher could only get them in the evenings.

Table: 1 Community Population and Sample Size

Community	Population	Sample
Tali	2,939	99
Kunguri	1,173	75
Zali-Zalnayili	501	65
Tindapayili	49	10
Amidukura	109	15

Source: Field data

Research Instruments

An interview schedule in the form of questionnaires were used to collect information from individuals and opinion leaders in the communities. The questionnaires (shown in appendices 1 and 2) were made up of open and close-ended questions and consisted of 34 items divided into five sections as follows:

Section A: Socio-economic Background of Respondents

Section B: Understanding the Concept of Participation

Section C: Nature of Community Participation in terms of:

- *Project Identification*

- *Planning and decision making*

- *Implementation*

▪ *Monitoring*

Section D: Perceived Impact of Community Participation as Related to Empowerment.

Section E: Suggestions to Enhancing Community Participation.   .

Pre-test

A pre-test for this study took a day and was very useful for preparing for the main fieldwork. The pre-test surveyed five community members selected from Tali. The five people were selected at random, as the researcher took a stroll in the community and interviewed them. The validity of the instruments were ensured by the pre-test survey, which measured the precision, accuracy and relevance of the instrument to the research objectives. The test result was acceptable. The pre-test also offered opportunity to test the reliability of the instruments in terms of its objectivity, consistency and stability in relation to the researcher and the respondents.

Data Collection Procedures

Two research assistants from Tamale were recruited and trained for effective administration of the instruments. This was done to ensure a common understanding of the instruments and to bring about uniformity. Participants were then taken through the objectives of the study to ensure that they had a grasp of the issue involved and they were taken through the instrument item by item to ensure their understanding of the questions. Each item of the instrument was then translated into Dagbani. The two research assistants who had been trained were

34

deployed in the communities and tasked to conduct the interview. They used four days in Tali, three days each in Kunguri and Zali-Zalnayili and a day each in Tindanpayili and Amdukura.

Because of the distances between the communities and the limited time available for the study, the researcher could not go to all the five communities. Researcher however joined the team in Tali and Kunguri which had the majority of the respondents and witnessed the interviews being conducted.

At the end of the data collection exercise, the research assistants deposited the completed interview schedules at a temporary field office, from where the researcher collected them for analysis. Out of the 265 questionnaires sent to the field for community members, 264 were retrieved. Of the 26 sent to the communities for community leaders or opinion leaders, all were traced back. All together, the study recorded a recovery rate of 98.6 percent.

Data Management and Analysis

The data were edited for consistencies of response and a coding scheme was prepared. The data were then entered into the computer for Statistical Programs on Sample Statistics (SPSS) analysis. Presentation of data was done through a number of statistical computations. Frequencies, percentages, graphs, pie charts, and tables were used to illustrate the data as appropriate.

CHAPTER FOUR

FINDINGS AND DISCUSSION

This chapter presents the data collected from the field. It is made up of data from the community members as well as opinion or community leaders. The chapter is organized under the following sections and headings in the attempt to answer the research questions under the objectives of the study:

Section A- Demographic and socio-economic characteristics,

Section B- Understanding of community participation concept,

Section C- Nature of Community participation in development Programme,

Section D- Perceived impact of community participation as related to empowerment and

Section E-. Suggestions to Enhancing Community Participation.

Demographic and Socio-economic Characteristics

Sex

The data on sex of respondents was included to know the percentages of male and female participation in this survey.

Table 2 shows that, more male respondents were interviewed than females. This did not reflect the ratio of men and women in the communities as indicated by district population statistics in chapter three.

This was because (though there were more women in the community) the women were not available to be interviewed, as most of them were busy at home, or gone to fetch water. Since the researcher was interested in the views of opinion or community leaders as well as ordinary community members, 26 community leaders were interviewed.

Table 2 : Sex Distribution of Community Members

Sex	Frequency	Percent
Male	174	65.9
Female	84	31.8
Non response	6	2.3
Total	264	100.0

Sex Distribution of Opinion Leaders

Sex	Frequency	Percent
Male	24	92.3
Female	2	7.7
Total	26	100.0

Age

The study included the age of respondents to find out if there was a correlation between age and participation in community development.

Table 3 reveals that people in the 28-37 age brackets were more than any other group, as they constituted the highest percentage (36.4%) of respondents. People within the age range of 38-47 years and those who were in 18-27 years had the 22.0% and 21.6% respectively. The oldest group of the respondents was found to have the least recording of 6.4%. There were three non-response of 1.1%.

Table 3 : Age Distribution of Community Respondents

Age Brackets	Frequency	Percent
18 – 27	57	21.6
28 – 37	96	36.4
38 – 47	58	22.0
48 – 57	33	12.5
58 above	17	6.4
Non-response	3	1.1
Total	264	100.0

Educational level of respondents

The data on educational level of respondents was included in the study to find the correlation between education and participation.

Table 4 shows that a highly significant number (85.2%) of respondents had no formal education. While the rest were in basic and secondary level; there was however very little number (0.8%) who had tertiary education. There was one non-response. Generally, the high illiteracy among the respondents is supported by the findings of the Ghana Living Standards Survey (GLSS, 2000) and the Ghana Human Development Report (GHDR 2000), which showed that literacy in the three northern regions was low and even lower in the Northern Region.

Table 4: Educational Level of Community Members

Education Level	Frequency	Percent
None	225	85.2
Middle school level	11	4.2
BECE	12	4.5
SSCE / GCE 'O' / 'A' level	13	4.9
Tertiary Level	2	0.8
No response	1	0.4
Total	264	100.0

Marital Status

Marriage definitely plays an important role in the life of most the adults and it influences his or her activities and so respondents' marital status was therefore considered.

39

Table 5 indicates that a high number of respondents (84.5%) were married and 10.2% of respondents were single. There were also 2.7% widowed and 1.9% divorced/separated. The low percentages of single and that of the divorced/separated reveal the high level of marital stability experienced in the rural areas. Similarly, the high percentage of respondents married also explains the high regard for development activities as their spouses and children would need social amenities such as school, health services and as a source of manual labour on the farm.

Table 5: Marital Status of Community Members

Marital Status	Frequency	Percent
Single	27	10.2
Divorced/ Separated	5	1.9
Widowed	7	2.7
Married	223	84.5
Non-response	2	0.8
Total	264	100.0

Religion

The researcher also found out the religious affiliation of respondents, to establish the faith of the people.

Table 6 shows that respondents belonged to the three dominant religions in the country. A substantial number of the respondents (87.5%) are Muslims; followed by traditionalists (7.6%) and Christian (4.5%).

Table 6: Religion of Community Members

Religion	Frequency	Percent
Christian	12	4.5
Muslim	231	87.5
African Traditional Religion	20	7.6
No response	1	0.4
Total	264	100.0

Occupation

Respondents' occupation was also considered, as the type of occupation could significantly affect the participation level of the individual.

The investigation confirmed as shown by Table 7 that the two most significant occupations in the area were farming (62.9%) and petty trading (21.6%). The professionals (1.1%) were those in formal occupation such as teachers and clerks and were smallest group. Other occupations (13.6%) which were not stated form third significant group.

Table 7: Occupation of Community Members

Occupation	Frequency	Percent
Farming	166	62.9
Petty Trading	57	21.6
Fishermen	1	0.4
Professional	3	1.1
Other	36	13.6
Non- response	1	0.4
Total	264	100.0

Leadership status of Community Members

Respondents' leadership status was sought to establish the level their involvement in the community's decision-making system.

A large number of the respondents (88.6%) held no leadership position in the surveyed community (see Table 8). Beside the twenty-six community leaders interviewed, there were also twenty-seven respondents who were leaders in their community. The leaders in the communities were mostly, the first contact for development workers. Therefore, their perception on participation in development program was very important to the study.

Table 8: Leadership Status of Community Members

Leadership Status	Frequency	Percent
Yes	27	10.2
No	234	88.6
No response	3	1.1
Total	264	100.0

Residential Status of Community Members

The respondents' place of birth were sought to ascertain their level of knowledge of what goes on in the community they lived and their level of participation in community development activities.

Table 9 shows that (67.0%) of the respondents were born in their communities they lived; while 31.8% of respondents were not born in the communities they were living when the interview was conducted.

Table 9: Residential Status of Community Members

Born in Community	Frequency	Percent
Yes	177	67.0
No	84	31.8
Non-response	3	1.1
Total	264	100.0

43

Length of Stay

The duration of stay in the communities of the respondents was sought to determine the respondents' knowledge of community's development activities with NGOs. The results of their responses are shown in Table 10.

