Measuring what matters

IFAD evaluation synthesis of community-driven projects

10 September 2021

IFAD

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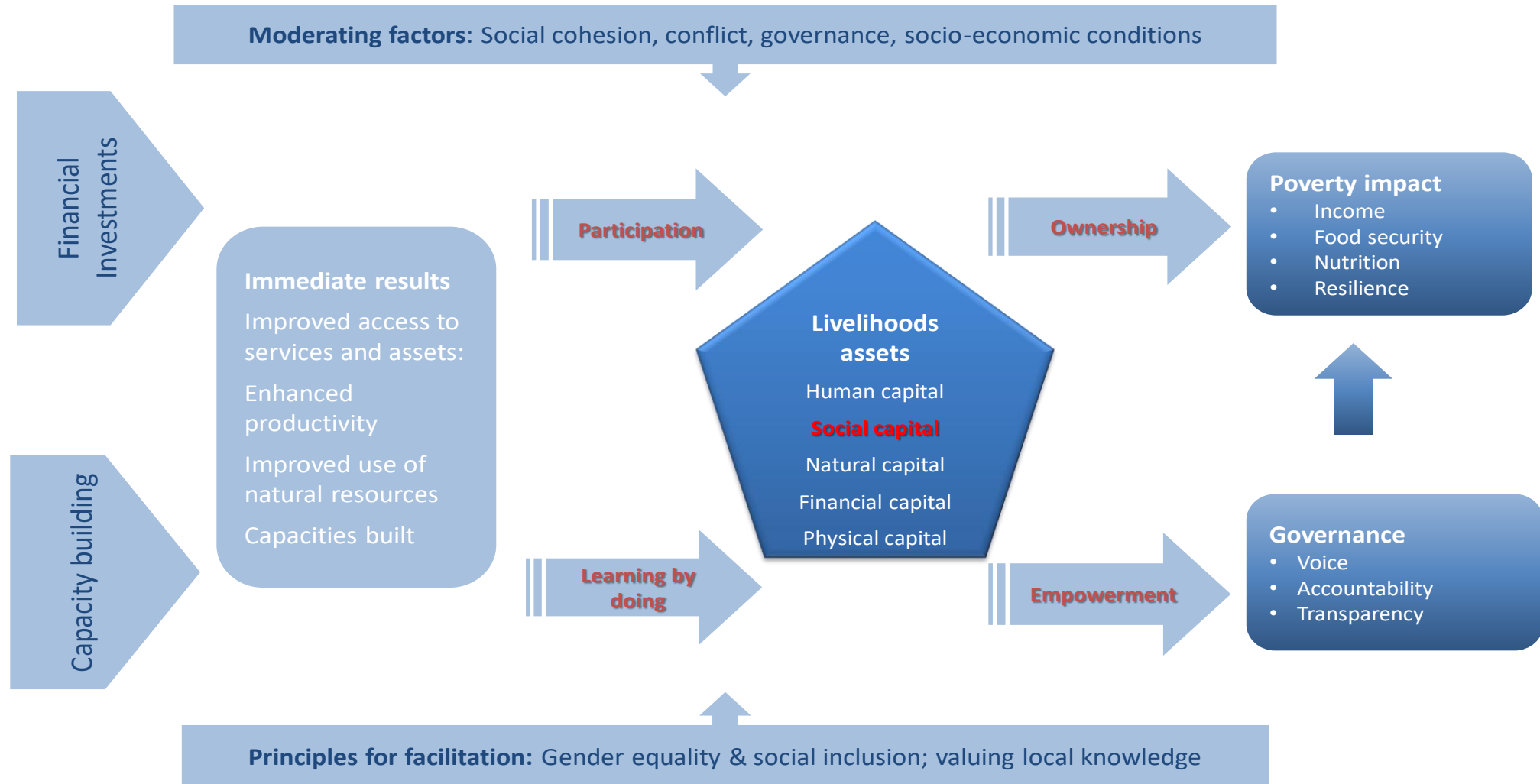
European Evaluation Society Annual Conference

A ToC for community driven development

Moderating factors: Social cohesion, conflict, governance, socio-economic conditions

Financial Investments

Capacity building

Immediate results

Improved access to services and assets:

Enhanced productivity

Improved use of natural resources

Capacities built

Participation

Learning by doing

Livelihoods assets

Human capital

Social capital

Natural capital

Financial capital

Physical capital

Ownership

Empowerment

Poverty impact
- Income
- Food security
- Nutrition
- Resilience

Governance
- Voice
- Accountability
- Transparency

Principles for facilitation: Gender equality & social inclusion; valuing local knowledge

Source: IFAD Evaluation synthesis CDD, 2020

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How the controversy developed

2004. First IFAD Stocktake on CDD (Workshop).

2005. World Bank Operations Evaluation Department: Support for CBD and CDD

2018. 3ie: CDD - does it build social cohesion or infrastructure?

