

What makes rural development projects successful?

Experiences from Africa, Asia and Latin America

Rainer Tump

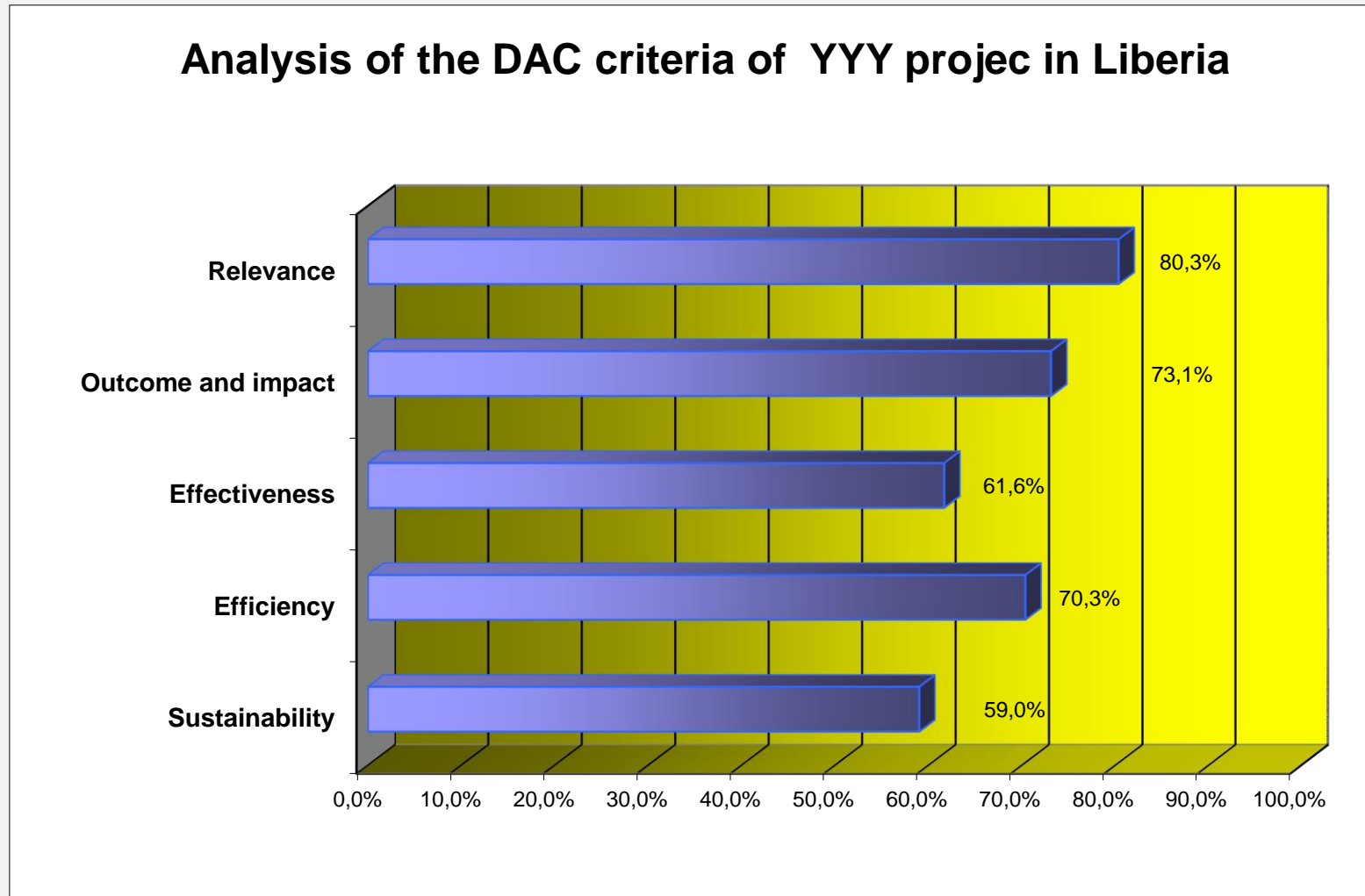
1990 – 2013

Since 2013

Consultant for International Development
Coordinator of the Integrated
Sanitation and Sewerage
Infrastructure Project in Egypt



Evaluation of rural development projects: How to measure success?



