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# An Evaluation of the Role of the Cross River State Community and Social Development Agency in Promoting Grassroots Socio-Economic Development: Achievements and Challenges.

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## ABSTRACT

*This study evaluates the role of the Cross-River State Community and Social Development Agency (CRS-CSDA) in promoting grassroots socio-economic development through community driven initiatives. It aims to identify the key contributions of the agency in improving the livelihoods of rural communities and the challenges it faces in the execution of its development programs. The study employed a mixed-methods approach, including interviews, surveys, and analysis of project reports, to assess the impact of CRS-CSDA's interventions in areas such as education, healthcare, water and sanitation, poverty alleviation, agricultural support, and empowerment of marginalized groups. Key findings reveal that CRS-CSDA has significantly contributed to socio-economic growth by improving access to education, healthcare services, clean water, and job creation. The agency's agricultural support and empowerment programs for women and youth have also fostered sustainable livelihoods and enhanced community participation. However, challenges such as inadequate funding, lack of community engagement, political interference, environmental factors, and sustainability issues hinder the full realization of CRS-CSDA's potential. The study concludes with recommendations to strengthen funding mechanisms, improve community awareness, and ensure the long-term sustainability of development projects. These efforts will enhance the agency's ability to continue promoting socio-economic development in rural areas of Cross River State.*

**Keywords:** community-driven development, grassroots development, socio-economic growth, Cross River State, CRS-CSDA, sustainability.

## INTRODUCTION

### 1.1 Background and Rationale

In Nigeria, grassroots communities face numerous socio-economic challenges, including limited access to basic infrastructure, inadequate social services, and economic stagnation. These issues are especially prevalent in states like Cross River, where rural development efforts have been hampered by limited government reach and the complexities of rural

living. In response to these issues, the Cross-River State Community and Social Development Agency (CRS-CSDA) was established to drive community-based projects aimed at promoting local development.

The CRS-CSDA operates under the framework of the National Social Investment Programmes (NSIPs) initiated by the federal government to tackle poverty and stimulate economic growth in rural areas. The agency utilizes a community-

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driven development (CDD) approach, which emphasizes participatory governance, allowing communities to identify, implement, and maintain projects that best serve their needs (World Bank, 2018). Through this approach, the CRS-CSDA has been instrumental in the execution of various projects, including the construction of schools, health centres, roads, and the provision of water supply in rural communities.

However, despite its successes, the CRS-CSDA has encountered numerous challenges. These include inadequate funding, bureaucratic delays, and community resistance due to poor project ownership and a lack of awareness (Bello, 2020). Additionally, socio-political factors such as poor leadership and a lack of coordination between local authorities and the agency often undermine the successful execution of development projects (Eze, 2022).

To ensure the continued success of the CRS-CSDA's projects and its contribution to the socioeconomic development of grassroots communities, it is essential to critically assess both its impact and the challenges it faces. This paper will explore these dynamics, focusing on how the agency can improve its approach to delivering sustainable development in rural Cross River State.

## 1.2 Objectives of the Study

1. To explore the key role of CRS-CSDA in promoting community development in Cross River State?
2. To identify key challenges does CRS-CSDA face in the execution of its community development initiatives?

## 1.3 Research Questions

1. What are the key role of CRS-CSDA in promoting community development in Cross River State?
2. What key challenges does CRS-CSDA face in the execution of its community development initiatives?

## 2. RESEARCH METHODOLOGY

### 2.1 Research Design

The research adopted a mixed-methods design, combining both qualitative and quantitative approaches to provide a comprehensive evaluation of

the role of the Cross-River State Community Development Agency (CRS-CSDA) in promoting grassroots socio-economic development. This design enabled the researchers to gather rich, contextual data while also quantifying certain aspects of the agency's contributions and challenges. The quantitative approach was used to gather structured data from a larger sample of community members to quantify their perceptions of CRS-CSDA's contributions to community development, including education, health, and economic empowerment using surveys and questionnaires, while qualitative approach involved Focus group discussions and Semi-structured interviews.