2018. Community-Driven Development: Myths and Realities. Wong; Guggenheim

2020. IFAD IOE Evaluation synthesis CDD.

"Reaffirming values of mutuality could refresh and restore politics, business and the environments in which people live". (Collier and Kay, "Greed is dead", 2020)

Better decision making: Participation and deliberation can lead to more trustworthy decisions that people are willing to accept.

"Hearing the voices of those who are rarely listened to can radically change accepted ideas about what needs to be done.
Graham Smith, what-role-should-public-play-covid-19-recovery, 23 MAY 2020.

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Objectives

- Consolidate the available evidence on achievements and challenges of community-driven operations in IFAD;
- Identify good practices and lessons for future IFAD.
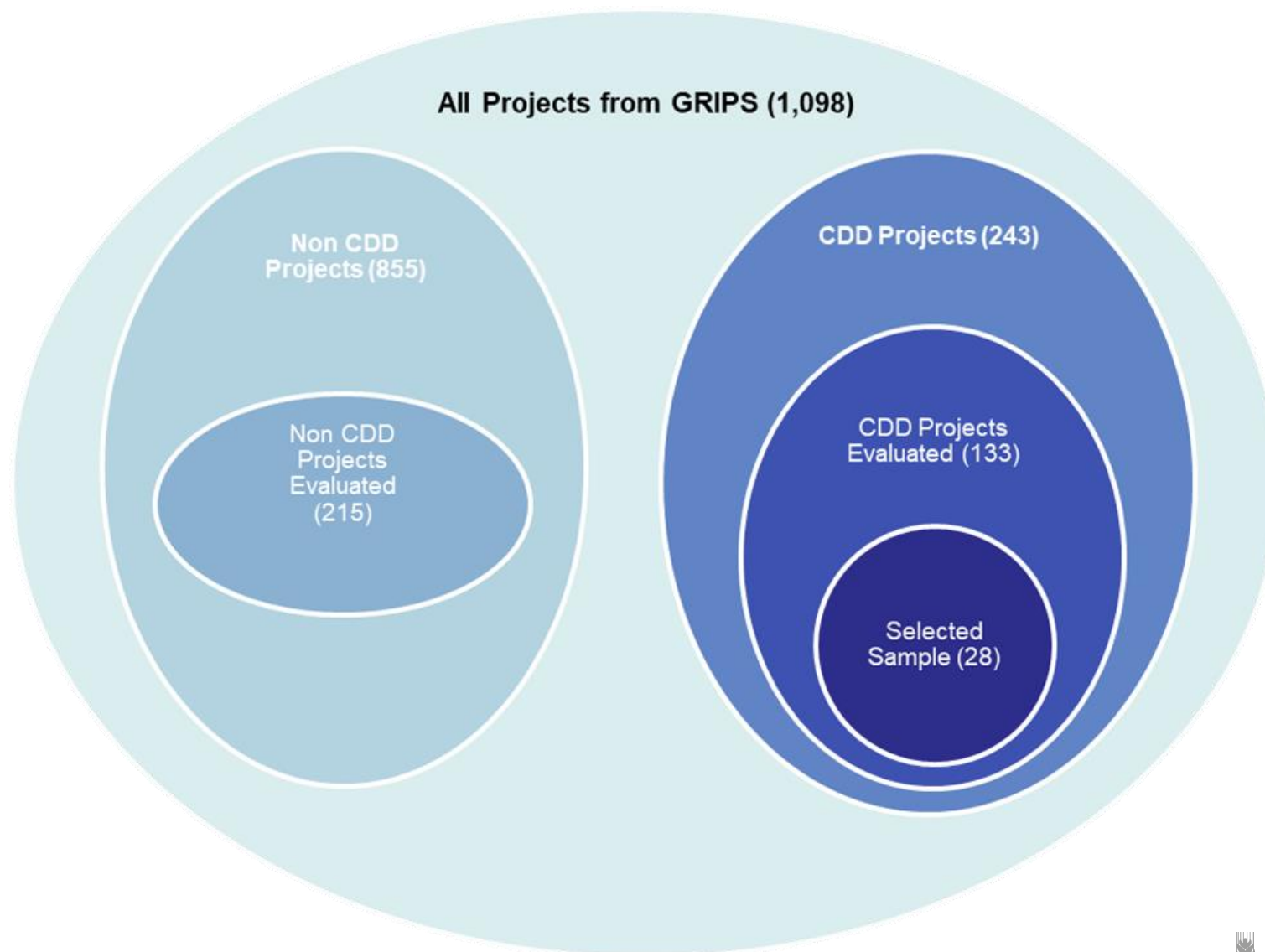
Scope: IOE evaluations from 1982 – 2018