Table 10: Duration of Stay of Community Members

Duration of Stay	Frequency	Percent
Less than six month	13	4.9
Six months to one year	8	3.0
Two to four years	14	5.3
Over four years	66	25.0
No response	163	61.8
Total	264	100.0

Understanding of Community Participation

Both community members and opinion/ community leaders were asked to indicate their understanding of the concept of community participation.

Knowledge of NGOs' Projects

The respondents' knowledge of NGOs' projects gave them the basis to define community participation. Therefore, respondents were asked about their knowledge of NGOs' projects and their responses are shown on the Tables 11 and 12.

44

A high percentage (%) of respondents claimed that they had knowledge of NGO's projects. Therefore, these respondents were able to express their perception about community participation concept.

Table 11: Knowledge of NGOs' Projects of Community Members

Response	Frequency	Percent
Yes	196	74.2
No	64	24.2
Non-response	4	1.5
Total	264	100.0

Table 12: Knowledge of NGOs' Projects of Opinion Leaders

Response	Frequency	Percent
Yes	25	96.2
Non-response	1	3.8
Total	26	100.0

Number of NGOs

The number of NGOs undertaking development projects in the community offered the respondents their perceived understanding. Thus, the researcher asked the respondents to indicate the number of NGOs undertaking projects in their community. The outcomes are on tables 13 and 14.

45

The Tables 13 and 14 show that more than 70% of the respondents knew an NGO's project in their communities and therefore could mention the number. Thus, over 70% of all the respondents had knowledge of NGO and therefore should be able to response to the questions in the questionnaire.

Table 13: Number of NGOs by Community Members

Number of NGO	Frequency	Percent
0	1	0.4
1	116	43.9
2	35	13.3
3	23	8.7
4	7	2.7
5	4	1.5
6	2	0.8
7	1	0.4
No Response	75	28.4
Total	264	100

Table 14: Number of NGOs by Opinion Leaders

Number of NGOs	Frequency	Percent
1	14	53.8
2	5	19.2
3	1	3.8
5	1	3.8
6	1	3.8
7	1	3.8
No Response	3	11.5
Total	26	100

NGOs in the community

The respondents were asked to mention the NGOs undertaking project in their communities. This was done to find out respondents' level of knowledge of NGO-led project(s) in their communities.

From the Tables 15 and 16, majority of the respondents mentioned Christian Children Fund of Canada (CCFC), Ghana Danish Community Development Project (GDCP) and World Vision. These NGOs had their offices at the District and therefore were closer to the respondents.

47

Table 15: NGOs in the Community (Community Members' Response)

Name of NGO	Frequency
AGRET	10
GDCP	32
OIC	4
WORLD VISION	41
WFP	1
CCFC	99
JICA	1
NEW ENERGY	1
NO RESPONSE	85
TOTAL	264

Table 16: NGOs in the Community (Opinion Leaders' Response)

Name of NGO	Frequency
AGRET, GHANA	1
CCFC	7
GDCP	10
NEW ENERGY	1
UNICEF	1
WORLD VISION	5
NO RESPONSE	1
TOTAL	26

Perceived meaning of Community Participation

The community members and the opinion leaders were asked to give their perceived understanding of community participation. There were various responses to this and some were similar while others were different but all of the responses showed that relationship was important to the respondents. The respondents' perceived meanings of community participation are summarized as follow:

- A sense of good relationship between community members and the NGO(s)

- Community can share their views with the NGO(s) and be respected

- Community has say in implementing the project.

Nature of Community Participation in NGO-Led Development Programs

This section seeks to find out what the community does at each stage of the project cycle in terms of project identification, planning and design, implementation and monitoring.

Community Involvement in Project Cycle

The researcher sought the extent to which the community was involved in every stage of project cycle. The respondents were asked about meetings with NGO's for development project.

49

The Tables show the responses of NGO's holding meetings for project cycle.

Table 17: NGO Community Meeting (Community Members)

NGO-Community Development Meeting	Frequency	Percent
Yes, and always	32	12.1
Yes, but not always	162	61.4
No, but only once	1	0.4
No Response	69	26.1
Total	264	100.0

Table 18: NGO-Community Meeting (Opinion Leaders)

NGO-Community Development Meeting	Frequency	Percent
Yes, and always	5	19.2
Yes, but not always	20	76.9
No Response	1	3.8
Total	26	100.0

From the Tables 17 and 18, high percentages (61.4% and 76.9%) of both ordinary community members and opinion leaders stated that NGOs held meetings but not always, in their communities to initial, plan, implement, monitor and close NGO- led development project.

Attendance of Community

The respondents were asked whether they attended meetings concerning community development or not. Table 19 shows that 172 (65.2%) out of 264 stated that they attended development community meetings; and only 22 (8.3%) out of 264 stated that they did not attend meetings. Table, 20 indicates that 96.2% stated that they attend such meetings with only 3.8% who did not. These indicate that there was high participation rate in meetings concerning developments.

Table 19: Community Attendance (Community Members)

Attendance	Frequency	Percent
Yes	172	65.2
No	22	8.3
No Response	70	26.5
Total	264	100.0

Table 20: Community Attendance (Opinion Leaders)

Attendance	Frequency	Percent
Yes	25	96.2
No Response	1	3.8
Total	26	100.0

Those of the respondents that stated that they did not attend such meetings gave their reasons as not interested, busy on farm or market, had heart disease, and others said they did not know about the meeting. Others also said they

51

contributed money and were deceived while another group also said that either development committee or their husband attended meeting on their behalf.

Opinion on Attendance

The opinions of the respondents were sought on their attendance to community development meetings. This was sought to find out the attitude of the community members toward participation of NGO-led development.
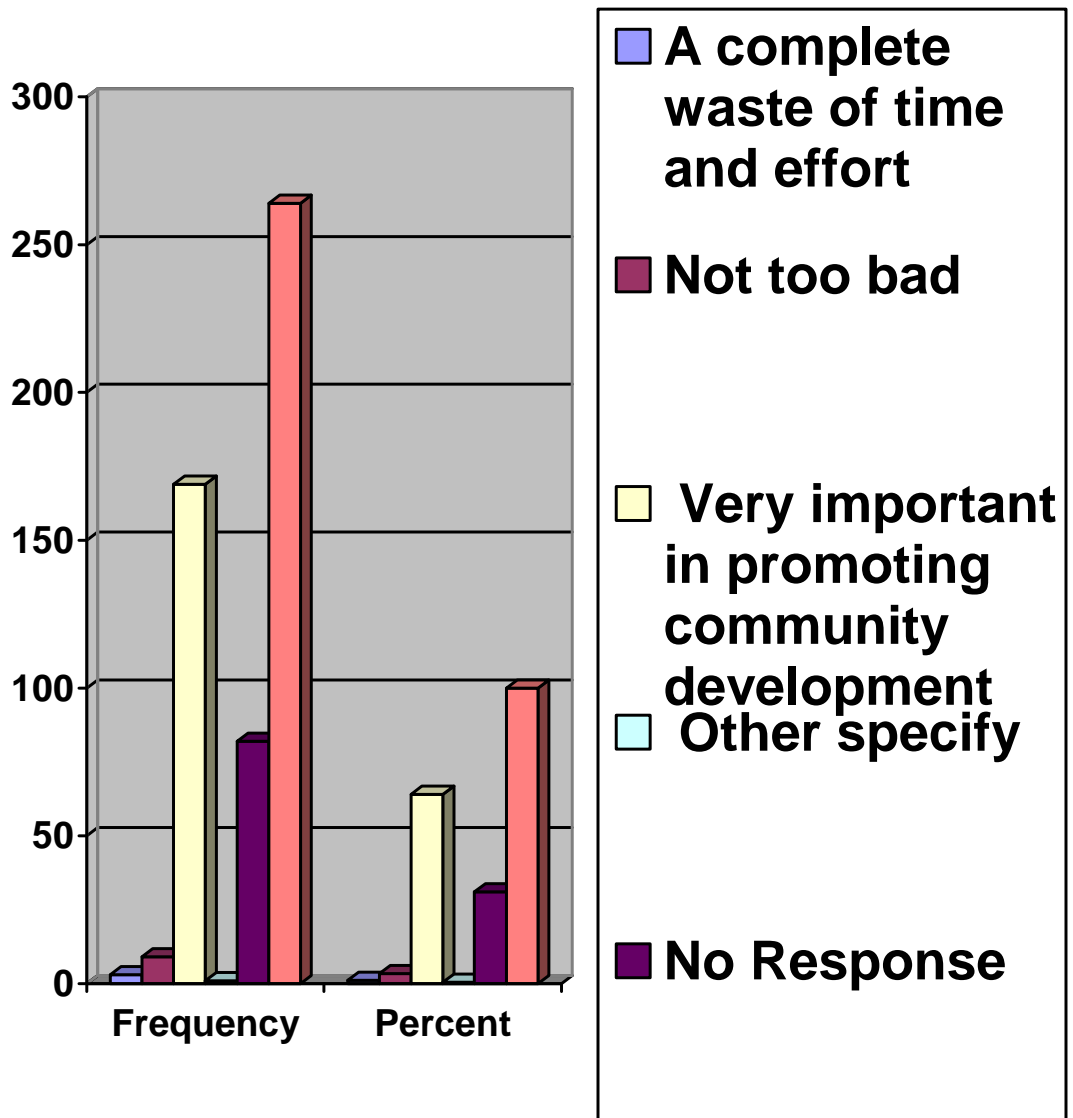
Figure 1: **Opinion on Attendance (Community Members)**

