COMMUNITY EMPOWERMENT: A STUDY OF COMMUNITY DRIVEN LOCAL DEVELOPMENT (CDLD) PROGRAM

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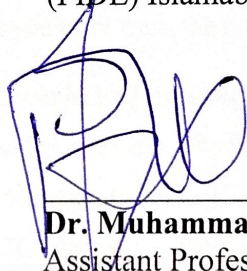## *PIDE School of Public Policy*

CERTIFICATE

This is to certify that this thesis entitled: **"Community Empowerment: A Study of Community Driven Local Development (CDLD) Program"** submitted by **Mr. Miraj Uddin** accepted in its present form by the School of Public Policy, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree in Master of Philosophy in Public Policy.
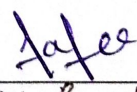
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Dedication

This thesis is dedicated to my beloved mother for their outmost support, love, encouragement and prays which makes me able to complete my thesis

Abstract

This research contributes to literature in the ways. Firstly, based on researcher's knowledge, no prior research has been carried out to analyze the concept of community empowerment with respect to the Community Driven Local Development (CDLD) policy, initiated in 2013 by the KP government. Secondly, it discusses the organizational spheres of community empowerment in eastern culture. Most of the prior studies on this topic are carried out in western cultures. Therefore, this research qualitatively explored four organizational spheres of community empowerment including Activation of Community, Community Competence Development, Program Management Skills and Creation of Supportive Environment. The researcher followed qualitative methods for data collection and consequent analysis. Phenomenology strategy was used where both in-depth interviews and focus ground discussion were conducted. The data was further analyzed using inductive approach. The findings show that there is a general agreement among the recipients of this program on the four organizational domains and their responses offers positive outlook. It has several implications. The inclusion of the organizational domains within the CDLD policy primarily suggests that this policy possess features of community empowerment process. Their views collectively represent a positive outlook concerning these domains and have subsequently defined the practice that they consider motivating and empowering in these domains. It means that this policy has progressed successfully in the context of organizational domains of community empowerment, and also indicates that the process of empowerment in recipient communities has been initiated. Furthermore, it is also showing that this policy is in line with the best standards and shares the characteristics that are deemed essential for the program that aim to empower community. Based on the above points, this study concludes that this program possesses the ability to be an effective instrument for community empowerment.

Key words: Community empowerment, CDLD policy, community organization CBOs

Contents

CHAPTER 1 INTRODUCTION

1.1 Background

Empowerment is a multidimensional concept (Javan, 1998). Across academics disciplines its meaning and understanding varies. Retrospectively speaking its appearance in literature dates back to the seventeenth century. Originally its conceptualization rhymes with the concept of power. The academic field of Politics first adopts this concept. Here its conceptualization is rooted in the notions of powerlessness and oppression (Lincoln, Travers, Ackers, & Wilkinson, 2002). Alongside politics empowerment is extensively studied and discussed in the field of Economics (Narayan, 2005), Social Work (Fride, 2006), Business Management (Lincoln et al., 2002) and Menon, (1998) elaborates its dynamics in organizational context . Due to its prevalence across academic fields, contemporary moves well beyond the horizons of power in their understanding of empowerment.

It appears that empowerment holds a central position in the realm of development discourse. Much of the credit for this is associated with emergence of alternative development paradigm. The principal approach to development this paradigm proposes is the bottom up, challenging the conventional development designs. It posits that development doesn't mean economic gains only, the improvements in the broader social aspects of people lives matter the most. Empowerment is the principal social aspect of development (Mansuri & Rao, 2013). Responding actively to this shifting paradigm international development organizations soon realized the importance of empowerment. They now institutionalize empowerment in their policy vocabulary (Calvès, 2009). A catharsis of the policy actions of these organizations

show that, three different levels of empowerment i.e. individual, organizational and community and five domains health, economic, political, resource and spiritual are their targets for intervention (Hennink, Kiiti, Pillinger, & Jayakaran, 2012).

The community level empowerment is variedly understood and entails multidimensional aspects: (a)collective action to improve quality of life (Perkins & Zimmerman, 1995), (b)ability to sustain and control a situation (Norman, 1999), (c) a multi variable construct (Javan, 1998). It also has a dynamic orientation where disadvantaged people by shared effort manage to improve control over essential determinants of lives (Werner, 1988). Broadly expressing, empowerment at the core is a complex and dynamic process (Laverack & Wallerstein, 2001).

Labonte (1990) develops continuum and breaks down this process into five distinct but interconnected elements. These elements are personal action, small groups, community organizations, partnership and social and political actions. According to him the empowerment of any community basically is the movement along this five-point continuum. Target interventions are necessary that mange to move communities along this continuum (Laverack, 2006b) .

Community Driven Local Development (CDLD) policy was introduced by the Government of Khyber Pakhtunkhwa in 2013. The primary objective was to shift from a need base development approach to asset base approach. They want to actively involve communities in the decisions that affect their lives and wellbeing. Through participation it was meant to ensure that communities become less and less dependent on external support from external sources. It aimed to tap into the indigenous resource base to turn communities into vibrant powerhouse that can run their lives according to their needs.

In principal it provides communities with a platform where they come together identify their needs, take initiative and drive the process of their development. The standard operating procedure of this policy is: mobilizes and sensitizes communities, provide resources to them, train them to use those resources and play facilitators role. By doing this this policy believes it will motivate communities to rely on self-help and improve their life. In general it aspires to empower communities (Government of Khyber Pakhtunkhwa[GoKP], 2013).

The aims of this study are to evaluate community empowerment in the context of this policy. It treats community empowerment as a process. Organizational domains of community empowerment characterize the process of community empowerment (G. Laverack, 2001). The four organizational domains identified by Kasmel & Tanggaard(2011) namely Community Activation, Community Competence development, Program Management Skills and Creation of a Supportive Environment will act as a proxy indicator for the process of community empowerment. Basically they represent the influencing factors with in the program. Collectively they are the measure of the ability of individuals and groups to organize and mobilize resources towards social and political change. Any program that seeks to empower community must in a detail manner work through these organizational domains.

1.2 Research Purpose

The purpose of this research is to explore the concept of community empowerment in the context of Community Driven Local Development program (CDLD).

1.3 Research Objectives

The objectives of this research are

To understand the process of Community Driven Local Development (CDLD) program.

To explore the organizational domains of community empowerment in the context of CDLD program.

To evaluate CDLD program as a community empowerment process.

To understand the stakeholder views about CDLD program.

To propose policy implication.

1.4 Research Question

Is Community Driven Local Development (CDLD) an effective tool of community **empowerment?**

1.5 Thesis Organization

- Chapter 1: Introduction chapter gives a brief background, Rationale, purpose, aim and objectives of the study.

- Chapter 2: Literature Review chapter comprehensively reviews the existing literature and explains the concept of community empowerment, and identifies the method for the analysis of this concept.

- Chapter 3: Theoretical and conceptual Framework chapter explains the organizational domains of community empowerment.

- Chapter 4: Research Design chapter explains the Philosophy of the research, strategy used to collect information, data collection method, sampling technique, context of the study and Research ethics.

- Chapter 5: Data Analysis chapter explain the manually analyzing and interpretation of the data.

- Chapter 6: Conclusion chapter concludes the research outcomes, research limitations and directions for the future research

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This chapter provides a detail review of the available literature on the concept of community empowerment. Starting from its origin this chapter will cover the diverse meanings this concept carries across academic disciplines. It further distinguishes community empowerment as a process and as an outcome. After the discourse on Community Driven Local Development's policy the current chapter concludes with a detail explanation of the methods and tools to3 analyze community empowerment in the context of this program,

2.2 Origins and first appearances of the word empowerment

In academics the term empowerment is in use since 17th century. The book by Hamon L'Estrange "The Reign of King Charles" uses the verb empower meaning "authorizing or licensing the letters from Pope". According to Oxford Dictionary the term empowerment was coined in 1849. It states empowerment as a state of empowerment or the process of empowering. Its origin is entrenched in a Latin word which means to be enabled or to be provided with power. The early meanings of the term were similar to power nevertheless the modern time does not recognize empowerment as power. It is essentially a process with the help of which not only power, but control, ability and other similar things are conferred as a mean to end or purpose (Lincoln et al., 2002). In modern literature the notion of empowerment is not limited to a single academic discipline.

The many sources of inspiration and origins of the concept of empowerment can be traced back to such varied domains as, Freudian psychology, feminism, the Black Power movement, theology, and Gandhism (Simon 1994; Cornwall and Brock 2005).

According to (Simon 1994) Empowerment refers to principles, such as the capability of individuals and groups to take actions in order to ensure their well-being or their right to involve in decision-making that affect them, that have guided research on and social intervention among poor and neglected populations for several decades.

In the realm of numerous social protest movements, the word empowerment begins to be used progressively in research and intervention that targeted marginalized groups such as African Americans, gays and lesbians, women and disable people.

