

LOCAL MEANS LOCAL: FACILITATION AND LEADERSHIP IN COMMUNITY LED DEVELOPMENT

August 2021



Photo credit: Jon Warren, World Vision



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FROM THE AMERICAN PEOPLE



**THE MOVEMENT FOR
COMMUNITY-LED
DEVELOPMENT**



ACKNOWLEDGEMENTS



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PROJECT OVERVIEW

- Impact of Community-led Development (**InCLuDE**) for Food Security
- Funded under the **IDEAL Small Grants Program**
- MCLD in partnership with CDU
- Started in September 2020
- Two parts:
 1. Dissemination of **tools to strengthen CLD practice**
 2. **Rapid Realist Review**



STRENGTHENING PRACTICE AND EVALUATION OF CLD

“ I am grateful for the opportunity I had to interact with fellow passionate development practitioners and for the training. Indeed, it was valuable as it addresses the existing gap.

Trisha Patience Chalulu, World Vision Malawi

“ The training was insightful, impactful and great. Have learnt a lot on the approach to have a meaningful community development programs that are sustainable.

Yotam Ngwira, Youth Empowerment Towards Development

“ A mon tour, je voudrais vous exprimer ma gratitude pour la qualité de la formation que toute l'équipe nous a offerte. Je travaillerai pour une meilleure appropriation en vue de l'implémenter au mieux dans les différents projets de développement que j'aurai à mettre en oeuvre.

Christian ADIDEME, Bénin Yali Alimni Association

- **No external funding**
- **Collaborative effort:** 35 people from 23 organizations
- **Two tools:** CLD Assessment Tool and Quality Appraisal Tool for CLD Evaluations
- **Three languages:** English, Spanish and French
- **Downloads in 70+ countries**
- **Multiple trainings:** Malawi, Benin, Zambia, Canada

RAPID REALIST REVIEW

- Systematic review on how outcomes are created and why they vary across contexts for similar programs
- ‘Rapid’ – a short form of realist review
- Review of 117 documents from 57 programs (93 from MCLD member organizations and 24 from legacy Food for Peace)
- Expert Group and Reference Group
- Detailed report; Guidance documents for funders and implementing agencies in English and French

RESEARCH QUESTION:

How and in what contexts do key aspects of CLD – *particularly leadership and facilitation* – contribute to resilience and equity in relation to food security?

MEET THE PEOPLE

Research Team



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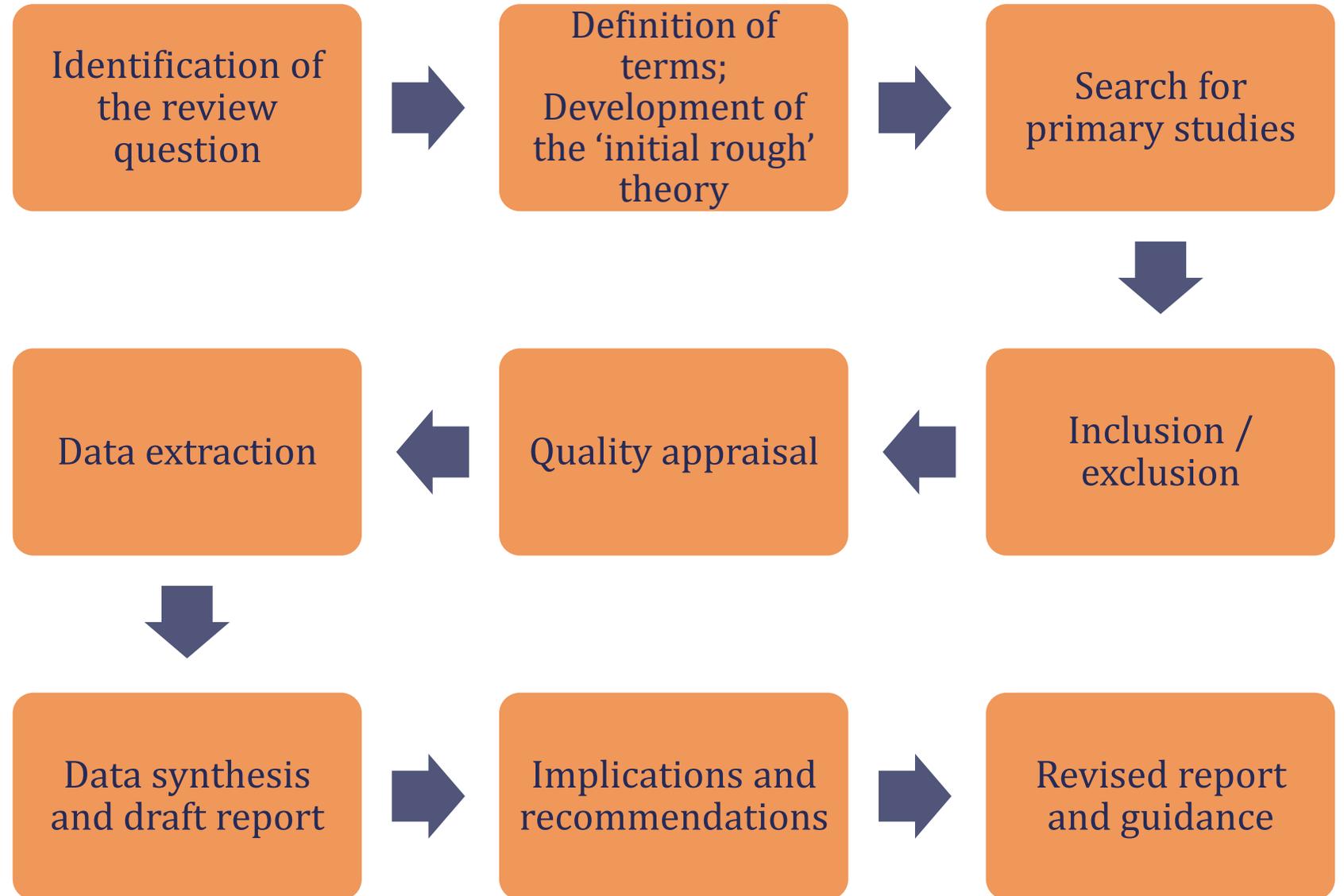
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Reference Group

