

# CHALLENGES TO THE IMPLEMENTATION OF COMMUNITY DRIVEN ENVIRONMENTAL MANAGEMENT PROJECTS IN MUKURU KWA REUBEN SLUM, NAIROBI CITY COUNTY

<sup>1</sup>Magdaline Magu, <sup>2</sup>Prof. Maurice M. Sakwa

<sup>1,2</sup> College of Human Resource Development

Jomo Kenyatta University of Agriculture and Technology

P.O BOX 62000-00200 Nairobi, Kenya

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**Abstract:** Community driven development approach to environmental management has been of great importance to both the governments and donors as it has shown the potential to develop projects and programs that are sustainable and responsive to the primary desires of the community. The purpose of this study was to investigate the challenges to the implementation of community driven environmental management projects in Mukuru Kwa Reuben Slum, Nairobi County. The specific objectives are challenges of community participation practices; challenges of community leadership practices; challenges of community resource mobilization practices; and challenges of community environmental awareness campaign on the success of community driven environmental management projects. The study adopted a descriptive research design using stratified sampling method. The target population entailed the beneficiaries of the community-driven environmental management projects implemented by Community Based Organizations in Mukuru Kwa Reuben. The sample size is 200 respondents. Quantitative data will be collected using questionnaires which will then be analysed using descriptive statistics and inferential statistics on SPSS version 20. The findings of the study show that majority of the respondents agreed that competition and partnership challenges hinders project beneficiaries from participating in CDEM projects. From the study, the conclusion is that the objectives of the study had been achieved. The study recommends effective partnership, cooperation and common interest among stakeholders, adoption of more inclusive leadership practices in the management of CDEM projects, more diversified approaches to raise funds and increase income and dissemination of accurate information on CDEM among community members.

**Keywords:** Community Participation, Community Leadership Practices, Community Resource Mobilization, Community Environment Awareness Campaign, Environmental Management Projects.

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## 1. INTRODUCTION

Community Development refers to a method, a strategy or an approach that brings about change through initiation of projects that are responsive to community needs. The United Nations (UN) defines community development as an approach which relies upon local communities as units of action and which combines external assistance with local development resources and stimulates local initiative and leadership. The UNDP Human Development Report (2010)

describes development as the practice of trying to expand the human capabilities and ability to access opportunities in social, economic and political fields and hence ensure total improvement in quality of life.

Community development has for a long time been considered as a very important aspect of changing the situation of a community. According to Tan (2009), CDD (Community driven development) highly depends on the cultural perspective as well as the objectives of a project. It is about community empowerment using the facilitation of the (CBOs) Community Based Organizations through community participation practices to achieve a healthy physical environment. Community driven development projects requires the involvement and acceptance of the local communities and hence a community is both a means and an end to community development (Abu, 2014).

Kagendo (2013) highlights the challenges affecting the implementation of CDEM projects in urban slums in Kenya. She notes that the local community groups, although they are best suited to monitor and report on the implementation of the projects, they are typically denied critical information about their rights to participation; leadership and knowledge of the projects benefits accrued to them. Non involvement of the local communities in the implementation of CDEM projects have ended up experiencing serious time and cost overruns. Other project failure factors for slum projects include: poor communication, little understanding of the project by implementors, obtaining project equipments late in the project cycle, lack of enough training of project implementors and as well as slow project selection methods. An analysis of the causes of failures in the implementation of projects in Kenya showed that only 20.8% of projects were implemented on time and on the stipulated budget, 79.2% of the projects implemented demonstrated some degree of failure (Nyika, 2012).

According to Muyuka (2016) when CDEM projects are undertaken by youth in groups the challenges worsen and take the form of poor mobilization of the youth and group formation practices; lack of ownership of the project idea (the idea is generated largely by the donors); non commitment to the group activities; poor record keeping leading to mismanagement of resources mobilized; supremacy battles, external interference and mission drift; high mobility of group members; dependency culture and the desire for instant success.

Whereas these challenges are toxic to the performance of CDEM projects run by youth-led organizations, intentional capacity building and strengthening of these organizations would increase the chances of project success to achieving a healthy physical environment. The ultimate results will be the existence of more sustained CDEM projects and increased empowerment of the youth hence reduced poverty levels, dependence and unemployment among the youth.