The early theories of empowerment that developed in the United States are tied in a philosophy that gives preference to the points of view clasp by oppressed peoples, enabling them to express themselves and to gain power in order to overcome the harsh domination to which they were subject (Wise 2005). The credit of these writings goes to the Barazilian theorist Paulo Freire as he developed *conscientization* approach in his *Pedagogy of the Oppressed* which was published in 1968. In fact, the majority of works on empowerment make some reference to Freire. According to him, in every society there is a small number of people whom exert domination over the large number of people, resulting in "dominated consciousness." From the dominated consciousness, Freire wants to achieve "critical consciousness." He advises an active teaching method that would help the individual become aware of his own situation, so that he may obtain the "instruments that would allow him to make choices" and become "politically conscious" (Freire, 1974).

Freire's concept of "developing critical consciousness," helped the oppressed and marginalized people to move from understanding to acting, motivated them to appeal to American researchers and aid workers, and more the activists and non-

governmental organizations (NGOs) involved in international development. In the late 1960s, the dominant model that retrenched development to economic growth is progressively criticized. The phenomenon of development policies and programs failure lead an increasing number of researchers and non-governmental organizations to campaign for greater awareness of the social dimensions of development.

The credit of the formal appearance of the term "empowerment" goes to the feminist movement in the Global South. A turning point in the concept's history came in 1987 with the publication of *Development, Crises and Alternative Visions: Third World Women's Perspectives* (Sen and Grown 1987). This book introduces broad principles for a new approach to the role of women in development. This approach will soon be marked the "empowerment approach" (Moser 1989).

However, the feminist work focuses on the process of empowerment for women but also most of this literature acknowledged that the issue of empowerment is pertinent to women as well as men. In response to widening inequalities between the Global South and Global North, and to the increase in poverty in many developing countries during the first decade of the structural adjustment policies, an increasing number of activists and intellectuals begin to consider alternative development models. the Western development model has rejected by several authors and return to participatory and the "bottom-up" models of the 1970s, in which the driver of development is the empowerment of the local community and marginalized people, rather than the market and the state.

In the publication of the *World Development Report 2000/2001: Attacking Poverty* the World Bank *spot* the institutionalization of the term "empowerment" in the

poverty alleviation discourse. According to the World Bank report "empowerment means enhancing the capacity of poor people to influence the state institutions that affect their lives, by strengthening their participation in political processes and local decision-making" (World Bank 2001, 39). As "powerlessness and voicelessness are the key dimensions of poverty (World Bank 2001, 112), the elevation of poverty thus not separated from empowerment of the poor.

According to Amartya Sen work on individual liberties and "basic capabilities," empowerment is defined as "the expansion of assets and capabilities of poor people to participate in, negotiate with, influence, control, and hold accountable institutions that affect their lives" (Narayan 2002, xviii).

Thus Empowerment is no longer remain a matter of increasing the assets, capacities and capabilities of poor people and groups, enabling them to make choices; it also depends on the process in which social relations in the broadest sense (institutional) determine individuals' and groups' capacities to transform these choices into action. (Emmanuelle Calves, 2009).

2.3 Empowerment a Multi- Disciplinary Concept

This multi-disciplinary nature is the main cause because of which a single meaning fails to exceed disciplinary lines. In the realm of each discipline it carried different meanings for each individual or groups, subsequently definitions vary across disciplines (Fride, 2006). The idea was first adopted in politics. Their outset is based on oppression and powerlessness. The marginalized ones understand that bearing coercion is not their only way of living; rather there is an alternate way also. In order to live that way, they need resources so they can be liberated by the authority from

unjust treatment and alter their state of powerlessness into one that is more equal. Thus empowerment is seen as to be that resource (Lincoln et al., 2002).

Empowerment in economics is an important and efficient way to reduce people's reliance on the social welfare system by involving them in economic activity. Therefore, empowerment is the ability of the marginalized to engage in a way that benefits the individual and society as a whole (Narayan, 2005). In the subject of social work empowerment is considered as a change that gives control to individuals, families and communities to improve their quality of life by improving their cultural, socio-economic and political strengths (Fride, 2006). The concept empowerment has also become a part of business management in recent times and advocates greater control by employees. Here the system is considered to be humanistic in nature. This tool is used to enhance the quality of the working people's lives (Lincoln et al., 2002). In an organizational sense even, psychological empowerment was characterized from an individual employee's perspective. Characteristics of such empowerment include understanding and sense of autonomy and competence, as well as turning the aims and objectives of the company into one of its own goals. That sort of empowerment is usually called a cognitive condition (Menon, 1998).

2.4 Empowerment in the Field of Development

Among all these disciplines, the concept of empowerment is used more commonly and comprehensively in the literature on development. It initiates from the philosophical vision of social change which states that the opinions of the oppressed should be given priority (Calves, 2009). The leading development model in late 1960s met strong criticism for limiting the concept of development to economic growth only. According to Fride (2006) the failure of such kind of development policies shifted the focus of development towards the social aspects of development which in

turn gave rise to participatory form of development. In this type of development methods, the beneficiaries are actively participating in the whole process. They did not remain passive. A favorable environment for the participation of people is provided by the development strategies. Participatory methods believe that the results obtained through the participation of citizen development initiatives would reflect the selections and preference of the beneficiaries (Mansuri & Rao, 2013). The advanced form of these participatory development methods is the alternative development model. This model, unlike its predecessor i.e. the conventional top down development model, advocates for a bottom up approach towards development. This development of alternative model and its increased dependence on social process, empowerment emerged as an important component of social development (Fride, 2006).

The credit for the formal explanation of the meaning of empowerment in development discourse goes to the feminist movements in the global south (Calves, 2009). These movements explained that empowerment is a continuum of political activities ranging from individual opposition to mass mobilization, that encounter fundamental power relations within a society (Lincoln et al., 2002). After that international development organizations started gradually to give the form of institution to the empowerment in their policy. This integration opened the meaning of empowerment and deep search of the concept started. Thus empowerment is no longer understood in terms of power, rather it designates power with the capacity of individual or group to take independent decisions and use their willpower and choices (Calves, 2009). According to Hennink, Kiiti, Pillinger and Jayakaran (2012), these development agencies/organizations analyze empowerment today at three different levels, individual, organizational and community.

Empowerment at individual levels defined is a process by which individuals get mastered and gain control over their lives and become able to critically understand their surrounding (Rappaport, 1984, 1987; Swift & Levin, 1987; Zimmerman 1990a). Empowerment at this level includes motivation to exert control and to build participatory behavior, and feelings of effectiveness and control. Thus at this level empowerment refers to both the material acquisition and the psychological also, access to resources as well as increasing control and value (Johannesburg, 2006). according to Maton & Rappaport, (1984); Maton & Salem, (1995) empowerment at organizational level is a process aimed at changing the power structures as they are expressed within an organization, for example a school establishes new structures, values and forms of interaction. Further organizational empowerment provide shared leadership, opportunities to all to develop skills, effectiveness and expansion of community influence Zimmerman's (2000) guide a distinction was made between an empowered organization (its impact on the community) and between an empowering organization (what it provides to members) while community empowerment refers to collective action to improve the quality of life within the community through the active participation of community members. Thus an empowered community is one that initiates self-efforts to developed the community, actively respond to threats as well as opportunities and provides opportunities for citizens to involve in community developmental works (Zimmerman, 2000).

2.5 Community Empowerment

Community empowerment is macro level empowerment which embodies some certain social processes for the decision making. These social processes make possible the creation of a society which is based on local control (Sadan, ND). The belief that a

community which has the capacity and right to manage their own affairs is well empowered. To be empowered communities need to be independent in their role and should have been capable of maintaining and sustaining their own identity. (Thomas, 1991).

Empowerment has been defined by different authors which is illustrated in the following 2.1 table.

Table No: 2.1

Author	Definition
Perkins & Zimmerman 1995	" Collective action to improve quality of life and enhance connectivity among community organizations"
Norman, 1999	"Ability of community to control and sustain a situation"
Werner, 1988	"Process by which disadvantaged people work together to increase control over events that determine their lives."
Javan, 1998	"A multi variable construct that consists of three factors: community management, community participation and sense of community."

Generally speaking, empowerment of a community is the ability of its member to understand their surroundings. They have the capacity to analyze their situation in

accordance to their needs and have the ability to find ways to improve their life standards. Empowered community is the one in which individuals and organizations apply their collective efforts, skills and resources for the betterment to their collective lives. To provide resolution to their conflicts and addressed challenges, members of a community need to cooperate with each other... For a combined utilization of the resources in a sustainable way enhance the capacity of a community to exercise greater control over their decision making process.

2.6 Community Driven Local Development (CDLD)

In the 21st century empowerment and development of communities has resulted in the public policy shift and public policy is moving from government to community base development. This espouses community based development programs in government projects (Rolfe, 2016). Community Driven Local Development (CDLD) is one such policy for the community development.

To address the problem of limited local participation in the development projects the government of Khyber Pakhtunkhwa has get on a revolutionary governance public policy of the Community Driven Local Development (CDLD). The objective of this policy is to ensure community involvement in the development projects for sustainable development. In continuation of this policy the government has started the District Governance and Community Development program (DGCD) to get involve the communities to identify their problems in the way of development and initiate projects with the support of the government for the inclusive development of their communities. By ensuring communities involvement in a comprehensive manner this policy aspires to empower communities so they become active participant in their development.

