

# Global Insights Conference Community-Driven Development (CDD) and Conflict Prevention



# Summary Note

On 13 and 14 June 2019, the **first Global Insights Conference on Community-Driven Development (CDD) and Conflict Prevention brought together some 50 participants representing 12 government delegations** from across the globe as well as technical experts and Bank staff. Over the course of two days, a global group of government delegations and Bank task teams implementing or designing community-driven development (CDD) programs explored how to maximize the impact of these programs on conflict prevention. Supported by a grant from the State and Peacebuilding Fund (SPF), the conference built on the findings of the 2018 joint UN-World Bank Pathways for Peace study and sought to identify ways to operationalize the findings of that study and maximize the potential for using CDD operations to foster conflict prevention. The conference program is included as Annex 1, a list of participants as Annex 2.

## Day 1



The conference kicked off with words of welcome by Nikolas Myint, coordinator of the CDD Community of Practice at the World Bank, who highlighted the importance of CDD programs in FCV environments, noting that as of June 2018, the Bank's active CDD portfolio in FCV situations totals \$3.3 billion across 44 projects in 29 countries, with an additional \$1.1 billion in co-financing provided by borrowers and other donors. Nikolas Myint thanked the State and Peacebuilding Fund for its support to this event, and to a broader global knowledge and innovation program that seeks to foster uses of CDD approaches for conflict prevention.

The conference then opened with keynote remarks by Anna Wellenstein, Director for the Global Practice on Social, Urban, Rural and Resilience and Franck Bousquet, Senior Director of the Global Theme Group on Fragility, Conflict and Violence. In her remarks, Anna Wellenstein noted that addressing FCV issues was critical to the Bank's mission, given that at current trends at least half of the world's poor people will be living in fragile and conflict-affected settings by 2030, with the impact of FCV falling disproportionately on the most vulnerable people and communities. In that context, she highlighted the importance of fully exploring the potential role of community-driven development approaches, in which governments partner with communities in the delivery of infrastructure, services and livelihood opportunities.

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In his remarks, Senior Director Franck Bousquet underlined the WBG’s commitment to an increased focus on conflict prevention,



noting that the *Pathways for Peace* study had found that for every \$1 invested in prevention, about \$16 are saved down the road.

Franck Bousquet pointed to the IDA Risk Mitigation Regime, which is providing \$1 billion in additional financing for programs that specifically address socio-economic exclusion, unmet expectations, and the drivers that risk fueling conflict, while reiterating the key findings of the *Pathways* study on the importance of engaging citizens in overseeing service delivery and creating mechanisms to reinforce their participation.

The day continued with a presentation on the key findings of the *Pathways* study by Corey Pattison of the Bank’s global FCV group, and a member of the study’s core team. In his presentation, Corey Pattison highlighted key points of the *Pathways* study relevant for CDD programs; namely, how CDD approaches can build on their particular strengths in environments where the risks of violent conflict are high to redress inequalities (and the perception of inequality) and improve the legitimacy and credibility of the state, including (i) the ability to deliver services cost-effectively, including in remote, insecure, and often marginalized areas; (ii) the ability to generate a high degree of social acceptance of the fairness

of distribution of resources; and (iii) the ability to create meaningful opportunities for community involvement in service delivery through CDD processes.

To start the discussions, a high level panel discussed the potential of CDD operations to prevent conflict. Featuring Directors General from the Government of Jordan and the Republic of Guinea, as well as the Bank’s Global Lead on CDD, the discussion explored operational adaptations, including the use of community-based early warning systems in Guinea, and the importance of inclusive approaches to service delivery, including for example in the context of forced displacement in Jordan. The discussion clarified that CDD approaches can take many forms, but share core tenets of placing decision-making within communities, and in that context explored measures to ensure the participation of women and marginalized groups, and avoiding elite capture. Moving from the high level panel into a more informal setting focused on networking and professional exchange, the afternoon featured two sessions: on inclusive service delivery and reaching insecure areas.

On inclusive service delivery, representatives from Cameroon, the Kyrgyz Republic, and speakers highlighting the importance of including youth and marginalized populations. Colombia shared their experiences, focusing on service delivery for inclusion in contexts including post-conflict, insecurity and violence, with speakers highlighting the importance of including youth and marginalized populations.

