

How Can Community Grants Promote Gender-Inclusive Development in Fragile Settings?

Insights from Rural Nigeria

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Community-driven development (CDD) programs aim to shift decision-making to the local level by empowering communities to prioritize, design, and implement projects that address their most pressing needs. These programs have gained global traction as vehicles for service delivery and empowerment, especially in fragile contexts with weak state capacity. These programs leverage communities' understanding of local needs and their unique ability to deploy resources in conflict-affected, unstable, or highly remote areas that are operationally hard to reach for traditional development programs. However, evidence remains limited on how to structure CDD programs to ensure inclusive participation from a wide range of community members, particularly women, who tend to participate in community and public affairs at lower levels than men in these settings (Takeshima et al., 2024).

This brief shares insights from a community grants program implemented during 2023-24 in 450 rural communities across Ogun, Osun, and Oyo states in southwestern Nigeria. The program—co-developed by IFPRI, LoftyInc, ActionAid Nigeria, the Evidence in Politics and Governance (EGAP) Metaketa initiative, the Universities of California Berkeley, Merced, and San Diego, and Stanford University—sought to understand the conditions under which women engage in CDD programming in a fragile context and the factors that shape project success.

The grants program was implemented in the same set of communities where a linked research project tested a training intervention aimed at strengthening women's advocacy and leadership skills and a complimentary training for men focused on the value of supporting women's political participation. The grants program, however, was administered independently by a different implementing organization, was open to all community members, and did not condition eligibility, access to information, or selection on participation in the trainings. While the trainings were randomly assigned across communities—150 receiving only the women's training, 150 receiving both women's and men's trainings, and 150 serving

as a placebo condition with no trainings—the grants competition operated uniformly across all 450 communities. In communities randomly assigned to receive the trainings, they were offered to 13 women (and, in areas with men’s trainings, to 13 women and their husbands) and not to the entire community.

As such, the community grants program provides two analytically distinct but complimentary learning opportunities. First, participation patterns across the full sample of communities offer insights into how an open, competitive CDD program functions in a fragile, rural setting; what types of individuals and teams it attracts; and the types of development projects most valued and demanded by communities. Second, because the grants were implemented alongside—but independently of—the training interventions, future work will examine how exposure to advocacy and norm-focused trainings may have shaped women’s coordination, collective action, and leadership within the grants application process. This brief focuses on the former objective: understanding participation, proposal quality, and team dynamics in the grants program, while the second line of inquiry will be the focus of future work.

Overall, the community grants program attracted 1,396 applications, each submitted by a team of five applicants—spanning sectors such as agriculture, electricity, health, and water. In total, these applications were submitted by nearly 7,000 individuals. Using data from the grant applications, a survey with a selection of women and their husbands in the 150 placebo communities, and semi-structured qualitative interviews with grant winners, we synthesize evidence on demand for community grants, gender composition of applicant teams, proposal quality as assessed by independent reviewers, applicant characteristics, and factors that contribute to success. While women’s participation varied across states, 88 percent of applications included at least one female applicant. We find little difference in application quality based on whether a woman led the team; however, local elites were slightly more likely to endorse applications from teams with female leads. Interviews with winning teams further suggest that mixed-gender collaboration strengthened proposal design by bringing together distinct insights on community needs.

The evidence shows that community grants can serve as an inclusive entry point for women’s participation in local decision-making when programs are deliberately designed to broaden access and minimize gatekeeping. Women engaged at high rates, contributed meaningfully to mixed-gender teams, and produced proposals of comparable quality to those led by men, indicating strong latent demand and capability. Local leader endorsement patterns and gender-blinded reviewer scores further demonstrate that women’s participation is both valued and effective. Taken together, these findings suggest that, when information and opportunity structures are supportive, women in fragile settings readily step into community governance roles. Because participation in the grants program was influenced by exposure to the trainings programs (Adida et al., 2025), it is important to interpret these findings as descriptive of how the grants program operated in this setting and to compliment them with future analysis that explicitly examines how such capacity-building interventions interact with CDD to shape participation, coordination, and project success.

Community Grants Program Design

The “LoftyInc Corporate Social Responsibility Project Grants Competition” was jointly designed by researchers at IFPRI, the Universities of California Berkeley, Merced, and San Diego, and Stanford University as part of a multi-country study on enhancing women’s political participation. The study was led and supported by the EGAP Metaketa Initiative and supported by the CGIAR Food Frontiers and Security Science Program and the CGIAR Gender Equality and Inclusion Accelerator. We joined with local Nigerian social entrepreneurship firm LoftyInc, with deep expertise in Nigeria and in running community

programs across the country and in fragile contexts. LoftyInc also brought strong capabilities in deploying last-mile financing to rural communities.

