

Implementation, benefits, and challenges of the community development program of a Non-Government Organization in Negros Occidental

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Abstract. The study used descriptive and comparative research approaches to assess the extent of implementation of the community development program of a non-government organization (NGO) in Negros Occidental in the areas of education, health and social care, livelihood, and environment. Using stratified random sampling, 227 beneficiaries from the community and 12 implementers participated in the study. The data were gathered using the researcher-made instrument subjected to validity and reliability testing. Mean, standard deviation, and Mann Whitey U-test were used to analyze the data. The findings of the study revealed that the community development program was implemented to a high extent when taken as a whole and when grouped according to the designation of assessors in the areas of education, health and social care, livelihood, and moderate in the environment. There is a significant difference in the extent of implementation of the community development program in the areas of education and livelihood when the assessors are grouped according to the designation. Moreover, there is no significant difference in the extent of implementation of the community development program in the areas of health and social care and the environment when the assessors are grouped according to the designation. The study also identified several benefits, challenges, and recommendations. The results of the study led to enhanced community development implementation strategies to be presented to the BOM and beneficiaries.

Keywords. Community development, community-driven development, community development strategies, challenges, recommendations

A. Introduction of the study

Community development is a primary method of social work defined as mobilizing people to work together to respond to social problems. The role of non-government organizations (NGOs) in community development has been clearly emphasized by the United Nations Educational, Scientific, and Cultural Organization (UNESCO) during the forum in 2012. It was highlighted that NGOs have expertise in many fields of competence that help build communities. The ultimate goal of community development as a strategy is to execute the process of studying and planning actions to facilitate the growth and happiness of people as productive members of society (Green & Haines, 2012).

The Association of Southeast Asian Nations (ASEAN) has made efforts to reach out to various and the broader civil society through government and non-government organizations,

embracing all sectors of society to participate in, and benefit from, the processes of regional integration and community building, including the youth (Mochtan, 2014). In developing countries in Southeast Asia, maximizing the positive effect of economic integration is actively promoted through community development. Thus, the participation of community members is considered very important to maintain sustainability and create a major change of mindset from stakeholders. Throughout the years, the leadership of NGOs in the Philippines has facilitated development through their focus on capacity building. These organizations have highlighted community involvement in their strategic management and planning and program design, staff development, fund-raising, implementation, and financial management. Non-government organizations abroad and even government institutions would fund their personnel's travel to the Philippines to have hands-on experiences of the collaboration and cooperation between civil society, NGOs, and government. Meanwhile, one of the defining features of the country's corporate social responsibility is to promote social accountability (Asian Development Bank, 2007).

Community development is integrative with methods and models borrowed from urban planning and social work (Butterfield & Chisanga, 2013). Community development strategy is also used to improve the involvement and participation of rice farmers in Quezon, Luzon in assessment, implementation, evaluation, and planning (Romanillos et al., 2016).

The government commonly uses a community-driven development (CDD) or community-based approach in the Philippines to identify and implement the projects, address needs, and empower poor communities. Many NGOs in the Philippines are helping poor communities through grant assistance, loan guarantees, equity investments that can increase the income of beneficiaries (Lopa, 2003). Other NGOs also used the community development model to address poverty in poor communities. Caritas, for example, is an NGO that supports training on webcasting and workshop on English proficiency (Riturban, 2010). The community development strategy aims to identify strategic interventions that will support, enhance, and improve people's lives and well-being in the project area and ensure that activities are implemented. The key objective of CDS is to enhance socio-economic development through program interventions designed to enhance the livelihoods and well-being of the local communities (Asian Development Bank, 2012).

In Kabankalan City, a non-government organization focuses on community development to advance the quality of life. It envisions "empowered communities, built-in love, and compassion, rising from extreme poverty." This NGO has organized the community, educated marginalized people, and trained them to hone their skills, generate income, avail health assistance, and protect and preserve the mother earth. However, there is no study yet conducted specifically to know the extent of implementation of the community development program of this NGO. There is also a gap in the available local literature that highlights the assessment of implementers and beneficiaries of the community development program in the city.

Thus, this study was conducted to assess the extent of implementation of the community development program and to know the benefits, challenges, and recommendations to improve the implementation of the program of the said NGO. The results of this study are valuable to the NGO in enhancing the existing community development strategies to be more effective and sustainable. The findings of this study served as the foundation for drafting and finalizing enhanced community development implementation strategies.

