9.   MALAYSIA

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INTRODUCTION

The problem of poverty has become one of the main concerns for many ASEAN countries and seems very persistent in the region. Million of dollars and much effort have been already invested to alleviate poverty. Despite all the money and efforts, the situation of poverty remained the same, especially among the farmers. Being one of the ASEAN countries, Malaysia is no exception. The problems of poverty have become a main agenda for the country since independence in 1957. The problem of poverty becomes even more serious in the rural areas in the country.

The Government of Malaysia has realized the problems and has implemented several programs and strategies to tackle the problems. One of the strategies that have been implemented by the Government is the implementation of Community Development Projects. One special type Community Development Projects that has gained a wide popularity due to its success in alleviating the problem of poverty is "Community Based Human Development Projects".

The Community Based Human Development Projects or PMAK are a new type of community development projects. It was introduced by a group of community development experts from Asian Development Bank, National University of Malaysia, and University of Putra Malaysia in the early 90s. The main purpose of PMAK is to effectively alleviate the problems of poverty in the country.

Since the implementation of the projects in the early 90s, PMAK projects have given a very promising future to alleviate the problems of poverty especially among the rural communities who participated in the projects. Many of them have experienced large increases in their income levels.

WHAT IS POVERTY?

Of the thousands of books and articles on the subject that have appeared over the last centuries, it is astonishing how few have troubled to answer this question. What is poverty? The word poverty has assumed a multiplicity of meanings at different times and places. Furthermore, the term now has different meanings for different persons even within the same academic discipline. As Beckford (1972) has said, "Poverty, like beauty, lies in the eyes of the beholder". Thus, it depends on the usage and aim of the definition. As Coobs (1974) has said:

> *"Depending on the usage and aims, there are many relevant definitions of*
> *poverty. There is no reason why the definitions should be the same for the*

economic, sociology, or cultural poverty or why the same individuals should be identified under different definitions. There is also no reason why the same definition should be used for every program designed to help the poor."

Poverty is an emotive as well as an elusive term. Improper usage of this term and a lack of appreciation of its meaning will give a distorted perception of the real situation of the standard of living in a country. The common perception of poverty encompasses visions of severe malnutrition, extreme deprivation of the basic necessities of life such as food, shelter and clothing, famines, widespread starvation, and the gradation of human dignity when individuals are forced to survive through begging. Poverty can be defined satisfactorily only in terms relative to the society or country in which it is found. There is no single definition of poverty, which can be applied to all countries and at all times, independent of the social structure and level of development.

Various concepts of poverty have been put forward. The two broad concepts of poverty normally used are absolute poverty (which is a subsistence concept), and relative poverty (which is an inequality concept). The absolute poverty concept has had a wide acceptance as it seeks to describe poverty as a lack of income needed to acquire minimum necessities of life. The most widely used absolute measure is the incidence of poverty, which is the proportion of the population of households whose living falls below some poverty lines.

The poverty line income is that level of income at which the average household consumes a nutritionally adequate diet, usually defined in terms of calories. It can also include other items or expenditure to maintain a decent standard of living according to the prevailing norm. Another common measure is the occurrence of poverty, which is defined as the number of poor households in a particular locality, either state or district, over the total number of poor households (Malaysia, 1992).

There are various factors associated with poverty, some of which are beyond the control of the individuals. These include various disabilities, which prevent the individuals from earning a livelihood. Natural calamities, such as floods and diseases, which affect crops, are also beyond the control of the farmers and the Government. External economic factors such as recessions, which reduce the prices of commodities, are to a large extent also beyond the control of households who are dependent entirely, or substantially, for the livelihood on these commodities.

In addition to that, there are numerous socio-economic conditions, which cause poverty, such as the following:

a) low levels of relative productivity, whether agricultural or rural activity
b) high rate of unemployment
c) underutilization of human and other natural resources
d) poor quality of educational facilities
e) high population growth
f) inadequate health care
g) dearth of investments in physical infrastructure necessary for development
h) insufficient access to public services
i) low income levels
j) low level of social status and influence
k) limited view of the future leading to acceptance of current conditions and reluctant to take risks in changing such condition, and
l) low level of citizen participation in community affairs

(United Nations, 1980).