The program was designed with the goal of empowering locally-formed teams to prioritize, design, and implement development projects that meet relevant needs within the community. There were several core features of the program:

- ▶ Teams had to include five members (to ensure some coordination and cooperation at the community level in developing proposals), to articulate project sustainability plans, and to tie proposed projects to documented community needs. While every proposal had to include five members, they were also required to identify an application lead (“sponsor”) to serve as primary coordinator and point of contact, were the project to be funded.
- ▶ Both local elites and an independent review committee scored proposals—thus ensuring the incorporation of local knowledge, needs, and political processes, as well as an outside, objective perspective.
- ▶ Proposals were permitted to request up to approximately USD2,000, the approximate cost of digging a borehole for water supply in a rural community. This amount was determined through extensive consultations with local partners to ensure that grants would be sufficiently valuable to incentivize meaningful participation.
- ▶ The program was implemented in several stages. First, we selected communities within the three states to be included in the study. Stratifying by local government area (LGA), we randomly selected 150 wards from each state, and then randomly selected one community from each ward, for a total of 450 rural communities. These communities were part of a larger study on overcoming barriers to women’s political participation (reported in Adida et al., 2025). Second, LoftyInc advertised the community grants program over the radio and through the use of banners displayed in prominent locations around the communities. Third, as advertised, LoftyInc distributed paper applications directly to traditional leaders (baales) in each community for interested community members to access. After a 2-month advertising period, communities were given approximately one month to return completed applications to their baale for submission back to LoftyInc.
- ▶ After submission, baales were asked to score each submitted proposal using a scorecard developed by LoftyInc to assess the quality of the proposal, its feasibility within the proposed budget, and its potential to meet local community development needs. After scoring the proposals, baales were asked to “endorse” up to three proposals to the ward chairperson for their scoring and consideration. The ward chairperson received, reviewed, and scored all submitted proposals from communities within the ward, and was able to see the baale’s endorsements. After scoring proposals, ward chairpersons endorsed up to three applications they believed best addressed community needs and best aligned with local development goals. Finally, all proposals were sent to LGA chairs for evaluation and endorsement of up to five proposals. The research team, together with LoftyInc, viewed it as critical to design the program in a way that did not bypass local leaders or institutions, both to secure program buy-in and durability and to observe which applications would be prioritized within existing political processes.

After this initial review process by local leaders, LoftyInc collected all applications from the field and convened an independent review committee composed of stakeholders with expertise in community development and project management, but without any direct ties to the study communities. Due to the

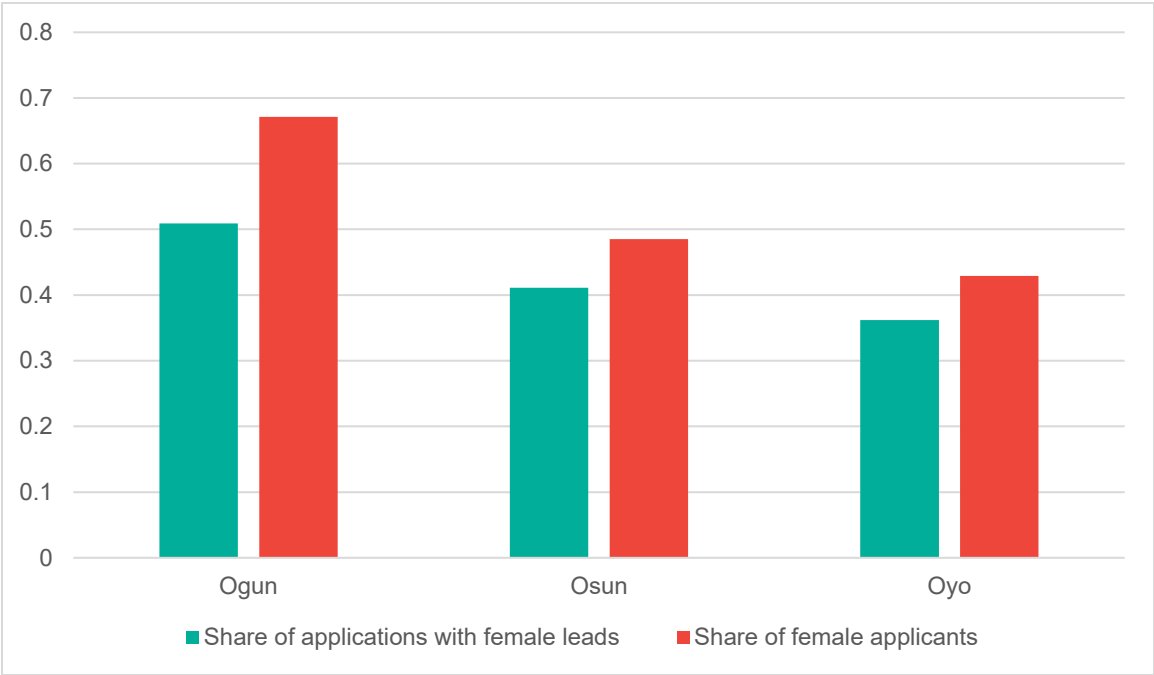
sheer number of proposals submitted (1,396 completed applications), LoftyInc used scoring information from local leaders to prioritize applications for detailed review, identifying the 15 top scoring applications from each state (“finalist applications”), and had each of the members of its independent review committee independently review and score each using the same scorecard used by the local leaders. The committee then met to select five winners per state by comparing their independent scores and discussing the merits of each proposal.