B. Methodology

The descriptive and comparative approaches were used to assess the extent of implementation of the community development program of a Non-Government Organization (NGO) in Negros Occidental in the areas of education, livelihood, health, and social care and environment. Using stratified random sampling, 227 community beneficiaries from different communities and 12 implementers were selected and participated in the study. The data were gathered using the researcher-made questionnaire based on the community development program of the non-government organization and validated by four experts in social work and one community development worker. The instrument was subjected to reliability testing. Mean, Standard Deviation, and Cronbach's Alpha were used to analyze the data. As guided by the community practice theory and community development theory, this study assumes that an enhanced community development implementation strategy will benefit the community. However, such will entail challenges and the need for improvement. The community development program focuses on the holistic approach to empowerment, social, economic, and environmental development of marginalized communities (Weil et al., 2009). It is useful as a process for addressing social problems and challenges (Tan, 2009).

C. Results and Discussion

The extent of the implementation of the community development program. This section shows the result of the study in the extent of implementation of the community development program of an NGO. It shows that the program was implemented in all communities. Many beneficiaries benefitted from and recognized the program of an NGO. In the area of the environment [M=3.03; SD=0.88], community development program implementation was rated to a moderate extent. The result shows that the program in the environment component was implemented. However, not all the beneficiaries benefitted from the services. The area of livelihood was rated as high [M=4.09; SD=0.06]. This shows that the livelihood component was implemented well, and implementers are aware of the program. Most beneficiaries benefitted from and recognized the livelihood program as the first program introduced in the community. Health and social care were rated as high [M = 4.08; SD=0.75]. It implies that the health program was implemented in all communities, and most beneficiaries received the services. The area of education was rated as high [M=3.76; SD=0.71]. It implies that the education program was implemented well in all communities, and most of the beneficiaries gained from the program and services of the NGO.

Table 1. Extent of the Implementation of the Community Development Program

Variable	Designation								
	Implementer			Beneficiary			As a Whole		
	M	SD	Int	M	SD	Int	M	SD	Int
Community Development	4.19	0.41	High	3.83	0.60	High	3.84	0.59	High
Education	4.23	0.52	Very High	3.73	0.72	High	3.76	0.71	High
Health and Social Care	4.37	0.58	Very High	4.07	0.76	High	4.08	0.75	High
Livelihood	4.42	0.40	Very High	4.07	0.65	High	4.09	0.64	High
Environment	3.26	0.35	Moderate	3.02	0.90	Moderate	3.03	0.88	Moderate

In the context of social welfare, looking into tangible benefits of these programs will not only address one aspect like education, but these will also affect career opportunities, income, skills enhancement, and other opportunities available. In the long run, addressing health concerns and providing accessibility in livelihood will also help lower crime occurrence and promote a sense of safety and community. Moreover, as established by examples set by other developed countries, having many social development programs will also help promote economic stability. When other non-government organizations embrace these thrusts, there can be better chances for development (Daidone et al., 2019).

This study validated the claim that the community development program was implemented based on the plans and strategies of an NGO. The NGO implemented the programs based on the needs of the people and their commitment to do their part as program beneficiaries. Community involvement is essential during and after the implementation since the community members are the main actors in their development. Therefore, community participation is a requirement for the success of the program and the development of the community (Njunwa, 2010).

The findings of the study gave a more evident result regarding the implementation as guided by the community development implementation strategies. As a result, the succeeding program implementation would be improved and expanded because program implementation was proven effective. The very high assessment of the implementation of the Community Development Program of the NGO concerning education, health, social care, and livelihood manifest that they are satisfied with the different programs and services they have for these areas. When grouped as a whole, the high remarks given by the beneficiaries show that people in the community had experienced these programs. To develop such a high assessment, the programs being evaluated should have been familiar to the people. That sense of familiarity would come not just from hearing of the programs of the NGO but from actual engagement with the programs. Their education concerns had been assisted, and some of their health concerns had been responded to. They have received social care, and their livelihood has also been helped (Mohd, 2016).

The community development program of an NGO contributes to the development of the communities. Through capacity building, self-reliance, and provision of projects, it develops skills, ability, and knowledge of mobilizing resources and solving problems. It also motivates the community to participate in the projects that help them improve the quality of their lives (Nikkhah & Redzuan, 2017).

