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The Role of Popular Participation in Community Development

Case study (Sudan Presbyterian Evangelical Church)

Khartoum State

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Dedication

TO my Family and Friends with Love and appreciation

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List of Abbreviations

DSRI	Development Studies and Research Institute
DSRC	Development Studies and Research Center
IMF	International Monetary Fund
IBRD	International Bank for Reconstruction and Development
PC	Presbyterian Church
SPEC	Sudan Presbyterian Evangelical Church
U of K	University of Khartoum
USA	United States of America
UNDP	United Nations Development Program
UNESCO	United Nations Education, Scientific and Cultural Organization

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English Abstract

This Study attempts to investigate and asses the community participation approach adopted by (The Sudan Presbyterian Evangelical Church). The aim is to measure to what extent the community participation has been effective in empowering women to sustain the development in Khartoum State ?.

The research has applied descriptive and historical approaches , .The data was collected through informal interviews and groups discussion . The study concluded that (SPEC), methodology at adopting participatory approach was successful , although faced many constraint.

To improve the community participation approach adopted by SPEC ,The study recommended (among other recommendations) that: The Sudan Presbyterian Evangelical Church should encourage democratic non- hierarchical values in its training programs.

مستخلص الدراسة

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Chapter one
Introduction

The role of popular participation as a basic strategy of community involvement in development, began to offer different explanations to the cause of people's poverty and to suggest different forms of projects design. Poor were seen as excluded and marginalized both from broader social participation, and from direct involvement in development initiatives. Therefore development policy-makers and planners began to argue for social political participation and devise strategies where poor people are directly involved in development efforts.[1]

Since the first Development decade the dominated approach was top -down in which development projects are designed for the whole country without putting in consideration the specific needs of local community ,as well as there without proper study about suitability. [1]

The united nations in its Human resources development report 1993 claimed the effectiveness of popular participation approach ,it emphasized the importance of the local community involvement in planning the development programs.[2]

The" Bottom-up" development approach was applied by the UN since 1970s in many countries such as India, Philippines, Siri Lanka, Burkina Faso, Rwanda and China. There was a great deal of variations in the quality of results obtained among these countries and the experiences gained.

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[1] UNDP, Human Development Report 1995 p14

2. Sheffield ,Andrew. sustainable rural development, 1998

3. Human resources development report 1993p

In this approach the implementation of development programs activities always involved the interactions with and participation of the targeted community .as a process ,it helps the people to become aware of both ,the reality which shaped their lives as well as their capacity to transform that reality to their betterment[3]

To emphasis the importance of bottom –up approach and the failure of the past development approaches in alleviating poverty coupled with the continuous environment deterioration ,the UN organized a conference on world Commission on Environment and Development in 1992. The aim was integration of environment and development arguing that development projects could be sustained and geared to meet the needs of present generations without   compromising the future generations,

 This development approach based mainly on community participation in decision making processes and implementation of projects that affects their lives, [4] in this way the negative impact of development can be reduced.

1.1Statement of the Research Problem :

The Sudan Presbyterian Evangelical Church has made many attempts for the last ten years to introduce community development projects ,but many of these projects were not sustainable, therefore this study assess the extent of community participation in Sudan Presbyterian Evangelical Church, specifically the study will answer the following questions:-

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[3] Ibid p
[4] Brand land Report

1-is the community participation approach adopted by SPEC a useful mechanism for maintaining and sustaining community development projects?

2-To what extent is the community participation approach is a useful tool for empowerment and sustainable development?

3-What are the policies and recommendations that can be derived out of this study?

1.2 Research Objectives:-

 This objective of this research is:-

To investigate whether the participatory approach adopted by SPEC has achieved the sustainability for its community development projects to enhance effectiveness in promoting self-reliance and capacity building among the targeted community.

1.3 Justification of the research:- I have chosen the Sudan Presbyterian Evangelical church as the case study for the following reasons :-

1- No any research has been conducted about Sudan Presbyterian Evangelical Church In General and its community development activities in particular.

2-Women are the majority vulnerable groups of SPEC therefore to address the issue of their empowerment through introducing community development project is more important at this stage of the church growth.

 1.4 Research Methodology:-

The methodology I have chosen for this research paper is divided into two, the Historical and Descriptive approaches .

Since different target groups were being interviewed in this study, to know either the individual opinions, or the satisfaction with the implementation of the projects and the challenges being faced.

An ethnographic method has been applied where every interviewed person is treated as an informant knows a lot about the researched topic and that sharing of their knowledge in necessary for the study. Therefore, the selection of the informants in this study was based on the following criteria:

- People who can be easily talked to.

- Who understand the information the research's need.

- Who are glad to give the information or get it.

The accuracy of answer of informants in their reporting of information are treated according to Romney et al (1986), in his cultural consensus model which built on the following assumption:

(1)   Informants share a common culture and there is a culturally correct answer to any question and variation found among informants is the result o individual differences in their knowledge, and not the result of being members of sub culture.

(2)   Informants give answer independently of one another.

(3)   The method identifies people who are knowledgeable about the domain.

The study depends on both primary and secondary sources:

 Primary Sources: the researcher used   interview and conducted conversations with 40 members of Sudan Presbyterian Evangelical Church and staff involved in development projects management. Many documents and reports related to the topic were consulted..

Secondary sources: the main sources used in my research were books, journals, seminars and workshops and conferences related to the subject, I made use of internet.

1.5 Research structure

This thesis composes of five chapters ,in chapter one discuss the research problem, objectives, Justification, methodology and research structure. chapter two is covering theoretical framework, chapter three is about SPEC community development programs, chapter four is about field work survey and findings, and finally chapter five presents conclusion and recommendations. We will discuss in the coming Chapter the theoretical framework of the study.

Chapter Two

Theoretical Framework

Development work has undergone many substantial changes in the course of the last few decades. These changes have not been restricted to the arena of intellectual and academic debate ,but are also reflected in the attitudes of those who are practically involved in such work at all levels. from decision –makers in the major international institutions to fieldworkers in the small local NGOs .

The terms in which strategies of international agencies are defined have changed ,as the language in which populations concerned and their representatives voice their needs ,their demands and their criticism .

These changes reflect growing disenhancement with the exclusively economic model of development which dominated the relationship of the rich countries to their poorer counterparts in decades immediately following decolonization .

In the place of classic economic model of development there have been a number of successors, intended to remedy the inadequacies of the classical approach . this is reflected in UN policy on development where the focus has shifted away from the classical model. First to sustainable development ,then human, and now to social development .