Results from the evaluation of 71 Rural Development projects in Africa and Latin America

Evaluations of Rural Development Projects

1996 - 2014

(total number of projects = 71)	Positive	Medium	Negative
	(> 80%)	(30 - 80%)	(< 30%)
DAC Criterion			
Relevance	9	41	21
Output and Impact	24	35	12
Effectiveness	22	31	18
Efficiency	7	42	22
Sustainability	14	33	24
Total	76	182	97
%	21,4	51,3	27,3

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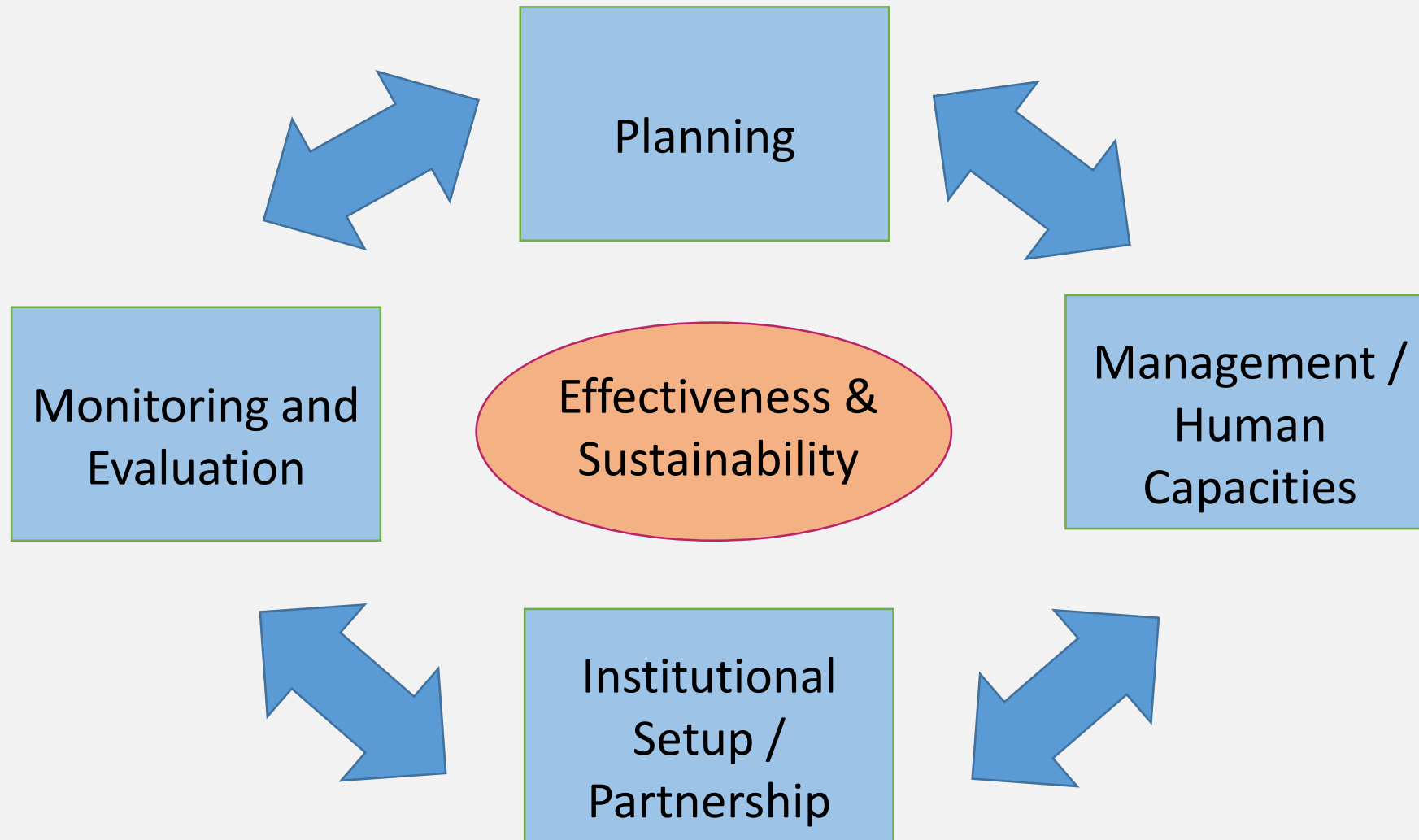
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Correlation of Planning , Management, Monitoring and Institutional Setup of Rural Development Projects