### 2.2 Population of the Study

The target population for the study includes: CRS-CSDA Officials, Community Leaders, Project Beneficiaries and Government Officials involved in the oversight and collaboration with CRSCSDA. CRS-CSDA Officials include project managers, field officers, and administrators directly involved in project implementation, while Community Leaders, were Local chiefs, elders, and opinion leaders in communities where CRS-CSDA projects have been implemented.

### 2.3 Sample Selection

A combination of purposive sampling, stratified random sampling and key informant sampling techniques were used for selecting participants for this study. Purposive Sampling was used to select specific communities where CRS-CSDA projects have been implemented. The selection ensured that a diverse range of project types (e.g., health, education, water supply, and infrastructure) is represented. Within each community, beneficiaries and community members were selected using stratified random sampling to ensure that different groups (such as men, women, youth, and elders) are adequately represented in the study. This ensures a balanced perspective from all relevant demographics. CRS-CSDA officials, community leaders, and government officials were selected using key informant sampling based on their knowledge and

involvement in the community development projects.

#### 2.4 Data Collection Methods

Multiple data collection techniques were employed to obtain both primary and secondary data.

- a) **Questionnaires:** Structured questionnaires will be administered to community members and project beneficiaries to collect quantitative data on the socio-economic impact of CRS-CSDA projects. The questionnaires will include both closed-ended and open-ended questions to capture demographic information, perceptions of project benefits, community involvement, and satisfaction levels.
- b) **Interviews:** Semi-Structured Interviews were conducted with CRS-CSDA officials, community leaders, and government officials. These interviews focused on understanding the processes involved in project planning, execution, monitoring, and the challenges faced by the agency.
- c) **Focus Group Discussions (FGDs):** Focus group discussions were conducted with community members, including beneficiaries of CRS-CSDA projects, to gather in-depth insights into the perceived impact of the agency's initiatives and the challenges faced. The FGDs were organized in selected communities, involving groups of 6-10 individuals, including women, youth, and elders. This captured diverse perspectives on CRS-CSDA projects, community involvement, and their long-term effects on development.
- d) **Document Review:** Secondary data involving CRS-CSDA project reports, government policies, and other relevant documents to assess the official records on project types, funding, timelines, and evaluations.

- e) **Field Observations:** Observational field visits were conducted in selected communities where CRSCSDA projects have been implemented. These visits allowed the researcher to observe the current state of completed or ongoing projects, assess infrastructure, and verify project outcomes.

However, measures employed in the study include: Community Development Indicators, Perception Scales, and Engagement Levels.

*Community Development Indicators:* Specific indicators were developed to evaluate the effectiveness of CRS-CSDA initiatives in key areas such as education (e.g., number of classrooms built), health (e.g., access to healthcare services), and economic development (e.g., job creation rates).

*Perception Scales:* Likert-type scales were used in surveys to measure community members' satisfaction with CRS-CSDA projects and their perceived benefits (e.g., quality of education, health improvements, and employment opportunities).

*Engagement Levels:* Measures were taken to assess community awareness and engagement with CRS-CSDA initiatives, including the level of participation in project planning and implementation.

### 3. Procedure for Data Analysis

Data analysis employed both qualitative and quantitative approaches. Data from questionnaires was analysed using descriptive statistics to summarize demographic information and responses. Measures such as mean were calculated to understand the overall trends. This provided insights into community members' demographics, perceptions of project impact, satisfaction levels, and challenges. Data from

interviews and FGDs were transcribed and analysed using thematic analysis. Key themes were identified based on recurring patterns in respondents' feedback, such as challenges faced by CRS-CSDA, community involvement, and project sustainability. Responses from open-ended questions in the questionnaires, interviews, and FGDs were categorized and coded to identify common themes and trends.