The second reason for this change and subsequent search has been the growing trends towards rapid dissemination of what could be called macro cultural values and behavioral models, as sub products of globalization and trade activity. [5]
We will briefly discuss the concepts of term development as well as different strategies in the following sections of this chapter.

2.1.1 Concepts of the Development

There are different concepts and definitions for the term development.

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[5] Batoli,L. Rethinking development ,Unesco, publication,paris,1999 p21

What is important at this out set is to have working definitions on its meanings without which it would be difficult to determine which country is actually developing and which one is not developing .in strictly economic terms" Development traditionally meant the capacity of a national economy ,whose initially economic condition has been more or less static for a long time to generate and sustain an annual increase in its gross products at rates of perhaps 5% to 7% or more ,economic development in the past has been seen in terms of planned alteration of the structure of production and employment so the agriculture's share of both decline and that of manufacturing and services industries will increase. Development strategies have therefore usually focused on rapid industrialization often on expense of agriculture and rural development .this principal economic measures of development has often been supplemented by casual references to non-economic indicators gains in illiteracy, schooling, health conditions and services, and provision of housing . A description of various attempts to generate social indicators of development to supplement gross national product in particular.[6]

Prior to 1970s development was nearly seen as an economic phenomenon in which rapid gains in overall per capita will trickle down to the masses in the form of jobs and other economic opportunities to create the necessary conditions for the wider distribution of economic and social benefits of growth, problems of poverty and income distribution were secondary important to getting the growth job done[7] .this definition began to be questioned from 1970s onward for two reasons :

Firstly on the ground that, those countries both in developing and developed world who did achieve some measures of economic growth ,were often still saddled with serious problems in other areas which

[6] Todaro,M.P Economic Development New York 2003,p14
[7] Ibid p15

impeded their progress towards social harmony and stability, economic growth itself could no longer be presented as panacea. Problems other then national productivity required other distinctive solutions..

Secondly: further analysis began to reveal the limits of economic growth considered as the key to a society development .such growth was itself conditioned by and dependent upon other non-economic factors. as one project after another failed around the world , it soon became clear that difference between success and failure even in purely economic terms ,was not determined by purely economic criteria. [8] According to the UNESCO ,development is a complex holistic and multidimensional Process ,which goes beyond mere economic growth and integrates all the dimensions of life and all energies of a community ,all of whose share in economic and social transformation efforts and benefits that result from there from[9].

The principal is therefore proposed that development must be founded on society and express it's profound identity, social development gives amore specific sense to the way in which development must try to define itself beyond purely economic criteria. The Copenhagen summit for social development established three major priorities for action towards which international community must undertake to work:

1-The poverty eradication.

2-The implementation of full employment .

3- The pursuit of social integration.

Thus while it retain the economic core ,the agenda of social development goes beyond the simple criterion of growth in national productivity, social development is an attempt to formulate the necessary conditions which translate the economic growth into tangible human well being. social development recognizes the cohesion and integrity are

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[8] Journal of economic development volume xii,November 1998 londonp354
[9] UNESCO,Mexico City, Declaration on Cultural policies ,World Conference policies 1982 page37

essential conditions for making this transition from wealth to happiness[10]
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The idea of sustainable development was popularized by the Brantland report "sustainable development meets needs of current generation without compromising the ability of coming generations to meet their needs in the future " the concept of sustainable development implies a global approach and along term strategy which while giving priority to environmental problems, also deals at world level with the problems of population and human resources, food supply, energy, industry and urban development[11] .

2.1.2 People Centered Development

People centered development shifts the emphasis in development Action to people rather than to objects and production, and to enhancement of their capacity in development process ,people and their environment are primary considerations in people centered development action, but production objectives are not thrown aside, it accepts that people in less developed areas are vulnerable because they have not had the opportunity achieve capacities required by industrial and commercialized societies. In this development model people physical and mental welfare are primary objective of development, management efforts are directed to the capacity building and empowerment of community initiated projects as well as decentralization of services delivery and goods production.[12]

2.2.1 Participation

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[10] UNDP Human Resources Development1994

[11] World commission on the environment and development ,our common future ,Newyork,Oxford university press1987 p25

[12] D.A.Kotze Development administration and management,J.A.Vanshark 1997 p34

The term development has been given different meaning by scholars and development activist ,despite differences in what is meant by participation, basically it has been used in the development literature to refer to local people involvement in development projects and programs. Uma Lele defined "Participation as people sharing by themselves in efforts to improve their standard of living with as much reliance as possible on their own initiatives, and the provision of technical and other services in a way which encourage self and mutual help to make these efforts more effective. The involvement of affected population in decision making encourages in making programs more comprehensive as more development components were added to the minimum packages[13].

Khalid Elamin [14]interpreted participation either as means or as an end, as a means it is a way to exploit the available resources of local people in order to achieve the objectives of development programs .

Participation as the means stresses the results of participation in the achievement of predetermined targets. Which is more important than the act of participation itself. Most local development programs use participation as means that aims to prepare local people to contribute with the government to implement development plans, in addition Government and development agencies often see participation as mean for improving services delivery systems of the projects. Generally participation is the tool to mobilize local people, in the short term objectives there is direct involvement. In addition the assumption that participation as an end in itself ,refers to process to develop and strengthen the capabilities of local people to intervene more directly in

[13] Uma Lele,the design of Rural development ,.lessons from Africa "IBRD" USA 1976p 77

[14] .Oakley ,Morsden Article Method and Media in community participation Development dialogued Magazine ILO Geneva (1985).p12

development initiatives that means a permanent feature of any community development.[15]

Ahmed el Hussein states that participation refers to involvement of local people in process of decision making about planning and execution of community development projects ,many community development projects shows that the people who benefit from external resources which are available usually do not have important economic or positive effects for most of the people[16].

Participatory development has been defined by Tilakaratra as a process of creative change by self conscious rural people acting in response to their deprivation. [17]

While Rahman ELbadri defined participation as a social experience shared by individuals and groups who live in a definite economic and social relations with each other in society .in addition participation emphasized that the necessary starting point for process is the social inquiry and analysis undertaken by the people themselves.[18]

2.2.2-Forms of Participation

Citizens participation in the development efforts of the nation takes generally two forms ,institutions and persons.

