



The Independent Office of Evaluation of
Evaluation Synthesis on IFAD's support to
Community-driven development

108th Session of the Evaluation Committee
Thursday, 1 April 2012

Independent Office
of Evaluation



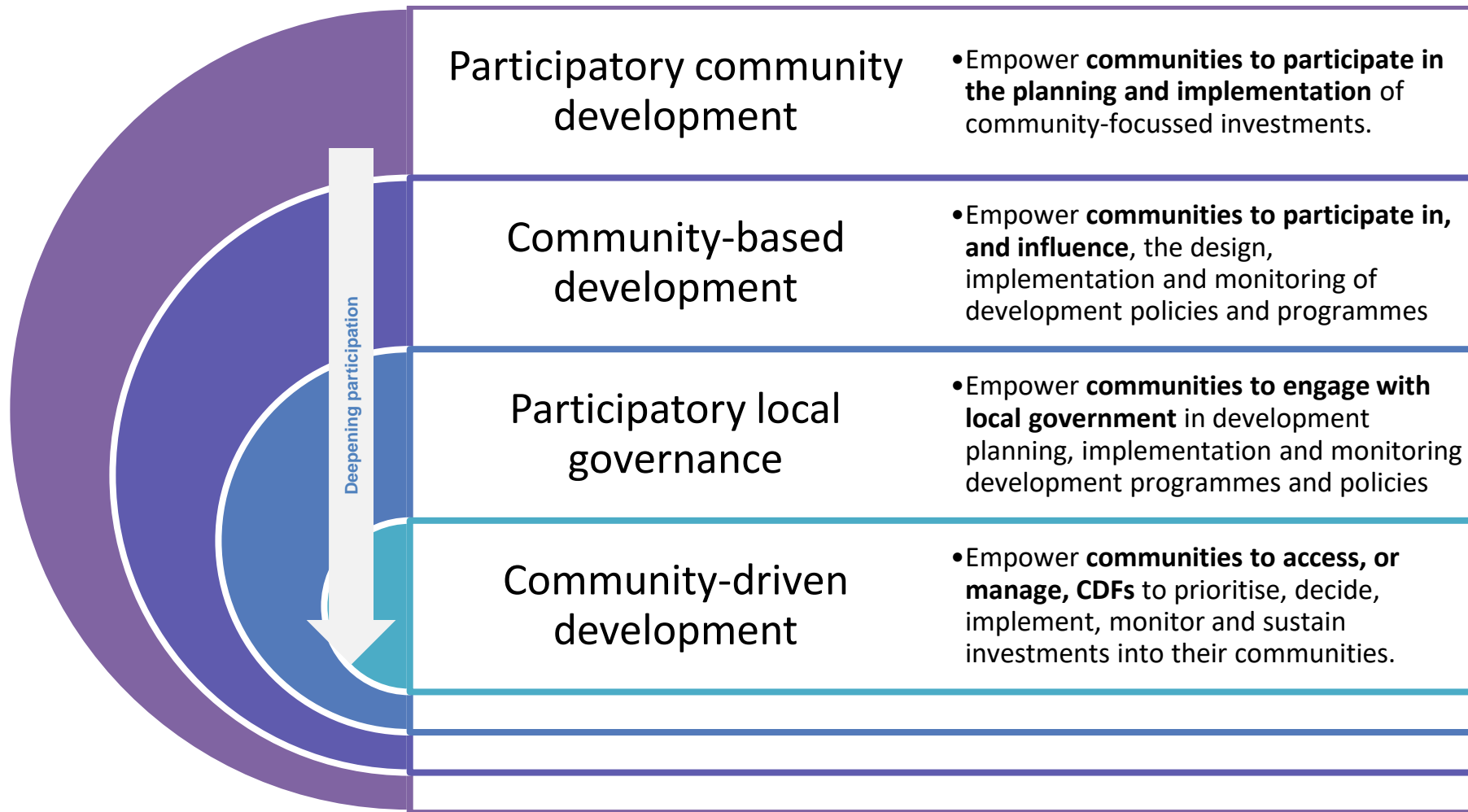
Investing in rural people

Objectives

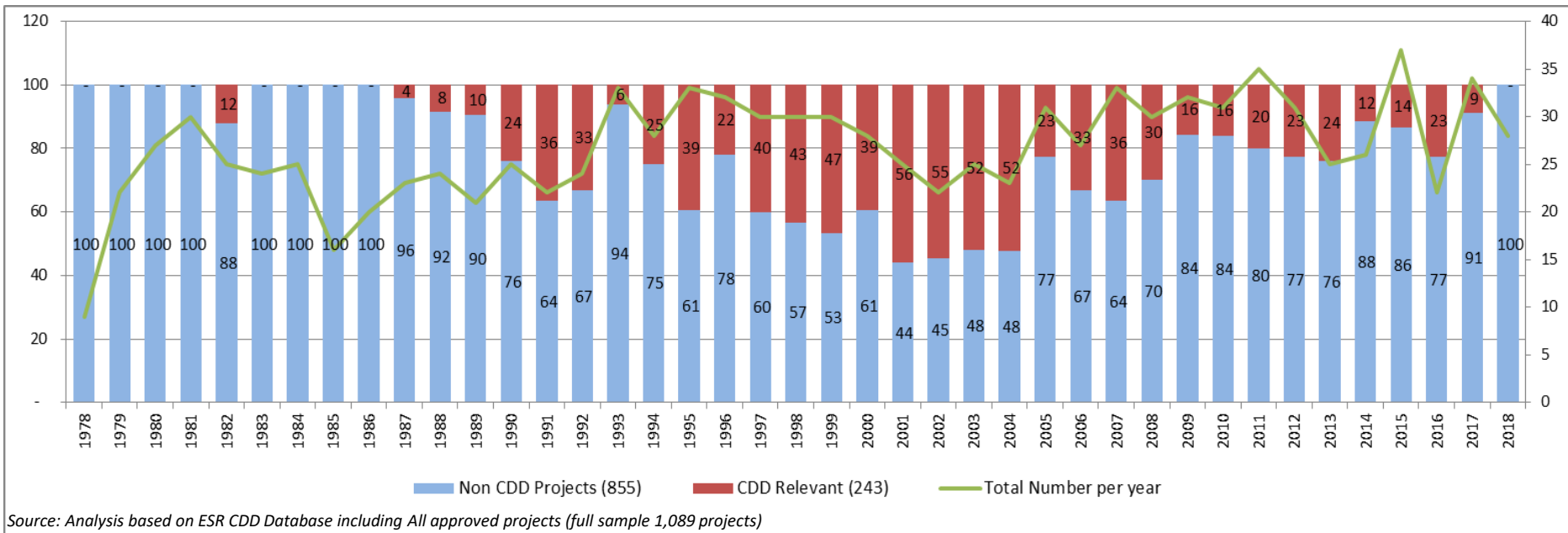
Objectives for this Synthesis

- Consolidate the available evidence on achievements and challenges of CDD related operations in IFAD;
 - Identify good practices and review their relevance for future IFAD operations; and
 - Draw general lessons that are relevant in the context of the Agenda 2030.
- **Scope:** Starting with first CDD project, effective in 1982