POVERTY INCIDENCE IN MALAYSIA AND OTHER ASEAN COUNTRIES

The problems of poverty in many ASEAN countries have become synonymous with the region. Despite the drastic changes and improvement in the economic activities, the problems of poverty are still the main concerns in many countries in the region. The scenario is worsening after the region was hit by the economic crisis few years ago.

Thailand's estimation of the increase in poverty incidence in 1998 was rigorous. For example, in 1988 the total population who were poor in the country was 17.9 million. The number was reduced to 6.8 m in 1996. However, after the economic crisis hit the country two years ago, the number of poverty has increased to 7.9 m in 1998. In percentage terms, the incidence increased from 11 % in 1996 to 13 % in 1998.

Indonesia's poverty incidence also underwent a dramatic decline, from 40 % in 1976 to 11 % in 1996, representing an average drop of 1.4 percent points per year. The number of the poor people declined from 54 million in 1976 to 26 in 1996, or 1. 4 m people moving above the poverty line per year. The incidence of poverty, however, has gone back to what it was15 year ago after the country was hit by the economic crisis two years back. The total population who were believed to be poor after the crisis has jumped up to 50 million, almost the same number of the poor in 1976.

In Philippines, the poverty estimates of the proportion of people below the poverty line declined slowly from 49 % in 1985 to 38 % in 1997. This less than 1 percentage point annual decline is overwhelmed by the 2.3 percent annual population growth rate. As a result, the number of poor people increased by one million, from 26.2 million to 27.2 m during the 12-year period (National Statistical Coordination Board, 1999). The World Bank estimated that the number of the poor people in the Philippines increased by 665,000 in 1998. These figures translate into 27.915 m people in 1998 compared with 27.274 m in 1997 level.

Malaysia's poverty incidence is estimated to have increased from 6.8 % in 1997 to 8.0 % in 1998 (Ali, 1999). The high incidence of poverty in the country was due to the economic crisis that hit the country in 1998.

In summary, little doubt exists that the economic crisis worsened poverty incidence in the four countries (Philippines, Thailand, Malaysia, Indonesia). The impact is the least in the Philippines and Malaysia, moderate in Thailand, and the greatest in Indonesia, which is the same order as the economic impact of the crisis on these countries. The summary of the incidence of poverty in some of the ASEAN countries is shown in Table 1 and Table 2.

Table 1. Estimates of Poverty Incidence

Southeast Asia	1985	1998
Cambodia	-	36.0
Indonesia	17.4	23.8
Malaysia	15.5	8.0
Myanmar	-	-
Philippines	49.3	37.5
Thailand	18.0	13.1
Viet Nam	-	15.7

Source: ADB, 1998 and World Bank (1996)

Based on the statistics illustrated earlier, it has shown that the problems of poverty are still one of the main concerns among the ASEAN countries. Realizing the seriousness of the problems, ASEAN countries have taken several steps and strategies to alleviate the problems of poverty. Since independence, each county has taken and implemented several programs and projects for the eradication of poverty in its own country. A large amount of resources have been invested for that purpose. Despite these efforts, the problems of poverty are still persistence. Many of the people who have participated in the poverty programs have not gained between their previous living and current living condition (ADB, 1991).

Malaysia as one of the ASEAN countries is no exception. Poverty has become one of the main agenda in the country. The problems of poverty have been present in the country since independence. Even though the level of poverty is decreasing, the number of poor people is still large; reaching at 8.0 % of the total population especially after the economic crisis hit the country two years ago.

The Government of Malaysia realizes the seriousness of the problem. Millions of dollars and much effort have been spent to solve the problem. Several approaches and strategies have been used for the development of the rural communities. One of the most popular approaches that has been widely used for such efforts is called the community development projects.

In the following discussion, this paper will focus on how Malaysia and its community development projects have successfully eradicated the problems of poverty in the country. It is hoped that such a discussion will be a useful guide for other countries to eradicate the problems of poverty in their own countries.