Government of Khyber Pakhtunkhwa provides opportunities and facilitates this involvement of communities in development initiatives. This program is co-financed by European Union (EU) and the Government of Khyber Pakhtunkhwa (GokP). Communities access this finance and spent it to meet their priority needs. With the help of a social mobilization partner GoKP mobilizes communities to take control of their development. Sarhad Rural Support program (SRSP) is the social mobilization partner for this program.

SRSP mobilize and sensitize communities to the CDLD policy investments and procedures by facilitating them all along the program cycle. They initiate formation of community based organizations, build and enhance their capacity and develop networks among them. This social mobilization partner extends support to communities from preparation of project proposals to their execution and later on operation and management. Along the process SRSP develops the ability of communities so that communities don't remain passive recipients of development benefits.

2.7 Community Empowerment as Process and Outcome

General understanding of community empowerment and its many definitions are broadly based on the interpretation of the concept in terms of interpersonal or contextual elements and as an outcome or as a process (Laverack, 2001).According to Laverack (2006a) Community empowerment as an outcome in itself is a distinct goal or objective. Characterized by long time frame (takes several years to show results, usually seven years or longer) it is understood as a relationship of social and political change between individual and community. Besides, outcome is specific in nature and means different to different people in the same program. Moreover, when analyzed as an outcome the process involved in community empowerment for instance capacity

building and competency development are not taken into account (Laverack & Wallerstein, 2001, Laverack, 2006). While as a process empowerment is not a distinct objective or goal rather is mean to an end or purpose.

Another issue is whether community empowerment can be perceived as a mechanism or as a consequence. In the literature, community empowerment has been defined as both. As a consequence, community empowerment is a long-term interplay between person and community change, at least in terms of major social and political change, which can take up to seven years (Raeburn, 1993). A reform of political policy or law in support of people and organizations that have banded together around services and community actions is an example of this form of result. Health promotion services are usually shorter in length. Baistow stresses the importance of the community's experience of empowerment cannot be felt for a long time after the project is finished, and it may not be possible to measure empowerment effects, such as social and political progress, during the program duration, according to Baistow (Baistow, 1995).

Individuals can feel a more immediate psychological empowerment as a result of collective action, such as a rise in self-esteem or trust (Labonte, 1998). Psychological empowerment is a concept that integrates a person's perceptions and behavior within their social background, though it is partly assessed as self-esteem or self-efficacy (Zimmerman, 1990).

The mechanisms involved in community empowerment, such as capacity building and improving competencies, expertise, and critical knowledge, can be underestimated

when assessing results. The result obtained can also mean different things to different individuals in the same program, and it is likely to be gradual and also based on the person's inter-personal relationships. Kieffer offers the example of a woman whose empowerment caused her to understand that officialdom and title were irrelevant; her relationship with these people shifted, and she started to take care of her own life rather than relying on officials (Kieffer, 1984).

The creation of a standardized and universal measure for empowerment (outcome) is not an acceptable target because it does not mean the same thing for every individual, organization, or group everywhere,' Zimmerman claims, claiming that a universal measure may confound our perception of empowerment by construing its consequences as static outcomes rather than complex experiences (Zimmerman, 1995). People can feel motivated in one environment but not in another, and at one time but not at another, depending on the circumstances.

In the literature, community empowerment is most widely interpreted as a complex continuum including I personal empowerment; (ii) the creation of small cooperative groups; (iii) community organizations; (iv) partnerships; and (v) social and political action (Jackson et al., 1989; Labonte, 1994; Rissel, 1994). When citizens move along this path from individual to collective action, the capacity of group empowerment is increasingly maximized.

The definition of community empowerment is complicated by the fact that it is characterized as both a process and a result. The concept of a result in the sense of a program is restricted by the program's long timeline and contingent existence. However, by evaluating community empowerment as a method, it is possible to measure the relationship between participant and organizational abilities, expertise,

and services over the course of a program, as well as community-level improvements in wellbeing, strategies, and interpersonal systems. The best insight into the ways in which individuals are empowered to optimize their capacity and advance from individual activity to systemic social and political transformation comes from the concept of group empowerment as a mechanism along a continuum. This complication poses concerns about how to design realistic methods for assessing group empowerment, which are answered in the second series of questions.

2.8 Process of Community Empowerment

The process of community empowerment according to Wallenstein (1992) is a set of social actions aimed to achieve community control, improved quality of life and social justice through participation and capacity building of communities. It is this understanding of community empowerment as a process that offers insight into ways in which people acquire abilities to act collectively for social and political change (Laverack & Wallerstein, 2001). However, this process is complex and dynamic in nature. To provide a simple and linear interpretation a five-point continuum that Laverack (2001) refers to as conceptual design was developed by Labonte, (1990). This continuum includes personal action, small groups, community organizations, partnership and social and political actions (Laverack, 2009).

These five points on the continuum are interconnected and each act as an outcome as well as progression onto the next point. A sense of powerlessness at individual level triggers personal action. To address their relative concerns individuals, participate in small groups. In these small groups community members in a batter manner analyze and take decisions to resolve their problems. This is the beginning of collective

action. The direction of focus from immediate inward needs of members to broader outward environment that causes those needs in first place form the basis of community organizations. These community organizations are larger than the small interest groups and provide resources and structure to meet the concerns of community members. Community organizations influence higher level policy decisions only when they form partnership with other similar organizations. Partnerships strengthen social networks and position community organizations to compete for limited resources effectively. In true sense empowerment is believed to be achieving at the end of this continuum when these groups take social and political actions to address the underlining causes of their concerns. Through capacity building they gain power to influence social, political and economic issues relating to their lives (Laverack & Labonte, 2000)

As a process thus community empowerment must move along this continuum. Any program that aims at empowering communities should intentionally move community along this continuum. In the context of a program the practitioner role is to facilitate the movement of people along this continuum in such a way that changes in power relations at personal and small group levels are formalized into new community organizations and partnership (Laverack, 2006b)

2.9 Analysis of Community Empowerment Process

There is no consensus in community development literature on methods that effectively analyze the mechanisms of development programs which aims to empower communities to achieve various development goals, such analysis generally is subjectively conducted. Laverack (2001) developed the idea of organizational domains to provide a base for evaluating these development programs as a process of community empowerment. The domains have implications for planning,

operationalizing, measuring and analyzing community empowerment process within a program context. According to him domains are precise way of developing strategies for progression along the empowerment continuum. These domains provide details about the dynamics of the process and the influences involved in community empowerment process. Domain is the field of study or the area of influence.

Within any program context there are some aspects for instance community capacity, community competence and community participation which have influences on the process of community empowerment. These aspects provide link between interpersonal and contextual elements of community empowerment and are called organizational aspects. A general and broader understanding suggests that these organizational aspects represents all those aspects that in one way or another allows individuals and groups to organize and mobilize resources themselves towards social and political change. Given the overlapping nature of these organizational aspects they in themselves may act as a proxy measure for the social aspects of community empowerment. The key question now in evaluation of any program is that how has the program from its planning, through its implementation, through its evaluation has intentionally sought to enhance community empowerment through different organizational domains(Laverack, 2001; Laverack & Wallerstein, 2001)

Laverack (2001) identified nine organizational domains of community empowerment. His work is based on the previous researches that have identified different influencing factors within the process of community empowerment. He extensively reviewed the relevant literature with particular reference to the fields of health, social sciences and education to gain in depth understanding of programs that approach empowerment as a mean to achieve goals of social and political change. Concept mapping involving textual analysis of case studies followed and resulted in the identification of nine

organizational domains. Using a confusion matrix approach the validity of each domain was cross checked by two other researchers and later to ensure their face-validity the identified domains were checked against the historic literature on community development. Table 2.2 presents the domains identified by Laverack (2001).

Table No: 2.2

S. NO.	Domains
1	Participation
2	Leadership
3	Organizational Structure
4	Problem Assessment
5	Resource Mobilization
6	Asking Why?
7	Link with other Organization
8	Role of Outside Agent
9	Program Management

Within each organizational domain there are different empowering activities. The activities within the domain of participation for example include individual community member's participation in small and large groups to mention one. Similarly, domain of organizational structure includes small community groups in which people come together to socialize and address their concerns and problems. Organizational structure includes both structural and social dimensions of communities. In his view the empowering activities are particularly context specific

and within each domain these activities can vary along different programs (Laverack, 2001 & 2005).

Kasmel & Tanggaard (2011) identified organizational domains of community empowerment in the context of three health promotion programs in Rapla, Estonia (a developing country which according to them is in its transition stage). Similar to the work of Laverack (2001) they based their work on the domains or organizational aspects of community empowerment identified by previous researchers including Laverack, (2001). They used empowerment evaluation model in their research. This multi-step model is relatively new in empowerment evaluation discourse (Kasmel & Andersen, 2011).The under discussion study comprises the first stage which identifies and systematize organizational domains based on the perception of community members. This first stage was applied on community program's work group and includes agreement on mission, taking stock planning of the future and implementation and monitoring. Through purposive sampling semi structured interviews were undertaken and the results were analyzed through constant comparison. Their findings suggest the following four organizational domains of community empowerment.