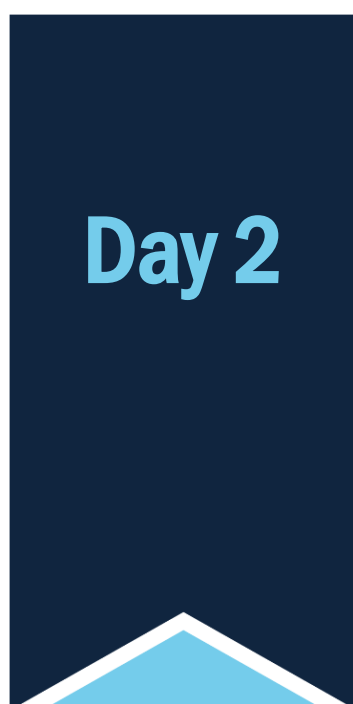
**Key findings of the Pathways to Peace study include the importance of engaging citizens in service delivery.**



On reaching insecure areas, representatives from Pakistan and Afghanistan discussed the challenges of delivering services and government programs in highly insecure contexts. They noted nonetheless the potential to do so, and the advantages of a nimble approach that involved adaptation and engaged communities as partners, so that government was not seen as an external force, but rather as supporting local aspirations. This helped both in enabling safe access and in

ensuring the sustainability of programs, with one speaker highlighting the case of Afghanistan where infrastructure constructed through the national CDD program was seen as belonging to the community and was thus far less likely to be destroyed by Taliban attacks.

The day ended with a welcome dinner at which participants continued their informal exchanges, connecting to compare notes on programs and exchange ideas about design adaptations and innovations.



Building on the rich exchange of experiences during the first day, the second day of the conference aimed to explore further some of the operational challenges and innovations that different project teams had encountered. Panel discussions highlighted the distinct challenges and adaptations areas associated with sub-national conflict, while others showcased some successful models of innovations for violence prevention. Small break-out groups allowed for direct learning exchanges between delegations on their various experiences.

In exploring the challenges specific to working in areas of subnational conflict, particularly in contexts with strong state capacity but low levels of trust in the government and/or a strained social contract, panelists discussed how CDD programs have been adapted to reach these areas despite active conflict, as well as the associated challenges of the lack of state legitimacy and credibility in such areas. Panelists noted that the significant costs required to work effectively in insecure areas where government presence has historically been limited or problematic; however, they also highlighted the benefits this offered for governments in terms of achieving and sustaining peace, and meeting goals of inclusive growth.

This was supplemented during subsequent group work which facilitated global learning through direct exchange between delegation. Delegates from Cameroon, Afghanistan, and Colombia, for example, shared insights on community facilitation options, strengthening grievance redress mechanisms, and broader insights on budgetary considerations for supervision. Specifically, in light of the inter-connected challenge between security and service delivery, participants discussed programmatic options for integrating community policing. Building on the experiences of what has worked and what has not, panel and group discussions focused the last portion of the workshop on operational insights on how to innovate for conflict prevention. Delegates from Ukraine and Guinea discussed what more can CDD programs do to address conflict prevention. Of the many adaptations across the national experiences, they explored which were most promising or had the potential to be replicated elsewhere. Specific innovations covered managing host community-refugee relations and early warning systems, amongst others.

These discussions set the stage for final learning exchanges which identified specific ways to continue the momentum created by the workshop. Delegates discussed key take-aways and new insights they developed about the diversity of conflict types and responses to them. Participants highlighted learning about project design considerations as a tangible benefit that they will apply in their own work; they specifically pointed to the mixture of new and mature projects that enabled learning by the former from what has worked in the more mature projects. Other delegates noted that, as working in conflict-affected areas often pose some of the most complex operating conditions that require integrated, multi-faceted responses, considerations on embedding CDD within broader reform projects were especially helpful, drawing on the experiences of countries

undertaking ongoing decentralization efforts, such as Ukraine.

**Speakers highlighted the importance of including youth and marginalized populations, and reaching lagging regions.**

The conference closed with agreements to continue to build on connections developed during conference to go deeper and cover even the most granular operational choices. A second workshop is planned in early 2020. In the meantime, the CDD GSG and the FCV unit will continue to provide hands-on support to participating teams.



# Global Insights Conference Community-Driven Development (CDD) and Conflict Prevention

13-14 June 2019

World Bank, J Building (701 18th St NW), Washington, DC  
Room JB1-080

*This two-day conference will bring together a global range of government delegations and Bank task teams implementing or designing community-driven development (CDD) programs to explore how to maximize the impact of these programs on conflict prevention. Supported by a grant from the State and Peacebuilding Fund (SPF) the conference will emphasize interactive engagement across delegations to share knowledge and build networks for future collaboration.*