52

Figure 1 shows that 64.0% of the respondents agreed that attendance of meeting was very important in promoting community development. Though 31.1% of the respondents did not response, the Figure 2 below also shows a high percentage (96.2%) agreement by the respondents to the fact that attendance was very important in promoting community development.
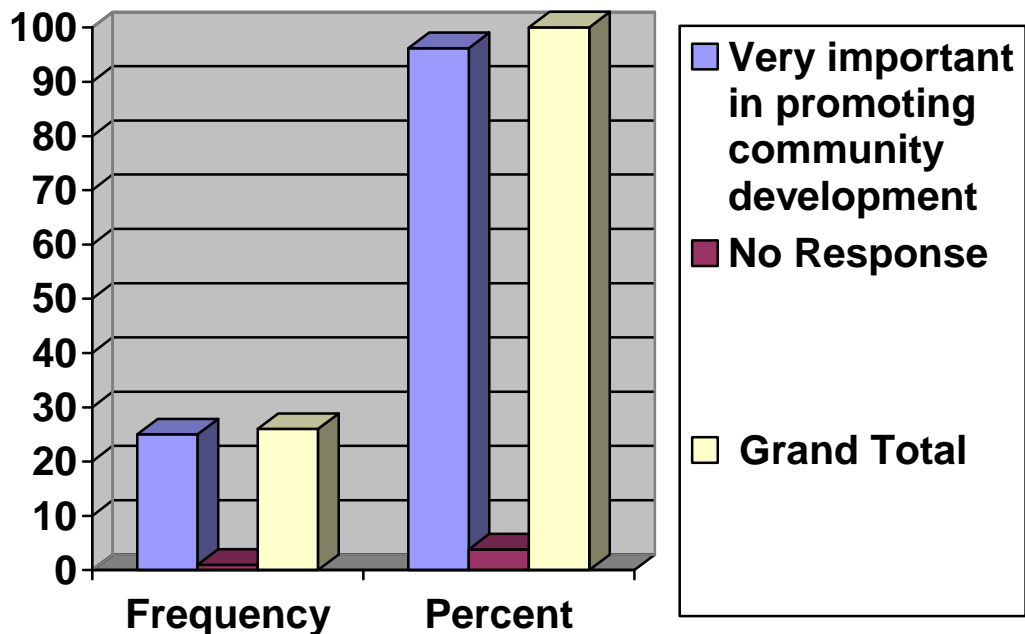
Figure 2: **Opinion on Attendance (Opinion Leaders)**

Meeting Composition

The composition of meetings indicates who is involved in the project cycle and who is not. Table 21 shows that high percentage (64%) of respondents stated that entire community was involved in the meetings.

53

Table 22 shows that 72.0% of respondents indicated that the entire community was involved in meeting and 24.0% of respondents indicated that development committee members only were involved.

Table 21: Meeting Composition: Community Members

Meeting Composition	Frequency	Percent
The entire community	169	64.0
Opinion leaders only	1	0.4
Development project committee members only	9	3.4
No response	85	32.2
Total	264	100.0

Table 22: Meeting Composition: Opinion Leaders

Meeting Composition	Frequency	Percent
The entire community	19	72.0
Opinion leaders only	1	4.0
Development project committee members only	6	24.0
Total	26	100.0

Decision Making On Project

The decision to implement NGO-led development project is very important. Thus, those who are involved in the decision show the level of participation in

NGO-led project implementation. Respondents were therefore, asked to indicate those who decide on implementation and the results shown below on Figure 3 indicates that 62.9% of community members stated that the entire community and NGOs decide on implementation. Figure 4, also points out that 73.1% of respondents stated that the entire community and NGOs make such decisions.
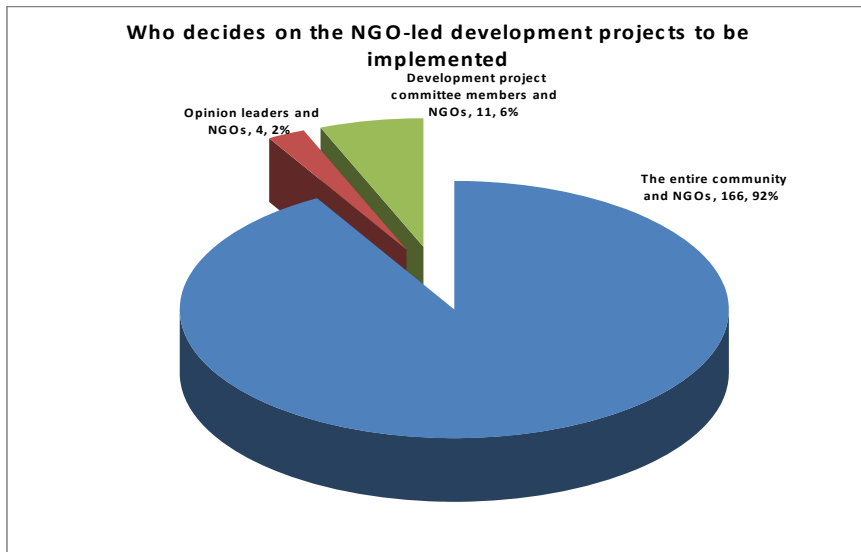
Figure 3: **Decision Making on Project (Community Members)**
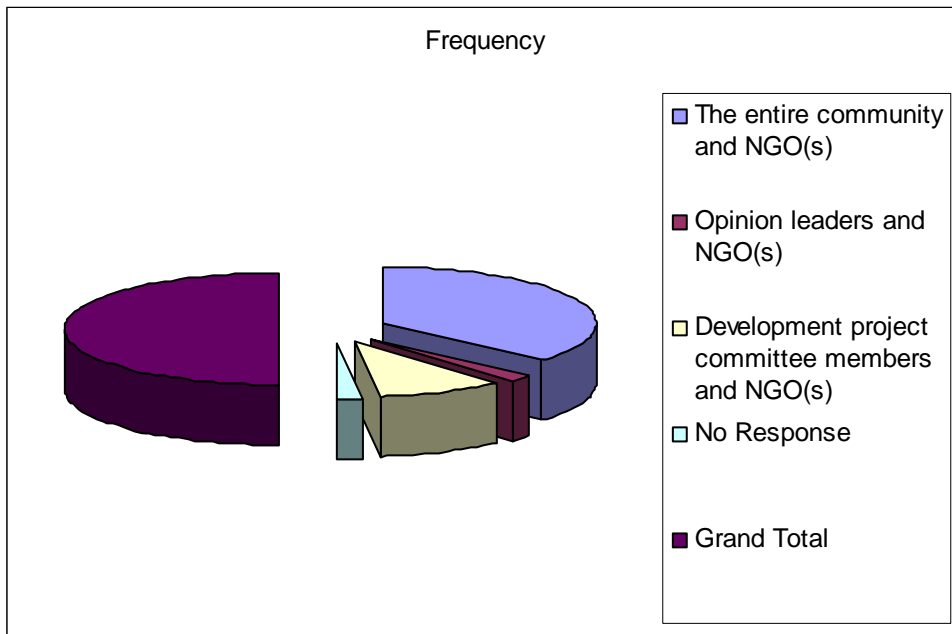
Figure 4: **Decision Making on Project (Opinion Leaders)**

Decision Making Process

In order to understand the decision making process, the respondents were asked to indicate process of taking decision concerning NGO-led projects. The outcomes on Table 23 and 24 show that 68.6% of respondents and 92.3% of respondents respectively, stated that the process was by consensus, which was active participation of the people.

Table 23: Decision Making Process (Community Members)

Decision Making Process	Frequency	Percent
By consensus active participation of the people	181	68.6
No response	83	31.4
Total	264	100.0

Table 24: Decision Making Process (Opinion Leaders)

Decision Making Process	Frequency	Percent
By consensus (active participation of the people)	24	92.3
No response	2	7.7
Total	26	100.0

56

Decision Content

The kind of decision made at meetings of the community with the NGOs is important, as it brings out the level of participation of the people at each stage of the project cycle. The respondents were, therefore asked to indicate the meetings with NGOs.