2.2.2.1-Institutions

This form of participation is of two types ,namely formal and informal. In the formal participations is organized provided by rules and regulations. This mentions which categories of citizens will take part, how they will be selected, the matters in which they will participate, the

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[15] Elaimin Khalid , Democratization of development, journal of local govenment,Federal bareau,vol9 December 2000 p23-25.

[16] Ahmed Elhussein, seminar no 70DSRCUniversity of khartoum1989 p15

[17] Tilakratna ,The animator in participatory development ILO Geneva 1985p

[18].Rehman Bhadari The Theory and practice of participatory Research , ILO Geneva (1982)p4

level of on which it will occur, the nature of their action and so on .this type of participation is found in developed countries as it offers the advantage of stability and security. However, it does offer much flexibility. On the other hand ,in developing countries, informal participation is the most common type of participation the following are some forms of institutionalized action found in most developing countries:

(i) Youth and Women's associations operating for promoting economic and social development.

(ii) Voluntary organizations engaged in general development works like education or health.

(iii) Associations of specific beneficiary on interest groups like self-employed women ,or farmers who have common economic interest, such as marketing.

(iv) Religious, social or cultural associations or clubs ,which often take on developmental tasks in selected areas .

(v)Professional associations (Teachers, Doctors, Engineers...etc) which undertake research and social action programs as part of their professions.[21]

2.2.2.2-Persons

This form includes both representative and individual participation. in the former case, it is provided on board, committee, council or commission whose members speaks as the representatives of various social groups. Such as Trade unions, professional or other associations.

The latter is here understood to be that where persons are invited or associated in their individual capacities either to sit on boards, council, committees on account of their expertise, qualifications and proficiencies.

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[21] SAPRU, R. K .Development Administration ,with special reference to INDIA, Indian Institute for public Administration,Delhi,20o4 p349-350

Representative seem to be the form of participation most frequently found in developed countries. In the other hand individual participation which easier to practice I generally, found in developing countries experiences shows that the of educating and mobilizing the citizens in developmental tasks is more effectively accomplished when it is institutionalized ,individual action though significant can only be sporadic in nature .where as institutionalized action can be much more active in mobilizing the local resources. Articulating needs and coordinating the developmental tasks which are taken to consideration by the citizens. Forms of person participation can be grouped in the following ways:

(i) citizen committee or council as an advisory group.

(ii)citizen council or committee as a governing group.

(iii)citizen as staff member of the advisory board or committee, and

(iv)citizen on the local government[19].

2.2.3 -Methods of Participation

Involvement of citizens for the development tasks can be achieved by persuasion, cooperation, mass education, consultation, demonstration and by assisting citizens own associations for our study purpose we discuss three methods of participation namely:

2.2.3.1-Consulatations

Means the process by which the authority gains the people's opinions with a view to preparing its tasks or policies. This consultation may be compulsory or optional. It is compulsory whenever the authority must, before deciding to act in a given sphere ,refers the matters to the committee or commission, It is on the other hand, optional when the authority is entitled to decide whether consultation is expedient .The method of consultation is in form of "public hearing" in which authority gets acquainted with the response s of public opinion concerning a

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[19] Ibid p351

developmental task or decision, this method has the advantage of safeguarding the authority's prerogatives and people's demand.

2.2.3.2-Cooperation

Means the process by which the citizens participate in the performance of administrative activities in the managerial level through the establishment of a joint managing body separate from the usual administrative hierarchy .this may take on varied forms Atypical form is that of parent –teachers association ,mention may also be made of autonomous organizations comprising members of a profession, whose purpose is to maintain professional ethics and which got a legal status as public bodies.

2.2.3.3-Association

Is understood to be the process by which citizens participate in the performance of administrative activities on the managerial level but ,unlike the case of cooperation outside the chain of command .the process of association most frequently according to Soysal ,takes form of cooperation of citizens, individually or as representatives of organizations, into executive committees or commissions set up by the central administration and more especially by the organs of local authorities. This practice is very widespread when an executive organ is formed from among the members of an elected representatives assembly. In these cases, the members are entrusted with administrative duties are aware of to strengthen their group by technical aid from competent members of the public, or to increase its representative characters, in its allotted sphere, by having resources to participation from among the citizens concerned. this form of association specially takes place in the

Marxist democracies and in mast developing countries. the typical form of associations is that of trade unions or employers associations.[20]

2.3.1- NGOs Approach to Participation: -

There are different NGOs approach to participatory community development that has been adopted in their activities. Participation is the central tenet for almost all NGOs, has been shown to be a dominant feature of their operation, the feature that distinguishes NGOs most sharply from "Top down" approach of many official programmes, NGO support for people's organization, where face – to face contact was the normal style of working, and had broadly increased empowerment, even if it could not offer evidence, people in the target groups act more often as partners in discussion with organization out side the village. Many NGOs have been learned that efforts to promoted participation and empowerment cannot be divorced from concrete economic achievement.[21]

Mirghani [22] argues that the comprehensive essential development success and implementation in planning is a continuous process. Formulation is important but even more important is affected areas, which requires a sound administrative systems within which planning organization has proper status. Also stated that people participation in development has been created to ensure full cooperation and involvement. Participation and decentralization contribute more to the rural development administration and determine more effective in their community. As well as people have been given a chance to learn and

[20] Ibid 353

[21]. UNDP Human resource development report1998P89

[22].Abdel Rahim Mirghani, Development planning in Sudan in Sixties ,GL publication U of K (1983).p89

chose what they're interested and wish, and express their views or decisions that influence in the determined project purpose and activities.[23]

According to Jones and Rolls[24], participation in social and economic development programmes, has become widely accepted. At the level of specific policies and programmes decision, however, the concept is understood and interpreted in different ways and much influenced by the political and socio-economic situation within each country. The basis of the essential features that community participation component successes and obstacles have enhanced the people participation.

However Annemiek [25], stated that there are different tools with community participation. They linkage between the national or regional development plan with village community. The decisions have taken the framework of the state policy, also to emphasize local organization to mention distribution of assets, and focus to increase production and improve the quality of rural people lives in general.

Oakley [26], mentions that, community participation is the process where by members of the community are involved in decision making as well as implementing decision concerning their lives within their community, it is an endogenous process empowering members of the community with the continuing capability to deal with their development. Community participation must be a process enabling the poor and powerless to acquire greater control over their resources   development.