Table 2. Selected National and International Poverty Incidence, 1990-1996 (percent)

Countries	National	$/person/day
Nepal	42.0 (1995-1996)	50.3 (1995)
Philippines	40.6 (1994)	26.9 (1994)
Sri Lanka	35.3 (1990-1991)	4.0 (1990)
India	35.0 (1994)	47.0 (1994)
Pakistan	34.0 (1990)	11.6 (1991)
Malaysia	15.5 (1989)	4.3 (1995)
Kyrgz Republic	40.0 (1993)	18.9 (1993)
Kazakhstan	34.6 (1996)	<2.0 (1993)
Indonesia	15.1 (1990)	7.7 (1996)
Thailand	13.1 (1992)	<2.0 (1992)
China	6.0 (1996)	22.2 (1995)

Souce: ADB, 1998 and World Bank (1996)

COMMUNITY DEVELOPMENT AND POVERTY ERADICATION

Community development projects are not new to Malaysia. They have been used for about thirty years. The primary objective of the projects is to help the people in the rural communities to improve their social and economic situations. The underlying philosophy is to help the people become subjects instead of objects, acting on their situation instead of simply reacting to it (Christenson, 1989).

Community development is concerned with public policies, Governmental actions, economic activities, institutional building, and other type of actions that not only affect people but can be affected by people as well. It is concerned primarily with people as stimulators of social action process. It focuses on the humanistic elements involved in changes and how such changes contribute to social and economic well being.

There are several different types of community development projects in the country. There are four types of community development projects, which are well known. There are Projek Kemajuan Masyarakat (KEMAS), New Settlement (FELDA/FELCRA), In-Situ Development Projects, and the latest is Community-Based Human Development Project (PMAK).

KEMAS was established with the goal of helping people in rural communities to be independent and start their own businesses based on the skills that they have learned. Normally one or two different experts were sent by the appropriate agency to the communities. The experts taught the people in the communities how to develop themselves, socially and economically. The types of projects or activities that are usually introduced by KEMAS were food processing projects, sewing, and handicrafts. The expectation for these projects was that once the people in the rural communities know how to develop these activities themselves, they would start their own business or activities as learned from the experts. By doing this, it is believed that people can help to improve their own income level.

FELDA (Federal Land Development Authority) and FELCRA (Federal Land Consolidation and Rehabilitation Authority) are the other types of community development projects that have been widely used in Malaysia. Both FELDA and FELCRA are focusing on New Settlement Projects. The goal of these projects was to help the poor family in the rural communities to have a promising job that could generate enough income to raise above the poverty level. Selected families were transferred to new settlements. A house and a quarter acre of land were given to each family. In addition, each family was given about ten acres of land (normally planted either with rubber or palm trees). After a certain period of time (normally after twenty years), the families would get the title to the ten acres of land, but the land cannot be bought or sold, without the permission of the Federal Government or the agencies involved.

The In-Situ development projects are implemented to improve the existing projects in which the communities are working. The main objective of the In-Situ development projects is to increase the crop productions in the communities. Most of the In-Situ development projects are being implemented in the rice growing communities.

Each of these projects is managed by a different agency. Even though different agencies involved in the management process, the objective of the community development projects for each agency is still the same, which is to help the people in the rural communities to improve their standard of living, socially and economically, so that they will no longer be living below the poverty line.

In 1990, the Ministry of Agriculture of Malaysia launched a new type of community development project: Community Based Human Development projects (PMAK). There were eleven communities selected to pioneer the project. The community with the lowest income in each state was selected. The project, which cost almost 9.5 million Malaysian Ringgit (RM 9.5 million), was designed for a five-year period.

Based on the income assessment that has been conducted by the Ministry of Agriculture in 1995, the results were very encouraging. On average, the people in the projects experienced increases in their income levels from less than RM450.00 per month to more than RM550.00 per month. Based on this very promising achievement, it was

expected that by the end of 1996, the income level of the people in the rural communities involved in this projects would be above the poverty line (Peladang, 1995).

WHAT IS PMAK?

PMAK or Community Based Human Development is a new type of community development projects which has been introduced in the country by Farmers Association Boards (LPP) in the Sixth Malaysian Plan (MP6), 1992-1995. PMAK has been accepted as new type of community development projects in the country as a result of several proposal and recommendations made by the "experts" from Asian Development Bank, National University of Malaysia (UKM) and Putra University of Malaysia (UPM), in the early 90s. Under the MP6, LPP invested about 9.5 million Malaysian Ringgit.

In its initial phase, eleven communities in eleven different states were selected. The selection was based on income level. Communities with the lowest income in the state have been chosen for the project. PMAK is operated based on a unique concept. It puts the people first in the forefront of the desirable developmental changes and processes before the provision of financial, physical, and technological inputs.