Table 25 shows that choosing project site was a major decision they took (54.9 %). Table 26 also shows a high percent to decision of choosing project sit.

Table 25: Decision Content (Community Members)

Decision Content	Frequency	Percent
Choosing project site	145	54.9
Using of project resources	19	7.2
Ideas about technical issues	4	1.5
Who would be directly involved in the implement	4	1.5
Other	9	3.4
No response	83	31.4
Total	264	100.0

Table 26: Decision Content (Opinion Leaders)

Decision Content	Count	Percent
Choosing project site	22	91.7
Using of project resources	9	37.5
Ideas about technical issues	3	12.5
Other	1	4.2

Idea Sharing

The extent to which the community members are free to share ideas on project implementation is essential factor to participation. The respondents were asked if the NGOs allowed them to share freely their ideas on NGO-led project implementation. 59.1% of the respondents on Figure 5 stated that to great extent, they were able to share their ideas freely. Figure 6 also shows that 57.7% of the respondents indicated that to very great extent, they were able to share their ideas freely.
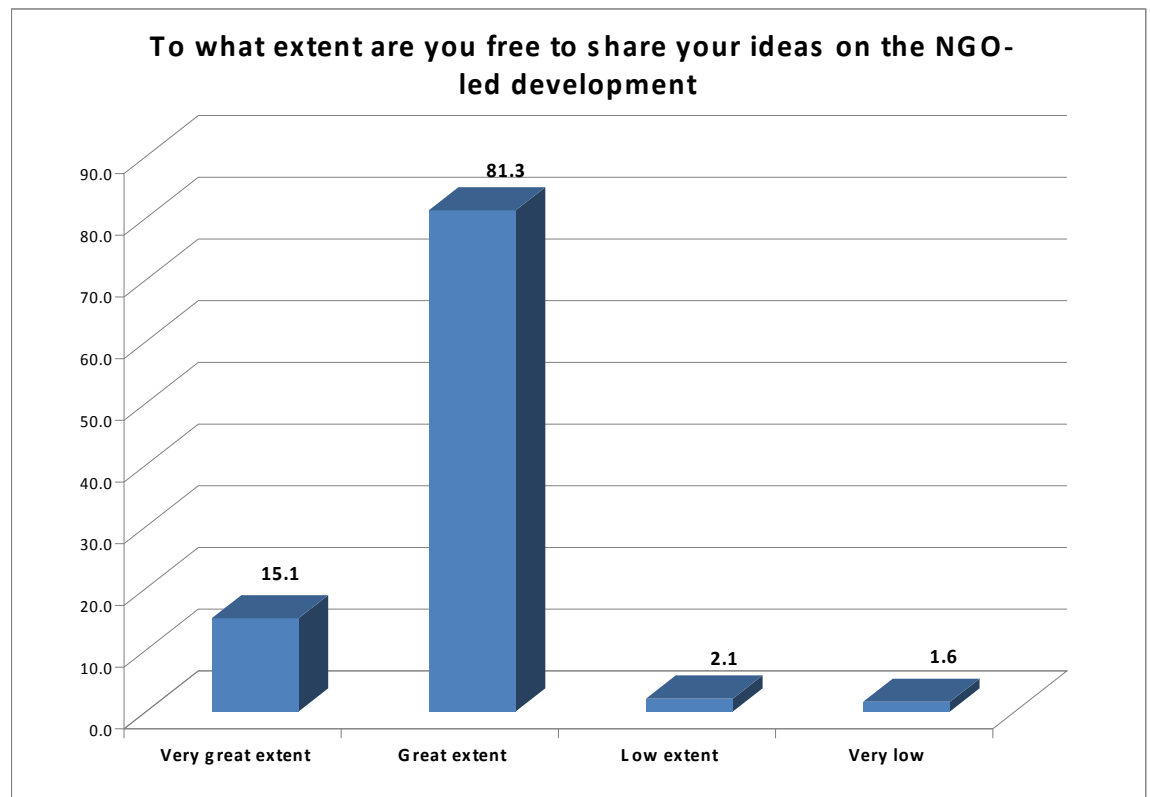
Figure 5: **Idea Sharing (Community Members)**

To what extent are you free to share your ideas on the NGO-led development
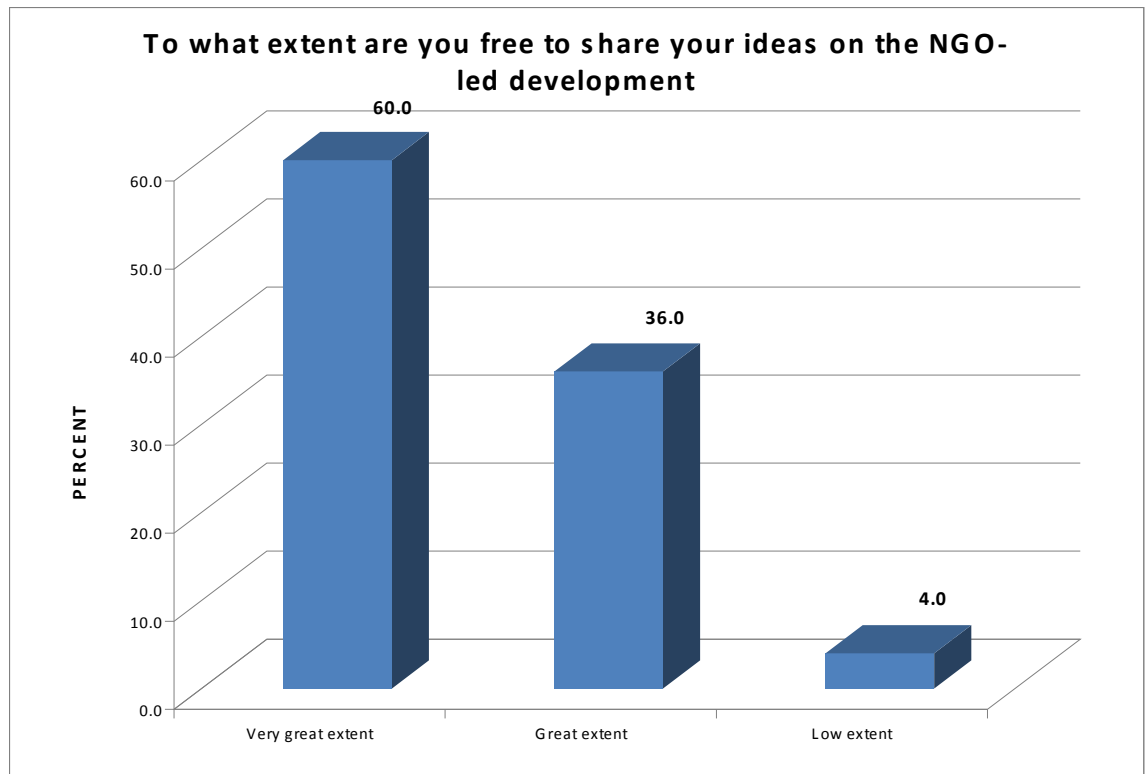
Figure 6: **Idea Sharing (Opinion Leaders)**

Acceptance of Suggestions

Suggestions of the community members are keys to participation development. The respondents were asked if their suggestions were accepted by NGOs working in their community. Table 27, is 70.1% yes; that is 70.1% of respondents stated that their suggestions were accepted by the NGOs. Table 28 also shows that 96.2% of respondents stated, yes, and their suggestion were accepted by NGOs.

Table 27: Acceptance of Suggestions by Community Members

Suggestion Accepted	Frequency	Percent
Yes	185	70.1
No	6	2.3
No response	73	27.7
Total	264	100.0

Table 28: Acceptance of Suggestions by Opinion Leaders

Suggestion Accepted	Frequency	Percent
Yes	172	65.2
No	22	8.3
No response	70	26.5
Total	264	100.0

Community Contribution

One of the key areas of community participation is the real contribution that the community makes toward NGO-led development. Respondents were asked to indicate the contribution they made toward NGO-led development programs. The tables below indicate the responses of the respondents. Table 29 shows that 42.4% of the respondents stated that labour was their main contribution while only 0.4% of respondent stated that ideas and technical support were their

60

contribution. Table 30 also shows that labour was main contribution follow by money and labour.

Table 29: Community Contribution by Community Members

Community Contribution	Frequency	Percent
Labour	112	42.4
Money and Labour	80	30.3
Ideas and Technical support	1	0.4
No response	71	26.9
Total	264	100.0

Table 30: Community Contribution by Opinion Leaders

Community Contribution	Count	Percent
Labour	17	68.0
Money and Labour	9	36.0
Total	26	100.0

Contribution of Money

The main occupation of the communities is agriculture, which depends on the rains. Therefore, majority of them found it difficult to contribute money. The respondents were then asked whether contributing money towards NGO-led development projects constituted a considerable burden to them.