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METHODS

How did we do it?



FINDINGS INTERPRETATION

- Data extracted to test theory, not to amalgamate results
- Findings show how CLD can work, not how it always works
- Combinations of causes (mechanisms) required for any outcome
- Combinations of contextual factors enable or inhibit mechanisms –different combinations of factors can operate together. The presence/absence of single factors rarely accounts for change (or lack of it)
- The findings inform considerations in decision-making, not ‘automatic’ decisions –this shapes the types of recommendations that can be made

RESEARCH QUESTION:

How and in what contexts do key aspects of CLD – *particularly leadership and facilitation* – contribute to resilience and equity in relation to food security?

LIMITATIONS OF THE REVIEW

1. Broad range of programs described as CLD
2. Very limited descriptions of facilitation or of leadership (difficult to distinguish between them)
3. Multiple terms for roles, roles not clearly described
4. Nature of evaluation methods –rigorous outcomes evaluation uncommon, very limited causal analysis
5. Limited description of contexts/factors affecting programs or outcomes
6. Capacity development approach –some variability in extractions

KEY DEFINITIONS

Developed based
on Phase 1 of
MCLD's research
and the Literature

Community-led Development

- A development approach where local community members work together to identify goals important to them; develop and implement plans to achieve those goals; and create collaborative relationships internally and with external actors —*all while building on community strengths and local leadership.*
- Characterized by 11 attributes: participation and inclusion, voice, community assets, capacity development, sustainability, transformative capacity, collective planning and action, accountability, community leadership, adaptability, and collaboration.

Facilitation

- A co-creative and adaptive process in which a facilitator enables local actors to set common goals, take ownership of these goals, build on existing strengths, and work towards achieving their goals.

Community Leadership

- Can refer to either a type of leadership by an individual from a given community, or to a process by which a community exercises collective leadership at a grass-roots level.

1

Context Matters:

Environments Enable or Limit CLD
(Local CBOs and supportive governments are enablers)

2

Many current activities fall short of CLD practice

3

Facilitation and leadership need explicit attention and resourcing

4

Duration matters:

Program design and implementation are central to CLD;

5

Five forms of social capital are necessary for CLD in food security

6

CLD can contribute to resilience by building human and social capital

7

CLD need greater focus on equity:
It can increase demands on women and vulnerable groups

8

Multi-sectoral approaches can contribute to food security outcomes

9

Formalized structures support CLD

10

Structured advocacy processes increase communities' power

11

Clear terminology and program theory are required

12

Stronger evaluation and reporting could strengthen CLD

KEY FINDINGS

Note: All findings refer to the sample of literature reviewed. The literature was selected for particular characteristics and may not be representative of the wider CLD sector. The findings show how CLD can work, not how it always works.