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A. Careful planning, involving all main stakeholders – including the target group

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Tailor made projects adapted to the local context instead of importing success stories

- How planning cannot work: Example of solar ovens in Cabo Delgado, Mozambique**



- How planning can work: Example of seed banks in Kuanza Sul, Angola**

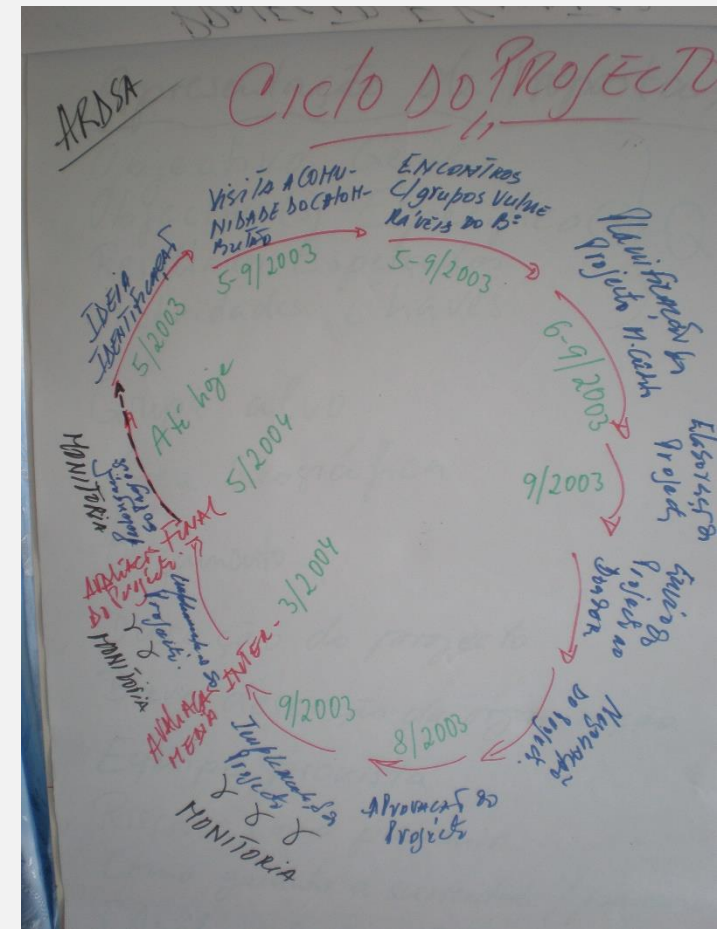
A. Careful planning, involving all main stakeholders – including the target group

Reduce to the max! - Contribute to national and regional programs instead of implementing complex and over ambitious programs

Positive example: Austrian cooperation programme in Mozambique from 1998 to 2006 and medium projects (including PACDIB and PROMEC).

Advantages:

- ❑ Projects are much easier to be planned and adapted than programs;
- ❑ The local partners, the project team and the target group understand projects better than big programs;
- ❑ It is much easier to manage a project than a program



A. Careful planning, involving all main stakeholders – including the target group

Peasants are conservative – all over the world.