The Table 31 and 32 show the respondents responses to this issue. Table 31 indicates that majority (47.3%) of respondents did not consider contribution of money as a burden. However, the Table 32 shows that majority (61.5%) of

respondents considered contribution of money as a burden. While, 25.4% of respondents in Table 31 agreed that contribution of money was considerable burden to them. Moreover, 34.6% stated in Table 32, that contributing money was no burden to them.

Table 31: Contribution of Money by Community Members

Money contribution burden	Frequency	Percent
Yes	67	25.4
No	125	47.3
No response	72	27.3
Total	264	100.0

Table 32: Contribution of Money by Opinion Leaders

Money contribution burden	Frequency	Percent
Yes	16	61.5
No	9	34.6
No response	1	3.8
Total	26	100.0

Involvement in Monitoring

Involvement in monitory of the progress of the NGO-led development project is one of the elements to ensure community participation. The monitory may take the form of meeting with NGO staffs or visiting the project site. In addition, interacting with workers on the project is one of the ways of monitoring.

Table 33, points out that majority (56.8%) of community members were involved in monitory through visiting the project site. Table 34, has majority (95.8%) of opinion leaders stating that, they were involved in monitoring through visiting the project site.

Table 33: Involvement in Monitoring by Community Members

Involvement in Monitory	Frequency	Percent
Meeting with NGO staff	11	4.2
Visit to project site	150	56.8
Interacting with workers on project	30	11.4
Other	2	0.8
No response	71	26.9
Total	264	100.0

Table 34: Involvement in Monitoring by Opinion Leaders

Involvement in Monitory	Count	Percent
Meeting with NGO staff		12.5
Visit to project site		95.8
Interacting with workers on project	9	37.5

Awareness of Work Progress

Both Richard (1989) and Rogers (1996) see participations as the extent to which community members are aware of the important components of the Programme. This means that awareness is created by the NGO for the community

63

to know what is happening at the different stages of the project. The awareness, thus created makes community members develop a sense of satisfaction as they are made to believe that they are part of the decision-making and therefore involved in the Programme.

Table 35 shows that 66.3% of the community members agreed that they were fully aware of progress of work at every stage of the development project. Table 36 also shows that 84.6% of opinion leaders accepted that they were fully aware of progress of work at every stage of the development project. Thus, the community members have a sense of satisfaction created from their awareness of the project progress.

Table 35: Awareness of Work Progress by Community Members

Awareness	Frequency	Percent
Yes	175	66.3
No	19	7.2
No response	70	26.5
Total	264	100.0

Table 36: Awareness of Work Progress by Opinion Leaders

Awareness	Frequency	Percent
Yes	22	84.6
No response	4	15.4
Total	26	100.0

The community members, who were not aware of progress of the development project, gave reasons, which were not the cause of the NGOs. Most of them were not attending meetings or were not interested in the project.

Perceived Impact as Related to Empowerment

According to UNHCR (2005), a community is said to be empowered when the people are able to access knowledge and resources that enable them to gain confidence in analysing their situations, increase their control over their environment and take active role in decisions on issues, which affect their lives. Naranayan (2004) pointed out that some NGOs in India run training programmes on leadership and development, which are intended at equipping community members with the knowledge, and skills to be able to take up the new roles that will be expected of them after the NGOs had folded up.

Employment Opportunity

Employment opportunity is one of the ways of empowerment of community as community members take up new skills gain from NGOs. The researcher asked the respondents if the NGOs activities had generated employment opportunity. The responses in Table 37 shows that 25% of community members agreed that there was employment opportunity while 45.5% disagreed. Table 38 shows that 30.8% of opinion leaders agreed that NGOs created employment opportunity while 65.4% disagreed of this.

65

Table 37: Employment Opportunity by Community Members

Employment Opportunity	Frequency	Percent
Yes	66	25.0
No	120	45.5
No response	78	29.5
Total	264	100.0

Table 38: Employment Opportunity by Opinion Leaders

Employment Opportunity	Frequency	Percent
Yes	8	30.8
No	17	65.4
No response	1	3.8
Total	26	100.0

The researcher asked the respondents, who agreed that NGO-led programmes had generated some employment opportunities, to mention some employment opportunities.

They mentioned the following: Carpentry, masonry and blacksmith training, expansion of businesses, loans to help their jobs, and sanitation work, and micro-financing some women to help their business activities

Perceived Impact of NGO-led Programmes

The respondents were asked of how NGO-led programmes had affected their lives. The respondents' perceptions of the impact of NGO-led programmes varied from improving farming systems to reducing guinea worm

66

cases. Most of the people had improved educational system; health system and living standards. Some few respondents stated that NGO have had no effect on their lives.

Perception on Sustainability and Ownership

According to Wilcox (2005), people are most likely to be committed to carrying something through if they have a stake in the generation of the idea. Thus, the community participation in decision-making is very important in achieving ownership and sustainability. Aglobitse and Dairo (2004), also pointed out that when community leaders are given respect and recognition, they respond favourably to mobilise community members towards participation in development programmes. This therefore underscores the importance of the involvement of community opinion leaders in any development programme.

Sustainability

From the points made by Wilcox, Aglobitse and Dairo, the researcher asked the respondents if they could initiate their own development project, when NGO(s) leave. The response in Table 39 shows that, 44.3% said yes and 14.8% said no while 40.0% said they could not tell. The response from the opinion leaders in Table 40 shows that, 65.4% agreed that they can initiate their own development project, and 23.1% said they could not while 7.7% said they could not tell.

Table 39: Sustainability by Community Members

Can Initiate	Frequency	Percent
Yes	117	44.3
No	39	14.8
Can't tell	108	40.0
Total	264	100.0

Table 40: Sustainability by Opinion Leaders

Can Initiate	Frequency	Percent
Yes	17	65.4
No	6	23.1
Can't tell	2	7.7
No response	1	3.8
Total	26	100.0

Ownership

The respondents were asked if they see themselves owning the NGO-led development project(s). The results were overwhelmingly high on the yes side for both community members and opinion leaders. There were 70.8% yes, 0.4% no and 28.8% undecided by community members (see Table 41). The opinion leaders (see Table 42) show 96.2% for yes as a response. Thus, the communities strongly believe that they own the NGO-led programme(s).

Table 41: Ownership by Community Members

Owning Project	Frequency	Percent
Yes	187	70.8
No	1	0.4
Undecided	76	28.8
Total	264	100.0

Tab   Table 42:   Ownership by Opinion Leader

Owning Project	Frequency	Percent
Yes	25	96.2
No response	1	3.8
Total	26	100.0

Suggestions for Enhancing Community Participation

An increasing number of analyses of projects have shown that community participation is one of the critical components of success in development projects. Thus, this section seeks to find ways of promoting active participation of the people in NGO-led development programmes. The suggestions given by respondents about ways of promoting active community participation were that NGOs needed to be honest, closer to the people, listened to the people and promoted effective communication. In addition, NGOs must do follow ups, educate the community and have regular consultation and monitoring. Regular meetings between NGOs and the people, and reducing meeting hours were suggested. Some also suggested that there should be mutual understanding.

69

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter gives a summary of the main issues raised in the study, the conclusions drawn and recommendations. The chapter is in three parts. The first part deals with the summary of the study which includes the problem under study, general objectives, research questions, population of the study, sample size and sampling procedures and data analysis. The major findings according to the specific objectives are also included in the summary of the study. The second part deals with the conclusions drawn from the major findings of the study and the third part is recommendations emanating from the major conclusions.

Summary

The issue of community participation now seems to be torn between theory and practice. While one school of thought is of the view that there cannot be genuine community participation in any development programme, the other school of thought believes strongly that it is the panacea to sustainability and eventual poverty reduction.

The question raised from analyzing the foregoing then is whether community participation in some NGO programmes in Ghana is a mere rhetoric in view of the many cumbersome processes involved or if not, then how are the ordinary people involved in NGO-led development programmes and the perceived effect of

community participation on sustainable development? The answers to these questions will assist development workers to generate appropriate approach to make community participation a key tool in achieving participatory and sustainable development. The study therefore, sought to assess how ordinary people of the Tolon-Kumbungu District are involved in NGO-led community programmes and the perceived effect(s) of their involvement on sustainable community development. The general objective of the study was to examine community participation in NGO-led development programmes and its effects on sustainable community development.