Although CDEM projects have experienced several challenges, there has been some worldwide evidence of the success of projects (Oshima, 2013). There has been a growing body of evidence documenting the impacts of World Bank supported interventions; for example, an evaluation by the World Bank on nine of its projects showed that seven of the projects had a positive impact on the people in terms of per capita consumption growth and increased food security. CDEM projects have also been hailed for reversing existing power relations in a manner that creates agency and voice for the poor, while allowing the poor to have more control over development assistance.

There have been several CDEM projects funded by donors such as the World Bank to help alleviate poverty and create a healthy physical environment in Kenya. Mukuru has been at the centre of these projects and like other slums in Kenya is overwhelmed by poor sanitation, filthy physical environment and high population density that exceeds 800,000 residents. Its physical environment is characterized by dumpsites, lack of running water, a poor and almost non-existent system for managing human excreta, lack of infrastructure, a river full of raw sewage and other solid as well as liquid wastes. These challenges are a consequence of today's development and are a real barrier to societal progress (Likoko, 2013). There are many Community-driven environmental management projects that are donor or government funded and engage Community Based Organizations such Muungano wa Wanavijiji. This study therefore, goes on to discuss the challenges to the success of Community Driven Environmental Management projects in Mukuru Slum.

## 2. STATEMENT OF THE PROBLEM

Community driven development approach to development has been of great importance to both the governments and donors as it has shown the potential to develop projects and programs that are sustainable and responsive to the priority needs of the community, empower the local communities to manage and govern their own development projects and is more effective in targeting the poor and vulnerable communities. Projects managed by communities are more sustainable than those that are managed by the local administration because of the better maintenance of assets and infrastructure (Nkonya, Phillip, Mogues, Pender, & Kato, 2012).

CDD projects are so appealing to donors because they theoretically combine all of the best practices in a participatory method (World Bank, 2015). However, CDD is not a vision which is universally shared. Sceptics have raised a number of issues which range from misgivings about the basic principles of the approach, to more practical concerns which focus on the challenges of implementing CDD projects (Bonye, Arkum Thaddeus, & Owusu-Sekyere, 2013). The proponents of the approach point out several factors that are contributing to the achievements of the CDD approach which include community participation practices, community leadership practices, community resource mobilization practices and local knowledge. These factors can however not be applied in all cultural context; lessons learned from other successful projects need to be adapted to fit the historical, political and social environment where the proposed project is going to be implemented.

Although several studies have been done in relation to donor funded projects their concentration has been on general project performance while very little has been done on community driven development projects in Mukuru Kwa Reuben slum despite its importance in enhancing livelihood. This has however led to no much literature on the specific challenges that affects community driven projects in Mukuru Kwa Reuben slums, Nairobi City County. This is the gap that this study will endeavour to fill by examining some of the community driven environmental management projects in Mukuru with a focus on their aims and objectives, evaluate and assess the objectives against the intended achievements and seek to understand why they have not been successful in achieving their objectives in the community of Mukuru.

### 3. OBJECTIVE OF THE STUDY

The general objective of the study was to investigate the challenges to the implementation of community driven environmental management projects in Mukuru Kwa Reuben Slum, Nairobi City County.

#### Specific Objectives

- i. To examine the extent of the challenges to Community participation practices in Community Driven Environmental Management Projects in Mukuru Kwa Reuben Slum.
- ii. To investigate how the challenges of Community leadership practices affect Community Driven Environmental Management Projects in Mukuru Kwa Reuben Slum.
- iii. To find out the effects of the challenges to Community resource mobilization practices in Community Driven Environmental Management Projects in Mukuru Kwa Reuben Slum.
- iv. To examine the extent of the challenges of Community Environment Awareness Campaign in Community Driven Environmental Management Projects in Mukuru Kwa Reuben Slum.

### 4. LITERATURE REVIEW

#### Theoretical Framework

Amartya Sen's Capability Theory of Development, Communitarian Theory, the Logical Framework Approach and the Participatory Development theory will be the guiding theories of this study.