Winners were invited to Ibadan, Nigeria, where they received the first tranche of project funding and recognition for their achievements. Where the lead applicant did not already have a bank account, LoftyInc supported them in opening one. Among the winning proposals were infrastructure initiatives such as solar street lights (to enhance nighttime safety and provide charging outlets) and borehole installations to bring clean drinking water to central locations. Other projects supported collective entrepreneurial ventures, such as a sewing cooperative and shared farm equipment for local farmers’ groups. Remaining grant funds were disbursed across two additional tranches to the same project teams, based on achieving key project milestones. Ultimately, all funds were disbursed.

Insights from Community Grants Applications

The program received 1,396 complete applications from 316 of the 450 communities eligible to participate in the grants program. While Nigerian women are half as likely as their male counterparts to contact local officials or attend community meetings (Afrobarometer 9 2023) and women’s representation in Nigeria remains critically low at both the national (only 3.7% of parliamentary seats are held by women, a figure that has barely changed over the past 20 years) and local level (only 11% in local government councils), women participated at relatively high levels in the community grants program. Figure 1 reports the share of *applications* with female leads (green bars) as well as the share of *applicants* that were female (red bars). Rates of participation by women in the grants program are high by any standard—and it is important to take into account that women in 300 of our 450 communities were trained in leadership and advocacy for six months leading up to the grants program, driving up participation in those sites. First analyzing the pool of lead *applicants*, in Ogun State, we find that women led 51% of applications, while they led 41% and 36% of applications in Osun and Oyo States, respectively. Next, analyzing the pool of all applicants, we find that two-thirds of applicants in Ogun State were women, while women represented a smaller 48% and 42% of total applicants in Osun and Oyo States, respectively.

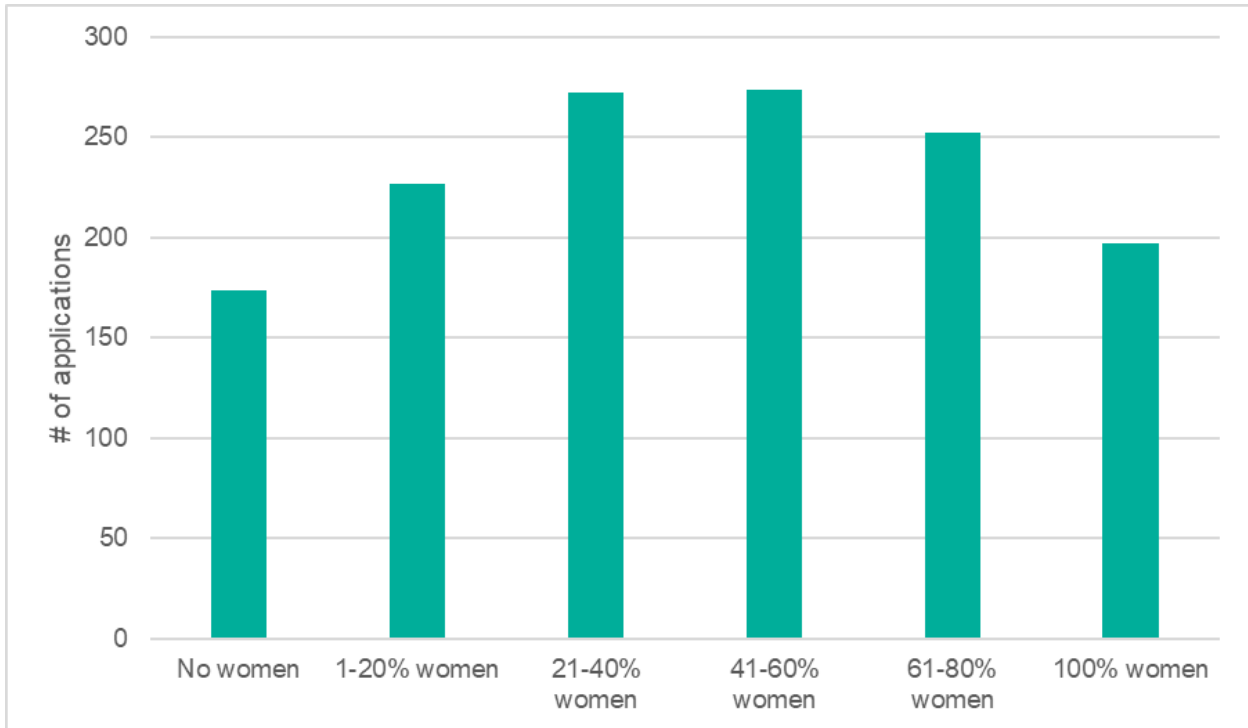
Figure 1: Share of female applicants and share of female application leads in community grants program



Source: Metaketa Community Grants Data (2024).