KEY FINDING 1

Context matters: Existing local CBOs and supportive governments enable CLD; low access to resources, low social capital and high barriers to participation limit CLD

ENABLING CONTEXTS/CONDITIONS FOR CLD

Supportive, effective and transparent policy and legal environment

Program goals aligned with government goals or policy

Local, relevant CBOs exist;
Coordination across groups & levels

Existing social capital, existing culture of collaboration, leadership engaged

Accessible funding, transparent processes

Program leverages synergies; Long term;
Community building; 'wins'

Strong local government support

Collaboration Gov't workers & programs

Partnerships, Trust,
Access to resources

Community participation

Legitimacy, Sustainability

Community leadership,
motivation

Drawing on existing capitals (financial, material, human, social)... **(C)**

... contributes to trust **(M)**, perceived legitimacy **(M)**, and resources to enable effective implementation **(C)**, which

... contribute to participation and achievement of outcomes **(O)**,

...which builds further motivation **(M)** and stocks of capitals... **(C)**

... which, with appropriate leadership, are reinvested in CLD... **(O)**

UNSUPPORTIVE CONTEXT/CONDITIONS

Poor quality / lack of infrastructure, government services, policies and qualified technical personnel

Lack of government support, strategy or interest in supporting community led goals

Intra government conflict, political opportunism and corruption

High cost of access to legal and government services

Severe drought, high conflict, other disasters

Support but low state capacity/authority

Low access to resources

Reduced effectiveness of advocacy

Reduced formalization of CLD structures

Resources diverted to humanitarian aid or implementation harder

Low access to resources, especially from government **(C)**, and low responsiveness of government **(C)**...

reduces access to resources **(M)** and capacity for CLD **(O)**. High costs and fragile contexts **(C)** decrease institutionalisation of CLD **(M)** which ...

...reduces effectiveness of CLD **(O)** and sustains current problems **(O)**

KEY FINDING 4

Programming duration matters, targeting small geographies is effective and collaboration requires investment

1. Quick wins may improve community motivation, participation and support but may not be sustainable
2. 'Community building' versus 'infrastructure building'
3. Duration matters: short term programs less likely to contribute to attitudinal shifts
4. Locations farther away from program centers benefit less
5. Collaboration is effective but requires investment

KEY FINDING 6

CLD needs a greater focus on equity; CLD can increase demands on vulnerable groups and women through reliance on voluntary work

1. Many groups face barriers to participation in and/or outcomes from CLD
2. Sufficient evidence only available in relation to women and youth (and then not usually considering the most vulnerable women or young people)
3. CLD programming can improve equity for women and young people by developing their human capital, voice, roles, economic capital and decision-making autonomy
4. CLD can threaten improvements in equity for women if opportunity costs of volunteering undermine economic empowerment

EXAMPLE EQUITY FOR WOMEN

WHERE

Laws, policies require equitable inclusion

Capacity development on laws, policies

Capacity dev. for women: skills for participation in group activities; economic empowerment

Capacity development for men and boys: gender equity

Activities adapted for equitable participation

Skillful facilitation to challenge power inequalities

PROGRAM THEORY

Women develop confidence and voice, and women's voices are included in decision-making.

Women develop a wider range of roles, at home and in the community, including increased capacity to earn and control income.

EXCEPT WHERE

Gender equity perceived as 'imposed norm'

Gender quotas introduced without other enabling conditions (see left column)

Cultural norms preclude women speaking in front of men

Fear of gender-based violence for challenging norms

Marginalized women not included

Joint decision-making increases male control over women's traditional resources.

KEY FINDING 7

CLD can increase resilience by developing capacities, social capital and social cohesion, and developing a 'self-reliance mindset'

EXAMPLE SELF-RELIANCE

WHERE

Strengths-based approach

Inclusive/representative group structures

Participatory vision and goal setting, collective decision-making

Existing cooperation and solidarity

Local, transparent & accountable leadership

Capacity development

Resources mobilized

PROGRAM THEORY

Self-Reliance — mindset shift, community-led collective action and common goals increase collective efficacy, passion for change and continuous learning, leading to self-reliance.