#### Amartya Sen's Capability Theory of Development

The capability approach is an appreciated theoretical framework that involves two fundamental normative claims: first, the theory states that the freedom to attain well-being is of key moral significance, and second, that freedom to attain well-being is to be understood in terms of people's capabilities, that is, their real opportunities to do and be what they have an aim to value. The capability approach implies that freedom to attain human well-being is a matter of what people are able to do and to be, and thus the kind of life they are effectively able to lead (Stanford Encyclopedia of Philosophy, 2016). Pham (2017) argues that the Capability Approach (CA) pioneered by Sen can be used as an evaluation framework to more effectively evaluate CDD programs. The CA is compatible with CDD's principles of valuing agency and empowerment; it offers a broad informational base for normative judgement; and it is sensitive to gender and individual differences. This theory is useful for this study because the challenges to CDD projects are understood as deprivation of basic capabilities.

### **Communitarian Theory**

Communitarianism refers to a theoretical perspective that seeks to lessen the focus on individual rights and increase the focus on communal responsibilities. Communitarianism is a philosophy that emphasizes the connection between the individual and the community. Its overriding philosophy is based upon the belief that a person's social identity and personality are largely moulded by community relationships, with a smaller degree of development being placed on individualism. Although the community might be a family, communitarianism usually is understood, in the wider, philosophical sense, as a collection of relations, among a community of people in a given place (geographical location), or among a community who share an interest or who share a history (Avineri, 2002). The relevance of this theory to the study stems from the fact that Communitarians take issue with the idea that the individual stands and should stand in direct unmediated relationship with the state and with society. Communitarians argue for the continuing significance of status and local networks, and the potential of other intermediate institutions. Communitarians promote a distinctive set of values. They value community itself – including environment, and tradition – including the tradition of having a healthy physical environment (Smith, 2001).

### **The Logical Framework Approach**

The Logical Framework Approach (LFA) is a methodology mainly used for designing, monitoring, and evaluating international development projects. Variations of this tool are known as Goal Oriented Project Planning (GOPP) or Objectives Oriented Project Planning (OOPP). The logical framework approach (LFA) originated from a planning approach by the US military and was later adopted in late 1960s by the USAID in the implementation of its community development projects. The LFA was used by some international development organizations such as the UNDP, the ILO and the European development organizations. The European development organizations later introduced it as a planning and management tool for the implementation of its development aid projects. Finally, later in the 1990s the LFA became the standard approach tool for donors and directorates of the European Commission. The LFA is a reflection of a style of management that demands well-structured and measureable objectives with a notion that the players provide all the pertinent information.

This approach is relevant to this study since it helps the project team get into more effective project planning by identifying what should be done, why it ought to be done, how it should be done and which resources are to be used, which people should be engaged, task success measures, the threat expected, and so on. It is flexible and appropriate for use in diverse project management methodologies such as the CDD approach (World Bank, 2016).

### **Participatory Development Theory**

The theory originated in the late 1970 by Mai and Koin Kean University of Thailand (Usang, Ikpeme, & Amimi, 2014). The theory emerged as an alternative to the conventional top-down approach to development. The increased acceptance of the theory began since 1970s because of its attention on meeting basic needs and reaching the poorest in the community. Chambers (1994) observed that participatory action research emerged as a consequence of the failure of the ancient development approaches constructed on the trickle down principles. With the unrealistic nature of transfer of technology, researchers and development specialists start to appropriate the complex relationship between the environment and economy, culture and politics in rural societies.

The participatory development approach is rigorous and semi-structural hearing practice carried out in a community by multi-disciplinary team, which includes community members. In its simplest form, participatory rural development was carried out by rural people along at every stage of the development process. The very impression of participation indicates that nothing should be concealed from the people. They should be involved in the identification and prioritization of activities to be assumed, decision making and planning implementation, monitoring and evaluation.

### **Empirical Review**

Community participation practices concerns involvement of individuals and the local communities in decision making of matters that affect their everyday lives. It involves open discussions and working with the people and not for the people (Kariuki, 2013). A study by Prokopy (2005) evaluates three independent variables; whether community participation practices has a relationship with project outcomes; whether capital cost contribution has an impact on project outcomes; whether higher levels of participation lead to an improved project outcome. The study examines data that was collected at

both the household and village level around 45 villages in 2 water supply projects in India. The study uses ordinary least squares regression to measure both dependent and independent variables.

According to the results of regression models, capital cost contribution and household involvement in decision making are both seen to be important predictors of village level measures of household satisfaction, equal access and time savings. The findings suggest that projects should continue to encourage both contributions and household involvement in decision making from as many households as possible within the village. In order to continue to improve our understanding of the relationship between participation and project success there is need to separate the different levels of community participation practices to see its impact on project success.