Table No: 2.3

S. No	Organizational Domains
1	Activation of community
2	Competence Development
3	Program Management skills
4	Creation of a supportive Environment

Organizational domains of community empowerment and activities under each domain identified by Rapla community members.

Community Activation

Community activation domain contain the following activities

- contain Activities to encourage participation of community members in community problem solving process

-activities taken to make sure Involvement and engagement of more stakeholders

-activities taken for Motivation of new leaders

-activities taken for Creation of new networks and encouraging old networks

- Activities taken to initiate and stimulate new community groups.

Community Competence

Activities taken under community competence development domain are as following

- Give training to improve knowledge and awareness of community members to solve Community issues

- take initiatives for dissemination of information on effective practices and evidence-based approaches

- sharing of Information to improve understanding of concepts, determinants and theories in

community empowerment.

Program management skills

Activities find under the domain of program management skills are

- Give training of team building and program management skills

- Training for effective planning, smooth implementation and evaluation techniques

- Training about information use, communication and dissemination skills

- developing community groups, abilities and expertise in the use of evidence-based techniques in identifying, managing and work out their problems.

Creation of supportive environment

The following activities find under the domain of creation of supportive environment

- Training community members in lobbying skills

- Advocating for political, technical support and financial resources

- Promoting better access to different foundations and expert resources

- polishing participants 'abilities to maintain and sustain political changes and achieve large social support.

nder each of these organizational domains multiple empowering activities are listed. They acknowledge the stance of Laverack (2001) that activities within these domains are context specific. The process of community empowerment according to them is guided by general set of organizational domains of community empowerment but the empowering activities are highly context specific.

Through comparison of the empowering activities within each organizational domain separately identified by these two researches, it is observed that the four organizational domains identified by Kasmel and tanggaard, (2011) are broader and incorporates the nine domains identified by Laverack in (2001). The activities under the domain of community activation relate with the empowering activities of

partnership, leadership, organizational structure and link with other organizations domains. Similarly, the domain of community competency development includes the domain of problem assessment and asking why. The domain of creation of supportive environment on other hand incorporates resource mobilization and role of outside agent domains. Finally, the domain of program management skills is similar with the Laverack (2001) domain of program management but is broader in a sense that it includes more empowering activities. This confirms the narrative of Laverack that these organizational domains are implicitly or explicitly part of the process of development programs that aim to empower communities to achieve their desire goals.

These organizational domains are not absolute and there is no hierarchy among them. It is not known that what combinations of domains are most effective and is it necessary to strengthen all the domains to empower communities. Moreover, there is no distinction about their relative importance and neither the interrelationship between them is known. Both of the researches don't highlight the fact that whether an outside agent can support all the organizational domains in the context of a program. However, the organizational domains provide clarity about the influences on the process of community empowerment and serves as a mean by which the process of community empowerment can be made operational in community development programs. Each domain is interdependent and has the potential to individually influence the effectiveness and utilization of the process of community empowerment. The presence of these organizational domains will confirm that the development program is a process of community empowerment.

Conclusion

This study thus will gauge the impact of this program on the targeted communities. By tapping into the views of the stakeholders this study will evaluate the effectiveness of this program to ascertain whether it has managed to achieve its intended target: empowerment of communities. Official Program evaluation reports are general in a sense that the targets the whole scope of the program and sometimes overlook the specific aspects of these kinds of initiatives. This study will provide such a specific account of the experiences of the communities involved in this program. Hence it aims to evaluate this program based on the perspective of the beneficiaries. This kind of development initiatives are considered successful only when their effects are felt by the people. An evaluation based on the narratives of the people thus will provide a grounded impact evaluation of this program.

2.10 Knowledge Gap and Rationale

There is considerable scarcity of researches that study the phenomenon of community empowerment in in the context of development initiatives launched in Pakistan. Most of the researches are inclined towards identifying the barriers in the empowerment of communities (Wahid et al., 2017). Moreover, to the researcher knowledge no similar studies exist in Pakistan and not certainly in the context of this Community Driven Local Development (CDLD) program. So this study aims to contribute to fill this gap in the literature.

Chapter 3 Theoretical and conceptual framework

3.1 Theoretical framework

There is no consensus in community development literature on methods that effectively analyze the mechanisms of development programs which aims to empower communities to achieve various development goals, such analysis generally is subjectively conducted. Laverack (2001) developed the idea of organizational domains to provide a base for evaluating these development programs as a process of community empowerment. The domains have implications for planning, operationalizing, measuring and analyzing community empowerment process within a program context. According to him domains are precise way of developing strategies for progression along the empowerment continuum. These domains provide details about the dynamics of the process and the influences involved in community empowerment process. Domain is the field of study or the area of influence.

Within any program context there are some aspects for instance community capacity, community competence and community participation which have influences on the process of community empowerment. These aspects provide link between interpersonal and contextual elements of community empowerment and are called organizational aspects. A general and broader understanding suggests that these organizational aspects represents all those aspects that in one way or another allows individuals and groups to organize and mobilize resources themselves towards social and political change. Given the overlapping nature of these organizational aspects they in themselves may act as a proxy measure for the social aspects of community empowerment. The key question now in evaluation of any program is that how has

the program from its planning, through its implementation, through its evaluation has intentionally sought to enhance community empowerment through different organizational domains(Laverack, 2001; Laverack & Wallerstein, 2001)

Laverack (2001) identified nine organizational domains of community empowerment. His work is based on the previous researches that have identified different influencing factors within the process of community empowerment. He extensively reviewed the relevant literature with particular reference to the fields of health, social sciences and education to gain in depth understanding of programs that approach empowerment as a mean to achieve goals of social and political change. Concept mapping involving textual analysis of case studies followed and resulted in the identification of nine organizational domains. Using a confusion matrix approach the validity of each domain was cross checked by two other researchers and later to ensure their face-validity the identified domains were checked against the historic literature on community development. Table 3.1 presents the domains identified by Laverack (2001).

Table No: 3.1

S. NO.	Domains
1	Participation
2	Leadership
3	Organizational Structure
4	Problem Assessment
5	Resource Mobilization
6	Asking Why?
7	Link with other Organization
8	Role of Outside Agent
9	Program Management

Within each organizational domain there are different empowering activities. The activities within the domain of participation for example include individual community member's participation in small and large groups to mention one. Similarly, domain of organizational structure includes small community groups in which people come together to socialize and address their concerns and problems. Organizational structure includes both structural and social dimensions of communities. In his view the empowering activities are particularly context specific and within each domain these activities can vary along different programs (Laverack, 2001 & 2005).

Kasmel & Tanggaard (2011) identified organizational domains of community empowerment in the context of three health promotion programs in Rapla, Estonia (a developing country which according to them is in its transition stage). Similar to the

work of Laverack (2001) they based their work on the domains or organizational aspects of community empowerment identified by previous researchers including Laverack, (2001) . They used empowerment evaluation model in their research. This multi-step model is relatively new in empowerment evaluation discourse (Kasmel & Andersen, 2011).The under discussion study comprises the first stage which identifies and systematize organizational domains based on the perception of community members. This first stage was applied on community program's work group and includes agreement on mission, taking stock planning of the future and implementation and monitoring. Through purposive sampling semi structured interviews were undertaken and the results were analyzed through constant comparison. Their findings suggest the following four organizational domains of community empowerment.

Table No: 3.2

S. No	Organizational Domains
1	Activation of community
2	Competence Development
3	Program Management skills
4	Creation of a supportive Environment

3.2 Conceptual framework

In this section the organizational domains of community empowerment which are identified in chapter 3.1 (theoretical framework) are explained in detail. On the bases of these organizational domains conceptual framework has been designed for this study.

In order to analyze the concept of community empowerment the framework should refine whether the research plan to treat community empowerment as an end (outcome) or as mean (process) (Khwaja, 2004).

This study explores community empowerment as a process for two reasons. This study for two reasons explores community empowerment as a process. Firstly, the community Driven local development (CDLD) policy statement aims to empower communities so that they become the first participant in their local development. In order to achieve the intended goals government of KPK uses empowerment as a mean through which they enable communities to be active participant in their own developmental activities. Second reason is that it is time efficient for the researcher to study this policy as a process rather than outcome. As CDLD is an emerging policy and as an outcome community empowerment is signalized by long time frame (result takes time, usually seven or more years) (Laverack & Wallerstein, 2002, Laverack, 2006). Hence analyzing the outcome for the researcher is not effective at this stage

As it is demonstrated from the literature review that for the evaluation of community empowerment organizational domains are used as substitute. This study takes the following four domains identified by (Kasmel and Tanggaard, 2011).

Activation of community

Community Competence Development

Program Management skills

Creation of a Supportive Environment

The selection of these domains is of two reasons the reason for this selection is twofold first these domains are broad as explained earlier (Chapter 2) and also

assimilate the other nine organizational domains identified by Laverack (2001) further account for additional empowering activities within them. Second (a) these reflect the choices of the beneficiaries as well as they were recognized through a participatory process that involved community members (b) The context of the program in which these domains were identified was initiated in a developing country in its transitional stage.