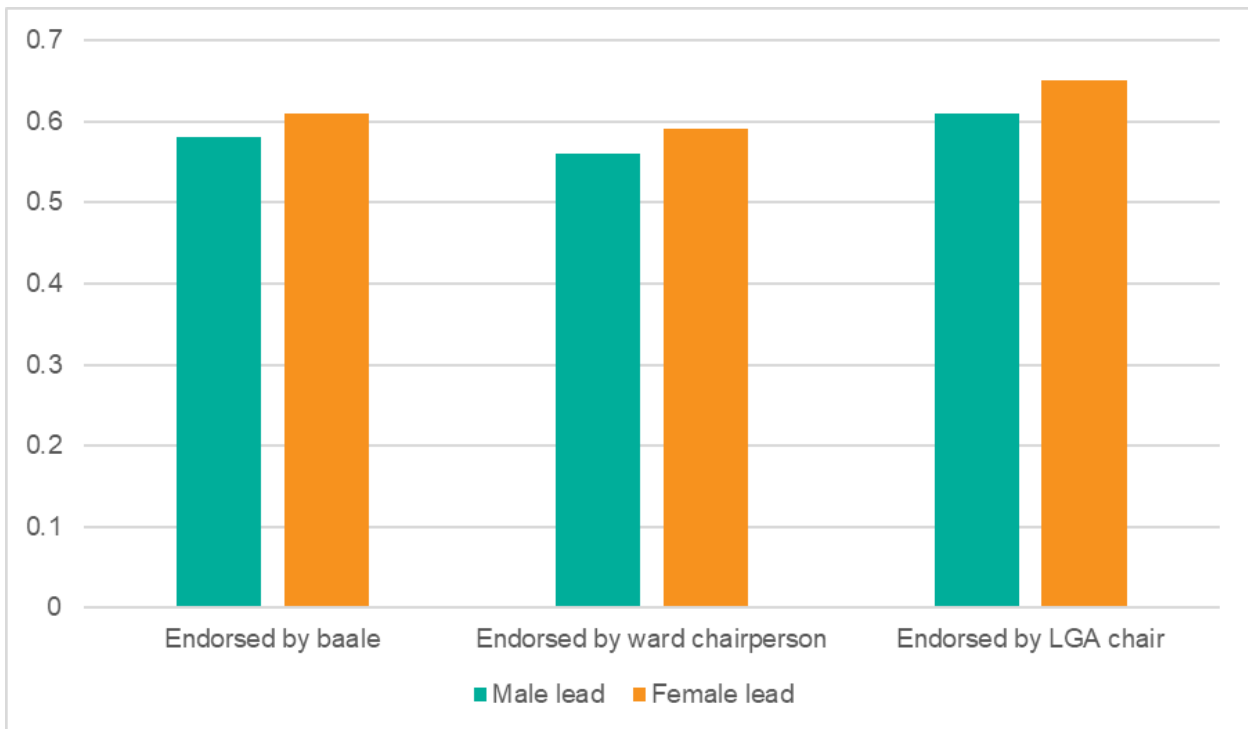
Mixed-gender application teams were common, as shown in Figure 2 where we depict the frequency of different gender compositions. Overall, 74% of applications were mixed-gender, 12% came from all-male teams, and 14% came from all-female teams. These data underscore that women were highly active contributors to project teams, and that they additionally were far more likely to coordinate with men than to go in alone as women only. When we consider application endorsements by local leaders, we see almost no difference in endorsement rates according to the gender of application lead—for any type of local leader (Figure 3).

Figure 2: Gender composition of application teams



Source: Metaketa Community Grants Data (2024).