The result shows that the implementers' assessment is higher than the beneficiaries'. The implementers are more aware of the community development program since they are in charge of implementing the NGO's programs. The implementers are guided by a strategic plan to ensure that the activities and projects of the community development program are implemented in the community and ensure that beneficiaries are working towards the same goal (Allison & Kaye, 2005). The education component showed a significant difference, which means the program greatly impacts the community beneficiaries, especially children and youth who benefitted from the services of the NGO. In the livelihood component, there is also a significant difference in the implementation of the program. The program is known to the community since the beneficiaries benefit from the livelihood projects and participate in community projects and activities. Livelihood projects significantly impact the beneficiaries' lives by benefitting an extra income that helps them provide for their basic needs (Adjei et al., 2012). With this, in the actual engagement of community development efforts, the extent of implementation of the program is not only about what the non-government organization is capable of offering and has

given. It requires a mutual relationship and trust in which the people are also giving their share to the program, which includes their participation and involvement, efforts, and honest assessment and evaluation. These areas of intervention of the NGO will draw their meaning from the moment they make a difference to people's lives. The people are also allowing themselves to be significantly changed for the better by the program and their ultimate goal towards community empowerment (Christopher et al., 2008).

Difference in the extent of implementation of the community development program of a non-government organization. Results show a significant difference in the extent of implementation of the community development program [U=845.00, p=0.027] in the area of education [U=707.50, p=0.005] and livelihood [U=868.00, p=0.034] when the assessors are grouped according to the designation. Moreover, there is no significant difference in the extent of implementation of the community development program in the areas of health and social care [U=1028.50, p=0.152] and environment [U=1098.50, p=0.255] when the assessors are grouped according to the designation.

Table 2. Difference in the Extent of Implementation of the Community Development Program of a Non-Government Organization

Variable	Designation		U	Z	P
	Implementer	Beneficiary			
Community Development	4.19 (0.41)	3.83 (0.60)	845.000	-2.216	0.027
Education	4.23 (0.52)	3.73 (0.72)	707.500	-2.809	0.005
Health and Social Care	4.37 (0.58)	4.07 (0.76)	1028.500	-1.432	0.152
Livelihood	4.42 (0.40)	4.07 (0.65)	868.500	-2.119	0.034
Environment	3.26 (0.35)	3.02 (0.90)	1098.500	-1.138	0.255

Note: *the difference is significant at $p \leq 0.05$

The result shows that the implementers' assessment is higher than the beneficiaries'. The implementers are more aware of the community development program since they are in charge of implementing the NGO's programs. The implementers are guided by a strategic plan to ensure that the activities and projects of the community development program are implemented in the community and ensure that beneficiaries are working towards the same goal (Allison & Kaye, 2005). The education component showed a significant difference, which means the program greatly impacts the community beneficiaries, especially children and youth who benefitted from the services of the NGO. In the livelihood component, there is also a significant difference in the implementation of the program. The program is known to the community since the beneficiaries benefit from the livelihood projects and participate in community projects and activities. Livelihood projects significantly impact the beneficiaries' lives by benefiting an extra income that helps them provide for their basic needs (adjie et. al., 2012).

With this, in the actual engagement of community development efforts, the extent of implementation of the program is not only about what the non-government organization is capable of offering and has given. It requires a mutual relationship and trust in which the people are also giving their share to the program, which includes their participation and involvement, efforts, and honest assessment and evaluation. These areas of intervention of the NGO will draw their meaning from the moment they make a difference to people's lives. The people are also allowing themselves to be significantly changed for the better by the program and their ultimate goal towards community empowerment (Christopher et al., 2008).

Benefits of the community development program. This section discusses the benefits of community beneficiaries in the area of education, livelihood, health and social care, and the environment. In the area of education, 89.4% of the beneficiaries benefitted from the feeding program, 86.3% attended the training about Dep-ed order #41, 74.8% attended the children's right module, 69% of the beneficiaries benefitted the dual-tech scholars, 47.3% of the beneficiaries enrolled in Alternative Learning System, and 41.6% of the beneficiaries benefitted the financial assistance for the transportation of the ALS learners. The two items got a low percentage in terms of availing the services. The Alternative Learning System scored 107 or 41.6%, while the transportation allowance of ALS students scored 94, or 41.6% beneficiaries benefitted from the program. Only a few beneficiaries benefitted from the financial assistance in transportation and the Alternative Learning System. The NGO could not implement in a community with ALS to avoid overlapping and duplicating the program. The Alternative Learning System was implemented in communities without Alternative Learning System programs of DEP-ED; other students come from unorganized communities and are indirect beneficiaries.