To ensure the reliability and validity of findings, data triangulation was employed. This involved cross-checking data obtained from different sources (questionnaires, interviews, FGDs, and document reviews) to identify consistent patterns and findings.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Results

To effectively present the findings from your study in tabular form, we can create two tables. The first table will summarize the roles of the Cross-River State Community and Social Development Agency (CRS-CSDA) in promoting community development. The second table will outline the key challenges faced by CRS-CSDA in executing its community development initiatives.

##### (a) Roles of CRS-CSDA in promoting community development in Cross River State

Role	Description	Impact on Community
Access to Education	Construction and equipping of classrooms.	Improved literacy rates, better job prospects, increased entrepreneurship.
Improvement in Health Services	Upgrade of primary healthcare centres.	Reduced maternal and infant mortality, healthier and more productive communities.
Water Supply and Sanitation Projects	Provision of clean water through boreholes and water supply systems.	Reduced water-borne diseases, better quality of life, increased time for economic activities.
Poverty Alleviation and Job Creation	Employment in construction and maintenance of local infrastructure.	Temporary and permanent job opportunities, skill acquisition, local income generation.
Agricultural Support and Food Security	Provision of tools, seeds, training in modern agricultural techniques.	Enhanced food security, increased agricultural productivity, sustainable livelihoods.

Women and Youth Empowerment	Skills training and small business grants targeted at women and youth.	Empowerment of marginalized groups, increased household income, reduced dependency.
Sustainable Development Practices	Focus on environmentally friendly and economically viable projects (e.g., water and sanitation).	Long-term availability of clean water, community-managed infrastructure.

The Cross-River State Community and Social Development Agency (CRS-CSDA) has made significant contributions to the socio-economic development of grassroots communities through its community-driven development (CDD) approach. Table 1 is a summary of key contributions.

**Table 1:** Roles of CRS-CSDA in Promoting Community Development

- i) Access to Education: By constructing and equipping classrooms, CRS-CSDA has significantly improved access to education in rural communities. This contributes to long-term socio-economic growth by increasing literacy rates and equipping individuals with the skills necessary for improved job prospects and entrepreneurship. Educated individuals tend to participate more actively in economic activities and community development.
- ii) Improvement in Health Services: The construction and upgrade of primary healthcare centres are a major focus of CRS-CSDA. Improved access to healthcare services in grassroots communities reduces maternal and infant mortality, enhances productivity by ensuring healthier populations, and contributes to the overall well-being of community members. Healthier communities are more economically productive, as people can work more consistently and effectively.
- iii) Water Supply and Sanitation Projects: CRS-CSDA has provided clean water through the construction of boreholes and water supply systems. Access to clean water reduces the prevalence of water-borne diseases, enhances the quality of life, and ensures that community members spend less time fetching water, allowing them to focus on economic activities such as farming or small businesses.
- iv) Poverty Alleviation and Job Creation: Through its projects, CRS-CSDA provides temporary and permanent employment opportunities, particularly in construction and maintenance of local infrastructure. The engagement of local labour ensures that community members benefit directly from the projects, gaining income and skills that they can apply to future employment or business ventures.
- v) Agricultural Support and Food Security: In some communities, CRS-CSDA has initiated agricultural projects, including the provision of tools, seeds, and other farming inputs, as well as training in modern agricultural techniques. These initiatives enhance food security, increase agricultural productivity, and promote sustainable livelihoods by helping farmers increase their yields and income.
- vi) Women and Youth Empowerment: CRS-CSDA places special emphasis on projects that empower women and youth, providing them with skills training and small business grants. These projects enable marginalized groups to participate in economic activities, reduce

dependency on traditional income sources, and enhance their capacity to contribute to household income and community development.

vii) Sustainable Development Practices: CRS-CSDA promotes sustainable practices by focusing on projects that are environmentally friendly and economically viable in the long term. For example, in water and sanitation projects, communities are trained to manage

and maintain infrastructure, ensuring the continued availability of clean water.