The general objective of PMAK is to eradicate the problems of poverty among the people in the rural communities in the country. The more specific objective of the project is to increase the income level of the people involved in the project above the poverty line (RM450/month) to at least RM550 a month.

To accomplish this objective, PMAK has employed three strategies for that purpose. According to Mr. Jasni Saad, the Deputy Director of Farmers Entrepreneurial Board (*Pembangunan Usahawan Peladang)*, the three strategies are:

    i) Seeing is Believing
    ii) Teach by Showing, and
    iii) Learn by Doing.

Seeing is Believing
In this strategy the rural people in the communities involved in the project were exposed to several successful projects in other rural communities, both in Malaysia and elsewhere. This is achieved by taking field trips to such communities. It is hoped that the field trips would provide some motivational incentive to the people involved in the PMAK project to pursue similar strategies.

Teach by Showing
Through this strategy, the people in the rural communities were given several exercises, counseling, and guidance from the local and international experts to teach the people several aspects of successful farming, management, leadership and so on.

Learn by Doing
This is the final stage of the three strategies. In this strategy, the people were given an opportunity to implement a given project, themselves, that enhanced the economic, social, and physical development of their communities.

Through these three strategies, it is hoped that the project can accomplish the following objectives:

    i) To develop the character traits (attitudes, value and behavior) and competence (knowledge and skills) of people involved in the project

ii) To raise the level of general awareness and critical consciousness of the participants involved in the project

iii) To improve their capabilities and make them self-confident so that they become hard working, diligent, self-reliant and are able to effectively and efficiently work together in groups for higher income and better quality of life.

Mr. Jasni Saad has also added that, those three strategies need to be implemented before the implementation of any project. This is because the majority of the rural community residents are typically reluctant to accept changes in their communities. Thus, the three different strategies that were introduced beforehand were expected to provide motivations to the people to change their perception towards change and development. Once the people in the communities have accepted the change and development, the people are more willing to work hard for the success of the PMAK projects. Mr. Jasni Saad added that the success of the PMAK projects would be very difficult to accomplish without the people's willingness to accept change and development.

The projects that have been introduced to PMAK project are divided into two types: the agriculture based projects and non-agriculture based projects. The examples of agriculture-based projects that have been introduced to PMAK are farming, livestock and "*Ternakair*" (raise animals that require water, such as duck, fish, etc). Processing and manufacturing, services and construction and building are some of the examples of non-agriculture based projects. Through the local inputs, one dominant activity or project, which had a high potential of success, was identified for implementation in each community.
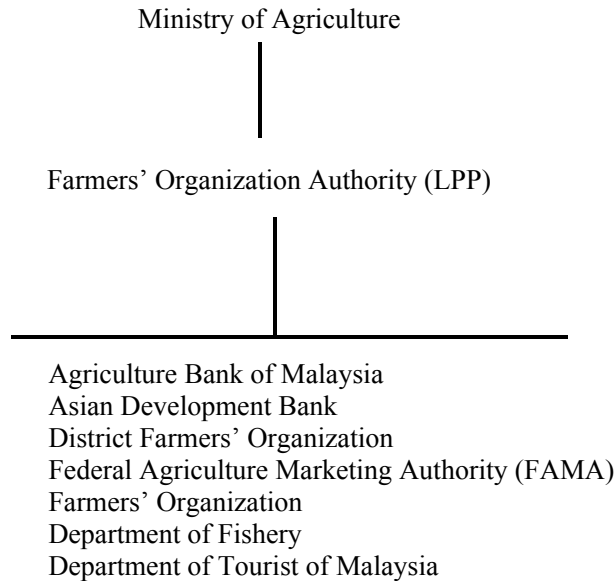
There are several agencies involved in PMAK project. Some of the agencies are coming from the national and federal level and some others are coming from state or local communities. The structure and the agencies involved in the PMAK project illustrated in Figure 1.

PMAK AND POVERTY ERADICATION

As stated in the previous discussion, Community-Based Human Development (PMAK) was established to help Malaysia alleviate the problems of poverty in the country. After five years of implementation, the results that have been generated by PMAK to alleviate the problems of poverty were very promising. On average, all the people in the eleven communities that pioneered the projects have experienced some increases in their income level. Based on the study done by Farmers Association Board of Malaysia (LPP), the majority of the people who participated in the projects experienced an increase in their incomes from less than RM450 a month to more than RM550 a month. This amount is expected to increase to RM1000 a month in the future.