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[23]. Frank Bills   Development Cooperation OECD(2003).p21

[24]. Jones and Rolls ,Progress in Rural Extension and the Community Development ,John Willy and Son ltd (1982). p255

[25].Annemiek Rural Extension And Development Programme , Ahfad University College for women ,Omdurman (1987)p61

[26]. Oakley ,Morsden Article method and media in community participation, development dialaque magazine ILO,geneva1985 p5 .

At the end of 1990s, the World Bank learning group on participatory development was launched to examine the issue of participation and the challenges to the World Bank. It entailed process through which stakeholders influence and share over development initiatives, decision and resources, which affect them James Adams and Jennifer[27]. The World Bank has undertaken a learning process on participatory development approaches, reviewing its own works from a participation perspective. Stakeholders were those people affected by the World Bank policies and actions, in order to increase commitment and willingness to share cost and interest in sustainable and benefit specially the poor.

The bottom up approach of development is an integral process of widening opportunities for individuals, social group and territorially organized communities at small and intermediate levels. Thus, development from below is a strategy that is recent and is a reflection of changed ideas. It has been based primarily on institutional resources with primary objective being the satisfaction of the basic need of the inhabitants of that area, and strategies are basic needs oriented, labor-intensive, small scale, regional resources based, often rural centered and argue for the use of appropriate rather than highest technology (Walter, Stohr quoted in seers[28]. The bottom up approach has been based on indigenous pattern of organization. This organization member's self-management, emphasized upon action. People can influence the decision at the higher level through joint efforts and common voice. Finally development from below is determined by the people themselves, based on their resources in the native area in order to meet the basic needs, and

[27]. James Adams and Jennifer Participatory Development, getting the key players ,World Bank Consultants ,Article (1994).
p34-37
[28] Walter, Stohr, Fraser Tayler, Development from above or below , the dialects of regional planning in developing countries ,John Willy and Sons

their objectives to improve life style quantitative and qualitatively of all members in the society (Dan Chan Arther).[29]

Problem of population can only be treated in their socio-economic context, and that accordingly, disciplinary approach is required[30] . This approach has a broader view of the development process and its coordination under a single management system to get agricultural or rural development moving. For lasting and sustained rural development, improvement must begin in the rural villages. [31]

According to Annemik quoted in Philips and Manzoor (1974: 14) training approach emphasized more systematic and deeper learning of specific basic skills and related knowledge, it involves assembling learners in training center. While extension approach emphasizes the communication and information about innovative technical, practices, by itself, help transform a static subsistence economy in the dynamic market economy while improving the quality of family and community life. Cooperative and self-help approach starts with the assumption that the complex process of rural people themselves in their attitudes is toward change in their aspiration for improvement.

Uma Lele has precisely classified rural development plans into three types of approaches stemmed from the assessment of the past experiences of rural development in some African countries. The first is the systematic approach concentrates in a few rural development programmes and the existing scarce manpower entitled to acquire all required local information for perfect design of the programme.

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[29] .Danchan Arther ,Community Welfare Organization ,Thomasy. Crowell Newyork company1953 p7
[30] Ibid p32
[31] Philips and Manzoor ,Attacking Rural poverty How non formal can help ,Baltimore and London.p14

The second the flexible approach "learning by doing" emphasizes the adoption of pilot programmes to be undertaken in context of an experimental methodology and implementation in order to achieve maximum effectiveness. Third approach begins with few small-scale interventions to examine the critical constraints in the outset of the programme. It places sustainable emphasis on involvement of local people and official in planning an implementation. In addition, fundamental approach to rural development in LDCs emerged as coercive and effective mean to bring economic change. In seeking further insight, identification of rural problem and response the "Extended Rural Development Approach" was recommended .It adopts socio-political and cultural dimensions through mass participation in development process. Lately, ecology has been emphasized as an integral part an effective sustainable development approach[32].

2.3.2 Development planning in the Sudan:-

Following its independent in 1956, Sudan went through along period of internal strife, political instability and poor economic management, with the country passing through three military coups, 1958, 1969, 1989.

Sudan administration is characterized as highly centralized despite recent attempt to the decentralize government system through regional governments, this due mainly to the retention of the main decision making by center ,lack of funds ,poor quality of personnel serving in the regions, inadequate transport and communication facilities and unclear division of responsibility. All these problems are accelerating in the debate on the state structure (Unitary,federal,and regional). Distribution of authority and wealth, ethnicity, role of government and the role of

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[32] Uma lele ,The Design of Rural Development lessons from Africa "International Bank For Reconstruction and Development, Washington p77

religion in the state[33]. A close examination of the behavior of the Sudan economy from the time of independent in1956 to the late 1980s, reveals a general downward trend. In 1950s the economy grew at an increasing rate though at a low level, inflation was unknown ,the exchange of Sudanese pound was fixed at about one Sudanese pound to 3.5U.S$,and both the balance of payments and government budgets were in good shape.it could also be claimed that there was full employment since a great majority of the people practicing subsistence agriculture in rural areas ,and therefore ,there was no open unemployment[34] in the 1960s the economy continued in its growth path ,but at much reduced rate. similarly, as in the preceding decade inflation and exchange rate were stable and though the balance of payments and government budgets recorded some deficits, these very much within manageable limits. Again there was no open unemployment although there was underemployment during the 197os, the economy experienced a degree of stagnation and some inflation tendencies began to show,but the exchange rate continued to be fixed, it was only in1978 that it start to fluctuate.[35]in the early 1980s, the economy started on the descent. GDP

Averaged 0.5% against a population growth rate of 3.1%,the inflation rate was very high, and both the balance of payments and government budgets were firmly in deficits. Urban unemployment became an issue to be reckoned during this decade. In addition, the accumulated external debt of the country was in the region of US$15 million .towards the end of 1980s, the deterioration of the economy had reached crisis proportions.[36]

[33] El Tigani E Ibrahim Sudan-Adjustment &Poverty in The1980s:acountry assessment P2IMF
[34] Bior Isaac, some reflections on economic liberalization in the Sudan 2000 Sudanese Research Group discussion Bremen university Germany. p6
[35] Ibid p6
[36] Ministry of planning economic survey 1971/1972,5/1976,1980/1981,1984/1985,1988/1989-1991/1992-1997

In the early 1980s, attention focused on the Eastern Region of Sudan as a refuge-affected area. Refugees concentrated both in organized camps and in the major urban area where spontaneous settlement was taking place.