In the area of health and social care, 98.2% of the beneficiaries attended training on herbal plants, 97.3 % of the beneficiaries attended training on first aid and basic life support, 96.5% of the beneficiaries availed of eye check-ups or eye screening, 96.0% of the beneficiaries availed the first aid kit and blood pressure apparatus, 95.1% of the beneficiaries availed of free ear check-up or ear screening, and 91.2 % of the beneficiaries availed of the medical assistance of the NGO. It shows that most beneficiaries benefitted from the program and services of an NGO. In terms of health concerns, beneficiaries could easily access assistance from the NGO. They were taught how to process free government assistance. In addition, health components conducted different types of training to every organized community, such as making herbal plants, first aid and basic life support, and taking blood pressure. These types of training could help health leaders assist members' health concerns. Aside from training, communities were given free first aid kits that could be used by the community in case of emergencies. The result of the study shows that most beneficiaries benefitted from the services of the health program of the NGO.

In the area of livelihood, 96.5% of the beneficiaries benefitted from the sari-sari store project, 95.1% of the beneficiaries attended the leadership formation and training, and 26.5% of the beneficiaries benefitted from the piggery project. The study shows that most beneficiaries benefitted from the livelihood program of the NGO, such as the sari-sari store and the leadership formation training. In the piggery project, only 60 or 26.5% of the beneficiaries availed of the project. Only 26.5% of the beneficiaries availed of the piggery project because it was implemented only in those suitable communities with plenty of water, vacant land, and a community willing to accept the project. Most communities are not suitable for raising pigs because many communities do not have vacant land and enough water supply. The piggery

project is another livelihood project granted by the NGO, and six communities availed of this project. However, this project is not viable because of the work and the inconsistent market price. There are months when the price of the pigs is low, giving low profit to the community. The low income from the project decreases the motivation of the members and weakens the participation of the community.

In the area of environment, 88.9% of the beneficiaries availed of the eco-brick training, 78.8% of the beneficiaries attended the environmental awareness module, and 39.4% of the beneficiaries benefitted from the seedlings. Aside from providing native seedlings, the NGO linked with other agencies or organizations in promoting care for the environment through a series of tree planting in different areas, especially in IP communities. In addition, eco-brick training, recycling waste, and awareness of cutting and burning trees were conducted in each community. Thus, the NGO focused on providing native seedlings and seminars and found ways to make the community involved in every activity that promotes care for the environment.

A community development program is indeed very beneficial. For this NGO concerned, a variety of programs had been offered to the community in the field of education, health and social care, livelihood, and the environment. These programs impact the lives of low-income families, make them realize, and motivate them to be more involved in their respective communities.

Challenges of the community development program implementation. This part discusses the challenges encountered by the implementers during the implementation of the program. The topmost challenge encountered during the implementation of the program in the area of education is that "some parents are not involved in the cooking of food for the lunch of children" (128=56.6%). The parents' participation in cooking is not observable, and parents are not doing their responsibilities. According to the parents, they could not do their responsibility because of the household chores. Other parents have a baby to take care of, and others work in the sugarcane field. The participation of parents in cooking is not consistent because of the reasons mentioned above. Sometimes parents inevitably have emergencies and priorities. The result of the study revealed that parents' participation in cooking is moderate and lacks real participation (Tsiga et al., 2017).

In the area of health and social care, the most common challenges encountered during the implementation of the program are low educational attainment of health leaders (143=63.3%) and changing of health leaders (106=46.9%).

The low educational attainment of health leaders affects their performance in doing their responsibilities. Low levels of education limit the opportunity of the members to enter into viable economic activities and improve their living conditions. They could not apply properly in their designated community because they could not easily absorb the training and easily forget lessons from the training. This also decreases the self-esteem and performance of health leaders (Adjei, et al., 2012). An assessment and understanding of the community contexts in which education impacts health is crucial to improving social welfare administration and policy-making initiatives. Recent research has pointed out the connection between education, health, and social services (Raghupathi, 2020). Education is not just about getting a diploma. It is, in reality, a process of gaining knowledge that can aid people to cope and adapt to societal changes and use critical thinking. Lack of education contributes to a lack of health literacy skills. The change of health leaders is also a problem experienced by the community and implementers. Other health leaders have withdrawn from their position because of the responsibilities that they need to do in their designated community.