3.2.1 Community Activation

According to Kasmel and tanggaard (2011) community activation relates to the involvement and mobilization of community members in the process. This domain includes the emergence of new potential leaders, involvement of community members in community activities and the formation of new groups and networks.

3.2.2 Community Competence Development

According to Kasmel and Tanggaard (2011) community competence development is the dissemination of information to develop program's understanding in the community members. This domain includes improvement of members' knowledge, their critical assessment of causes and potential resources and also decreases misunderstanding.

3.2.3 Program Management

This domain relates to the skill set of community members to manage the community development initiative (Kasmel and Tanggaard, 2011). It includes skills of community members to critically analyze their own situation, set goals, plan, implement and evaluate the program.

3.2.4 Creation of Supportive Environment

It includes the ability of the community to search for and acquire political and financial resources and support (Kasmel and Tanggaard, 2011). This domain of community empowerment relates to the ability of the program to provide a supportive environment for communities to meet their development needs

Graph 3.3. Conceptual framework
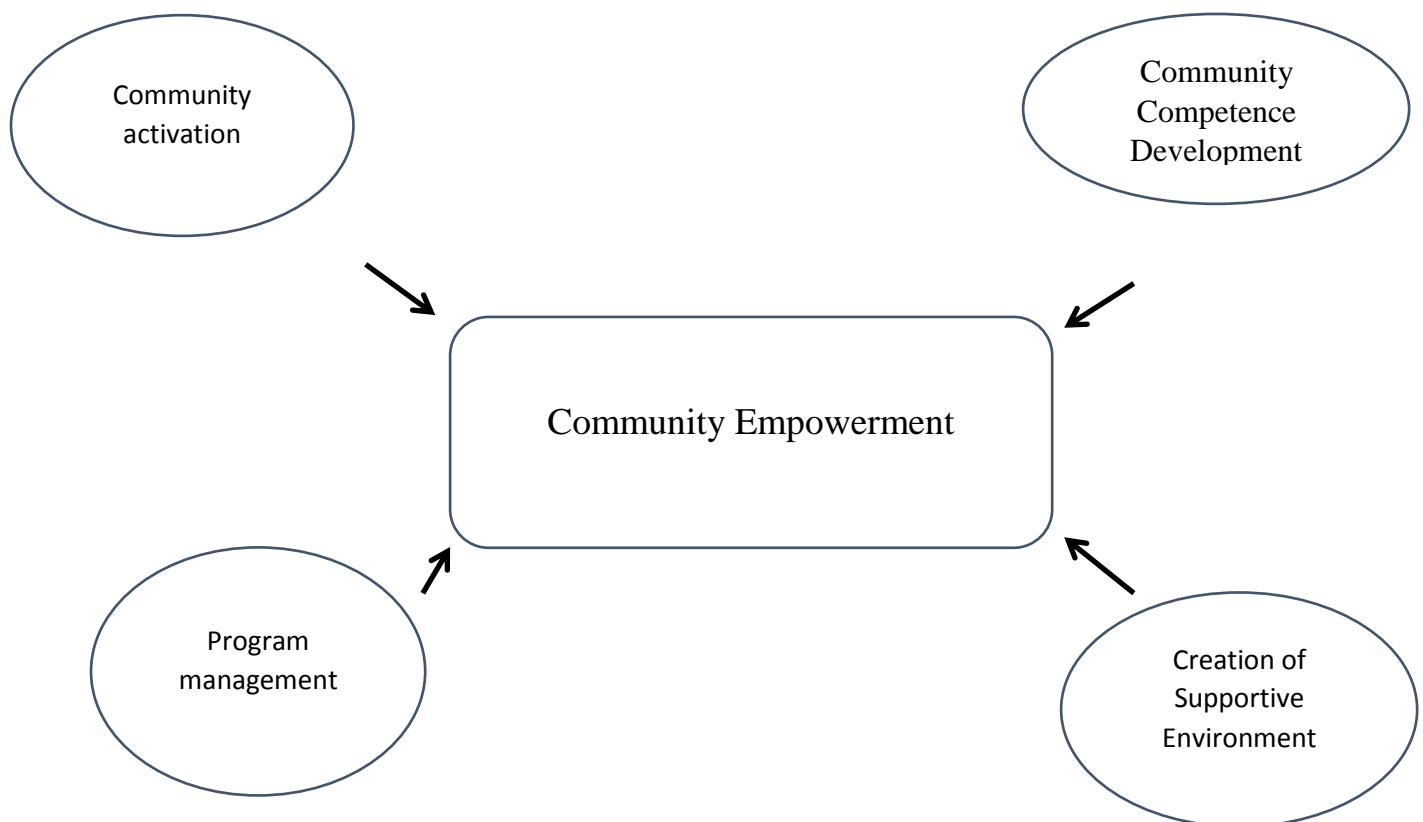
This conceptual framework proposes that community empowerment as a process is determined by these organizational domains. The program CDLD will be accepted is

a process of empowerment if these organizational domains have been found. And additionally these domains would help identify the empowering activities based on the experience of both the beneficiaries of the program and the experts involved in the implementation process of this program.

CHAPTER 4 RESEARCH METHODOLOGY

4.1. Introduction

This part will provide methodical procedure to the framework adopted in the previous section. Research design is the general strategy that in an intelligent and cognizant manner incorporates the various segments of the research to guarantee that the exploratory issue is adequately and convincingly tackled. It contains the methodology for gathering, interpreting and estimating data (William, 2001: Labaree 2013). This chapter deeply explains the philosophy adopted in this research, research methodology, research methods, data collection, participant selection and research ethics.

4.2. Philosophy

Choice of a proper way of thinking is viewed as of essential significance for conducting a research. Philosophy is comprehended as the arrangement of believers and assumption about the improvement of knowledge. These suppositions identify with human information known as epistemological presumptions, the assumptions about the nature of reality considered ontological and axiological suppositions about the real factors as researcher experiences during the exploration (Saunders, 2009). Many significant research ways of thinking have been documented for business and social science examination. Creswell (2013) talks about four various types of research methods of reasoning Post Positivism, Constructivism, Transformative and Pragmatism.

This study has followed the constructivism or social interpretivist reasoning. Constructivism research philosophy is the acceptance that reality is interconnected with experience in the real life.as soon as you indulge human activities in the process

of knowing reality; you have acknowledged constructivism (davis Elkind). Two reasons give base to this choice. Chief it is built up that this way of thinking is appropriate for qualitative study and this study is a qualitative one. Second the nature of this research: this is an exploratory research and concentrates significance from the experience and comprehension of people. Constructivist's advocates that people make comprehension of the world in which they live and work. In this procedure they create abstract implications of their condition (Andrews, 2012: Creswell, 2015). As this study has centered on such implications created by individual's constructivism is the perfect way of thinking for this research.

4.3. Research Strategy

Research strategy in general is an arrangement that decides the way research question is replied (Datt and Sudeshna, 2014). These are explicit to quantitative, qualitative and mixed methodologies. The strategies for qualitative research according to Creswell (2014) are narrative enquiry, phenomenology, ethnography, grounded theory and case study. This study has adopted the phenomenology technique.

As per Creswell (2014) the procedure of phenomenology is derived from philosophy and psychology. The basic essence of this strategy lies in the depiction of the perspectives and thoughts of people about a phenomenon they are part of and extracting meaning out of it. This research addresses the question based on the experiences of the partners engaged with the CDLD program. So, phenomenology is the best technique for this study.

4.4. Research Method

Qualitative research method is a type of social science research that collects non numerical data and work with this data and seeks to interpret meanings from these

data that create understanding about social life through the study of targeted populations or places (Ashley Crossman, 2020).

Qualitative method is best for this study as this research deal with non-numerical data. Therefore, it has been used to for the collection, analysis, interpretation and writing.

4.5. Data Collection

Through in-depth interviews and focused grouped discussion primary data (Qualitative) has been gathered from the respondents. They have been asked independently in telephonic meetings and face to face in semi-structured and open-ended interviews. These interviews have been recorded and last interpreted by the researcher.

Total of 20 interviews has been conducted. Three interviews have been conducted from CDLD staff members and the remaining was conducted from participant of the program. Rather than interviews the primary data has been gathered through a focused group discussion. The setup of focused grouped discussion was; there was going a training of CDLD program in which community members, CBO, s members, local government officials were participating and CDLD staff was hosting them. The researcher joined the training and fined all the answers without asking any question. Further two focused group discussion (each contain 10 respondents) was arranged of participant of the program in order to confirm the knowledge gained in previous focused grouped discussion and confirm the organizational domain from recipient of the program.

4.6. Data Analysis

To understand the views of participants and elaborate meanings from, the primary data is analyzed applying qualitative approach. the data is analyzed manually in different stages.

First of all the interviews conducted with the participants is recorded. then the interview transcribed into transcripts. for further adjustment and confirmation, the interviews transcripts were sent to the relevant participants. As the interviews were conducted with practitioners of the program, as well as with recipients of the program. So three out of three practitioners responded back and agreed upon the transcribed data. While seven out of 20 respondents from the recipient sides respond back and confirmed the transcribed data.