Figure 3: Grant application endorsement by local leaders



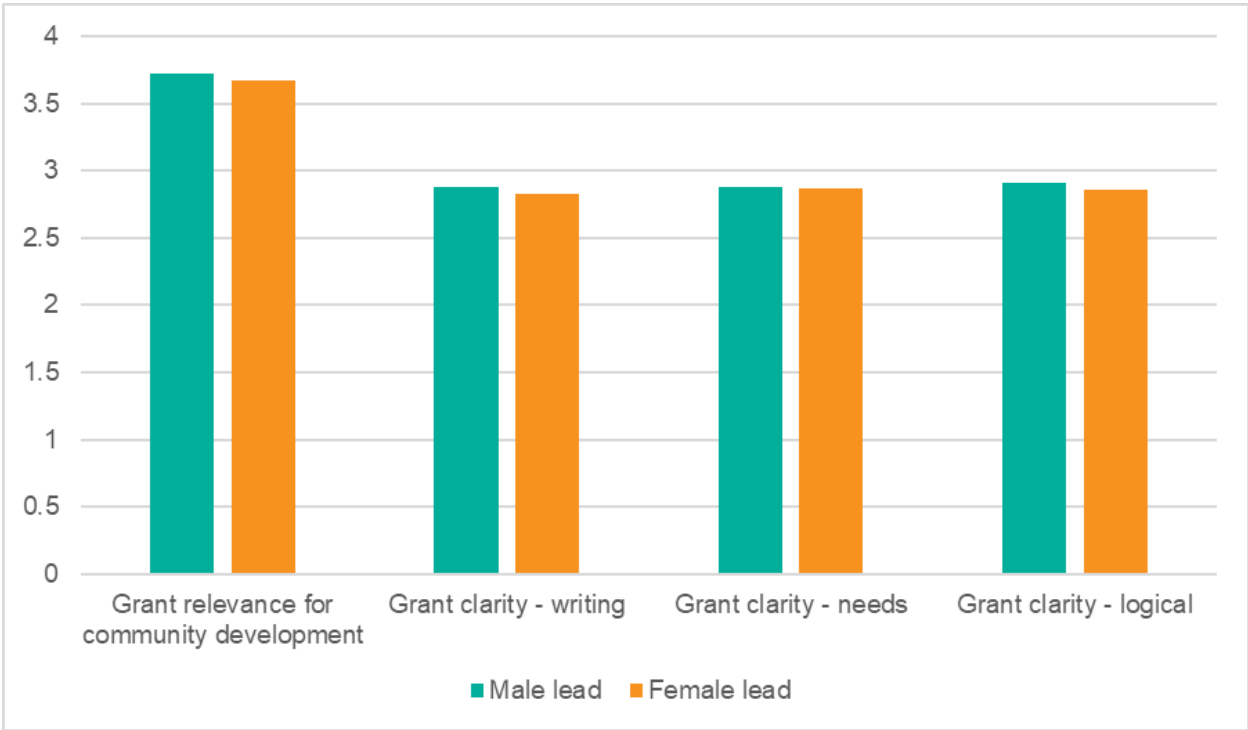
Source: Metaketa Community Grants Data (2024).

After the community grants program’s process concluded, we asked a team of independent reviewers to score the quality of all proposals. Note that this was in addition to the independent review panel convened by LoftyInc, which scored only the “finalist applications.” These reviewers were blinded to the gender of applicants, to the treatment status of communities, and did not receive any information about applicant names or demographic information to ensure that there could be no gender bias in their reviews. Reviewers scored proposals based upon 4 criteria:

- ▶ The extent to which the submitted proposal was relevant to the call for proposals (i.e., whether the proposal was something that the community grants program could feasibly fund), scored from 1 (not at all) to 4 (very)
- ▶ The extent to which the submitted proposal was clearly written (i.e., had a logical structure, like topic sentences and paragraphs organized by topic; used language that is appropriate and easy to understand; and focused on points relevant to the topic), scored from 1 (not at all) to 4 (very)
- ▶ The extent to which the proposal addressed real community needs (i.e., how clearly does the proposal explain the relevant needs in the community), scored from 1 (not at all) to 4 (very)
- ▶ The extent to which the proposal explained how the project addresses the described community needs (i.e., does the proposed solution logically address the needs raised, is the proposed solution feasible, and does it rest on valid assumptions), scored from 1 (not at all) to 4 (very)

These gender-blinded independent reviews show that applications led by men and women were similar in terms of quality (Figure 4). It is thus reassuring that local leaders endorsed them with similar likelihood.

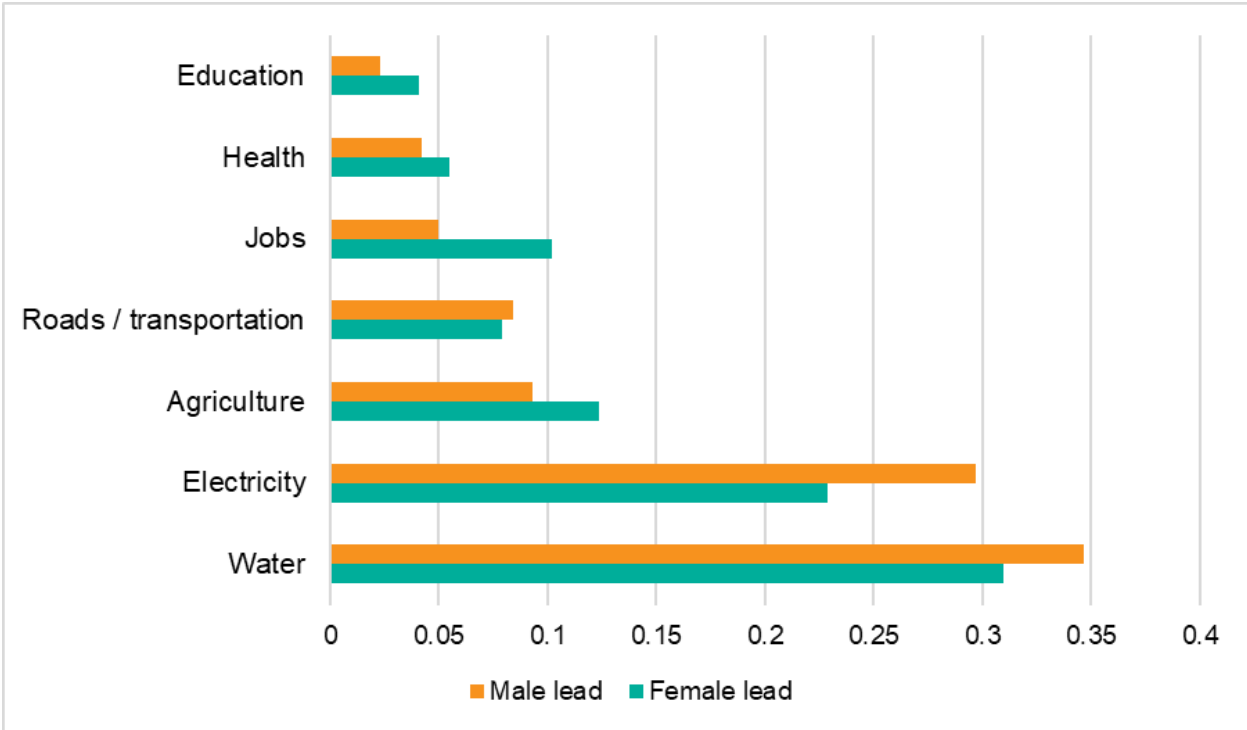
Figure 4: Grant application quality as scored by independent reviewers by gender of application lead