**(b) Key Challenges**

The Cross-River State Community and Social Development Agency (CRS-CSDA), while achieving notable success in driving grassroots development, faces several challenges in executing community-driven development (CDD) projects. These challenges impact the effectiveness, sustainability, and reach of the agency's initiatives in rural communities. Key challenges are presented in Table 2.

**Table 2:** Challenges Faced by CRS-CSDA in Executing Community Development Initiatives

Challenge	Description	Impact on Community Development
Inadequate Funding	Insufficient and inconsistent financial resources	Delayed or incomplete projects, resources, reliance on external grants and unmet community needs or loans.
Lack of Community Awareness and Engagement	Limited understanding and scepticism of the CDD model among some communities.	Poor project participation, weak local ownership, reduced sustainability.
Socio-political Interference	Political manipulation and elite capture of projects for personal or political gain.	Misallocation of funds, reduced community involvement, compromised project transparency.
Climate and Environmental Factors	Adverse weather conditions (e.g., floods, droughts) affecting project execution.	Infrastructure damage, project delays, hindered sustainability in agricultural and water management projects.
Sustainability Issues	Lack of financial resources, technical skills, and institutional structures for long-term maintenance of completed projects.	Infrastructure deterioration, service interruptions and diminished long-term project impact

a) Inadequate Funding: One of the most significant challenges CRS-CSDA encounters is insufficient funding. Community-driven

development projects require consistent financial support to be effectively implemented and maintained. However, delays or reductions



in government disbursements, coupled with the agency's reliance on external grants or loans, can hinder the timely execution of projects. Limited financial resources often lead to incomplete projects or the inability to meet the growing needs of communities.

- b) **Lack of Community Awareness and Engagement:** While the CDD model relies on community participation, not all communities fully understand or embrace the concept. In some cases, there is a lack of awareness about the role of CRS-CSDA or scepticism regarding the benefits of the projects. This can lead to poor participation in project planning and implementation, which weakens local ownership and long-term sustainability of the projects.
- c) **Socio-political Interference:** Political interference and local elite capture are common challenges in CDD initiatives. Some local politicians or influential individuals attempt to hijack projects for personal or political gain, diverting resources away from intended beneficiaries. This can result in misallocation of funds, reduced community involvement, and undermining of the transparency and fairness that CDD initiatives require for success.
- d) **Climate and Environmental Factors:** Environmental conditions, such as heavy rains, floods, or droughts, can negatively impact the progress of CDD projects. In regions prone to adverse weather conditions, infrastructure projects like roads, bridges, and water systems may be damaged or delayed. Additionally, environmental degradation can complicate efforts to implement sustainable development

projects, particularly in agricultural or water management initiatives.

- e) **Sustainability Issues:** Even when projects are successfully executed, maintaining them in the long term remains a challenge. In many cases, communities lack the financial resources, technical skills, or institutional structures to sustain the benefits of completed projects. Without proper training and follow-up support, infrastructure can deteriorate, services can stop functioning, and the overall impact of the project is diminished.

### **3.2 Discussion of Findings**

The findings from this study highlight the pivotal role of the Cross-River State Community and Social Development Agency (CRS-CSDA) in driving grassroots socio-economic development in rural communities through a community-driven development (CDD) approach. The CRS-CSDA has been instrumental in improving education, healthcare, water supply, and job creation, among other areas, contributing to the overall well-being and economic growth of local populations. Despite these accomplishments, the agency faces several challenges, including inadequate funding, limited community engagement, political interference, environmental factors, and sustainability issues. These findings align with existing literature on the effectiveness and challenges of community-driven development initiatives in low-income regions.