To get an overall understanding of the primarily generated data the transcripts were then studied thoroughly. In the next step the data was coded and the important and relevant information were marked out. The major emphasis was given to the information provided by the participants that revealed the relative importance of organizational domains and the empowering activities within each domain. The responses from each category were separately coded and compared to draw conclusions based on the similarities and differences in their response.

4.7. Sample Area

The Community driven Local development (CDLD) program has been implemented in six districts of Malakand division (Chitral, Lower Dir,Upper Dir,Malaknad, Shangla and Swat) (Community Driven Local Development[CDLD]). Due to limited

resources and time this study has been conducted in one of the six districts (Lower Dir).

4.8. Participants Selection

The participants have been divided into two categories experts and community individuals. District government officials and SRSP staff participating in this program comprise experts. While community individuals include persons who at least participated in one project under this program.

Purposive sampling procedure has been applied for selecting participants. Purposive sampling as indicated by Cherry, (2017) comprises the selection of respondents that meet certain criteria.

4.9. Research Ethics

Research aims and goals have been disclosed to the members before taking their reactions. The motivation behind the research was clearly defined which is just for the academic purposes. The participant selection was fair and dependent on equity and equal time was given to every member. The analyst was unbiased to each member during collecting and examining the data. To the author's best information, the study has not abused any known law at the time of conducting research.

Moreover, the researcher was always sticking to scientific methods.

CHAPTER 5 ANALYSIS AND DISCUSSION

5.1 Introduction

This section explains the analysis and findings of the qualitative data produced through focus group discussion and interviews with the participants. The discussion is thus based on the data generated from the participants. The findings of this study are transcribed, analyzed and interpreted by the investigator. The foremost attention of the analysis section was to thoroughly examine the theoretical framework in chapter three and in the context of CDLD program provide an interpretation of the organizational domain of community empowerment. In addition, empowering activities are also identified within these operational realms. During the analysis of the data, the research objectives, focus group discussions and face-to-face interviews played an instrumental role.

The interviews have been conducted from practitioners as well as from the recipients of the programme. So here are two portions of analysis. The first one is on the basis of interviews conducted from practitioners and the second portion analysis is made on the basis of interviews and focus grouped discussion conducted with recipients of the program.

First part of analysis

This portion consists of analysis based on program practitioner. Here the researcher analyses the community empowerment domains on the basis interviews conducted from practitioner

5.2a community activation

In this part, the selected participants were questioned about community member's participation in the program, identification of leaders from community, community involvement in the program, development of community organizations and building networks between them. The answers of the participants are positive regarding the above mentioned domains. The responses of the participants reflect that the community driven local development program CDLD passes the community through these community empowerment indicators. They claim that they involve community in every step of the community empowerment process. As one of the respondent say that:

Yes, we involve community in the process of community empowerment. When we are going to prepare a developmental plane we involve local community, local elders, local leaders and local elected members on village council level. They do their needs prioritization at gross root level. On the basis of their prioritization we further document the priorities and then process it to information system. After that we try to accomplish the needs identified by the local members. P2

When it comes to community organization development and emergence of new leaders, the respondent claim that under the objectives of CDLD program it is one of the main objective that they develop community based organizations.as one of the respondent say that:

Before initiating our scheme first we make community based organizations (CBOs). In CBOs formation we select the president and secretaries as executive bodies on the consent of local community members. Then we give them leadership trainings and thus they become able to solve their issues. One thousand thirty-two

1032 CBOs have been developed in lower Dir. These executive bodies consist of president and secretaries' thus new leaders emerged because of our community empowerment process. The leader thus has the potential to solve their community issues. P2

Another respondent answered the same question with more explanation:

Of course we have developed community organizations. A total of one thousand and thirty-two 1032 community organizations CBOs has been developed in district lower Dir. The CBOs consist of executive bodies (one president and one secretary), general body consist of fifteen 15 to twenty-five 25 members. We also establish sub comities like project management committee. First we develop CBOs and then register them properly in DC office. then we hand over them a scheme to initiate the scheme themselves. P1

The responses regarding Network building were positive but not satisfactory. The responses show that there is network building among CBOs but this is not enough for community empowerment. The empowered communities should have networks with other communities, NGOs, government representatives and with other empowerment institutions. The researcher did not notice any clue regarding these networks. One of the respondents says that:

It is one of our objectives to provide such a fiscal regulatory network to local community or community based organizations CBOs in which they have easy access to public funds. We give them 90% support from government side and the remaining ten per cent they manage from their side. Other than this we give combined training to CBOs of different communities thus network established between them. P1

5.3a Community competence development

The responses of the participants about community competence development are strongly positive and they claim that there is proper dissemination of information about every project the CDLD program launched.

One of respondent state that:

Our village council development plane is available on online management information system. Everyone has open access to this information's. Information about scheme related, ongoing schemes, completed schemes, not initiated schemes are available online on management information system. Whenever we plane a scheme we first advertise it in newspaper. P2

Another respondent state that:

The people who want any type of information can also come to our office and collect information openly. Whenever we initiate a project first we go to community and share the information's with CBOs. We share the project proposal with community. We discuss the proposal with them. P3

5.4a Creation of a Supportive Environment

The responses show that the CDLD program provide every basic support to community in order to empower. the CDLD program provide a supportive environment in which community can establish their empowerment goals.

One of respondent noted that:

We provide them financial, human as well as technical support to community. Our social mobilizer's ensure CBOs formation as well as give them

training and also does capacity building. For infrastructure schemes we provide them

engineers. P3

5.5a Program Management

The program management relates to the set of community member's skills to analyze their situation, set their goals and objectives, plan and implement those goals. This program in its policy design targets this skill set of communities. The participants during interviews claimed that the CDLD program enable the communities to set their goals and implement these goals. The program polishes the community member's skills by training them and practically involves them in the process from the beginning to the end.

According to a respondent:

The experience regarding program management is very interesting and cooperative.it is the only one program which involves the local community from the very beginning. The locale helps us to develop village council development plane .it is very much different from other programs as we involve community in every step and that's the reason it become easier for us to manage the program. From the scheme initiation to scheme completion the community itself manage everything. We only provide them technical, financial and somehow human resource to community. The management responsibilities is on community organizations CBOs. the management reflects public support, public partnership and public voice. P1

Another respondent state that:

We develop new skills in community as we technically empowered them. Now they are able to properly implement a scheme. We give them capacity building

training, leadership training, community management skills training, project management training so their skills improved. P3

Community driven local *development* program process enables the community member to analyze their own situation, plane, implement and evaluate the program. One of the respondent state that:

Whenever we are planning a scheme the community organization prepare the scheme, manage the scheme and they are happy with that so they evaluate the scheme. The community is involved in every step. The program, only facilitates the community with technical and financial support. P1

According to third party evaluation report the CDLD program has ninety-five percent of community is satisfied from CDLD program P2

5.6a Discussion

The responses of the practitioner prove that the community driven local development program passes the community through the four organizational domains: community activation, community competence development, program management and supportive environment which are important for community empowerment. The responses make sense that this program has concentrated on the organizational domains which are the principal aspect of any community empowerment initiatives.it is also noted that this program bought a positive change in the community as they claimed they passes the community through the process of community empowerment.

From the answers of respondents, it is noted that the community activation is the most prominent domain of community empowerment. The respondent claims that they

involve community in every single step of the community empowerment process. They claim that community participation is the main objective of their policy process. They make sure the community members participation from proposal mapping to project implementation and evaluation. The key community empowerment indicators such participation of community members, emerging new leaders, and building networks among communities have found under this domain.

Importantly this program addressed the policy success factor which is proper dissemination of the policy. As proper dissemination of the policy reduces miss understandings and increase the program understanding in the stakeholders. These help communities to understand their situation and properly manage their priorities. The program also shows clarity and lucidity in all its mechanisms. Moreover, it has increased community member's knowledge and made them able to find their resources. This is what the development of community competence is linked to. The respondent also agrees on provision of comprehensive supportive environment and financial, technical and human resources were provided to them. This makes sure the program completion with no obstacles.

The respondents also claim the program management domain. The practitioner response shows that the program polishes the community member's program management skills. They allowed and train the community members to implement the tasks during the execution of projects, which is a satisfying learning experience for community members. They make them able to execute similar tasks in future. In spite of this it should be noted that the qualities identified by the participants such as community organizations, leadership, network and cohesion among them, belonging to their community and a sense of self belief are features of a community that is empowered. It declares on the argument that community driven local development

program is effective and this can paw the way for empowering communities in the future.

Second part of analysis

The above analysis covered the practitioner's views about the community empowerment process. On the basis of this analysis we can't conclude our objectives as the practitioner's views can be biased. So it is needed to verify the practitioner's views from the interviews conducted from the recipients of the program. So here the researcher tried to analyses the interviews conducted from the community members. If the community members agreed upon the four organizational domains, the research objectives will be achieved in true sense.

5.2b Community Activation

In this section, the respondents were asked questions with respect to their participation, identification of leadership, involvement, community organizations development and building networks between them. The responses of the participants show that they are aware of these factors and they have experienced community activation under this program. It also indicates that the program works with the community when it comes to the above-mentioned factors.