Source: Metaketa Community Grants Data (2024).

We do see some differences between applications led by men and those led by women in terms of the sector of the project proposed in the application, though the differences are not dramatic. Applications led by men were more likely to propose projects related to electricity and water supply, while applications led by women were more likely to propose projects related to jobs, agriculture/farming, health, and education (Figure 5).

Figure 5: Project sector by gender of application lead



Source: Metaketa Community Grants Data (2024).

Understanding Who Applied for the Community Grants Program

As part of our larger project on women’s political participation, we surveyed 13 women and their husbands in each of the 450 study communities eligible to participate in the community grants program. While 300 of the 450 communities were randomly assigned to receive a women’s leadership and advocacy training aimed at increasing their political participation, 150 communities were randomly assigned to a placebo group which did not receive the training. This survey data offers an opportunity to understand some of the individual characteristics which correlate with participation in the community grants program for women and men respectively.

Table 1 presents 3 regressions for our women sample (Panel A) and our husbands sample (Panel B) in the control group to understand individual-level correlates of participation in the community grants program absent the leadership and advocacy trainings. Specifically, we analyzed the following potential correlates of participation in the community grants program competition: (1) whether the individual reports attending a community meeting in the past six months (available for women and men); (2) the number of community groups in which the individual reports being an active member, including social services/ voluntary associations, political parties, labor groups, savings and loans associations, and

peace associations (available for women only); (3) whether the individual reports trusting their baale “a lot” or “somewhat” (available for both women and men); (4) whether the individual reports that their household has been affected by farmer-herder conflicts in the past 12 months¹ (reported at the household level by women); (5) whether the individual is literate (available for both women and men); (6) whether the individual is age 35 or younger (available for both women and men); (7) and an index of assets owned by the household.²

Table 1: Correlates of participation in community grants program

	Heard about community grants program	Submitted an application	Led an application
	(1)	(2)	(3)
Panel A: Women			
Attended community meeting	0.052** (0.024)	0.052** (0.023)	0.029** (0.014)
Group membership	0.014** (0.007)	0.020*** (0.007)	0.004 (0.004)
Trust in baale	0.036 (0.024)	0.044* (0.023)	0.045*** (0.014)
Affected by conflict	-0.035 (0.024)	-0.036 (0.024)	-0.020 (0.014)
Literacy	0.012 (0.027)	0.013 (0.027)	0.007 (0.015)
Completed secondary	-0.053* (0.027)	-0.059** (0.027)	0.028* (0.016)

¹ This is measured using a dummy variable equal to one if the household reported any of the following over the previous year: a household member died or was assaulted due to conflict, damaged crops due to conflict, having to put up land enclosures due to conflict, irrigation equipment damaged due to conflict, livestock killed or stolen due to conflict, facing market closures due to conflict, theft of other household assets due to conflict, or having to move permanently or temporarily due to conflict.

² The asset index is measured at the household level and is created by adding together dummy variables indicating whether the household has: electricity access, a radio, a TV, a refrigerator, a mobile phone, a bicycle, and a motorbike.

Under 35	0.008 (0.024)	-0,004 (0.023)	-0.008 (0.014)
Asset index	0.015* (0.008)	0.012 (0.008)	0.008* (0.004)
N	1,807	1,807	1,807

Panel B: Men			
Attended community meeting	0.149*** (0.029)	0.166*** (0.029)	0.038** (0.017)
Trust in baale	-0.035 (0.024)	-0.048** (0.023)	0.017 (0.014)
Affected by conflict	-0.035 (0.024)	-0.051** (0.023)	-0.003 (0.014)
Literacy	-0.052** (0.026)	-0.060** (0.026)	-0.008 (0.015)
Completed secondary	-0.059** (0.029)	-0.049* (0.028)	-0.007 (0.017)
Under 35	0.013 (0.029)	0.020 (0.028)	-0.007 (0.017)
Asset index	0.020*** (0.044)	0.020*** (0.007)	0.012*** (0.004)
N	1,740	1,740	1,740

Source: Metaketa Community Grants Data (2024); Metaketa Women's Survey (2023); Metaketa Men's Survey (2024).