ACORD Small Enterprise Programme in Port Sudan has been operating since 1984. It has provided credit facilities to members of low-income families engaged in small business. Accord's mission is to help strengthen local non-governmental structures with a view to promoting self-reliance, participatory development. The agency acts in emergency situations, which seems to give rise to new development needs. The main objectives are to promote sustained poverty reduction by working towards the economic and social advancement of the poor with particular concern for women, and enhance people's ability to promote change. Also managed rescue operations and development programmes a thing of the past (Nicolas, Rob, Diana 1996: 19).

The programme has built two Enterprise Development Centers (EDCs), offering premises to business and training to a considerable number, mainly of females' clients in crafts, business management, nutrition, and health education. The community participation approach adopted was aimed to provide employment, income and opportunity for skill development for target population. Also to support cooperation organization, opportunities and experiences for the poor to benefit more from such joint activities efforts towards strengthening relationships among communities and seeking better ways for improving their situation; such as to improve household budget, savings, and raising the standard of living in a self sustaining way (Nicolas, Rob, Diana 1996: 21).

Generally, ACORD Port Sudan Programme has tried to resolve the tension by concentrating on putting in place financially sustainable and

locally managed structures. The agencies recognize that non-credit support is necessary now if long-term financial sustainability is to be achieved in future. There are many other impediments to reaching and helping the most vulnerable people through credit programmes. So the participation approach have achieved the objectives and it is the means that operated for small business, and have assisted the poor people. That it provides more opportunities for skill development such as income; employment and experiences provide more benefit and joint activities effort.

Chapter Three

Sudan Presbyterian Evangelical Church (SPEC)

This chapter will provide brief historical Background about the SPEC its Geographical local as well as its community development projects.

3.1.1Georaphical location:

The Sudan Presbyterian evangelical church's Headquarter in located at qasr Avenue west of Cinema coliseum, subsidiary to it are churches in northern state, River Nile state, Central state ,North kordofan,south kordofan,red sea state, south Darfur.

3.1.2 Historical Background and Geographical Location:

Evangelical church in the Sudan was founded by missionaries of United Presbyterian church, popularly known as "American Mission" in 1901.The Evangelical church in Egypt delegated Rev Gebra Hanna to undertake the pastoral care of its members in the Sudan, there were also volunteers who held religious services in their houses.

The1 Evangelical church opened its first school for girls in Khartoum north in 1907,which started as primary and gradually developed to secondary in 1920s.

Dr. Griffin Sighted as he realized that the future of the Sudan lay on agriculture from his pre- first year in the Sudan he had an idea of founding agricultural school in the Sudan, he began to serve money for the land. In 1924 some good people subscribed the necessary funds, hence he bought about one hundred and thirty Fadden in Gereif west and founded the first agricultural secondary school, [37]the duration of course was three years which were extended latter to four years. The American mission commercial school in Omdurman was opened in early 1951.the school at first stages introduced the American system but later applied the

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[37] Suliman,Fahmi,unpublished notes about the role of Evangelical church in Education
"Late Fahmi is one of the pioneers teachers in Evangelical Church"

Sudanese system in 1970s and its name was changed to evangelical Commercial school in Omdurman[38].

The coming section of the chapter will discuss the community programs which SPEC implemented since 1995 with special emphasis on women projects.

3.2 Sudan Presbyterian Evangelical Church Community Development Programs:

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[38] Informal interview with ustaz Girjawy,Samir.Former Headmaster   Omdurman commercial Evangelical school, in his office at Omdurman on 13november 2004.

In this section we shall discuss SPEC activities in area of community development, our discussion will be on Women programs is are runs by SPEC in this case we will mainly emphasize on the extent to which the community has participated in the process ,of the planning, designing, implementing and monitoring and evaluation of the projects.

3.2.1 Women programs

The women activities in the Sudan Presbyterian evangelical church are run by women desk, which is one of the presbytery organs, the central women committee was first formed in 1995 and starts their activities by first women conference in Khartoum where they draw their plan of action and appointed their executive office supported by subcommittees.

3.2.2 Women Programs Strategy

The (SPEC) women desk strategy to empower women groups at the local church level applied different approaches:

1. Integrated development approach
2. Economic empowerment
3. And consciousness raising

While these approaches differ from each other in concept, (SPEC) takes mix of approaches to address various needs of the beneficiaries. Common to all three is the importance placed on group formation to build solidarity among the women.

3.2.2.1 The Integrated Development Approach:

Views women development as key to the advancement of family and community. It therefore provides a package of interventions to alleviate poverty; meets basic survival needs, reduce gender discrimination and help women against low self –esteem. This approach proceeds by forming women collectives and tacking social problems, examples are dowry, child marriage and male alcoholism. At time an "entry point"

strategy is employed using specific activity. This includes literacy classes or health programs to mobilize women to groups.

3.2.2.2 The Economic Empowerment Approach:

Attributes women's subordination to lack of economic power. It focuses on improving women control over material resources and strengthening women economic security, groups are formed using two methods organizing women around savings and credit, income generation and skills training activities in one hand or by occupation or location on other hand, these groups works in range of areas, saving and credits, training and skills development. New technologies or marketing as well as providing such ancillary supports such as child care, health services, literacy programs and legal education aid.

3.2.2.3 The Conscious Raising Approach:

Asserts that women's empowerment requires awareness of the complex factors causing women subordination education is central and defined as process of learning that leads to a new consciousness self-worth social and gender analysis and access to skills and information in this approach. The group themselves determine their priorities. Women knowledge of their own bodies and ability to control reproduction are also considered vital the long term goal is for the women group independent of initiating NGOs this approach uses no particular services "entry point" and attempts to be open ended and non dividing it gives considerable emphasis to change agents in the field who are trained to catalyze women thinking without determining the direction in which a particular group may go. [42]

3.2.3 Practical Aspects:

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[42] Timo Hanan, Former Chairperson, informal interview in her house at Omdurman 15th October 2005.

The women central executive committee has drawn three separate projects fro women group in the church.

3.2.3.1 Literacy project, comprise of two sub-program

a. Literacy eradication emphasizing on reading and writing skills. This program is run by local churches and central committee provides teaching kits.

b. Functional literacy under auspicious of central educational and social welfare committee, the participants are taught to acquire some skills like, managing small scale projects, sewing…etc.

c. Literacy program is funded by women central committee and local church women group. The Evangelical community council provides the places for training.

3.2.3.2 Income Generating Activities

The graduate of functional literacy are immediately appointed as trainers for their local church women groups and deployed according to the training they have attained, some are in charge in laundry soap making, handicrafts, sewing, knitting and poultry projects.