It has been noted that the community feel strong sense of involvement and a positive experience during the questions asked regarding community involvement from the participants. As one of the respondents stated while answering the question:

> "At any stage during the process, we felt like we were part of it. Yeah, our participation was crucial, and we knew we were important. At each stage, our community played its active role. Thus, we were valued." /R5

Another participant stated that:

"From the very beginning when village council development plans are prepared, the program involves local community, local elder and local elected members. Our needs are prioritized at village council level and then they are documented for further process." /R8

Similarly, few other respondents acknowledged community involvement in the same manner by stating that:

"Yes, our community is involved in the process. The members of our community come together and identify their roles and distribute their tasks. Together, they collaborate and work with experts. Everyone in the community was busy whenever there was any developmental work." /R17

"Whenever there is a new project taking place in our community, the CDLD management involves us so that we can identify our needs. These needs are then prioritized with our consensus. So yes, we are involved in the process." /R9

"When there is a new scheme initiated in the community, the officials of CDLD formulate community based organizations (CBOs), and then with consensus we select president and secretary for the executive body of a CBO. Then these representatives are given trainings so that they can solve their own problems." /R10

"CDLD has helped us in developing organization in our village. These organizations now foresee the development work with consensus from elders and elected representatives of our community." /R11

"Our village now has its own organization which is responsible for every project in our community." /R12

"We now a registered CBO for our village, we have successfully completed several projects under the umbrella of this organization. We hope to work on more projects in the future." /R13

On the other hand, community members were of the view that, with the help of this experience and knowledge gain, now we can easily identify leaders in our community, be it leaders who are already in community or new ones. This program helped us in recognizing future leaders as well.

As one of the respondent stated:

"There were distinguished people in our communities, but they were not visible before, nevertheless, they are now more noticeable since this initiative. They are not actively involved in their respective communities. The members are now involved and certain members played their part in such a manner that they could become potential leaders in the future. This program was very helpful in this regard." /R5

Similarly, another participant supported this claim and opined that:

"I believe it was a good initiative, in a sense that leaders in our community are now aware of their responsibilities and now they can develop consensus in the community. In our community we now see future leaders. It is a good initiative for us." /R4

With regard to the development and interaction between communication organizations, the opinions of the respondents suggest a favorable outcome. Based on

their views, there are now community organizations at various levels and these organizations communicate and coordinate with each other.

As one of the participant expounded that:

"*There are community organizations at each level such as village and union council level organizations working for the betterment of our communities. These organizations coordinate and collaborate with each other in different occasions to address community issues. They share a strong bond.*" /R1

Similarly, another participant was of the similar opinion:

"*Now there are organizations at different levels who work for the betterment of our communities. These organizations involve us in decision making whenever there is a new initiative being introduced in the community. Our views and opinions are respected.*" /R16

One participant stated that:

"*One of the positive aspects of CDLD program is that it helped the communities to establish community organizations. Now these community organizations work in consensus with community members to address their collective issues.*" /R19

 Similar to the above responses, several other participants shared the same views, and showed agreement with the aforementioned statement. They had the same views in support of the above argument.

5.3b Community Competence Development

When it comes to the dissemination of information, the community members consider this program effective. They claim that information was always available, and we

have never experienced any difficulty while accessing them. The procedures and protocols of each program was explicitly set, and it was easy for every community member to understand the program.

In the light of the above statement, a participant stated that:

> *"This program was easy for us to understand. We were conscious of it all. Finding about activities was not difficult for us. This program was easily comprehensible. And also the information was readily available for us." /R3*

Another participant was of the view that the availability and access to information was always in organized manner. He stated that:

> *"We have access to the required information in orderly and organized manner. We have never faced any difficulty while accessing any information. The procedure was set out in a thorough manner. There was always clarity." /R6*

There seems to be general consensus among the participants on the potential of this program to communicate its aim to the community members. They were of the view that they face no difficulty in knowing their position and role in this program.

As one of the respondent stated:

> *"We understood what this program was all about from the very beginning when this policy was introduced to us. The clarity of the policy grew with the passage of time with the way everything was disseminated to us. Everyone was aware of every detail and the ways things will move forward." /R14*

While responding to the questions with respect to their awareness and knowledge building and ability to analyze their issues and recognize possible resources, the

respondents propose an enhancement in this area. This new program was a learning opportunity for them.

As one of the participant explained:

> *"What has been achieved by this program is that it helped us in developing awareness and knowledge. Broadly speaking, in a way, participating in this program was a kind of training for us. Now we know how the affairs and matters are run in government offices. We also now know our development needs and how these needs can be fulfilled. This program has introduced and highlighted our resources to us." /R13*

Similarly, other respondents had similar views:

> *"For us, it was a completely new learning experience, and we learned something new every day. There were several things that were being conveyed to the community. In my community now everyone knows what are our challenges and where our strength and resources are located." /R7*

The above responses and general attitude of participants indicates that the policy has helped them in developing and improving their competence as a community.

5.4b Creation of a Supportive Environment

The above responses show a clear sign that this policy has provided the resources required to effectively operationalize this program in a systematic manner. The respondents agreed that under this policy we have been offered the human, financial and technical support.

A respondent who acknowledged that financial assistance was provided, stated that:

> *"The shortage of financial resources has always been an issue of concern for us. We have not been happy with the way funds have been spent in our community in the past. Under this policy, funds are given to us and our community had control over the usage of funds. We utilized those funds on needs that were more important for our community. The available funds were adequate to complete the projects." /R9*

Similarly, the participants were satisfied with the human resources that were provided to them during these initiatives. These human resources teams were usually consisting of engineers, experts and social mobilizers. They offered their support in the entire process, according to the participants, and were critical in the completion and success of their projects. Moreover, these responses reflect their satisfaction with the administrative and technical support that has been provided to them.

As one participant while explaining this idea, stated that:

> *"The SRSP representatives were very helpful and cooperative. They helped us in the preparation of proposals, provided training to us and worked as a partner and team with us along the whole process. Most importantly they helped us in bringing our community together. Government department engineers inspected our projects frequently and reviewed their processes." /R2*

In the similar manner, another respondent was of the view that:

> *"Most of community needs are addressed with the help of this program. Our concerns were answered on time and we have been provided technical support in every step. Also we have been provided with the given resources, experts, guidelines*

and trainings wherever there was a need. We appreciate every support that has been

offered to our community." /R6

The above responses indicate that the existence of a supportive environment has been useful during the entire process. The program provided every kind of support to the community and ensured that the people feel involved and empowered. The respondents were of the opinion that the program ensured that we have access to all the necessary resources.

5.5b Program Management

The program management domain refers to the collection of skills of community members to assess their situation, set goals, plan and execute those goals. In the policy design of this program, it targets the skill set of communities. The participants were of the opinion that with the help of this program, they have been able to develop and polish their skills. They feel that they are now more adopted as a community to consider their development needs, set goals on the basis of these needs and devise an action plan. They believe with assistance they can achieve these goals.

As one of the community members said:

> *"The list of our community needs is long, and it was always this way. But we*
> *now know how to prioritize those needs and set our goals after being part of*
> *this program. We can now plan for those goals to be met. This program has*
> *helped us in making this happen. We now have strong experience of*
> *everything. It least now we know the ways which we can use effectively to*
> *avail opportunities in the future. For this we will certainly need assistance."*
> */R6*

In the same manner, another participant was of the view that:

"During the whole process, we were allowed to manage most of the activities. With the help of community involvement, the program has developed and enhanced their skills. The community member was able to learn several new skills and knowledge. Whenever there was any difficulty being faced by the members, it was our responsibility to resolve and manage it. It provided us a sense of ownership. I believe every member in the community is now experienced enough to carry out such activities on their own. Although some sort of assistance will be needed." /R1

Similarly, few other respondents had the same views. They stated that:

"Members of the community now sits together and talk about the problems and challenges that our community is facing. This program has allowed us to give more attention on solutions in order to resolve these issues. Everyone now believe that it is not hard for them if they can get little assistance in solving their problems. This was made possible with the help of this program, as SRSP and the government provided assistance to us. Our skills are improved and now we are trained." /R2

"For us, it was good experience. We have learned new things. Now we know more things. if we were provided similar opportunities, we will be able to do it." /R5

"This program has enriched us with new knowledge and skills applicable to community development. I believe with minimal support, everyone in the community is now well-equipped with skills and knowledge to carry out activities on their own." /R8

There was a common belief among the community members who were interviewed that members in our community are now well-equipped with the necessary knowledge and skills to manage such projects in the future. Although, they still believe assistance from outside will be required in order to implement these initiatives. These members are not absolutely sure if they will be able to carry out and implement similar projects independently in the future.

During the interviews, members of the community proposed some improvements to their community after being part of this program initiated under the CDLD policy. They believe that positive outcomes have been achieved with the help of this program. According to them the community is now more cohesive compared to what it was before this initiative. At various levels, there are now community organizations.

