



2ND REGIONAL WORKSHOP ON INTEGRATED COMMUNITY DEVELOPMENT

CDD, ABD, LEADER and CLLD in ECA region

CDD – Community Driven Development; launched by the World Bank (1990s); Funded by WB, ADB, IFAD, UNDP, EU; implemented in EU pre-accession and neighbouring countries, Western Balkan, Central Asia

ABD – Area Based Development; funded by EU, UNDP, SWG, FAO, bilateral donors (2000s); implemented first by UNDP in new EU countries and later in EU pre-accession and neighboring countries and cross-border regions of Western Balkan countries implemented by SWG

LEADER – Links Between Activities for the Development of Rural Economy; Introduced by EU 1991; EU, UNDP, bilateral donors; implemented in EU; WBCs; Armenia, Georgia, Moldova

CLLD – Community Led Local Development; Since 2014. It is based on the LEADER approach, but extended in rural, fisheries and urban areas and it is extended in contents, including not only agriculture-related rural development, but a more integrated way of local development

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The Community Driven Development (CDD) practice

- **Implementation history in the ECA region**
 - Since the mid-1990s, expanded during 2000s;
 - Introduced in response to social, political and economic failures of top-down and centrally driven governance models in many post communist countries;
- **Purpose and goals of the CDD**
 - “CDD is a development initiative that provides control of the development process, resources and decision making authority directly to groups in the community” (World Bank)
 - “CDD focuses on strengthening the capacity of rural communities to play a greater role in their own development” (IFAD)
 - CDD objectives:
 - poverty reduction;
 - development of public infrastructure;
 - decentralization and improved local governance;
 - social cohesion;

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Principles and basic tools of the CDD

- **A focus on communities and/or community groups** – beneficiaries or grantees are agents of the community;
- **Participatory planning** – community is involved in identifying and prioritizing needs and investment choices; preparing community/local development plans;
- **Community control of resources** - resources are directed directly to the community;
- **Locally led implementation and management** - community-based organizations in partnership with local governments as implementers are responsible for management and supervision of contractors; operation and maintenance of the infrastructure; contribution of the community in the form of labour or funds.
- **Facilitating participatory monitoring and evaluation**, sound governance arrangements, information access and innovations in accountability relationships; participatory monitoring, community scorecards etc.

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Examples of CDD from ECA region

- Building/reparation of community infrastructure – rural roads, water, education and health centres
- Common property resource management – water supply, forestry, fisheries
- Micro-enterprise and cooperatives development
- Local governance and decentralization support
- The provision of goods and services that are small-scale, not complex, and require local cooperation
- Building capacity of communities and government

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Small businesses and improved livelihoods in rural Tajikistan (IFAD-supported Livestock and Pasture Development Project)



Second Rural Investment Project in Azerbaijan: Empowering rural communities in Azerbaijan through access to infrastructure and economic opportunities



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The Area Based Development (ABD) practice in the ECA region: Implementation history

- The practice is implemented in UNDP projects in the region since the beginning of the 2000-s (e.g. Cserehat Programme Hungary, ABD project in Kosice region, Slovakia ABD Programme in Kashkadarya and Karakalpakstan Regions (Uzbekistan), Entrepreneurship and Local Economic Development Project: Area Based Development Programme in Mitrovicë/a and Zvečan /Zvečan (Kosovo), ABD: Integrated Support to Rural Development, Building Resilient Communities in Tavush region (Armenia).
- Another ABD programme was implemented by the (Regional Rural Development Standing Working Group) in cooperation with FAO and other organizations in the cross-border regions of the WB countries.

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ABD purpose and goals

ABD aims to “Target with development interventions a specific geographical areas in a country (*cross border region*), characterized by a particular complex development problem, through an integrated, inclusive, participatory and flexible approach”.

- Promote sub-national (cross-border) cooperation and reconciliation in targeted areas
- Contribute to the sustainable economic growth of an area by implementing specific measures and supporting added-value and catalytic effects in rural economies
- Strengthen cooperation between public administrations, other public bodies and NGO’s in the field of local development and territorial cooperation by building local and regional cross-border capacities.