One of the factors that played a significant role in the success of the PMAK, and consequently has become the main focus in this study was the presence of effective local leaders. The presence of effective leaders were very important for the success of the projects because effective leaders made it possible to put things together for the benefit of the whole communities. For examples, leaders can act as spoke persons and as bridges between the Government and the local people. Leaders can forward the demands of the local people to the Government.

Without effective leaders, it is very difficult to convey any message or information from the state or federal Government to the local people. It is very difficult to organize people when the leaders were not effective. Thus, effective leaders were needed to ensure success

Ministry of Agriculture

Farmers' Organization Authority (LPP)

Agriculture Bank of Malaysia
Asian Development Bank
District Farmers' Organization
Federal Agriculture Marketing Authority (FAMA)
Farmers' Organization
Department of Fishery
Department of Tourist of Malaysia

Source: ADB and Malaysia.1991.

Figure 1. The Agencies Involved in PMAK

Even though the presence of effective leaders was a very significant contributing factor to the success of the PMAK projects, leaders alone were not adequate enough to achieve the success of the communities without the presence of other factors, regardless of how good and smart the leaders were.

Other factors were also needed to help leaders to contribute success in the PMAK projects. Such factors are local customs, location, situation, patterns of behavior and leadership traits. All of these factors had major impacts to help leaders contributed to the success of the projects in the communities. Without the presence of these important situational factors, the leaders were not able to achieve success. This was because all of them were inter-connected and inter-dependent on each other, working together towards the success of the PMAK projects.

To understand which factor was more or less important to help leaders was very complex. There was no single factor that can be singled out as being the most important one that was helping leaders for the success of the PMAK projects. Every single factor has its own strengths. Leaders themselves were not able to bring success into the communities without help from other situational factors.

The local customs, which emphasized cohesion and hard work, for example, made major contributions to the leaders ability to contribute to success in the PMAK projects. Such strong cohesion that exists among the people in the communities allowed the leaders to perform their duties in a more efficient and effective way. The leaders did not have to waste their time convincing the local people to get together and work hard. Instead, now they could use their time to concentrate on other major issues such as bringing more economic activities into the communities and improving their basic infrastructures. With strong support, effort and time from the local people, leaders in the communities were able to achieve their objectives with much less difficulty.

The factor of location was another good example of the sort of factors, other than good leaders that must be present in order to ensure success in the communities. The

presence of main roads in the communities really helped the leaders to bring more success in the communities. Having easy assess to the community will bring a lot of advantages. With such linkages, more development can be implemented in the areas.

The presence of good infrastructure in the communities cannot be ignored in the success of the project. There is not much leaders can do without the presence of decent basic infrastructure, regardless of how effective, efficient and good the leaders were. Decent basic infrastructures, such as good roads, electric supply, running water and telephone line, allowed leaders to carry their duties in a very efficient and effective way. The existence of basic infrastructure, for example, good roads, made it possible to transfer goods from one place to another with less difficulty. The existence of telephones made it easier and faster for the leaders to communicate with people who were far away. Sometimes, a very important decision for the community has to be done over the telephone.

The selection of the right project was another factor that was important to their success in the communities. Without the selection of the right projects, leaders were helpless to contribute to the success. For example, in some communities only certain projects can be implemented due to several reasons such as cultures, religions, norms and values. Implementing the wrong projects may result failure in the implemented projects. Thus, no matter how smart the leaders were, if the wrong project was selected it might not be able to contribute success in the communities.

The behavior pattern of leaders also played a significant major role in contributing to their success in the PMAK projects. There were several different behavior patterns that were needed for the leaders to contribute to the success of the project. The behavior patterns, which stressed the importance of caring, cohesion, and sensitivity were significant in helping leaders contribute to the success of the projects.