Limitations:

- Variable understanding and coverage in evaluations
- Desk-based review; context difficult to capture
- Strategic interest and learning often forward oriented;
- Time lag – evidence from closed operations

IFAD projects implemented since 1982

133 CDD projects with evaluations

All Projects from GRIPS (1,098)

Non CDD Projects (855)

CDD Projects (243)

Non CDD Projects Evaluated (215)

CDD Projects Evaluated (133)

Selected Sample (28)

A group of people living in the same place <u>or</u> having a particular characteristic in common (Oxford dictionary)

A group of people, with a **collective claim over a territory and recognizing some form of collective governance**; to influence decisions in matters of public choice that affect their livelihood.
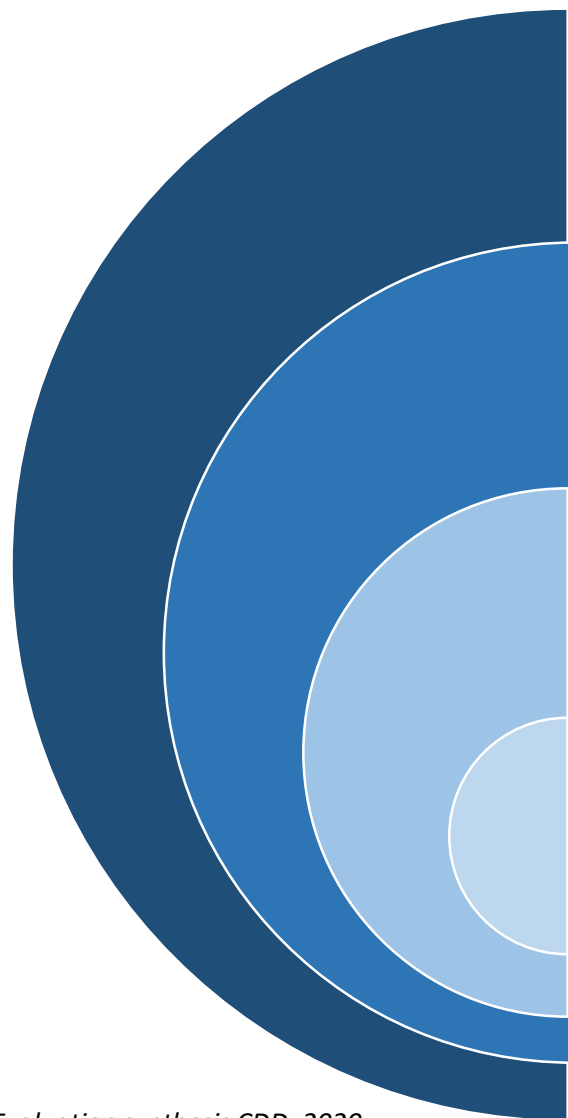
(*IFAD CDD Decision Tools*)

Communities are not homogenous!

Examples of "communities" targeted by IFAD

- *Village committees*
- *Community infrastructure committees*
- *Natural resource management committees*
- *Pastoralist communities*
- *Indigenous Peoples intra and inter-tribal coalitions*
- *Farmers' organizations*
- *Women's groups*
- *Self-help groups*
- *Savings and credit groups*

Source: IFAD Evaluation synthesis CDD, 2020

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Types of community development

Participatory community development

Community-based development

Participatory local governance

Community-driven development

- Participatory **planning and implementation** of community investments.