(The above definition comes from UNDP/RBEC Area-Based Development Practitioners Workshop, Crimea, Ukraine, 29-31 October 2003 and is used in Harfst’s (2006) Practitioner’s Guide to Area-Based development Programming.)

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ABD principles

The key ABD principle is that all main problems within a given area should be included in a priority setting exercise, ranging from issues related to the economy, infrastructure, environmental protection, natural resource management, public service, and poverty reduction to social exclusion and minority issues.

ABD is:

- area-specific (versus country)
- integrated (across sectors)
- inclusive (communities)
- participatory (people-centered)
- flexible (responsive to changes)

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ABD tools

ABD is a process that includes the following main steps as tools to implement the process

- Identification of an area with a set of common problems to be addressed to reverse the socio-economic decline in the area
- Identification of local stakeholders and creation of a participating stakeholder group
- Producing a baseline study of the area identifying opportunities, weaknesses and obstacles to development (SWOT) as a basis for discussions in the stakeholder group
- Drafting and agreeing on a local development strategy and an action plan
- Preparing and managing project pipeline (project document) by establishing a permanent secretariat (PMU)
- Ongoing monitoring and coordination
- Support and facilitation from central governments

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Examples of ABD from ECA region

- ABD Programme of the Regional Rural Development Standing Working Group (SWG)
- A UNDP ABD project: Integrated Support to Rural Development, Building Resilient Communities in Tavush region (Armenia)

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The SWG ABD project pipelines focus on the following areas: 1) stimulating the diversification of the rural economies through support to creating sustainable rural tourism products; 2) protection of natural and cultural heritage; 3) value chain development and branding of products; 4) creating regional economic development centers; 5) improvement of the socio-economic position of women and rural youth; 6) support to creating a green economy sector and promoting sustainable use of forests and mountainous areas. Resource: 'Area Based Development Approach in the Western Balkans A tool for rural development with up-scaling potential', CIEAM Watch Letter n°34 - September 2015. Boban Ilic, Irena Dzimrevska



ABDA CROSS-BORDER REGIONS

- **DRINA - SAVA**
Serbia and Montenegro, Serbia and Montenegro
- **DRINA - TARA**
Serbia and Montenegro, Serbia and Croatia
- **PROLETJE - BJESEKET E NEMUNA**
Albania, Kosovo* and Montenegro
- **KRSH**
Serbia and Montenegro, Montenegro and Croatia
- **STARA**
Albania, North Macedonia and Kosovo*
- **POMRA - KRAJISTE**
North Macedonia, Serbia and Bulgaria
- **PRESVA**
Albania and North Macedonia

*Not recognized in official agreements or guidelines on status, and to be seen with UNICEF 1344 and the UN Agency on the Western Balkans and of Independent

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ABD results in Tavush Region in Armenia:

Development planning, which includes elaboration of integrated community development plans
Community economic sustainability through capacity building, enhanced production capability and enterprise development
Community sustainability enhanced through rehabilitation of community infrastructures

Integrated Support
to Rural Development,
Building
Resilient Communities
in Tavush region (Armenia)



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The LEADER (*Links Between Activities for the Development of Rural Economy*) practice

- **Implementation history**
 - launched at early 1990s; a method of delivering support for community-led rural development and a programming instrument of the EU rural policy;
 - introduced in response to the failure of top-down sectoral policies, focused on farmers and structural change within agriculture and in rural areas;
- **Purpose and goals**
 - build capacity of local actors to actively participate in the processes of rural development by creating local partnerships;
 - development of integrated LDSs and facilitation of their implementation process;
 - support small-scale community innovative projects and cooperation;
 - Promote cooperation, transfer of good practices, experiences, expertise and increasing the availability of information

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Principles and basic tools of the LEADER



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Examples of LEADER projects



Project "Homemade from a young age"- Local Action Group (LAG)
"Sjeverna Istra", Croatia

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Community Led Local Development (CLLD) - Implementation history in a nutshell