The population of the study was 290 people, which consist of 264 community members and 26 community leaders or opinion leaders. The study sample was chosen from among members of five communities and their opinion or community leaders in Tolon-Kumbungu district. An unstructured interview schedule and structured interview schedule in the form of questionnaires were used to collect information from individuals and opinion leaders in the communities. The questionnaires (shown in appendices 1 and 2) were made up of open and close-ended questions and consisted of 34 items divided into five sections.

A pre-test for this study took a day and was very useful for preparing for the main fieldwork. The validity of the instruments were ensured by the pre-test survey, which measured the precision, accuracy and relevance of the instrument to the research objectives. The pre-test also offered opportunity to test the reliability of the instrument in terms of its objectivity, consistency and stability in

71

relation to the researcher and the respondents. The data were edited for consistencies of response and a coding scheme was prepared. The data were then entered into the computer for analysis.

The main findings of the study are:

- There were 65.9% of men and 31.8% of women interviewed, according to the analysis. This was because the women were not available. The respondents in youthful age bracket (28-37years) were 36.4% and 22.0% of respondents were in 38-47years. A highly significant number (85.2%) of respondents had no formal education and the main occupations of people were farming (62.9%) and petty trading (21.6%).

- A sense of good relationship between community members and the NGO(s) where they could share their views with the NGO(s) and be respected or where community had say in the implementation of projects was what the respondents called community participation.

- According to 61.4% of community members and 76.9% of opinion leaders, the NGOs held meetings with the communities but not always. The study also shows that 65.2% of the community members and 96.2% of opinion leaders stated that, there was high participation rate in meetings concerning development. Few who do not attend meeting gave their personal reasons. The study again indicates that 64.0% of the community members and 96.2% of the opinion leaders agreed that attendance of meeting was very important in promoting community development.

72

- 64.0% of the community members and 72.0% of the opinion leaders stated that, entire community was involved in the meetings. The finding also shows that 62.9% of the community members and 73.1% of the opinion leaders stated that, the entire community and NGOs decided on implementation. Again, the study point out that 68.6% of the community members and 92.3% of the opinion leaders stated that, decision making process was by consensus which was active participation of the people. The finding also shows that 54.9% of the community members and 91.7% of the opinion leaders stated that, content of decision made at meetings of the community with the NGOs included choosing project site. It was found in the study that 59.1% of the community members and 57.7% of the opinion leaders stated that, there was a great extent to which the community members were free to share ideas on project implementation.

- 70.1% of community members and 96.2% of opinion leaders stated that the suggestions of the community members were accepted by NGOs working in their community. The finding also shows that 42.4% of the community members and 68.0% of the opinion leaders stated that, labour was the real contribution that the community made toward NGO-led development. In terms of contribution of money, the study shows that 47.3% of the community members and 34.6% of the opinion leaders considered contribution of money as not a burden while 25.4% of the community members and 61.5% of the opinion leaders considered it as a burden.

▪ 56.8% of the community members and 95.8% of the opinion leaders stated that, they were involved in monitory through visiting the project site. In terms of awareness, the study shows that 66.3% of the community members and 84.6% of the opinion leaders agreed that they were fully aware of progress of work at every stage of the project.

▪ 45.5% of the community members and 65.4% of the opinion leaders disagreed that NGOs had created employment opportunity. The few of respondents who agreed that NGOs had created employment opportunities mentioned the following: Carpentry, masonry and blacksmith training, expansion of businesses, some had received loans to help their jobs, had teachers and sanitation workers, had trained masons and carpenters, micro-financing some women to help their business activities. The respondents' perceptions of the impact of NGO-led programmes varied from improving farming systems to reducing guinea worm cases. Most of the people had improved educational system, health system and living standards.

▪ 44.3% of the community members and 65.4% of the opinion leaders stated that they could initiate their own development project when NGOs leave. The result of the study also shows that 70.8% of community members and 96.2% of the opinion leaders agreed that they saw themselves owning the NGO-led development project(s).

▪ The suggestions given by respondents about ways of promoting active community participation were that NGOs needed to be honest, closer to

the people, listened to the people and promoted effective communication. In addition, NGOs must do follow ups, educate the community and have regular consultation and monitoring. Regular meetings between NGOs and the people, and reducing meeting hours were also suggested. Some also suggested that there should be mutual understanding.

Conclusions

The data analysis of this study had led to the findings stated above, from which following conclusions have been made:

- There were more men than women that were interviewed in the survey. This was because the women were not available to be interviewed, as most of them were busy at home or gone to fetch water. However, that did not mean women were not involved in development programmes. Most of the community members interviewed were in the youthful age bracket (28-37 years) and these were the people involved in the development programmes. In terms of educational attainment, a highly significant number of community members in this study had no formal education. Illiteracy had negative implications on the participation of people in community development activities.

- The occupations of most of the people were farming and petty trading and therefore, they did not have strong socio-economic power as the farming depended, on the rainfall pattern and the petty trading, on financial capital. The understanding of community members on community participation showed that for them, a good relationship with NGO(s) where their views

were respected and incorporated in implementation was what they called community participation.

- The nature of community participation in development programme was in the form of meetings of NGOs with the entire community members. The NGOs held meetings with the communities but not always and there was high participation rate in the meetings. Most of the people agreed that attendance of meetings was very important in promoting community development. The decision making process in most of these meetings was by consensus which showed active participation. The study also pointed out that ordinary people were free to share idea and to make suggestions on choosing project site, and project implementation. Labour according to the people was their contribution. Nevertheless, contributing money, for some, was a burden to them as their economic base was not strong. The people were involved in monitory through visiting the project site and they were aware of progress of work at every stage of the project. However, participation as involvement, does not build capacities for community members to take control of development process after the NGOs end their work (Burkey, 1993).

- UNHCR (2005), states that a community is empowered when the people are able to access knowledge and resources that enable them to gain confidence in analysing their situations, increase their control over their environment and take active role in decisions on issues, which affect their lives. Employment opportunity was one of the ways of empowerment and the study showed that most of the people disagreed that NGOs had created

such opportunity. According to few of the people in this study, they stated that NGOs created opportunities in training people in carpentry, masonry, blacksmith, teaching and sanitation works. The NGOs had also assisted them in expansion of their businesses by giving loans and micro-financing some women. The people's perceptions of the impact of NGO-led programmes varied from improving farming systems to reducing guinea worm cases. Most of the people had improved educational system, health system and living standards. However, it cannot be concluded that NGOs had empowered the people enough to initiate their own development. The people had not been empowered so as to be able to influence and control development initiative, which affect them, thereby achieving sustainability.

▪ Not many of the people in this study accepted that they could initiate their own development project when NGOs closed their programme. This was probably because of low economic status rather than non-participation of decision-making. However, overwhelming majority of the people agreed that they saw themselves owning the NGO-led development projects. Therefore, there was high sense of ownership as they were involved in decision-making and the NGOs' respect for community leadership.

▪ Community participation is a major critical component of success in development projects. Therefore, suggestions for enhancing community participation are very important to development agents such as NGOs and donor agencies. The suggestions from the people in this study were that NGOs needed to be honest, closer to the people, listen to the people and promoted effective communication. In addition, NGOs must do follow

77

ups, educate the community and have regular consultation and monitoring. Regular meetings between NGOs and the people, and reducing meeting hours were also suggested. Some also suggested that there should be mutual understanding. These suggestions showed that the people appreciated the importance of community participation. Therefore, NGOs cannot overlook people participation.

Recommendations

Arising out of these major conclusions, it is pertinent to make the following recommendations:

1. The NGOs and District Assembly should collaborate with communities to organize adult literacy programme as a way of empowerment.

2. The Ministry of Agriculture and the NGOs should collaborate with communities to run programme that improve the farmers' agricultural practices which will strengthen the people's socio-economic power, thus their effective participation in development.

3. The NGOs should educate extensively the ordinary people of the district, about the need and benefits of community participation and move from participation as involvement to participation as control where the people take charge or influence various components of the NGO programmes.

4. As part of strengthening the structures of participatory development, the NGOs must educate the people to be able to identify and initiate their own development programme. The NGOs working in the district should have offices in the district so that they can have frequent meetings with the

78

communities. But should reduce meeting hours, as long hours discourage attendance.

5. The NGOs must train the people in leadership and technical skills to enhance sustainability.

6. The NGOs should develop effective communication skills which include honesty, mutual understanding, and regular consultation and follow ups to promote community participation.

7. Studies should be done by development practitioners on community initiative in participatory development.

References

Aglobitse, D.M; & Dairo, A.E. (2004). *African Alliance Programme for*

   AppropriateTechnology in Health Report. Available at www.ayaonline.org.

   Retrieved 19 May 2008.

AIDB. (2002). *Agricultural Line of Credit to AIDB- Complete Report.*

   Available at www.aidb.org. Retrieved 19 May 2008.

Aloo, J. (2000). *Donor Support to NGOs*. The courier, ACP-EU: 181(online).