The regressions in Table 1 provide insight into which individuals were most likely to (1) hear about the community grants program; (2) submit an application; and (3) serve as an application lead. Several key patterns emerge from this analysis.

First, local civic engagement predicts participation for both men and women. Women who had attended a community meeting in the past six months were significantly more likely to be aware of the program, apply, and lead an application. For men, the association is larger in magnitude than for women for all three outcomes. Second, embeddedness in local networks matters for women (unfortunately, these data were not collected for men). Women who belonged to more community groups were significantly more likely to know about the grant and to apply. Third, trust in traditional leaders (baales) appears to facilitate participation for women but not for men. Women who reported trusting their baale were more likely to apply and more likely to lead applications. For men, by contrast, trust in the baale is negatively associated with awareness and application—though only significantly so for application. Women may rely, to a greater extent than men, on relational trust to navigate these types of public-facing CDD opportunities. In our qualitative interviews with grant winners, a number of applicants cited the value of mentorship and communication with local leaders in refining their project proposals.

Fourth, conflict exposure is negatively associated with all outcomes for both women and men—though this correlation is only statistically significant for men’s application to the community grants program. These findings are important in light of the increasing prevalence of farmer-herder conflicts in these states in Nigeria (Amare et al., 2024). Fifth, men and women with higher education levels are both less likely to be aware of the program and less likely to apply, though women who have completed secondary school are more likely to lead applications. Given the importance of writing and budgeting skills for leading the application, it is possible that women with more education were asked by teams to serve as a leader or that they felt more comfortable doing so. While, it remains somewhat puzzling that literacy and education are not associated with greater awareness and application, this pattern could be a positive sign from an inclusion perspective; the program managed to create awareness and involvement even from those who in theory would be harder to reach—possibly due to their greater levels of demand for grants or relatively more time availability. Finally, for both men and women, their household’s wealth level is significantly positively associated with nearly all outcomes (one exception is grant application for women, where the positive coefficient on household wealth is just shy of significance at conventional levels). This is consistent with the idea of household resources being an important input into this form of engagement—potentially by offering individuals more time to engage or giving them more confidence that their demands will be heard.

Together, these patterns highlight that community engagement, social networks, and institutional trust are central to enabling inclusive participation in CDD processes. Conflict, meanwhile, may constrain participation, especially by men.

Insights from Grant Winners

Ultimately, only 15 applications were ultimately selected to receive funding. This was due to funding constraints, as many of the submitted applications represented high quality, feasible projects that could support community development. Winning projects represented a variety of sectors, with four projects related to improving community water supply, three projects related to buying or building infrastructure or assets to support rural livelihoods, three projects related to electricity access (primarily, installing solar lights), two projects related to agricultural inputs, two projects related to sanitation, and one project

related to community health. Sixty percent (9/15) of the winning projects were led by women, and 14 out of the 15 winning applications included at least one female project member.

Semi-structured interviews with winning teams, conducted during the award ceremony in Ibadan, revealed how proposals were developed, how teams navigated challenges, and what factors they believe contributed to success. Several themes emerged across projects and states.

Local expertise and lived experience shaped project choices

Across all interviews, team leads emphasized that the inspiration for their project emerged directly from their own daily work and community needs. For example, one lead for a project to create a sewing cooperative highlighted the lack of vocational training in their village; some farmers pointed to limited access to quality inputs; and multiple teams across Oyo and Ogun underscored how darkness and inadequate street lighting created risks of robbery and accidents. These insights grounded proposals in community realities and strengthened the fit between community needs and proposed solutions. Several project groups noted that they held community consultations as an input into the proposal. Before finalizing the proposal, the farming inputs project team, for example, conducted community-wide consultations deliberately including both men and women to ensure that the proposal ultimately addressed the specific input needs of each group.

The male leader of a solar street light project in Ogun State emphasized the value of grounding projects in community needs by noting: *“Applying for a community grant can be very challenging if one does not have the right information about the needs of the community. Those interested in applying should first be able to identify a common need of the community. This will make their project acceptable to the community. They should also search for credible funders and apply for grants to execute the project. They should not give up even if they do not win the grants. We have previously applied for other grants and did not win. We are happy that we won this.”*

Mixed gender teams viewed as both strategic and practical

Consistent with the fact that the majority of winning teams were mixed-gender, winning teams described forming mixed-gender groups because men and women had different insights about markets, pricing, and project benefits. For example, members of the sewing cooperative team mentioned that including both men and women enabled them to better understand and meet the needs of both male and female clients, which they believed would enhance their subsequent commercial prospects. In the farming inputs project, men identified the technical inputs that would be needed by the project, while women conducted informal price surveys to inform the project’s budget—with the project team highlighting the complementary roles of male and female team members. One male leader of a farming inputs project in Osun State highlighted the value of women’s contributions to the team by stating: *“Women should recognize that their skills and ideas are valuable. They should trust themselves and their abilities to contribute effectively to a project.”*

Multiple solar lights proposals emphasized that women’s safety concerns at night strengthened the case for street lighting, while men’s involvement helped secure local leader support and engagement in the project. Several respondents noted that they believed that mixed-gender teams improved credibility with reviewers and community leaders who would need to endorse the project.