Several reports have been published regarding to the importance of behavior patterns of leadership. Works done by Fritz (1996) argued that, leaders needed to display certain types of behavior in order to ensure success. Without such behavior, leaders would have difficulty to bring success to the communities that they were working with.
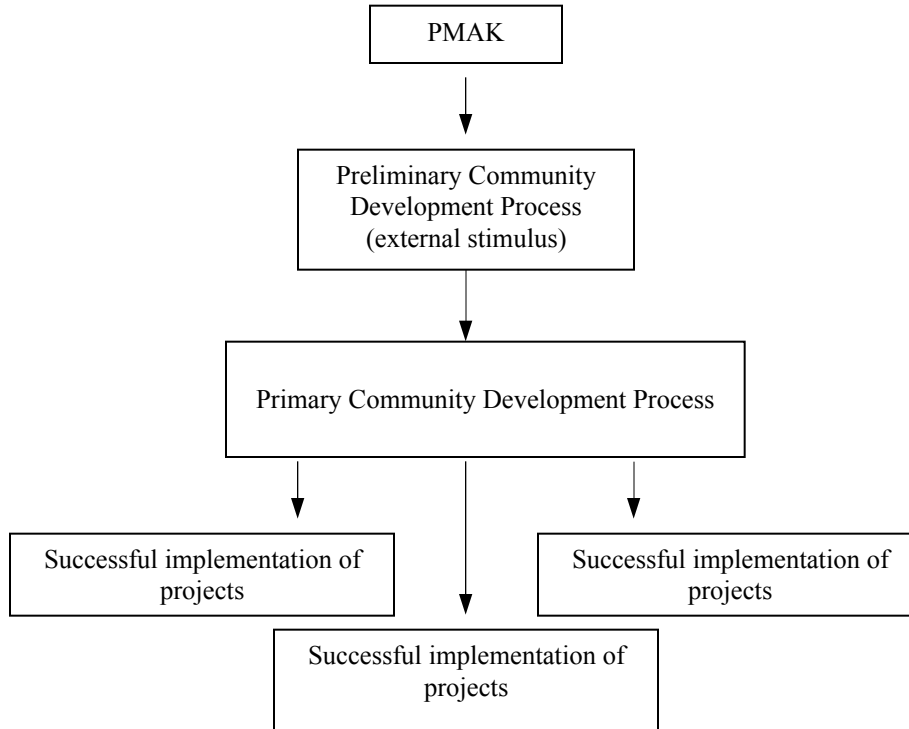
The final factor, which was not more or less important than the earlier factors, was leadership traits. In order to ensure success, leaders needed to have certain type of traits. Lot of literature has been published to support this argument. Studies done by Bass (1981, 1998), Bowers (1975), Stodgill (1974), and Campbell (1995) are examples. The leadership traits, which provide leaders with a strong foundation of relationship and personality, have helped them to contribute to success in the communities. Traits, which taught a leader how to be as good a person as a human being could possibly be and at the same time remind him/her self to be sensitive to the people around him/her by taking all cases into consideration. And, this would ultimately help him/her to bring success to the communities.

Confidence, strong self-esteem, and firmness about themselves, caring and sensitivity to others, and having broader networks both outside and inside the communities, were helping leaders to bring success in the communities at a faster rate.

From the discussion, it was clearly shown that, there were several factors involved in the success of the projects. Each factor plays an equally important role in contributing to success. It is a very complicated structure. One factor cannot be distinguished easily from the others in terms of its role for success. Every factor has its own niche and strength. Taking away such factors from the complete set will retard the process of achieving success. For success, everything needs to be present. Otherwise, the expected success might be difficult to accomplish.

PMAK AND COMMUNITY DEVELOPMENT PROCESS MODEL

The model, which is called the Community Development Process model, is believed to be useful not only to explain the success of the PMAK projects, but also for other successful community projects in the country as well. This Model was developed based on the study that was conducted on two of the PMAK communities in 1998. The detailed illustration of the model is shown in Figure 2.

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                    ┌──────────────────┐
                    │      PMAK        │
                    └──────────────────┘
                              │
                              ▼
                 ┌────────────────────────┐
                 │ Preliminary Community  │
                 │ Development Process    │
                 │   (external stimulus)  │
                 └────────────────────────┘
                              │
                              ▼
        ┌──────────────────────────────────────────┐
        │ Primary Community Development Process     │
        └──────────────────────────────────────────┘
            │                 │                 │
            ▼                 ▼                 ▼
  ┌──────────────────┐        │        ┌──────────────────┐
  │ Successful       │        │        │ Successful       │
  │ implementation   │        │        │ implementation   │
  │ of projects      │        │        │ of projects      │
  └──────────────────┘        ▼        └──────────────────┘
                   ┌──────────────────┐
                   │ Successful       │
                   │ implementation   │
                   │ of projects      │
                   └──────────────────┘
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Source: Sabran, 1998.