Typology

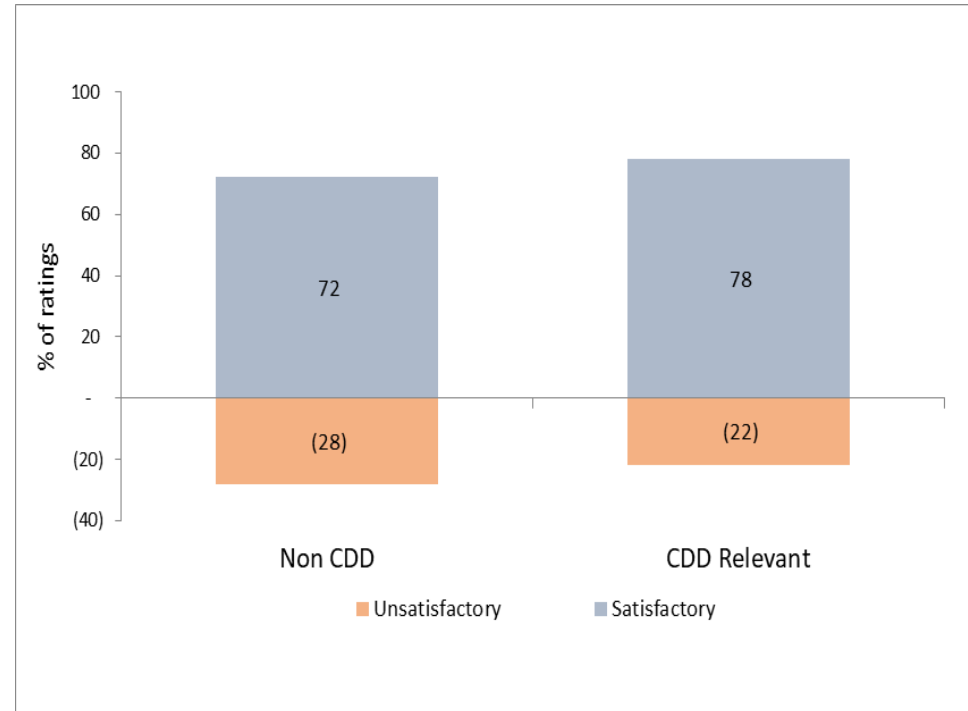


CDD in the IFAD portfolio



Effectiveness of CDD compared

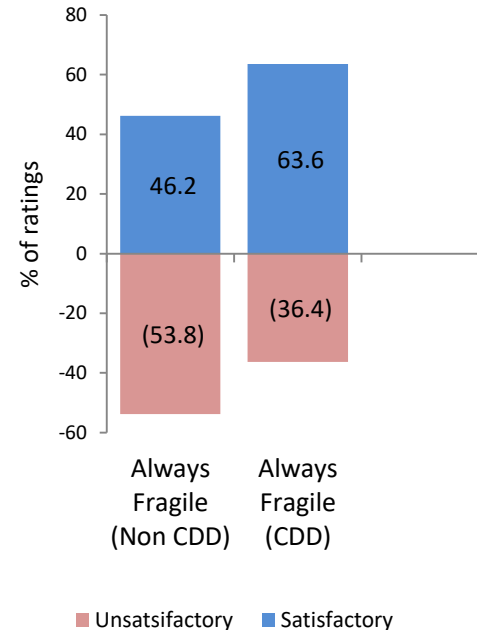
- CDD projects had more satisfactory ratings on effectiveness
- CDD performed better in LAC and WCA
 - 85% satisfactory for CDD in LAC
 - 74 % satisfactory for CDD in WCA



Source: ARRI database

CDD in fragile situations

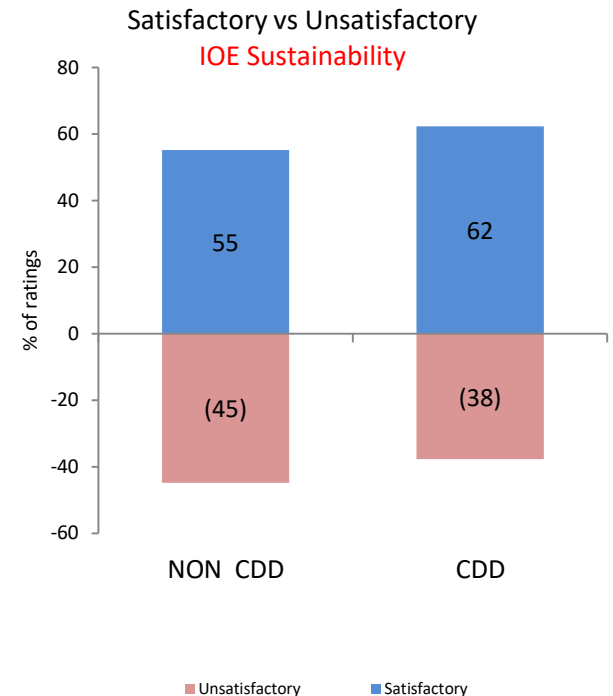
- CDD addresses institutional void in fragile situations.
- BUT: It requires an adaptive and flexible approach to seize opportunities for empowerment
- Effective in rehabilitating infrastructure; provides employment benefits to the local population.
- BUT: Addressing the causes of fragility in a more systematic way requires additional efforts into sustainable rural institution building.



Source: ARRI database

Sustainability of CDD compared

- Community ownership helped to ensure the sustainability of natural resources and the physical assets built
- BUT: Long-term sustainability of assets built also depends on government involvement and support
- Sustainability of institutions mixed



Source: ARRI database

“long route” or “short route” to services

Getting ready for implementation

- Build capacities
- Decide
- Plan
- Allocate funds

Implement sub-projects

- Design
- Procure
- Supervise
- Contribute

Monitor sub-projects

- Review
- Adjust
- Learn

Rolling out and scaling up

- Evaluate
- Disseminate
- Adapt

“Long route to service provision”

Involving and empowering local government

Improved performance as service providers