A report by Adato, Hoddinott, and Haddad (2005) on seven public works programs in Western Cape Province examined the benefits and challenges of pursuing community participation practices and its effect on meeting other objectives of the programs. The report integrated quantitative and qualitative data from a survey of 101 public works projects with an in-depth qualitative data from 8 project level case studies. The quantitative analysis examined the outcomes of different forms of participation on job creation, labour intensity, and efficiency in transferring income to the poor among other variables.

The study finds out that community participation practices has a positive effect on the share of the budget spent on labour, the log number of days of work created and the log number of training days undertaken. It increases women's share of employment and is associated with reduction in the ratio of the project wage to local unskilled wages. It also reduces the cost of creating employment and of transferring income to the poor. The case studies showed ways in which different forms of participation can add value to projects by enabling beneficiary communities influence the choices of priority assets and project design features.

A study by Martiskainen (2017) seeks to examine the role of community leadership practices in the development of grassroots innovations in the United Kingdom. The study analysed two in-depth community energy cases using a mixed method approach which included research interviews, site visits and secondary data. The findings of the study show that community leadership practices have a positive effect in the development of grassroots innovations and can help nurture community development projects. Although community leadership practices have an advantage of being connected to social networks, shared visions and decision making, pre-existing skills and knowledge play a key role. It also found out that community leaders can work with intermediary actors and assist in better development of niche projects.

Wituk, Ealey, Clark, Heinny, and Meissen (2009) conducted a study on Community leadership practices Programs and how they impact development of leadership skills and concepts. The study used a case study of Kansas Community leadership practices Initiative (KCLI) which had been designed to improve leadership capacity of 17 communities. The KCLI provided leadership skills and concepts to community leadership practices programs directors and board members who are able to change their local programs to be better focused on leadership skills and concepts. The findings of the study reported that community members who graduated community leadership practices programs reported positive beliefs about the leadership skills and concepts, they had more confidence when using the skills and even reported using the skills in their work and community settings. However, the community members had a difficulty having others recognize the benefits of leadership skills and concepts.

Thakadu (2005) examined the challenges and lessons learned from the implementation of community based natural resources management (CBNRM) programmes in Ngamiland, northern Botswana. The study, based largely on primary data, with some secondary data sources, drew on the CBNRM framework, which promotes rural socio-economic development and natural resources management. Among the key factors identified as pivotal to the success of CBNRM is broadening the consultation base during the mobilization phase of the programme to facilitate effective community participation practices and representation.

Hsu and Roth (2010) assessed environmental knowledge and attitudes held by community leaders in the Hualien area of Taiwan. A 55-item instrument was administered by mailed questionnaire to 250 randomly selected community leaders. Significant differences were found in knowledge scores by age, education level, income level, and ethnicity, and in attitude scores by age, educational level, occupation, and ethnicity. The results of stepwise multiple regression indicated that education level is the best predictor of environmental knowledge and attitudes. The overall level of environmental knowledge was determined to be moderately high, and the attitudes appeared to be positive.

## 5. RESEARCH METHODOLOGY

This study adopted descriptive research survey design using elements of both qualitative and quantitative technique to describe the challenges to the success of community driven environmental management projects in Mukuru Kwa Reuben slum, Nairobi City County and how these challenges affect their physical environment. The target population entails the 400 beneficiaries of the community-driven environmental management project implemented by Community Based Organizations in Mukuru Kwa Reuben (Gatope, Feed the Children and Bins) (Pamoja Trust, 2016).

The sampling was undertaken proportionately to ensure equal chances of selection and in line with Krejcie and Morgan's (1970) formula for determining the sample size, which is popularly used when studying a finite population. In this study the population was 400 and to arrive at the recommended sample size, 50% of the total population was sampled which was 200 respondents. A questionnaire was used as the instrument for collecting and facilitating data collection.

The study used two steps of detailed statistical analysis of data. At the first stage, descriptive statistics analysis was conducted to allow for meaningful description of a distribution of scores. The descriptive analysis such as frequencies and percentages were used to present quantitative data in form of tables and graphs. At the second stage, inferential analysis (factor analysis and regression) was carried out to help understand the relationship among the study variables.