3.2.3.3 Poultry Project

It is located in former given agricultural experimental farm in Geirief West, the land was giving to the women central executive committee by Evangelical Community Council, the production began in the year 2000. the objective of the project are to:

1. Provide employment opportunities to the women group members.
2. To generate income to the women.

The project is managed by secretary for investment in development of women central executive committee. The project has been suspended in the year 2004, for the following reasons:

1. Lack of qualified cadre in the area of veterinary and marketing.

2. Lack of marketing faculties, care and refrigerator. [1]

The following chapter will concentrate on description and analysis, filed survey questionnaire in addition to interviews which were done with the Sudan Presbyterian Evangelical Church officials, community leaders, teachers and beneficiaries especially women groups.

Chapter Four

Field Survey and Findings

This chapter contained the findings that were obtained from the existing data on community participation projects of Sudan Presbyterian Evangelical Church. It dealt with the proposed compound indicators of participatory approaches in community development compared with the Sudan Presbyterian Evangelical approach, the problems and constrains

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[1] / annual reports of women central executive committee to the general assembly. February 2005.

which led to the suspension of some programmes were taken into consideration the evaluation therefore, consider the level of community participation during the period of the study.

The data presented here were obtained from interviews that were carried out in the field. The participants involved in the projects were Sudan Presbyterian Evangelical Church staff members, teachers, sub-committees and women. An interview with40 persons were conducted to assess the extent of community participation in SPEC Projects in the three localities Khartoum North, Omdurman and Gerief west.

Area	Frequencies	Percentages
Khartoum North	14	35%
Omdurman	10	25%
Gerief west	16	40%

Filed survey

4.0 Presentation and Data Analysis

The data presented here are obtained from the interviews, which the researcher has carried out in the field where all participants involved in the project were found Sudan Presbyterian Evangelical Church staff, the local church staff, the sub- committee and the congregation.
A set of variables for investigation were presented to the interviewed, these variables are:

A. General view about participation of the community in the planning.

B. The use of local resources such as buildings, money and labour in the project.

C. The degree of involvement of the targeted groups in the project.

D. Involvement of different or of local organizations in the community in decision making and implementation of processes.

E. Design and implementation of the project.

F. Monitoring and evaluation.

4.1 Prior to the Project Design

At the management level the Sudan Presbyterian Evangelical Church officials were interviewed about the people's participation and about their efforts in promoting this project. Their responses suggested that there was an explicit attitude on the part of the community, which was highly skewed towards participation. Two interviewing variables were in the minds of the beneficiaries benefit orientation and dependency orientation.

In fact, as a result of an increased penetration of Sudan Presbyterian Evangelical Church activities into areas of Gerief, Khartoum north and Omdurman. The communities came to believe that SPEC was financially well off to fund the project. Hence they began to look upon it as the only body that would solve their problems with minimum costs. When they were asked about their role in the planning of these projects, the response of the local community show that most of them were not consulted during the planning of the projects. Out of total numbers of (40) respondents interviewed in the studied cases of Khartoum, Khartoum North and Omdurman (80%) said they were not consulted and (7.5%) reported that they were not aware about these projects as its seen in table (1).
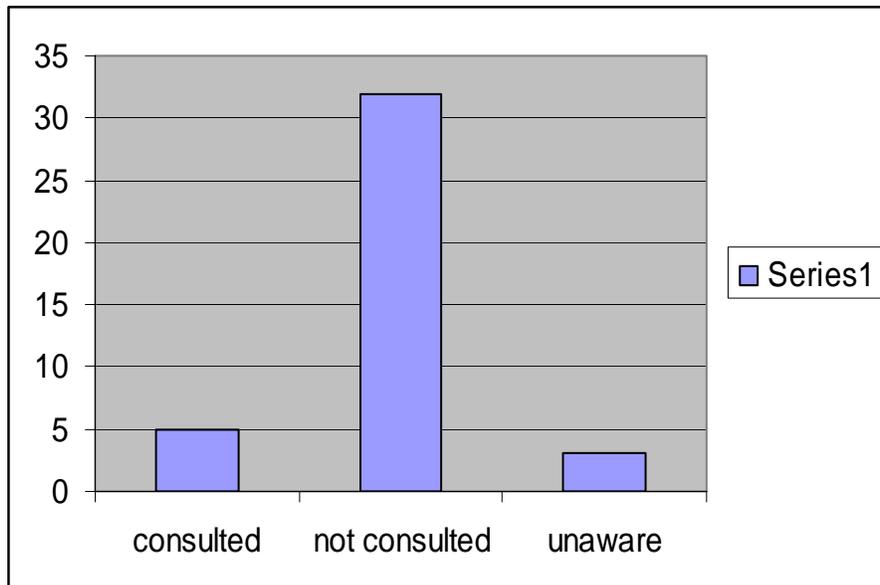
Table (1) Prior to the Project Design

Cases	Number of Participants	Percentages
Consulted	5	12.5%

Not consulted	32	80%
Unaware	3	7.5%
Total	40	100%

Source: researcher filed survey

Figure (I)

As can be seen from the table (1) that the percentage of those who were not consulted is the highest. This indicates that there was no earlier involvement of the community in the project design. Most of those who said they were not consulted reported that Sudan Presbyterian Evangelical Church only met with the delegate of church in the annual General Assembly and church council authorities during the discussion about the project.

4.2 Use of Local Resources

With regard to the use of local resources, the Sudan Presbyterian Evangelical Church official stressed the importance of community

participation whether labor or cash for the success of any programme. They believed that community contribution would make them feel the ownership of the project and this would keep them enthusiastic and committed for the success and sustainability of the project. In these projects staff advocated that people were very optimistic, some volunteers in the project as laborers, teachers and managers as well as some contributed financially for the projects. This indicated the willingness of people to contribute in any new project as long as they were involved and their needs were addressed, these needs can only be identified through the involvement and assistance of the concerned community. It is evident from table (11) that, 60% of the beneficiaries participate in both labor and cash compared to 22.5% who contributed in labors and only 12.5% who did not contribute.