“Short route” (CDD)

Empowering communities / self-help groups

Partner in development

Sustainable services and assets

Shortest route

Involving farmers or cooperatives

Linking

Platforms, Apexes



Conclusions (1)

- Community development funds (CDFs) empowered communities;
- CDFs worked well in IFAD operations because they:
 - Strengthened social capital;
 - Built on existing community structures;
 - Suited remote and marginalized areas
 - Were part of a programmatic approach or had longer durations planned from the beginning
 - Depended on the commitment of individual IFAD staff

Conclusions (2)

- The roll-out of CDD was too hasty and insufficiently supported by evidence and learning.
- Although CDD performance improved over time, IFAD has lost focus on its comparative advantage in CDD.
- CDD remains a relevant approach for IFAD, because
 - CDD values local knowledge
 - CDD addresses mainstreaming issues (gender, food security, climate change etc.)
 - Local ownership is critical for improved sustainability
 - CDD promote effective, accountable and transparent institutions (SDG 16).

Recommendations

1. IFAD needs to build on its comparative advantage and retake corporate ownership of CDD by making it visible throughout its strategies and institutional functions.
2. The expectations on CDD results must be matched with appropriate levels of resources at design.
3. Integrate CDD-friendly funding instruments, such as flexible funding mechanisms and CDFs, into IFAD's range of financial instruments under IFAD 2.0.