In the area of livelihood, many challenges were experienced by beneficiaries and implementers. These include longevity in paying off debts of members in their store (210=92.9%), changing of retailers (162= 71.7%), absences of members during the monthly meetings (154=68.1%), a decrease of rolling capital (127=56.2%), unpaid debts in the community store (123=54.4%), and policies are not followed by members and officers (104=46.0%). These challenges affect the implementation of the program, which results in members' inactiveness, conflict, and livelihood project operation ceased because of the challenges that were not given solutions. These challenges also affect the expansion of communities in other places because of negative rumors they heard from other communities; people also hesitate to join because of their previous experiences in other organizations (Shava & Thakhathi, 2016).

Debts problem is one of the economic difficulties that affect the economy in terms of available resources social and economic growth of the community, local and even national (Mohamed, 2005). In the Philippines, people are used to having debts in different ways, such as lending, loans in banks, SSS loans, GSIS loans, 5-6, and grocery stores. Even the government now has a program for the people, like the sustainable livelihood program (SLP); still, these are debts that need to be paid. In the community situation, debts have become a problem because of the long-time payment period. The rolling capital becomes smaller, lowering its profit. When the debts are higher than the rolling capital, their livelihood cannot succeed. Sometimes, this is also why the community stops (Cecchetti et al., 2011).

Policies are very important in project operation; they serve as a guide for the community. The community makes policies; members agree with and approve their policies, which the NGO reviews before the project can start. Unfortunately, policies have become the problem of the implementers because they are not followed and practiced by members, causing conflicts among the members and posing a hindrance to the community's success (Hudson et al., 2019).

Member's absence in the meeting is a challenge in the community; sometimes, the meeting is postponed because only a few members attend. Problems in the community, projects' updates, members' concerns, and solutions to problems, plans, and implementation are discussed. If the monthly meeting of the community is always postponed because of members' absences, resolution of the concerns that need urgent decision will be pending. This will make the members inactive and slow down the project's success (Kauffeld & Willenbrock, 2011).

In the area of environment, the challenge experienced by the implementer and beneficiaries is that members do not have a vacant lot (72= 31.9%). However, this challenge does not affect the implementation of the program because the implementer collaborates with other agencies and DENR to look for a lot where to do the planting.

Humans interact in diverse ways. There are times that community members are okay and doing well, and there are times that they face problems and conflicts arise. The challenges they encounter are inevitable because members have different personalities, ways of thinking, and uniqueness. However, once there are members who fail to do their part, have a personal interest, lack commitment, and lack involvement, these problems will affect the management of the community if these are not given solutions. Problems inevitably arise in the community. They always happen in the lives of the people. The most important thing is how the community leaders handle the problems they have encountered, how strong they are in handling conflict, and how open-minded they are to give solutions through group discussions and effective decision-making.

Recommendations for the community development program. This section discussed the recommendation identified in the study. Several recommendations were given for the community development program of an NGO in the areas of education, health and social care, livelihood, and environment. The area of education includes monitoring the food every month (128=56.6 %) and encouraging inactive members to join community livelihood (123=54.4%). Monitoring the food every month was recommended since the cook in charge is always changing, and the food menu is unavailable. It depends on the in charge of what she wants to cook as long as these are vegetables. Sometimes, children do not take their food, and the NGO does not know why. Monitoring is very important to ensure that the project is going well. It tracks the situation and effectiveness of the program, gives information, and helps NGOs create solutions to the problems (Mlule, 2017).

Another recommendation is to encourage inactive members to participate in the community livelihood because some beneficiaries in education are not active in the livelihood activities. Furthermore, beneficiaries in education are encouraged to join because the NGO wants the program to be implemented for one beneficiary. In addition, it is easy for the implementer to monitor beneficiaries when they are geographically close because the travel time and transportation expenses will lessen.

In the area of health and social care, the recommendations are the monitoring of the health leaders who attended the training (172=76.1%), informing the participants ahead of time and confirming if they will attend the training (99=43.8%), selecting health leaders that have already capacity (40.7 %), training of health leaders based on their needs (35.4%), and scheduling of training and informing ahead of time (30.5 %). Follow-up monitoring has the highest rating in the recommendation. Monitoring is important to know if the training is effective, absorbed, and practiced by health leaders. Monitoring increases the motivation of health leaders to do their tasks and gives words of encouragement and comfort to them. It also improves the efficiency and effectiveness of the program and determines if they fulfilled and achieved their health goals (Mlule, 2017).