Table (11) Contribution by Use of Local Resources

Cases	Number of Participants	Percentages
Contributed by Labor and Cash	26	65%
Contributed by Labor only	9	22.5%
Did not contribute	5	12.5%
Total	40	100%

Source: Researcher field survey

Figure (II)
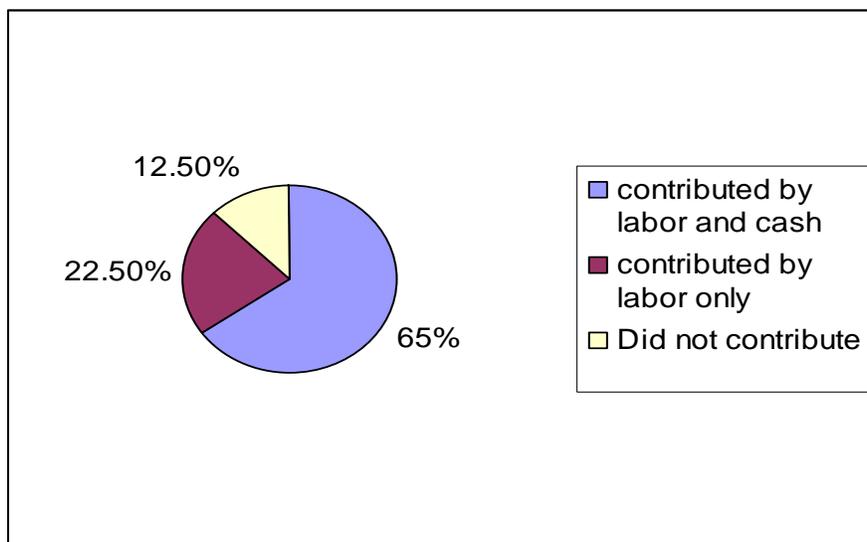
The results show that most people participate in one way or another. This indicates that the local people are ready to accept proposals for changes and they see that what outside agencies bring meet the community's needs. However, such needs can only be considered, as the peoples felt needs when they are identified with the help of the local community.
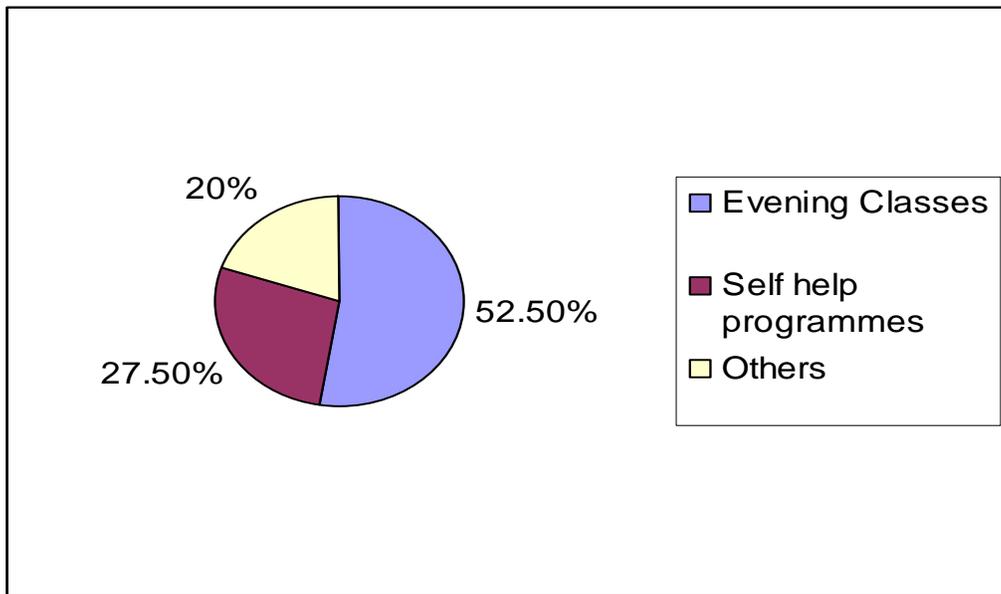
4.3 The Targeted Groups

This study focused on the level and the extent to which targeted groups participated fully in Sudan Presbyterian Evangelical Church projects. see table (111) below.

Table (111) Groups Involvement in Projects

Type of Participation	Number of Participants	Percentages
Evening classes	21	52.5%
Self help programmes	11	27.5%
Others	8	20%

Source: Aspect Baseline Survey, 1995.

Figure (III)

On the question of whether or not the targeted groups were involved in the project, the officials reported that most of these groups participated and benefited from the project. Women benefited through adult education programmes and self –help programmes and financial incentives. When the targeted group were asked about their involvement in the planning of these programmes, they said in fact their opinion were not taken into consideration, however, adult education programme attracted a lot of participants in Omdurman.

4.4 Involvement of the Target Groups in various Institutions Decision- making.

The data were categorized according to the level of targeted group involvement in decision making in church institutions. The results show that community involvement in decision making institutions only two categorizes of women groups:

(a) official women delegates to general assembly.

(b) women representative in the local church council.

These delegates were suppose to be elected by women groups in their assemblies, but instead they were appointed by the executive committee of women groups or church council sometimes. As it is seen in table (IV).

Table (IV) Women Participation in Different Church Institutions

Cases	Number of Participants	percentages
Local Church Council	6	15%
General assembly	2	5%
Others	32	80%
Total	40	100%

Source: Researcher field survey

Figure (IV)
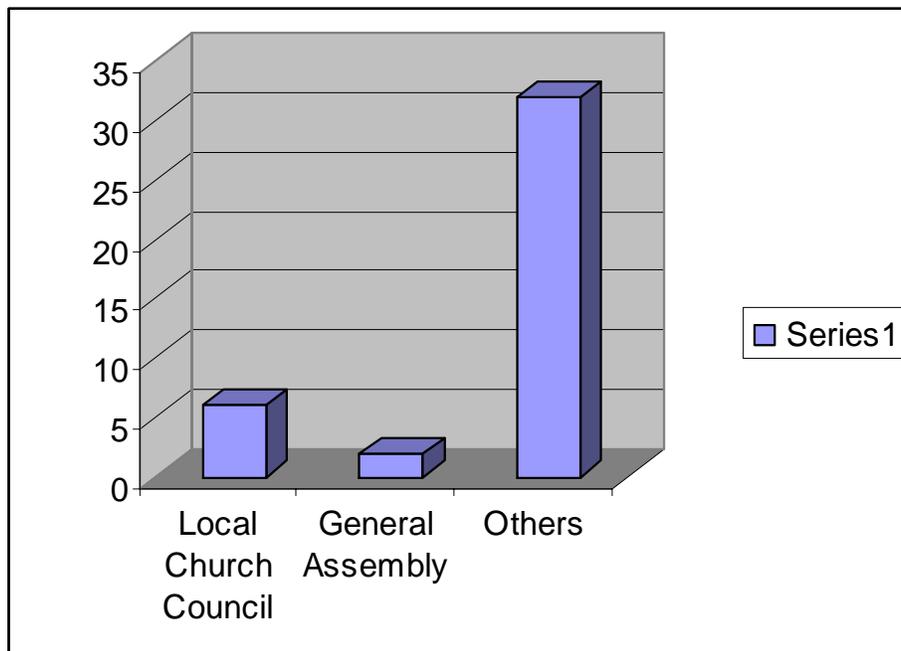
4.5 Design and Implementation of the Project