Figure 2. Community Development Process Model

There are four different stages or phases involved in the model. They are as follows:
1. PMAK - the source of the external stimulus
2. Preliminary Community Development Process - external stimulus
3. Primary Community Development Process, and
4. Successful implementation of projects.

Each of these stages plays a very important role in the success of the projects. Eliminating one of the stages will retard the successful achievement of the projects. In the following discussion, the contribution of each stage towards the success of the projects will be explained in detail.

PMAK: The Source of External Stimulus
In the case of the PMAK projects, the sources of the external stimulus are the Government and all the agencies involved in the projects. The illustration on Figure1 has

listed very clearly all the agencies that are involved in the PMAK projects. Some of them are at the national and federal level, and others are at the state and district level. The main goal of this stage is to introduce the ideas of the projects to the local people in the community. This is done through several meetings and discussions between the source of external stimulus and the people in the communities. In this phase, both the Government and the agencies promised hope, courage, and support to the people in the community for implementing the projects.

Preliminary Community Development Process (External Stimulus)

The main objective of this stage is to ensure the people are ready, socially and mentally, to accept the projects to be implemented in their communities. There are several approaches that have been used to achieve the objectives. Two of the most obvious methods were field trips and motivational speeches.

i) *Field trips:* Before the implementation of the projects, several groups of people from the communities were given several field trips to successful communities, both in and outside the country. The main objective of the trips was to give the people some courage and exposure to enable them to gain experiences and skills before they started their own projects in their communities. Besides exposing them to successful skills and experiences, the trips were also expected to motivate people to begin the projects on their own in the future

ii) *Motivational speeches:* The motivational speeches were given to the people as means to provide a strong mental preparation before the implementation of the projects in their communities. Several motivational speeches given by well-known speakers both from in and outside the country were invited to deliver speeches in the communities. The main focus of the speeches was to explain to the people the importance of working hard and together for the success of the projects. In addition to mental stimulation, the people also were given several physical stimulations. Two of the most important physical stimulations were financial and technical assistance.

Financial assistance: As illustrated in Figure 1, there were at least two major banks involved in this project. These banks were the main source for financial assistance to the people in the communities. Capital was lent to the people with zero interest. This assistance gave the people a lot of hope and encouraged them to start the projects.

Technical assistant: Technical assistance was provided by the Government and the agencies involved in the project. A continuous visits promised by the agencies have given high hope and self-confidence for the people to accept the opportunities.

Primary Community Development Process.

The Primary Community Development Process is the core of the model. Most of the activities occurred at this stage. The key success of the project relies on this phase. Successful accomplishment at this stage will determine the success of the projects. Most of the activities in this stage took place within the communities. In this stage, both leaders and the local people get together to discuss and brainstorm for ideas to enable them to come up with the right kind of projects to be implemented in their communities.

All the community resources such as location, customs, and situation were being considered seriously before any consensus was reached on the right kind of projects to be

implemented. Several external stimuli that were given to them were considered to be tremendous sources of opportunities for them to improve their income levels. The combination of the existing community resources and the external stimulus has enabled the people in the communities to come up with sound projects.

This process is very complicated and time consuming. The process moves back and forth before any consensus is reached. The pattern of the process in this stage is very similar to the community development process described by Cawley and Fischer.

According to Cawley (1989), the process starts with awareness of community concerns and ends with the resolution of community concerns. Between these two ends, there are several loops that people in the communities have to go through before the final consensus is reached. Each loop represents a single issue that the communities try to deal with. The number of loops depends on the number of issues that become community concerns. Each loop begins with problem identification, making a decision, and taking action. This three-step process continues until a consensus is reached. The process then moves to the next loop to discuss another issue in the communities.

Fischer (1989) on the other hand, illustrated the Community Development Process as one big circle. The circle starts with assessing the needs and ends by documenting and evaluating.