#### **(a) Roles of CRS-CSDA in Promoting Community Development**

- i) **Access to Education:** The construction and equipping of classrooms by CRS-CSDA have

- improved access to education in rural areas, contributing to literacy and skill development. This aligns with research by UNICEF (2019) that underscores the importance of access to education in fostering socio-economic development, particularly in marginalized communities. Improved literacy rates and education levels lead to greater participation in economic activities, which in turn strengthens community development.
- ii) **Improvement in Health Services:** The role of CRS-CSDA in improving health services through the construction and upgrade of healthcare centres mirrors findings from the World Health Organization (WHO), which emphasizes that access to primary healthcare is crucial for reducing mortality and enhancing community productivity. Healthier populations, as Bloom et al. (2018) argue, tend to contribute more effectively to local economies due to increased workforce participation and reduced absenteeism due to illness.
- iii) **Water Supply and Sanitation Projects:** The provision of clean water has proven effective in reducing water-borne diseases and enhancing community productivity, which is consistent with UNDP's Sustainable Development Goals Report (2020), highlighting clean water and sanitation as essential for achieving sustainable development. CRS-CSDA's work in water provision, reducing the time spent by community members in fetching water, allows more time for economic activities, aligning with findings by Alamgir et al. (2020) on water-related productivity.
- iv) **Poverty Alleviation and Job Creation:** CRS-CSDA's projects have been instrumental in creating temporary and permanent job opportunities, particularly in construction and local infrastructure maintenance. This reflects the conclusions of McCord (2012) that community-based employment opportunities through infrastructure development foster skill acquisition and reduce poverty levels. By employing local labour, the agency ensures that community members not only earn incomes but also acquire transferable skills.
- v) **Agricultural Support and Food Security:** The agency's initiatives in supporting agriculture align with studies such as Fan et al. (2013), which argue that agricultural investments are key to improving food security in rural areas. CRS-CSDA's provision of inputs, tools, and training has enhanced agricultural productivity and food security, promoting economic independence and sustainability among rural farmers.
- vi) **Women and Youth Empowerment:** Empowerment of women and youth through skills training and small business grants is a notable achievement of CRS-CSDA. Empowering marginalized groups aligns with the framework laid out by Kabeer (1999), which emphasizes economic empowerment as a tool for social inclusion. Empowered women and youth contribute significantly to household incomes and community development, reducing gender and generational inequalities.
- vii) **Sustainable Development Practices:** The agency's focus on promoting environmentally friendly and economically viable projects is critical to long-term sustainability. This reflects



the principles of the Brundtland Commission (1987) on sustainable development, which advocates for development that meets present needs without compromising future generations' ability to meet theirs.

**(b) Challenges Faced by CRS-CSDA in Executing Initiatives**

- (i) **Inadequate Funding:** The challenge of inadequate funding faced by CRS-CSDA is a common issue in community-driven development (CDD) projects, as noted by Mansuri and Rao (2013). The reliance on external grants and government disbursements often creates financial instability, leading to delays in project completion and, in some cases, abandonment of projects. Insufficient funding undermines the agency's ability to meet the growing needs of communities.
- (ii) **Lack of Community Awareness and Engagement:** A lack of community awareness or scepticism towards development initiatives hinders local ownership of projects, weakening their sustainability. This is consistent with findings from [Wong (2012)], which suggest that community-driven projects often fail due to inadequate local participation. Engagement is critical for ensuring that community members actively contribute to and sustain development initiatives, a point further supported by Narayan (2002) in her work on participatory development.
- (iii) **Socio-Political Interference:** Political interference and local elite capture, identified as major challenges by CRS-CSDA, resonate with the literature on development initiatives in politically volatile regions. Platteau (2004) discusses how elite capture undermines the

equitable distribution of resources and erodes trust in development projects. Political actors' attempts to divert resources away from intended beneficiaries often distort the objectives of CDD initiatives and weaken their overall impact.