- **Communities can influence** the design, implementation and monitoring

- C**ommunities and local government** jointly plan, implement and monitor

- **Communities decide and manage funds to invest**

Source: IFAD Evaluation synthesis CDD, 2020

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CDD projects (133) had more satisfactory ratings on effectiveness than non-CDD projects (215): **78%** for CDD against **72%** for non-CDD

BUT: CDD performed <u>much better</u> in some regions and countries

West & Central Africa

Latin America

Countries with fragile situations

% of ratings

- 48.9
- 74.1
- 51.1
- 25.9
- 63.9
- 85.0
- 36.1
- 15.0
- 46.2
- 63.6
- (53.8)
- (36.4)

Non- CDD projects — CDD projects

■ Unsatisfactory ■ Satisfactory
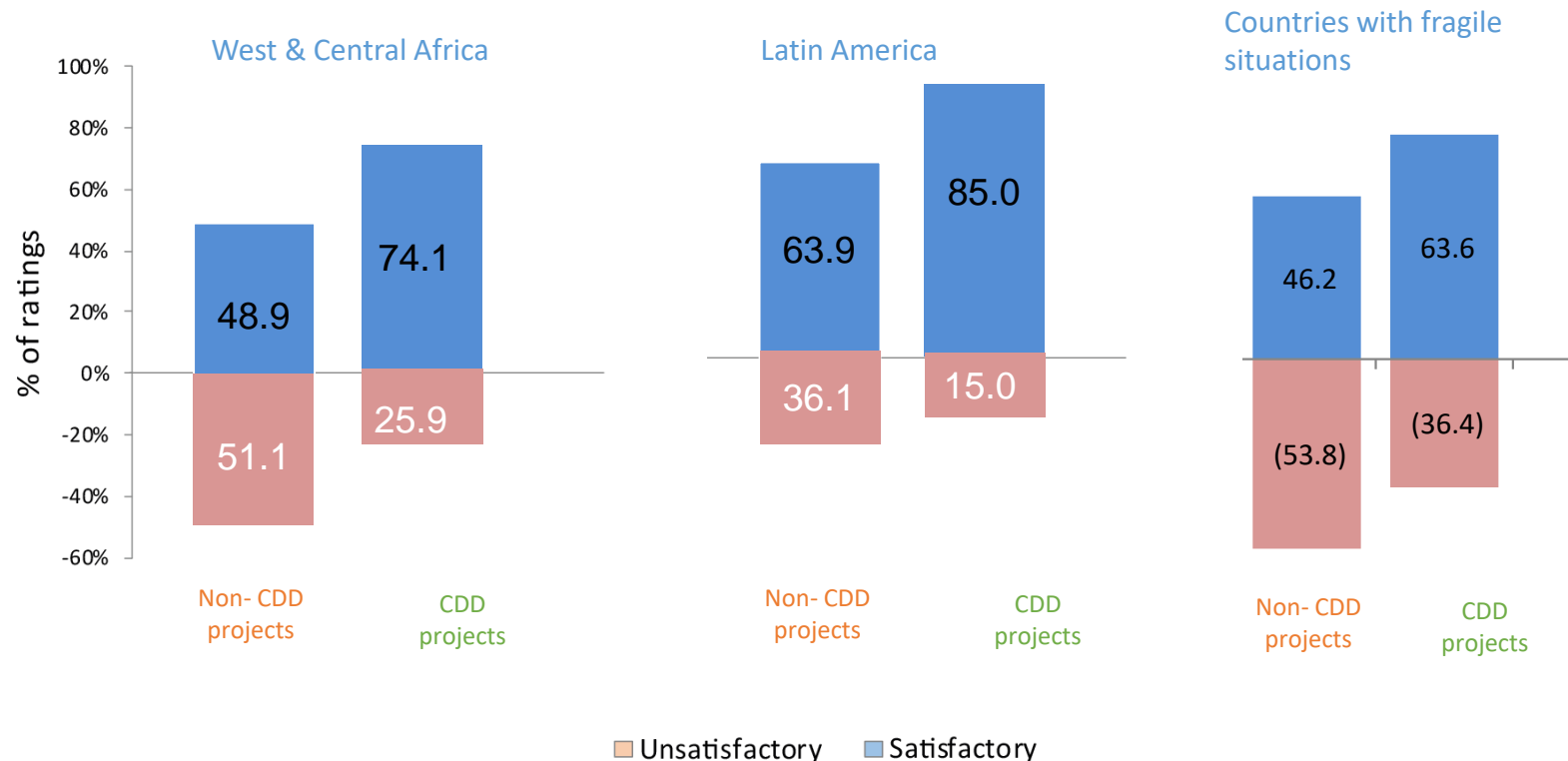
Source: IOE ARRI database