The recommendations in the area of livelihood are ongoing values formation to all members (178=78.8%), financial management training (172=76.1%), evaluation on the implementation of the program (169=74.8%), organizational development training (161=71.2%), training on livelihood/project management (156=69.0%), and creation of a monitoring plan together with the communities (153=67.7%), designing a community development plan (42.5%), review of policies (38.1%), scheduling of meeting based on members availability of time (35.4%), revision of policies (34.1%), and review of officers' duties and responsibilities (31.4%). The recommendations with high ratings are ongoing values formation, financial management training, evaluation of the program, organizational development training, livelihood and project management training, and creating a community development plan.

Financial management training is important to the community; it helps them improve their financial management, record-keeping, managing working capital, determining future profitability, increasing the overall value, providing economic stability, and measuring past performance. The community needs this training since they handle small businesses (Kersten, 2013). Evaluation of the programs implemented is recommended to collect information, assess activities and outcomes to document its achievements, and improve the planning and implementation of the program. The use of program evaluation serves to benefit the NGO and beneficiaries. At the programmatic level, the result of the program evaluation can be used by the Board of Management, managers, and implementers to assess the efficiency, quality, and

productivity of the program, which will inform future ground-level decisions towards promoting the best practices. It is important to involve beneficiaries in evaluating the program to strengthen participation and awareness of the beneficiaries on the evaluation result.

Ongoing values formation is expected to develop social cohesion, attitude, and mindset of beneficiaries. Organizational development training will improve the organizational effectiveness and well-being of the beneficiaries. Training on livelihood/project management will help apply the knowledge, skills, techniques, and tools to project activities to achieve goals or targets (Kleiman et al., 2001).

The recommendations for the environment are to make a policy together with the community (162=71.7%), conduct awareness training on the effect to the environment of burning and cutting trees (162=71.7%), conduct seminars regarding the laws of the environment (150=66.4%), link with other agencies to find the area for tree planting (105=46.5%), and give the responsibilities to parents to care for the trees they planted (100=44.2%). The recommendations in the environment with a high rating are making a policy for the trees that have already been planted and conducting awareness training on the environment.

The policy that will be made for the trees planted ensures that the members would take care of the trees and not cut them until they grow. The policy will remind the members about their responsibilities to the trees. Aside from the policies, also recommended was to conduct a seminar on the laws on cutting and burning trees to spread awareness and educate people; through this, cutting and burning trees will be minimized, and trees will be protected. It is also essential to strengthen the sense of responsibility to the parents on taking the trees they planted; through this, the trees will grow, and the program's sustainability will be achieved.

Each program component has recommendations based on the identified challenges with high assessment. The recommendations will be placed in the community development implementation strategies to ensure that the NGO will respond to challenges. Recommendations will address the challenges, minimize problems, and improve the implementation of the program. The results of the study provide detailed information and a clearer picture of the implementation, benefits, and challenges to the community development program of an NGO. These recommendations will provide a deeper understanding and realization of the implementation of the programs of the NGO (Ozguler & Yilmaz, 2016).

The results of the study served as a guide in designing the community development strategies. The program manager and project consultant will review the community development strategies before proposing them to the BOM. The result of the community development implementation strategies will serve as a guide in implementing the program. It will improve the implementation and give good results and impact to the beneficiaries. The Community Development Implementation Strategy aims to identify strategic interventions that will help improve and enhance the lives and well-being of the beneficiaries relating to economic, health, education, and livelihood (Tanahu, 2012).

D. Conclusion

The community development program of the NGO has contributed to the lives of the beneficiaries by providing their needs, upgrading knowledge and skills, and addressing social concerns. It was proved that the NGO addressed the education, health, economic and social concerns. However, the NGO encountered challenges concerning the participation of some community members, leadership issues, and conflict among members that affect the program's impact on the community. The implementation of the programs is also affected by external

factors, political situation, and the delivery of services to the people at the national level, which calls for deep reforms and evaluation.

It can be concluded that the implementers should be aware of the challenges and be creative and improve the strategy in addressing problems in the community. It is important to involve beneficiaries in planning and every activity and decision made in the community. Through the participation of beneficiaries, it will be easy for the implementers to implement the program with fewer problems. Moreover, the study has identified recommendations that can be used in designing community development implementation strategies. There is a need to develop indigenous leadership and inspire emerging, new, and highly committed leaders while empowering the youth and communities, promoting inclusive democracy, creating more livelihood opportunities, and advocating for environmental protection. This study is indeed a valuable tool to grasp local realities. It also provides knowledge of how community engagement, through civic participation and collaboration by NGOs and civil societies, can contribute to the progress of society in general.

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