- CLLD is an EU methodology and practice. The implementation started in 2014 based on pilot experiences.
- It has been implemented in various forms in all EU countries since 2014, and the practice has piloted in the Republic of Moldova in frame of the EU funded SARD (Support to Agriculture and Rural Development) Programme, implemented by UNDP (2016-2018).
- The most successful implementation is in Slovenia, where CLLD practice covers rural, fisheries and small urban communities across the country (i.e. full territorial coverage apart from cities over 10000 inhabitants)

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CLLD - Purpose and goals

The aim of the CLLD practice is to involve development partners at local level including the civil society and local economic actors in designing and implementing local integrated strategies that help their areas make a transition to a more sustainable and inclusive future. It can be a particularly powerful approach, especially in times of local crisis, showing that local communities can take concrete steps towards new forms of socio-economic development.

Key objectives (in term used by the European Commission):

- turn traditional “top down” development policy on its head. Under CLLD, local people take the reins and form a local partnership that designs and implements an integrated development strategy.
- build on the community’s social, environmental and economic strengths or “assets” rather than simply compensate for its problems.
- provide long-term funding for the partnerships for this, and they decide how it is spent.

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CLLD - Principles and tools

The CLLD approach seeks specifically to promote social inclusion, combating poverty and discrimination, while simultaneously addressing local development in a wider sense.

- **The local territorial approach.** Funds can be channeled to specific areas where they are most needed to address specific problems in that area. Solutions flexibly adapt to the diverse needs and opportunities of Community Action Groups - 'at the right time in the right place'.
- **Community led partnerships.** (The participatory and partnership approaches). Co-responsibility and ownership. No interest group whether public or private dominates. The partnership mobilizes the knowledge, energy and resources of local actors.
- **Integrated multi-sectoral local strategies.** The actions reinforce each other and build on the strengths of the area. Linkages are improved horizontally with other local actors and vertically with other levels in delivery or supply chains. There may be different priorities and entry points.
- **Innovation.** In a local context, the method generates new ways of thinking and doing - new markets, new products, services, ways of working and social innovation.
- **Networking and cooperation.** Local areas and communities learn from each other and find allies for strengthening their position in a global economy.

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Examples of CLLD from ECA region

- CLLD in Slovenia and a project example
- Support to Agriculture and Rural Development (SARD) Programme in the Republic of Moldova

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CLLD in Slovenia. The combination of different financial resources through CLLD enables LAGs to implement comprehensive and more complex projects and is not strictly limited to rural areas, but also include fisheries communities and urban areas. LEADER is part of a common CLLD approach. A special CLLD Coordination Committee for all three Funds has been established to ensure successful implementation. A strong and professional counterpart in the implementation of the LEADER/CLLD approach is the Slovenian Rural Development Network (SRDN), which unites and defends the interests of the majority of (F)LAGs.

CLLD local example,
Slovenia:
Smart silver village project
(Posavje Local Action Group)



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SARD results. Empowered local communities to actively participate in the decision-making process and development of their localities, as well as in integrating the needs of women and men, particularly the most vulnerable;
Strengthened rural business support, SMEs development;
Promoted employability and supported local businesses and SMEs
Territorial Training and Business Incubator Center;
Increased access to quality public services
Infrastructure refurbishment

Support to Agriculture and Rural Development
(SARD) Programme
in the Republic of Moldova



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Commonalities and differences in the practices analyzed

- In the approach
- In principles
- In the implementation tools and
- In the expected outcomes

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What is common in the analyzed community development practices?

- Takes a territorial approach
- Addresses economic-social-environmental challenges in one complexity (integrated approach)
- Based on local, area-based public-private-civil partnership
- Implements participatory methods
- Based on a commonly agreed plan
- Local management
- Local stakeholders are involved in decision on project financing
- Focuses on social inclusion and environmental sustainability
- Finances agricultural activities, but not only
- Aims to contribute to food security at least on an indirect way
- Needs sustainable funding

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What is different?