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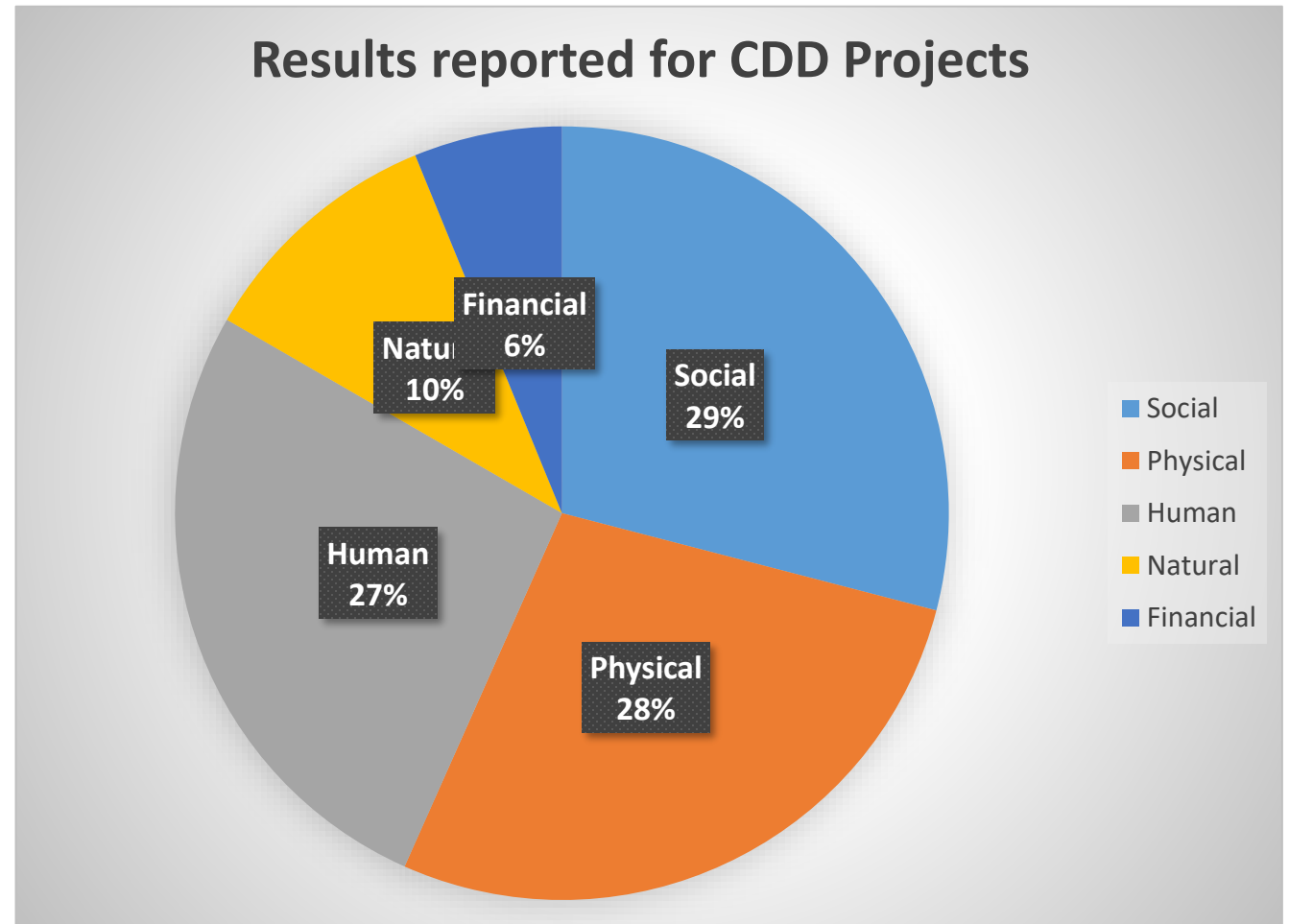# Social capital in IFAD's CDD operations

CDD

- Involves participatory planning and collective decision making
- Invest in the formation and strengthening of rural institutions

Social capital
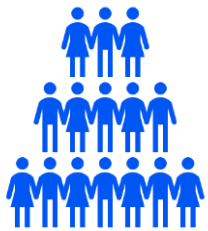
- Reported as important result in CDD projects

BUT

- Limited evidence; social capital usually not "unpacked"

Results reported for CDD Projects

- Social 29%
- Physical 28%
- Human 27%
- Natural 10%
- Financial 6%

Legend:
- Social
- Physical
- Human
- Natural
- Financial

Source: Qualitative review of 28 CDD-related projects

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Relevance of CDD

- Local knowledge for local solutions
- Local ownership for sustainability
- Responsive, inclusive and participatory decision-making

Effectiveness of CDD

- Community development requires strong community structures.
- CDD work better in remote and marginalized areas

Limited evidence on CDD impact

Limited evidence on social cohesion and social capital
Building sustainable institutions requires longer-term engagement

But does this mean that CDD does not work?

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