- ❑ Respect traditions and change values, traditions, techniques and structures as little as possible.**
- ❑ Test technologies before applying them on wider scale.**

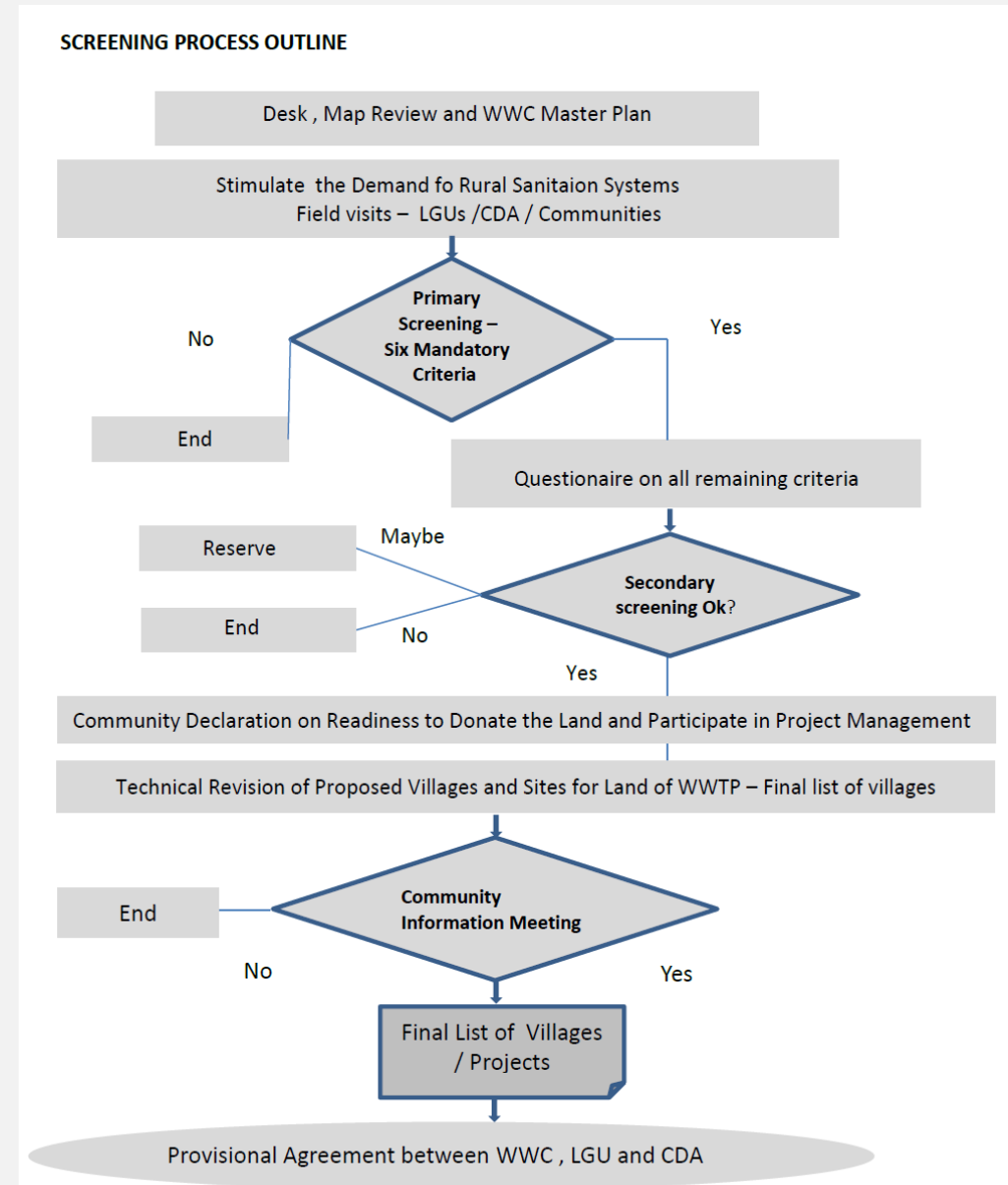


A. Careful planning, involving all main stakeholders – including the target group

Real changes take time – Use process-oriented and community driven approaches

❑ Guarantee high degree of ownership by target group involving them fully in planning (baseline, planning workshops, joint field visits etc.)