   Available at http://ec.europa.eu/development/icenter/publications.

   Retrieved 19 May 2008.

Amedzro, A.K. (2004*). Non Governmental Organizations in Adult Education:*

   The Case of Ghana Institute of Linguistics, Literacy and Bible Translation.

   Accra: Ghana Universities Press.

Amedzro, A.K (2005a) Globalization: *Non Formal Education and Rural*

   Development in Developing Economics. Accra: Ghana Universities Press.

Amedzro, A.K (2005b). *Theory and Practice of Community Education: A*

   Comparative Study of Nordic, British, Canadian and Ghanaian

   Experiments. Accra: Ghana Universities Press.

Badhuri, A; & Rahman, M.A (1982). *Studies in Rural Participation*. Delhi:

   Oxford and Publishing CO. ILO.

Bartle, P. (2005). *The Sociology of Communities*. Victoria: Camosun Imaging.

Beaulieu, R; & Manoukian, V. (1994). *"Participatory Development: A Brief*

   Review of CIDA'S Experience and Potential." Policy Branch, Hull: CIDA.

Bergdall, T.D. (1993). *Methods for Active Participation: Experiences in Rural*

Development from East and Central Africa. Nairobi: Oxford University
Press.

Bortei-Doku, A.E. (1996). "*Transfer of Ownership in Participatory Development: Working Out the Strategies in Ghana*." New Series Discussion Papers No. 68, Development and Project Planning Centre, University of Bradford.

Bown, & Tomori. (1979*). A Handbook of Adult Education for West Africa*. Freetown: Hutchinson and Co Ltd.

Burkey, S. (1993). *People First: A Guide to Self Reliance Participatory Rural. Development*. London: Zed Books Limited.

CCC. (2006). *Perception of Quality of Life in Christchurch*. Available at www.ccc.govt.nz/Publications. Retrieved 19 May 2008.

Clarke, E. (2000). *Western NGOs*. The Courier, ACP-EU: 181(online). Available at http://ec.europa.eu/development. Retrieved 19 May 2008.

Cohen, J.M. & Uphoff, N. (1977). *Rural Development Participation: Concepts and Measures for Project Design Implementation and Evaluation*. New York: Cornell University Press.

Commonwealth secretariat. (1998). *Working With People and Their Communities*. Malaysia: SRM Production Services.

FAO. (2002). *FAO Corporate Document Repository: Improving Nutrition Programmes*. From www.fao.org/jecfa/additive. Retrieved 19 May 2008.

Fowler, A. (1997). *Striking a Balance: A Guide to Enhancing Effectiveness of Non Governmental Organizations in International Development*. London: Earthscan Publications.

Friere, P. (1974). *Education for Consciousness*. New York: Seadbury Press.

Ghana Human Development Report. (2000). *Report of Ghana Human Development*. Accra: A&C Press.

Ghana Living Standards Survey. (2000). *Ghana Living Standards Survey.* Accra: A&C Press.

Government of Ghana. (1998). *Vision 2020: Programme of Action for the Medium Term Development Plan*. Accra: Worldwide Press Limited.

Guijt, I. (1991). *Perspective on Participation: An Inventory of institutions in Africa*. London: IIEI.

Hildebrand, H. (1995). Towards Acceptance of Participatory Evaluation. *Adult Education and Development IIZ DDV.* Vol. 44: 13.

Kyem, P.A.K. (2004). *People's Participation in Geographical Information Systems*. Connecticut: Connecticut State University Press.

Linberry, W. (1997). *Assessing Participatory Development: Rhetoric versus Reality.* Toronto: West View Press.

Lowola, N. (1993). The Idiofa Peasant's Participation in Rural Development-A Lawsuit   against the State. *Adult Education and Development, IIZ DDV.* Vol. 41:111.

Naranayan, P. (2004). *Empowerment through Participation: How Effective is this Approach?* Economic and Political Weekly, Vol. 38, No. 25. Retrieved from www.indymedia.org.en/2005/04/114985.shtml on 19 May 2008.

Narayan, D (1993). *Focus on Participation: Evidence from 121 Rural Water Supply Project, UNDP, World Bank Water Supplies and Sanitation*

Programme. Washington D.C.: World Bank.

National Education Association. (1960). Small-Sample Techniques. *The NEA*

    Research Bulletin, 38, 99

Oakley P. (1991), *Projects with People. The practice of Participation Rural*

    Development. Geneva: ILO

Oakley P. & Marsden D. (1984). *Approaches to Participation in Rural*

    *Development.*Geneva: ILO

PNDC Law 207. (1988). *Local Government Law of 1988*. Accra: A&C Press.

Richard, G.B. (1989). Participation by Adults; Some Traps for Development

    Educators in Adult Education and Development. *Adult Education*

    and Development IIZ DDV .Vol. 37:32.

Rogers, A. (1996). *Adult Learning for Development rod Mood Books*. Britain:

    Oxford Press.

Songan, P. (1993). Obstacles to Participation in Rural Development

    Programmes: A Case Study of the Land Development Project in Sarawak,

    Malaysia. *Adult Education and Development IIZ DDV*. Vol. 41:16.

Spencer L.J. (1989).*Winning through Participation.* Iowa: Kendall Hunt

    Publishing Company.

Tandon, R. (1995). Participatory Evaluation in Adult Education. *Adult Education*

    and development IIZ DDV. Vol.44: 26.

UN Department of Economic and Social Affairs. (1971), *Popular Participation in*

    Development: Emerging Trends in Community Development.

    New York:UN.

Tolon-Kumbungu District. (2006). *District Profile Brochure.* Tolon: Tolon-Kumbungu District.

UNHCR. (2005). *A Guide to Community Based Interventions in UNHCR Operations.* Geneva: UNHCR.

Wates, N. (2000). *The Community Planning Handbook: How People can Shape their Cities, Towns and Villages in Any Part of the World.* London: Earthscan.

White A. (1981). *Community Participation in Water and Sanitation-Concepts, Strategies and Methods*. Technical Paper No. 17. Hague: UNICEF.

Wilcox, D. (2005), *The Guide to Effective Participation.* Brighton: Partnership Books.

Wolfe, M. (1982). "*Participation in Economic Development*" in Assignment Children. New York: UNICEF Journal 58059.

World Bank. (2002). '*Partnership for development: from vision to action*', Washington DC: World Bank.

APPENDIX 1

INTERVIEW SCHEDULE FOR COMMUNITY MEMBERS.

TOPIC: **PERCEIVED EFFECT OF COMMUNITY PARTICIPATION IN NGO-LED DEVELOPMENT PROGRAMMES IN THE TOLON-KUMBUNGU DISTRICT OF NORTHERN GHANA.**

This interview is to seek the views of community members about participation in community projects. Be assured that your responses will be kept purely confidential.

General Information

Questionnaire No:

Date:…………………….

Name of Community / Village:……………………………………………

SECTION A: Demographic and socio-economic characteristics of respondent.
Tick as appropriate.

1. Sex: (a) Male   (b) Female

2. Which of these age brackets do you belong?
   (a) 18 – 27   (b) 28 – 37 (c) 38 – 47 (d) 48 – 57 (e) 58 above

3. What is the highest level of education you have attained?
(a) None
(b) Middle school level
(c) BECE
(d) SSCE / GCE 'O' / 'A' level
 (e) Tertiary Level

4. What is your marital status?
(a) Single
(b) Divorced/ Separated
(c) Windowed
(d) Married

5. What is your religion?
(a) Christian
(b) Muslim
(c) African Traditional Religion
(d) Other………..

85

6. What is your main occupation?
(a) Farming
(b) Petty Trading
(c) Fishermen
(d) Professional
(e) Other…………………….

7. Are you a leader in this community?
 (a) Yes
 (b) No

8. Were you born in this community?
 (a) Yes
 (b) No

9. If No (Q.8), then how long have you been living in this community?
(a) Less than six month
(b) Six months to one year
(c) Two to four years
(d) Over four years

SECTION B: Respondent's Understanding of Community Participation Concept in NGO-led Development Project.

10. Do you know of any NGO-led development project being undertaken in this community?
 (a) Yes
 (b) No **(please, if No, don't continue anymore but state your reason(s) at last page).**

11. How many NGOs are undertaking projects in this community?...........

12. Mention the name of one of the NGOs in this community……………………………………………………………………….

13. When someone talks of community participation in NGO-led development project what does it mean to you?
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

SECTION C: Nature of Community Participation In NGO-led Development Programmes.