Both ideas, presented by Cawley and Fischer concerning the community development process, are supported by CDA (1997). In its argument, CDA has also described the community development process in the form of a circle. The process begins by establishing an organizing group and ends by celebrating success. Even though this process has its starting and ending points, the actual process moves back and forth, and if necessary it moves in a circle, until a decision is made.

The complicated process that has occurred in this stage may not be possible without the existence of strong cooperative efforts between the leaders and the local people in the communities. The presence of a spirit of working together has added more advantages to the success of PMAK projects.

Working together with an emphasis on cohesion and understanding among members of the communities was one of the major tools for success in community development projects. A lot of researches carried out earlier support this argument.

Smith, Gester and Harrison (1993) argued that working together was the major element for a community to succeed. Based on the study that they have done in several successful communities in East Sussex and Liverpool, they found that the sole common factor that all the communities have in common was working together.

Longone and Rohs (1995) have a similar idea about the importance of working together for the success of community development. In their community leadership study they concluded that leaders and local people need to work together towards mutual goals and a common good. Without this effort success would not be possible to achieve.

Similar arguments were also well supported by Cornelia Butler Flora (1997), the Director of the North Central Regional Center for Rural Development. According to her, the success of community development is based on the building of cooperative within the community itself. She also added that, the cooperative work does not only limited to the physical boundary, but to mental and other aspect as well in the communities.

One of the authors for the National Network for Collaboration has argued that, effort to establish the concept of working together needs to be emphasized before the implementation of any community project. The importance of working together is seen essential for the success of community development projects because, such effort is the key to mobilize resources (revenue, time and people) to build on the positive environment

within the community, overcome potential barrier and begin to mobilize the citizens to institute change (Bergstrom, 1996).

The importance of working together for the success of community development project is well supported by CDA. According to its argument, the two main ingredients for the success of community development are broad participation with appropriate organization and sprit of cooperation (1997). Both of the ingredients stressed on the unity of people in the community. There are few more examples of researches that have a very similar argument in regards to the importance of working towards the project success. The works and researches that have been presented above are just a few of the examples.

Successful Implementation of Projects

This is the last phase in the Community Development Process model. This stage is the end result of all the processes that have been explained earlier. Successful accomplishment in the earlier stages will determine the success in this stage. The people in the communities will experience tremendous success in the project, if the earlier stages managed to perform the process successfully. Otherwise, the people in the community may not be able to see successful outcomes of the projects. In the case of the PMAK projects, there are several successful projects that have been observed. Two of the most important projects are agricultural related activities and business projects.

CONCLUSION

In this study, which was conducted in PMAK communities, there were at least three main factors that contributed to the success of the PMAK projects. One of the main factors contributing to the success was the presence of effective leaders in the communities. The presence of effective leaders, however, would not be able to bring success to the communities without the presence of other important factors. Based on this study, there were at least five factors that helped leaders' contributions to the projects' success. They were the local customs, location, situation, behavior patterns of the leaders and leadership traits.

Even though all of these five factors played a major role to help leaders contributed to the success of the project, the spirit of working together became the important asset to enable leaders to bring success in the most effective and efficient way in the communities.

The importance of the spirit working together was well presented in the Community Development Process model. This model emphasized that the process of success is a continuous process. Every body who participates in the process becomes part and parcel of the projects' success. Even though the primary Community Development Process is considered the core for the model. This is not meant to deny the significance of other stages in the process. This is due to the fact that the whole model acts as one body. Missing one part of the body will retard the process of achieving success in the community projects.

The presence of effective leaders have made it possible to glue all of these stages together, working together towards the success of the projects. The presence of effective leaders, have also enabled the people to venture for new ideas and opportunities to benefit the whole community. Without the presence of effective leaders, the communities might not be able to experience success because the effective bridge that links the communities and the external stimulus has not existed.

This study has also argued that the success of community development projects does not rely solely on the external factors. The illustration in the Community Development

Process model have clearly shown that in order to accomplish success, all parties need to work together. This study has also shown that in order to achieve success, community development projects require a continuous process. This is obviously a very time consuming and complicated matter. It is not possible to achieve success overnight. The argument presented by other community development process models, such as illustrated by Fischer and Cawley have supported this idea. Thus, it is very important for any future community development project in the country to ensure the presence of all factors both external and internal, before any investment is made.

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