❑ Make sure that the target group understands the project and their role in it



A. Careful planning, involving all main stakeholders – including the target group

Poor rural people do not want promises. They want to see rapid changes in their live, especially in their income

Positive examples:

- ❑ Credit schemes Sirsia;
- ❑ Horticulture production Moatize & PACDIB;
- ❑ Pineapple production PROMEC



B. Serious and professional project management

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Invest in capacity building of the team

- ❑ In an early stage of the project
- ❑ Regularly during project implementation (at least once a year)
- ❑ Organize exchange visits with „best practice examples“



B. Serious and professional project management

Project manager need special capacities.
Invest in their capacity, especially with regard to:

- ❑ Project planning
- ❑ Monitoring
- ❑ Reporting
- ❑ Human Resource Management
- ❑ Financial administration



B. Serious and professional project management

Assure regular and good quality backstopping for the project team:

- Make sure that all team members understand the project and their role to achieve outcome and impact
- Reflect the project progress and challenges with the team and the target group regularly
- Support the project team where it shows weaknesses (often in narrative and financial reports)



**C. Regular monitoring and mid-term
evaluation focussing on lessons to learn**

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Monitoring & Evaluation should be used more as reflection and learning instruments than as control instruments

□ Positive Example: Disaster mitigation project in Sofala, Mozambique

□ Negative Example: Introduction of Monitoring by a German NGO

Relatório de monitoria / Abril 2007 Área: D.I.H

Resultado: Pelo menos metade dos beneficiários estão informados...

Activid. 97	Utilização esperada	Monit das actividades		Monitoria dos Impactos	
		Grau de comp. Actividade.	Motivos de divergência	Impactos atingidos e alterações verificadas.	Proposta para acção correctiva.
Educação Cívica Eleitoral	Pelo menos 90 pessoas estão das 306 famílias de Nguelompe estão com conhecimentos sobre o processo eleitoral	100%		<ul style="list-style-type: none"> — Informação de alguns do conteúdo de eleitor, para poder votar. — Voto livre e secreto. — Saber de um cidadão angolano. — Tem conhecimento que os votos vão customizar os cidadãos sem documentos. 	Com a demora da chegada das brigadas de registo

C.Regular monitoring and mid-term evaluations focussing on lessons to learn

Mid-term reviews are a perfect chance to learn from positive and negative experiences

- ❑ Evaluations should be seen as chance and not as threat**
- ❑ Involve the project team in all steps of the evaluation (preparation, implementation, presentation of preliminary results, reporting)**



**D.Success needs a good relationship
between the project partners**

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A detailed partnership agreement can avoid misunderstanding and conflicts

- ❑ Detail the project purpose and expected outcomes
- ❑ Detail the role and responsibilities of each stakeholder
- ❑ Leave room for flexibility (in general, the external context changes during implementation...)



D.Success needs a Good relationship between the project partners

Regular meetings and joint project site visits involving the “donor agency” cost money – but are indispensable

- ❑ Reserve enough time to visit the project and to reflect progress, impact and challenges**
- ❑ Guarantee regular communication between meetings, not only on reporting**



E. Think on sustainability from the first moment on – not at the end

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Creating “institutional sustainability is one of the biggest challenges of development cooperation- all over the world

- Invest in institutional development on target group level from the beginning**



E. Think on sustainability from the first moment on – not at the end

- ❑ Invest in a long term supervision and support structure (having a local church structure alone does not guarantee institutional sustainability)**



E. Think on sustainability from the first moment – not at the end

Share good and bad project experiences with others by

- organizing a bigger event at the end of the project**
- leaflets, videos, manuals ...**



**If you follow this advices,
your project has good
chances to belong to the
21,4% successful
projects...**



Thanks for your attention

धन्यवाद

Obrigado

Shukram



Vielen Dank

**Merci
beaucoup**

Gracias

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