In order to show whether or not the community really participated, the concerned community were asked some questions regarding the design and implementation stages of the projects. The reason for these questions was to emphasize that community participation is a crucial factor, which can determine the success of the project. Data from the interview on community involvement at each stage of the project design and implementation was taken from Sudan Presbyterian Evangelical Church reports during the period 1998-2003 as seen in the table (V).

Table (V) Design and Implementation Stages

Stages	Responses		Percentages	
	P	N. P	P	N. P
Project Design	6	34	15%	85%
Project Implementation	21	19	52.5%	47.5%

Source: Aspect, Reports to the General Assembly, 1998

The table shows that the 15% of the interviewed were involved in the projects design and 85% were not involvement in the project design, while 52.5% of the interviewed in the project implementation and 47.5% were not involved in the project implementation.

This indicates that the beneficiaries support was not sought here, consequently the excepted positive relationship between participation and sustainability of project can not be anticipated. The reason for this is that the success rate of any project depends on popular support. According to the respondents the choice of the project location were decided by Sudan Presbyterian Evangelical Church and during operation they found that they had already designed the project in collaboration with the local Church Councils.

According to respondents the choice of the projects locations were decided by Sudan Presbyterian Evangelical Church executive committees

during their normal meetings with the local church councils without consulting the beneficiaries of the targeted group. With regard to the Sudan Presbyterian Evangelical Church participatory approach the (SPEC) was relying too much on higher institutions such as church council and executive committee. The congregation (grass roots)were kept and informed about their local authority activities. Decision which affected their lives was being taken without their views being considered. The issues which are always discussed in councils and committee meetings do not help and enlighten and rising the laymen awareness about officials procedures. Indeed those meeting which are held specifically to gauge public opinions are ineffective because they don't take into consideration people actual needs.

So, of the interviews revealed that short term annual meetings were inadequate in promoting and raising the label of beneficiaries' participation in monitoring and evaluating Sudan Presbyterian Evangelical Church activities.

The last chapter will provides summary of the research, conclusion and recommendations.

Chapter Five

Conclusion and Recommendations

This research project provided discussion material on popular participation in development. It outlined the importance of community participation in development projects. Hypothesis that participation approach that has been adopted by Sudan Presbyterian Evangelical Church has taken a positive impact in designing intervention and satisfying community needs, and community contribution is shown to have achieve different degree of changes in community and has been more benefit and effective on project performance was tested.

In the study the theoretical discussion of approach was provided which give a brief comparison with top- down approach. It is taught that NGOs development project can only succeed if the beneficiaries are given opportunity to voice their opinions and participate in defining their problems. Not only, this, but also prioritizing and involvement in seeking

solutions to such problems are of equal importance. This is seen as the only sure way of guaranteeing accessibility and subsequent sustainability of projects activities. The participatory approach also avert possible project failure and avoids negligence of the beneficiaries group.

The research then gave background about Sudan Presbyterian Evangelical Church, its geographical location, organization structure, objectives and principles towards community participation.

The experience of Sudan Presbyterian Evangelical Church, in adopting participatory approach have been elaborated, although there were some logistical and application constraints and weaknesses, the approach of Sudan Presbyterian Evangelical Church, is encouraging and the hypothesis is conformed. Sudan Presbyterian Evangelical Church, has effectively developed women group team work and solidarity among the beneficiaries in its targeted areas, although the community participation is very low the research concluded that this is mainly due to the delay in the implementation processes and ethnic diversity. The later poses difficulties when trying to introduce local community involvement due to differences in languages, its however, excepted that this level of participation well start to increase.

Recommendations :

In order to accelerate participatory development in Sudan Presbyterian Evangelical Church, the below recommendations should be given due attention by those concerned with the development needs of the people:

1. Feasibility studies should be conducted in new area of the project prior to the implementation and this should be with the help of the people who know their local conditions. This could help

identifying the socio-cultural constraints and avoid conflicts between them and the project activities.

2. Sudan Presbyterian Evangelical Church, should continue to clarify its stands as stipulated in its constitutions and bi-law, as well as its agreements with the partners, government of the Sudan, depend its integrity, publicize humanitarian issues, about really poverty affecting the poor avoid too much dependency on local councils and local women comites which represent the views of minorities.

3. To achieve a successful community participation program, there should be willingness to involve a wide spectrum of community resources including governmental and non-governmental organizations, this coordination of institutional forces ensures effectives delivery of programs, consistency and goal congruency.

4. During the project design and implementation emphasis of popular participation should be seen as a way whereby beneficiaries could receive some training related to the project activities –learning by doing.

5. At the management level, the following issues are to be noted and carefully considered within the framework of participatory project management:

   a. The objectives of the project should determined by the targeted group (the project beneficiaries).

   b. The project benefit should clearly spelt out before its implementation.

   c. Communication with the beneficiaries should organized with frequent contact.

   d. Equity issues should be given priority where the most vulnerable group (e.g. Women, Disabled, the aged and the

Children). Are integrated and enjoyed the development benefits.

e. Sudan Presbyterian Evangelical Church, should respect and change its policies to serve the priorities and interest of the need group and not only formulate projects that suite donors interests.

f. If development project use technology. It should suite the local conditions and should not be complicated.

g. In the event of delays before project planning and implementation should be preceded by project revision and checking for any changes of the needs and priority of the people.

h. The Sudan Presbyterian Evangelical Church should encourage participatory, democratic and non-hieratical values in its training programs that could prepare sensitive development activist –and not the training that would help in the search and acquisition of new practical skills and knowledge. However, it should be the kind of training which would help participants to acquire and strengthens values such as: a sense of justice, equality, honesty, integrity and solidarity

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