- (iv) **Climate and Environmental Factors:** The challenge posed by adverse environmental conditions, such as floods and droughts, affecting project implementation aligns with [Holling (1973)]'s concept of ecological resilience. Environmental factors can significantly disrupt infrastructure projects, and in rural settings, where natural disasters are more common, this poses a constant threat to the sustainability of development efforts.
- (v) **Sustainability Issues:** The sustainability of completed projects remains a core issue. Without proper follow-up, infrastructure deteriorates and services become defunct. [Ostrom (1990)] highlights that sustainable resource management requires robust local institutions and ongoing capacity building, which are often lacking in grassroots initiatives. CRS-CSDA's challenge of ensuring long-term maintenance reflects this need for institutional and technical support to communities' post-project.

**4. CONCLUSION AND IMPLICATIONS**

The findings from this study underscore the pivotal role of CRS-CSDA in driving socioeconomic development in grassroots communities. Through its focus on education, healthcare, water, sanitation, agriculture, and empowerment, the agency has contributed to improved living standards in rural Cross River State. However, the challenges of inadequate funding, political interference, and

sustainability remain significant barriers to the long-term success of its initiatives. Addressing these challenges requires not only increased financial support and community engagement but also robust policies to prevent political interference and ensure the sustainability of completed projects.

These findings are consistent with broader research on community-driven development and underscore the need for continuous monitoring, stakeholder engagement, and institutional support for sustainable development.

#### **4.1 Implications for Research**

**Research on Community Participation and Ownership:** The findings on inadequate community engagement point to the need for further exploration of the factors that affect participation in grassroots development initiatives. Understanding how cultural, social, and political dynamics influence community involvement in CDD projects will provide valuable insights into how these projects can be more inclusive and sustainable. This implies that researchers should explore strategies for increasing community awareness, understanding, and participation in CDD initiatives, focusing on the relationship between local engagement and project success.

**Investigation into Elite Capture and Governance in CDD:** The challenge of socio-political interference, including elite capture, indicates a need for further research on governance mechanisms in community development. Studies could focus on how power dynamics at the local level influence the allocation and distribution of resources and how transparency and accountability can be improved in CDD processes. The research implications of this is that there is a critical need for research on how to design CDD projects that are less susceptible to political

manipulation and elite control, possibly through more robust community governance structures or external oversight mechanisms.

**Exploration of Climate Adaptation in Development Projects:** The impact of climate and environmental factors on CRS-CSDA projects calls for more research into climate resilience in development work. Scholars should examine how rural development initiatives can be better adapted to withstand environmental shocks, such as floods and droughts, which are common in many parts of Nigeria. This implies that research should focus on the integration of climate adaptation strategies into the design and implementation of rural development projects to ensure infrastructure resilience and sustainability.

#### **4.2 Conclusion**

The study highlights the pivotal role the CRS-CSDA plays in driving socio-economic development at the grassroots level. The agency has significantly improved access to essential services such as education, healthcare, water, and sanitation, while also addressing key areas like poverty alleviation, job creation, agricultural support, and empowerment of marginalized groups such as women and youth. These initiatives have fostered sustainable development practices, promoting long-term community growth and well-being. However, the study also identifies substantial challenges that limit the effectiveness and sustainability of these interventions. Issues such as inadequate funding, poor community awareness, socio-political interference, environmental challenges, and the difficulty of maintaining project sustainability post implementation have all been highlighted as critical barriers. These challenges undermine the agency's ability to fully realize the benefits of its community-driven development (CDD) approach.

In conclusion, while the CRS-CSDA has made commendable strides in promoting grassroots socio-economic development, addressing the identified challenges is essential for enhancing the agency's impact. Sustainable funding, improved community engagement, stronger governance, and climate resilience are key areas that need to be strengthened to

ensure the long-term success and sustainability of the agency's efforts. Future research and policy interventions should focus on these areas to bolster the role of the CRS-CSDA in contributing to meaningful and lasting socio-economic transformation in rural communities.

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