Local leaders catalyze community participation

Sense of ownership, motivation

EXCEPT WHERE

Non-participants in workshop processes

Inequitable participation in workshops

Social pressure or enforcement

Elite capture

Corruption

Implementation failure, lack of success

EXAMPLE SOCIAL-COHESION

WHERE

Spaces for collaborative action

Resolution of tensions/conflicts

PROGRAM THEORY

Social Cohesion — collaboration on a common cause and/or spaces for positive interaction between groups leads to increased bonding, bridging and linking social capital

Increased social capital and social cohesion increase access to resources and support, which increases resilience.

EXCEPT WHERE

Social pressure or enforcement – fear of retribution for non-conformity

Targeting to specific groups, exclusion of other groups -> increased tension /conflict

Inaccessibility due to distance, poverty

KEY FINDING 8

- Multi-sectoral approaches can contribute to food security outcomes
- Programs which demonstrated food security outcomes all had evidence of equity outcomes and intermediate resilience outcomes. **And all these programs used multi-sectoral approaches**

EXAMPLE EQUITY, RESILIENCE, AND FOOD SECURITY

WHERE

Capacity development in agriculture

Collective action (silos, food banks, community farms)

Capacity development in social components for collective action

Conflict resolution training for traditional leaders/religious leaders

PROGRAM THEORY

Increased knowledge and skills in agriculture together with social and conflict resolution skills to resolve land-related conflicts contribute to agricultural productivity.

Collective actions enable access to food during lean times.

EXCEPT WHERE

Direct assistance to address food shortages is not provided, undermining motivation to participate.

Train the trainer models mean local trainers do not have the range of technical skills required to resolve agricultural productivity problems.

EXAMPLE EQUITY, RESILIENCE, AND FOOD SECURITY

WHERE

Higher levels of bonding capital

Established collective assets and structures (e.g., savings groups)

PROGRAM THEORY

Higher levels of access to resources including food, shelter and productive assets contribute to resilience.

Collective action enables access to resources, learning from peers and personal support, creating confidence and capacity to recover from shocks.

EXCEPT WHERE

EXAMPLE EQUITY, RESILIENCE, AND FOOD SECURITY

WHERE

Capacity development for mothers in health, nutrition, life skills, savings and income generation activities

PROGRAM THEORY

Increased knowledge and skills combined with improved economic capacity contribute to higher impacts in family nutrition

EXCEPT WHERE

Reliance on women as volunteers to deliver programs demotivates group leaders and reduces opportunities for other income generating activities, thus undermining women's economic empowerment.

EXAMPLE EQUITY, RESILIENCE, AND FOOD SECURITY

WHERE

Capacity development in agriculture for women, plus access to resources (e.g., loans)

PROGRAM THEORY

Increased knowledge and skills combined with access to resources improves women's agricultural productivity, which contributes to nutrition

EXCEPT WHERE

Poorest households (lowest increase in agricultural productivity)

Illiteracy undermines participation and/or learning

KEY FINDING 9

Formalized
structures support
CLD

1. Formalised structures can ensure processes of consultation with the wider community along with transparency and accountability
2. Formalised groups are viewed more positively by authority-holders, and can increase their engagement
3. Low literacy and high volunteer turnover undermine participation in formalised structures and could exclude the most marginalised

EXAMPLE FORMALIZED STRUCTURES

WHERE

Group members elected by communities

Formalized governance procedures

Capacity development regarding governance, and relevant laws and policies

Clarity about roles and procedures

Timely advice and support

Access to ongoing resources, especially funding and capacity development

PROGRAM THEORY

Formalized structures enable governance of community led development, processes for consultation with wider community, 'official' engagement with and/or advocacy to local government and with external bodies, and transparency and accountability to the wider community. Formalized groups are more likely to be viewed positively by authority holders.

EXCEPT WHERE

Low literacy/low levels of education – low engagement with administration

High levels of volunteer turnover

TOP

RECOMMENDATIONS

1

Rethink evaluations

2

Rethink how RFPs are issued and how we respond to them (i.e., clearly defined terms, outlined theory of change, specified roles and selection process for facilitators and community leaders, political and social context analysis)

3

Plan and fund formalization of CLD structures (ensure they are not imposed but created by community)

4

Work with local governments: align objectives, include them in training and create forums for them to interact with community members

5

Redesign programs to compensate women and marginalized groups for the unequal burdens placed on them in CLD programming

6

Ensure appropriate workloads, remuneration, training and ongoing support for facilitators

THANK YOU!

To learn more and join our collaborative research



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GUIDANCE

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