## 6. RESEARCH FINDINGS AND DISCUSSIONS

Multiple regression analysis was used to predict the values of implementation of CDEM projects against partnership, competition, cooperation, autocracy, laissez-faire, fundraising, income-generation, information flow and capacity building.

**Table 1: Regression Model Summary**

Predictors	Implementation of CDEM Projects				
	B	Std. Error	Beta	t	Sig.
(Constant)	3.132	.055		56.520	.000
Partnership	-.073	.063	-.091	-1.162	.047
Competition	.055	.059	.070	.933	.002
Cooperation	.034	.061	.041	.555	.030
Autocracy	-.063	.069	-.078	-.916	.009
Laissez-faire	.078	.060	.097	1.310	.012
Fundraising	-.166	.064	-.213	-2.573	.011
Income Generation	-.128	.063	-.155	-2.017	.046
Information flow	-.097	.066	-.121	-1.464	.015
Capacity Building	.292	.061	.362	4.790	.000
R - squared		.323			
Adj. R squared		.280			
Std. Error		.67670			
F - ratio (9, 141)		7.486			
Prob. > F		.000			

The null hypothesis is that the  $\beta = 0$ ; and the alternative hypothesis is that  $\beta \neq 0$ . Table 1 shows that the overall regression model was significant. Whereas partnership, autocracy, fundraising, income generation, and information flow had a statistically significant negative relationship with implementation of CDEM projects; competition, cooperation, laissez-faire, and capacity building had a statistically significant positive relationship. Implementation of CDEM projects is influenced differently by partnership, competition, cooperation, autocracy, laissez-faire, fundraising, income-generation, information flow and capacity building.

This shows that lack of partnership between local actors hinders access to clean water, clean physical environment and sanitation services. The results shows that leaders who do not listen to community members, lack of funds and wastage of resources are a hindrance to access to sanitation services and clean physical environment. Whereas competing self-interests while negotiating a framework for participation hinder access to clean water, all the other factors do not adversely affect access to clean water. Access to sanitation services is not adversely affected by competing interests and

cooperation. Lack of cooperation among stakeholders however erodes commitment to environmental conservation and this hinders access to clean physical environment. The results also show that leaders who are not assertive hinder access to sanitation services.

According to Mesicek, et al (2017), challenges in community-level partnerships, autocracy, fundraising, income generation and information flow related challenges hinders provision of water and sanitation, stifle efforts in preserving water resources through sustainable water management practices and make it difficult to contextualize best practices and raising environmental awareness in communities. Although authoritative leaders are more visionary and work to mobilize the project team to buy into that vision, they come out too strongly as to make the followers passive. The major resource mobilization challenge for CDEM projects is fundraising in an environmentally friendly way and this is only possible when what is being sold is clean, green and environmentally sustainable. Dependency syndrome is also a major resource mobilization challenge (Ayaa, 2014). Outreach events are important to increase enthusiasm and support, stimulate self-mobilization and action, and mobilize local knowledge and resources.

On the other hand, challenges related to competition, cooperation, laissez-faire and capacity building enhance the implementation of CDEM projects. While cooperating to addressing these challenges, the stakeholders integrate as essential players, increase ownership and accountability, and therefore allow for more impact and effectiveness of the projects. According to Scheid (2016), laissez-faire leadership style encourages project participants to work at their own pace and use individual creativity.

## 7. CONCLUSION AND RECOMMENDATION

From the study, the researcher concluded that the objectives of the study had been achieved. The research findings indicated that challenge of community participation practices; challenges of community leadership practices; challenges of resource mobilization practices; and challenges of community environmental awareness campaign had varied effect on access to clean water, sanitation services and clean physical environment. Qualitative analyses showed lack of partnership between local administration leadership, devolved county government leadership, community village elders and the institutions working within the community; wrong information delivered to members of the community because of communication problems; and lack of volunteers because most of the community are after getting employed; among others.

The study recommends partnership between local administration leadership, devolved county government leadership, community village elders and the institutions working within the community to come up with adequate and safe sanitation facilities such as toilets and pit latrines for safe disposal of human excreta. The study recommends adoption of more inclusive leadership practices in the management of CDEM projects.

The findings of the study show that fund raising and income generating do not spur implementation of CDEM project and hence recommends more diversified approaches to raise funds and increase income. The study recommends dissemination of accurate information on CDEM among community members. According to the findings of the study both information flow and capacity building decreases access to sanitation services.

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