- Extend and process of involvement of the inhabitants of the given area
- Size and character of the area of intervention
- How integrated is project financing
- Mechanisms of local co-financing

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| Comparative table of principles and tools of the community development practices analyzed | CDD | ABD | LEADER | CLLD |
|--|-----|------------------|--------|------------------|
| Takes a territorial approach | Yes | Yes | Yes | Yes |
| Uses the integrated approach (addressing economic-social-environmental challenges in one complexity) | Yes | Yes | Yes | Yes |
| Based on local/area-based public-private-civil partnership | Yes | Yes | Yes | Yes |
| Implements participatory methods | Yes | Yes | Yes | Yes |
| Based on a commonly agreed plan | Yes | Yes | Yes | Yes |
| Legally formed community groups created | No | No | Yes | Yes |
| Local managing body established | No | Yes | Yes | Yes |
| Local contribution to decision on project financing | Yes | Yes | Yes | Yes |
| Networking and cooperation based | Yes | Yes | Yes | Yes |
| Strong focus on social inclusion | Yes | Yes | Yes | Yes |
| Strong focus on environmental sustainability | Yes | Yes | Yes | Yes |
| Applies to rural areas only | Yes | No | Yes | No |
| It finances agricultural activities | Yes | Not in all cases | Yes | Not in all cases |

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The policy and programming environment needed to implement these practices (1)

Enabling Policy Environment

- Overarching vision for local rural development / integrated community development, including clear goals, objectives, principles and outcomes;
- Effective political, administrative and fiscal decentralization of power to local governments;
- To ensure strong linkages between the local development strategies and the sectoral policies and programmes, including the use of SDG indicators as common framework for monitoring of the results
- To ensure development of multi-sectoral policy instruments (e.g. local development plans, strategies, etc.) at local level, based on challenges and potentials of a given territory
- To ensure meaningful civil participation in decision making process
- To ensure allocation of resources from the state budgets for local rural development as part of public expenditures, including for investment support

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The policy and programming environment needed to implement these practices (2)

Enabling Institutional Environment

- It is recommended to ensure that policy-makers at national and local levels have the necessary technical capacity, knowledge and skills to formulate policy for local rural development
- To ensure availability and accessibility of handbooks, templates, manuals, methodologies and standards, as well as data to guide the local decision-makers in designing, monitoring and evaluating multi- and cross-sectoral development plans and/or strategies
- To encourage the establishment of public-private partnerships, national, regional and local initiative groups or networks, serving as linkages between the central government and the specific rural territories
- To ensure availability and accessibility of ICT infrastructure to promote effective information exchange and learning from each other among different agents of local rural development

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The policy and programming environment needed to implement these practices (3)

Methodological considerations / recommendations

- **Recommendations related to the preparation of a Local Development Plan (or Strategy) for the community**
 - It is recommended to prepare a Local Development Plan, Strategy or Action Plan for the specific community / territory, presenting the shared vision about the future of the given territory and building on an analysis of the local needs and opportunities for development, as well as spatial connections between the given territory and its surroundings
 - The Development Plan should be prepared in an inclusive and participatory process
 - The Development Plan is recommended to cover a well-defined territory with internal coherence - community development planning should take place in a smaller geographical territory than a region (to cover one or more neighbouring villages, a municipality)
- **Recommendations related to inclusion and participation in the community development process ensuring that no one is left behind**
 - The process of preparing a local Development Plan should be open to all local stakeholders, transparent and inclusive
 - It is recommended to organize a series of community workshops during the preparation of the local Development Plan open to all community members
 - It is recommended to encourage cooperation and collective action among local stakeholders by organizing group discussions on local needs and opportunities with stakeholders that have the same interests, e.g. women farmers, youth, dairy farmers, small-scale processors etc.

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Take-home messages

As the experience of all introduced practices shows

- An integrated approach is needed to be taken in rural development
- Capacity building is essential
- Participatory methods help people understand and respond to local rural development challenges. Participation builds motivation and commitment, contributes to transparency, innovation and inclusion, and helps national decision-makers in policy and programme development.
- The public-private-civic partnerships mobilize local resources and help innovation
- A strategy adopted/created by local stakeholders creates a shared vision for action and change among stakeholders
- Start with an experimental process and with practices that are closer to your country's policies and programming experience, as well as the local culture of your country
- But dare to think big: Everyone has an idea and can contribute to development! Programmes and experts shall find ways to communicate development with locals.

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