They believe that these organizations can now play a more active role in highlighting their concerns and needs in the future and can also contribute to addressing those needs and solving their problem in a meaningful manner. They believe among community members there is now a certain degree of harmony. They are now associating themselves with their culture and they have reinforced their sense of belonging. There seems to be a general sense that their community is rich with resources and they can actively and efficiently address their needs if given the required support.

As one participant stated:

> *"Now our community is more active and involved. Individuals analyze their issues and search for solutions in order to address these issues. I believe that we are now more organized as a community." /R6*

Similarly, another respondent in the same manner:

"After gaining the experience of initiating and handling projects by themselves, all community members now feel confident. Now they are closely linked to each other and now everyone wants to participate actively in community activities. We think now we have the skills and resources that can be used to fulfill our community needs." /R5

5.6b Discussion

There is a general consensus on the four organizational areas of community empowerment in the opinion of the community members. These answers carry the sense that this initiative has focused on the organizational domains that are important characteristics of any community empowerment intervention. Moreover, since the introduction of this policy, they believe that their community has experienced a positive change. They have been through a positive experience and stated that their community has been through a process of empowerment.

The responses show that community activation tends to be the most dominant domain that was made possible through this policy. Majority of the empowering activities are identified under this domain and they are presented in a tabular format at the end of this chapter. At each step of the project implementation stage, the community feels that they have been successfully engaged in the process and their thoughts and feedback have been listened and addressed. The community and especially their leaders are now more active and functional. Similarly, they see potential leaders in the community as well. Not only are community organizations founded, but they are also active and a network between them has also been developed.

This program was also effective in efficiently decimating the information required to develop the program's understanding. It has shown to be beneficial for the

communities to define their demands clearly and analyze their condition. The program also shows clarity and lucidity in all its mechanisms. Moreover, it has boosted community member's knowledge and allowed them to find their resources. This is what the development of community competence is linked to. There was a comprehensive supportive environment provided and financial and non-financial resources were provided to them. It allowed the projects to be smoothly completed and the active role of experts and engineers made sure that there is no delays in project completion. Furthermore, the technical support was also provided at each stage where needed.

The management domain of the program also represents the community member's agreement. The respondents opined that the program has enriched us with new skills and at the same time enhanced our existing skills. they basically carried out tasks during the execution of projects, which was a pleasant learning experience of them. They have confidence that they will successfully contribute to similar projects in the future. In spite of this, they also feel the need outside support. It is right because members of the community were not part of the technical facets of the project design.

The most reassuring and inspiring aspect that the community members managed to identify was the positive change that happened in the community. Even if it lies outside the scope of this study, they have undergone change and it is still too premature for such generalizations. In spite of this it should be noted that the qualities identified by the participants such as community organizations, leadership, network and cohesion among them, belonging to their community and a sense of self belief are features of a community that is empowered. It affirms on the argument that community driven local development is effective and this can be presaged for empowering communities in the future.

Table No 5.1 Empowering activities identified within each organizational domain.

Domain	Empowering Activities
Community Activation	Emergence of new leaders, involvement of community members in community activities, and formation of new groups.
Competence Development	Improvement of members knowledge, their critical assessment and decrease their misunderstanding.
Program Management	It includes skills of community members to critically analyze their own situation, set goals, plan, implement and evaluate the program.
Creation of Supportive Environment	Ability of the program to provide a supportive environment like human support, technical support and financial support

CHAPTER 6 CONCLUSION

6.1 Introduction

In the preceding chapter the already established theoretical framework was verified by the respondents. The findings were thoroughly analyzed. This chapter will cover the research outcomes, achievements of the objectives and recommendations. Research limitation was also presented, and future research was recommended. This chapter therefore concludes the research.

6.2 Research Outcomes

The debate on whether empowerment has been achieved and whether communities benefited from this policy is beyond the scope of this study. Although, it has been ascertaining that the process of community empowerment is present. As Laverack (2001) expounded that these organizational domains must function through any program that aims to shift the group along the five-point range.

In the context of CDLD policy/program the investigation of the organizational domains of community empowerment shows that these domains have been encountered by the community during the implementation of the development projects under this program. Their views collectively represent a positive outlook concerning these domains and have subsequently defined the practice that they consider motivating and empowering in these domains. It means that this policy has progressed successfully in the context of organizational domains of community empowerment, and also indicates that the process of empowerment in recipient communities has been initiated. Furthermore, it is also showing that this policy is in line with the best standards and shares the characteristics that are deemed essential for the program that aim to empower community.

There have been some significant developments and positive changes experienced by the community members from this policy and also the practitioners claimed that they done their best. The community members and the practitioners are of the opinion that this program has identified leaders in the community. Similarly, organizations at community level are now functional and they share a strong network between them. Among community members now there is a strong sense of belongingness. Also members are now persuaded towards supporting each other. Now problems are discussed within community and members are not more inclined towards resolving their collective problems.

They now feel that the solution to their problems lies in their own hands and they have the tools and expertise to solve those problems, given they get the help they need. These features are comparable to those found by Laverack, it states that in short-term such programs empower communities. Consequently, this policy has helped in introducing the characteristics of community empowerment.

6.3 Achievement of Objectives

The objectives of the study presented in chapter one are achieved in the following manner:

- In the context of this policy, the organizational domains of the community empowerment are discussed and activities concerning empowering the community within each domain are identified. This reaffirms their role and expresses the opinion of the stakeholders.
- In this study, it is proposed that the CDLD program has shown promising signs as an instrument for empowering the community.

- Similarly, the report also thoroughly analyzed the views and opinions of the stakeholders of this program.

6.4 Recommendations

After a thorough review of the literature which followed by data collection and consequent analysis, the following solutions and recommendations are being derived.

- In order to empower community successfully and sustain the process, continuity of the program is necessary. This has started the process and the sustainability of the process requires that community initiate more and more development initiatives under this program. This would strengthen these organizational domains of community empowerment.

- The program management domain requires more attention. From the findings it is evident that the community members still are not very confident about their skills for managing such program on their own in future. Their involvement in the technical aspects of the projects they implement should be increased

- The coordination between CBOs, local community members, municipality and other government community development organizations is seeming week .so it is recommended to improve the coordination between them.

6.5 policy implication

- An effective commitment to community empowerment will require consideration of structures that give majority membership to community representatives and access to the important role of Chair of Partnership.

- Community members are able and willing to involve in local processes of decision-making. They may possess some of the required skills and competences but will need support to identify and fill skills gaps, and to learn to apply them in the institutional context of a formal policy programme.

- A formal support mechanism will be required to develop capacity and support community members in their learning and their development of a 'participation career'.

- Partnership members from statutory and voluntary sector organizations must be assisted to work sensitively with community members, to understand their often different approaches to issues and to recognize their valuable contribution to identifying issues and ideas and making decisions rather than merely responding to pre-existing agendas.

- Local partnerships and forums of the kind represented here must be tasked with real functions and must have resources that they can deploy in order to play a meaningful role as change agents in local regeneration.

- In developing any policy structure or process to promote community empowerment, clear guidance that delineates the aims and objectives of the policy must be issued.

- Specifically, the role of public sector partners must be delineated and communicated clearly to those agencies. Ambiguity effectively permits avoidance of responsibility.

- Any structures and processes developed to promote community empowerment must provide a clear role for local authority members that both harmonizes with and develops their current local authority role. Structures and processes implemented should encourage, facilitate and reward their involvement.

- Proposals to promote community empowerment and local engagement must recognize the role of existing local forums and organizations such as community development trusts and provide clear entry routes for them to become part of the emerging local mechanism for community empowerment.

- Structures and processes initiated to promote community empowerment must be sensitive to rural issues, and recognize the need for local practice that can reflect the specific social and geographical characteristics of diverse rural areas to emerge.

- Civil service, local authority and public sector staff will require training and support to enable more participative modes of working to flourish.

- State and public sector organizations will require funding in order to achieve the required changes. This may be provided by diversion of funding from traditional models of delivery to more citizen-centered practice or by new streams of hypothecated funding.

- The design and implementation of measures to promote community empowerment must be completely aware of and harmonies with other national, regional and local strategies that have similar aim. Unification of

structures to promote community empowerment across policy silos is an essential ingredient of sustained community involvement.

- In promoting community empowerment, it will be necessary to thoroughly balance local viewpoints with more national and regional strategic objectives. This requirement will at times cut across the desire to promote community empowerment.

6.4 Scope of the Research

This study adopted qualitative methods in order to collect and analyze the data therefore it cannot be statistically or numerically generalized. Similarly, due to limitations, this thesis does not involve stakeholders from all six districts of KP in which the CDLD program is taking place. The participants belong to district Dir lower only. The participants were all male whereas female gender representation has not been included in this study.

6.5 Future research directions

The study aimed to explore the organizational domains of community empowerment in the context of CDLD program. The study was carried out in one district of Khyber Pakhtunkhwa province. The author suggests conducting study on the same topic in the rest of the districts where the CDLD program is currently taking place. Furthermore, this study was conducted using qualitative research approach, although the author suggests assessing the same topic using quantitative approach. This study identified that the program has only targeted male beneficiaries of CDLD program. Future research can also be carried out to find out why women participation has not been ensured in this program.

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