14. Do NGO(s) hold community development meetings in this community to initiate, plan, implement, monitor and close NGO-led development projects?
(a) Yes, and always
(b) Yes, but not always
(c) No, but only once
(d) No, and not at all

15. Do you attend these community development meetings, if there are any of such meetings?
(a) Yes
(b) No

16. If No (Q. 24), why are you not attending such meetings? **(Give your answer and move to Q. 31 and continue)**
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

17. What is opinion about attending community development meetings, if there are any of such meetings?
(a) A complete waste of time and effort
(b) Not too bad
(c) Very important in promoting community development
(d) Other (specify)………………………………………………………..

18. If Yes (Q. 24), who mostly takes part in these meetings with the NGO(s) at this community?
(a) The entire community
(b) Opinion leaders only
(c) Development project committee members only
(d) Other (specify)………………………………………………………….

19. Who decides on the NGO-led development projects to be implemented in this community?
(a) The entire community and NGO(s)
(b) Opinion leaders and NGO(s)
(c) Development project committee members and NGO(s)
(d) Other (specify)………………………………………………………….

20. How are decisions concerning NGO-led development projects in this community made?
(a) By consensus (active participation of the people)
(b) By Manipulation (threat and influence)
(c) By minority decision (small powerful group)
(d) By unilateral decision (NGO's imposition)

21. What kind of decisions is made at such meetings with the NGO(s) concerning NGO-led development projects?
(a) Choosing project site
(b) Using of project resources
(c) Ideas about technical issues
(d) Who would be directly involved in the implement.
(e) Other (specify)………………………………………………………

22. To what extent are you free to share your ideas on the NGO-led development project at the implementation stage in this community?
(a) Very great extent
(b) Great extent
(c) Low extent
(d) Very low

23. Are the suggestions from you or community members accepted by the NGO(s) in this community?
(a) Yes
(b) No

24. What do you contribute to the implementation of the NGO-led development project?
(a) Money only
(b) Labour
(c) Money and Labour
(d) Ideas and Technical support
(e) Other (specify)…………………………………………………………..

25. Does contributing money towards NGO-led development projects constitute a considerable burden to you?
(a) Yes
(b) No

26. How are you involved in monitory of the progress of the NGO-led development project in this community?
(a) Meeting with NGO staff
(b) Visit to project site
(c) Interacting with workers on project
(d) Other (specify)…………………………………………………….

27. Are you fully aware of progress of work at every stage of the project?
(a) Yes
(b) No

28. If No (Q. 36), why are you not aware of the progress of work?..
....
....

SECTION D: Perceived Impact of Community Participation As Related to Empowerment.

29. Has the NGO-led development programmes generated some employment opportunity for in this community?
(a) Yes
(b) No

30. If Yes **(Q. 54),** mention some of them.
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

31. How has participation in the NGO-led development programmes affected your life?
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

32. Can you say this community can initiate, its own development project, if the NGO(s) leave?
(a) Yes
(b) No
(c) Can't tell

33. Do you see yourself as owning the NGO-led development project(s) in this community?
(a)Yes
(b) No
(c) Undecided

SECTION E: Suggestions for Enhancing Community Participation.

34. Suggest at least three ways by which NGOs can promote the active participation of the people in NGO-led development projects in this community?
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

IF YOUR ANSWER OF QUESTION 11 IS (b), THEN EXPLAIN HERE:
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

APPENDIX 2

INTERVIEW SCHEDULE FOR COMMUNITY LEADERS.

TOPIC: PERCEIVED EFFECT OF COMMUNITY PARTICIPATION IN NGO-LED DEVELOPMENT PROGRAMMES IN THE TOLON-KUMBUNGU DISTRICT OF NORTHERN GHANA.

DATE:………………

This questionnaire is designed to seek the factors affecting community participation in NGO-led development programmes.

Confidentiality is highly assured.

SECTION A: PERSONAL PROFILE

Tick as appropriate

1. Sex
   (b) Male [   ]
   (c) Female [   ]

2. Position & Name of Community:…………………………………....
   …………………………………………………………………………

SECTION B: Respondent's Understanding of Community Participation Concept in NGO-led Development Project.

3. Do you know of any NGO-led development project being undertaken in this community?
 (a) Yes
 (b) No (please, if No, don't continue anymore but state your reason(s) at last page).

4. How many NGOs are undertaking projects in this community?...........

5. Mention the name of one of the NGOs in this community………………………………………………………………….

6. When someone talks of community participation in NGO-led development project what does it mean to you?
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

SECTION C: Nature of Community Participation In NGO-led Development Programmes.

7. Do NGO(s) hold community development meetings in this community to initiate, plan, implement, monitor and close NGO-led development projects?
(a) Yes, and always

90

(b) Yes, but not always
(c) No, but only once
(d) No, and not at all

8. Do you attend these community development meetings, if there are any of such meetings?
(a) Yes
(b) No

9. If No (Q. 16), why are you not attending such meetings? (Give your answer and move to Q. 31 and continue)
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

10. What is opinion about attending community development meetings, if there are any of such meetings?
(a) A complete waste of time and effort
(b) Not too bad
(c) Very important in promoting community development
(d) Other (specify)…………………………………………………………..

11. If Yes (Q. 16), who mostly takes part in these meetings with the NGO(s) at this community?
(a) The entire community
(b) Opinion leaders only
(c) Development project committee members only
(d) Other (specify)…………………………………………………………….

12. Who decides on the NGO-led development projects to be implemented in this community?
(a) The entire community and NGO(s)
(b) Opinion leaders and NGO(s)
(c) Development project committee members and NGO(s)
(d) Other (specify)…………………………………………………………….

13. How are decisions concerning NGO-led development projects in this community made?
(a) By consensus (active participation of the people)
(b) By Manipulation (threat and influence)
(c) By minority decision (small powerful group)
(d) By unilateral decision (NGO's imposition)

14. What kind of decisions is made at such meetings with the NGO(s) concerning NGO-led development projects?
(a) Choosing project site
(b) Using of project resources
(c) Ideas about technical issues
(d) Who would be directly involved in the implement.
(e) Other (specify)……………………………………………………

91

15. To what extent are you free to share your ideas on the NGO-led development project at the implementation stage in this community?
(a) Very great extent
(b) Great extent
(c) Low extent
(d) Very low

16. Are the suggestions from the community accepted by the NGO(s) in this community?
(a) Yes
(b) No

17. What does the community contribute to the implementation of the NGO-led development project?
(a) Money only
(b) Labour
(c) Money and Labour
(d) Ideas and Technical support
(e) Other (specify)…………………………………………………………..

18. Does contributing money towards NGO-led development projects constitute a considerable burden to the community?
(a) Yes
(b) No

19. How are you involved in monitory of the progress of the NGO-led development project in this community?
(a) Meeting with NGO staff
(b) Visit to project site
(c) Interacting with workers on project
(d) Other (specify)…………………………………………………….

20. Are you fully aware of progress of work at every stage of the project?
(a) Yes
(b) No

21. If No (Q. 36), why are you not aware of the progress of work?..
....
....

SECTION D: Perceived Impact of Community Participation As Related to Empowerment.

22. Has the NGO-led development programmes generated some employment opportunity for in this community?
(a) Yes
(b) No

23. If Yes (Q. 43), mention some of them.
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

92

24. How has participation in the NGO-led development programmes affected community life?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

25. Can you say this community can initiate, its own development project, if the NGO(s) leave?

(a) Yes

(b) No

(c) Can't tell

26. Do you see the community as owning the NGO-led development project(s) in this community?

(a)Yes

(b) No

(c) Undecided

SECTION E: Suggest for Enhancing Community Participation.

27. Suggest at least three ways by which NGOs can promote the active participation of the people in NGO-led development projects in this community?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

IF YOUR ANSWER OF QUESTION IS 3 (b), THEN EXPLAIN HERE:

93

APPENDIX 3: Letter of Introduction

UNIVERSITY OF CAPE COAST
CAPE COAST, GHANA
SCHOOL OF AGRICULTURE
Department of Agricultural Economics & Extension

TEL.   042-32709/33921
FAX: 233-42-34245/6
E-mail: csucc@ncs.com.gh

OUR REF.:

YOUR REF.:

UNIVERSITY POST OFFICE
CAPE COAST, GHANA

3RD August, 2007

TO WHOM IT MAY CONCERN

The bearer of this letter ......PRINCE   ATTAH   BONSU.................. is a
student of the Department of Agricultural Economics and Extension, University of Cape
Coast. He / She is collecting data as part of a research which forms part of his / her study
in the University. We would be pleased if you could offer him / her all the necessary
information and assistance. Please all information will be treated as confidential.

By co-operating with the student you contribute greatly to our effort in offering quality
education.

Thanks for your co-operation and assistance.

Yours faithfully,

Prof. J. A. Kwarteng.
Head.

94

APPENDIX 4: Map of Tolon-Kumbungu District