Mentorship and community leader support reduced barriers for women

Women project leaders of winning teams mentioned that mentorship helped them overcome hesitation about proposal writing. For example, the sewing cooperative team lead described actively seeking a mentor after hearing about the community grants program, which helped her refine the proposal and build her confidence. They also recognized that some female team members initially hesitated to share ideas, and the mentor with experience in proposal writing was helpful in guiding the whole team through proposal development and ensuring that women's ideas were included. Baales were also central in disseminating information, validating project ideas, and facilitating implementation planning. In our interviews, these relationships with the baale appeared especially important for women, who described initial doubts about applying that were allayed by discussions with their baale.

Several women on winning applications described the application process as transformative and encouraged other women to recognize their ability to mobilize their community. For example, the female leader of a borehole project in Oyo State noted that: *“Initially, rallying people to join and collaborate on the proposal was challenging. Many cited various reasons for not attending the meetings. Nevertheless, with a dedicated core team, we proceeded to develop the proposal together... I am a woman, and I led our team. Women should be bold in taking the initiative to apply for grants and community projects because they are disproportionately affected by the challenges in the community. They should also have a mindset to serve the community.”*

Team attrition was common, yet core teams persisted and project sustainability was a key focus

Several winning teams reported starting with larger groups (in one case, over 30 members) but experiencing drop-off as meetings progressed. Winning proposals were consistently developed by a smaller “committed core.” These core teams held repeated meetings, shared tasks, and maintained momentum despite uncertainty about winning. Winning teams reported key ideas about how to sustain the momentum of the team and of the project itself. For example, the sewing cooperative project laid out a plan to reinvest revenues to expand training capacity and bring in new members over time. The farming inputs project outlined plans to maintain tools and to track pre- and post-yields to determine the success of the project. One of the borehole projects emphasized obtaining a generator for a consistent source of power, conducting community hygiene campaigns to keep the water clean and free of contaminants, and forming land access agreements within the community around the borehole to avoid potential disputes around access. Winning teams believed that the sections of the grant application asking about their plans around project and team sustainability were very helpful to winning the grant itself and to the project's ultimate success in achieving its goals.

Policy Recommendations and Conclusions

The evidence from this community grants program in Ogun, Osun, and Oyo States in Nigeria demonstrates that CDD initiatives offer an opportunity for newly-trained women to put their skills and sense of collective efficacy into practice, ensuring broad and inclusive participation in local development initiatives even in settings where women face substantial structural and normative barriers to engaging in public life. Three findings stand out.

First, women participated at strikingly high levels across all three states, and mixed-gender teams were the norm rather than the exception. Women also led proposal teams at fairly high rates, leading between 36% and 51% of applications across each of the three states. Proposals led by women were endorsed by local leaders at similar rates to the proposals led by men, and an independent review committee who scored gender-blinded versions of the proposal scored proposals led by women at near equal levels to those of men in terms of quality. This all points to the conclusion that when opportunities are accessible and socialized widely across communities, particularly in settings where women have some underlying training, women's participation was high in both levels and quality in this fragile context.

Second, both survey and qualitative evidence underscore that civic engagement, community networks, and trust in local leaders are key facilitators of women's and men's participation. For women in particular, group membership and trust in baales predicted greater program engagement. Qualitative evidence from our interviews with winning groups suggests that social capital enabled applicants to coordinate teams and form viable project sustainability plans. In our broader study with the same communities, we find experimental evidence that group-based trainings for women significantly increased women's applications and leadership of community grants proposals, as well as their applications' quality as scored by the independent reviewers (Adida et al., 2025). We also find that trained women are more successful in obtaining endorsements from local leaders. In combination, this suggests that supporting women's social networks and group-based trainings and interventions can increase the inclusiveness of this type of programming in fragile contexts.

Third, qualitative insights reveal that successful teams relied on persistence, collaboration, and strong links between community needs and proposed solutions. Although some teams faced attrition early in the process, winning teams were able to identify highly committed core groups that refined proposals through repeated meetings, brainstorming sessions, and project revisions in consultation with local leaders and community members. Their approaches to sustainability illustrate how communities can maintain and even expand projects when grants are accompanied by strong local ownership.

Taken together, the findings suggest that CDD programs—in fragile, low-infrastructure settings—can engage women meaningfully and equitably when designed with attention to information access and building women's capacity to participate. We think it was likely quite important that the grants program was advertised widely on the radio and on banners, limiting opportunities for gatekeeping by local elites. We also think it was important that some women in the communities had access to training opportunities to build their leadership and advocacy skills. Future programs can build on these insights by building strong socialization plans, leveraging local leaders and trusted traditional institutions, offering mentorship opportunities, considering group-based interventions that support women's social and community networks to maximize the reach and inclusivity of community-led development programming.

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