## AGENDA

### DAY I | Thursday, 13 June 2019

08:30 – 09:00

#### REGISTRATION

09:00 – 09:10

#### WELCOME AND OBJECTIVES OF THE CONFERENCE

- *Nikolas Myint, Coordinator, Community-Driven Development (CDD)*

09:10 – 09:40

#### KEYNOTE REMARKS: CONFLICT PREVENTION AS A DEVELOPMENT CHALLENGE

- *Anna Wellenstein, Director, Global Practice on Social, Urban, Rural and Resilience*
- *Franck Bousquet, Senior Director, Global Theme Group on Fragility, Conflict and Violence (by videolink)*

09:40 – 10:10

#### PATHWAYS TO PEACE: GLOBAL INSIGHTS ON CONFLICT PREVENTION

- *Corey Pattison, Fragility, Conflict and Violence Group*

10:10 – 11:15

#### HIGH LEVEL PANEL: USING CDD APPROACHES TO PREVENT CONFLICT

Moderator: Sarah Michael, Practice Manager, FCV Group, World Bank

- *Mr. Alhassane Touré, Director General, ANAFIC, Republic of Guinea*
- *Mr. Osama Al-Azzam, Director General, Government of Jordan*
- *Ms. Susan Wong, Global Lead, Community-Driven Development*

11:15 – 11:30

#### COFFEE BREAK

11:30 – 11:40

#### INTRODUCTIONS AND CONFERENCE OVERVIEW

- *Jost Wagner, Lead Facilitator, The Change Initiative*

**11:40 – 12:30**

**COUNTRY INTRODUCTIONS**

- *13 Country Representatives*

**12:30 – 14:00**

**LUNCH**

**14:00 – 15:30**

**INCLUSIVE SERVICE DELIVERY: ENGAGING COMMUNITIES**

*How have CDD approaches been used to build partnerships with communities for service provision? What efforts have worked in reaching specific groups (youth, marginalized populations, refugees)?*

**Presenters:**

- *Mrs. Madeleine Nga, National Coordinator, PNDP, Cameroon*
- *Mr. Bekjan Supanaliev, Executive Director, Community Development and Investment Agency, Kyrgyz Republic*
- *Ms. Manuela Urrego, Director of Territorial Intervention, Agency for Territorial Renovation, Colombia*
- *Ms. Lamia Al-Qawasmeh, Director, Ministry of Municipal Affairs, Jordan*

**15:30 – 16:00**

**GROUP PHOTO AND COFFEE BREAK**

**16:00 – 17:15**

**ADDRESSING SUB-NATIONAL FRAGILITY, CONFLICT AND VIOLENCE**

*How can CDD approaches be used to address subnational conflict? How can programs build relationships with armed organizations or rebuild legitimacy of the state?*

**Moderator:**

- *Ms. Susan Wong, Global Lead, Community-Driven Development*

**Presenters:**

- *Ms. Sahondra Rakotomalala, Directeur de la Communication aupres de l'ONCD*
- *Ms. Nyo Nyo Win, Deputy Director General, Department of Rural Development, Myanmar*

**Respondent:**

- *Mr. Patrick Barron, Conflict Adviser, World Bank*

**17:15 – 17:30**

**REFLECTIONS ON DAY 1**

**18:00 – 20:30**

**WELCOME DINNER**

*Location: Taberna del Alabardero, 1776 I St NW*

09:00 – 09:15

**RECAP OF DAY 1 AND OUTLOOK FOR DAY 2**

09:15 – 10:30

**REACHING INSECURE AREAS**

*How have CDD programs been adapted to reach insecure or contested areas? What benefits does this offer for governments, and what challenges need to be overcome?*

**Moderator**

- *Ms. Senait Assefa, Practice Manager, Social Development, Anglophone West Africa and Southern Africa*

**Presenters:**

- *Mr. Abdul Ghafarzoy, Acting Director General, Afghanistan*
- *Mr. Imran Zahoor, Deputy Director, Government of Khyber Pakhtunkhwa, Pakistan*

10:30 – 11:00

**COFFEE BREAK**

11:00 – 12:30

**INNOVATION FOR PREVENTION**

*What more can CDD programs do to address conflict prevention? What innovations (managing host community-refugee relations, early warning systems, others) are most promising or could be replicated elsewhere?*

**Moderator:**

- *Mr. Nikolas Myint, Coordinator, Community-Driven Development*

**Presenters:**

- *H. E. Mujib Karimi, Minister of Rural Rehabilitation and Development, Islamic Republic of Afghanistan*
- *Mr. Alhassane Toure, Director General, ANAFIC, Guinea*
- *Ms. Olena Panamarchuk, Head, Management and International Affairs Department, Ministry of Temporarily Occupied Territories and Internally Displaced Persons, Ukraine*

12:30 – 13:30

**LUNCH BREAK**

13:30 – 14:45

**THE WAY FORWARD**

Small Group Discussions

14:45 – 15:15

**COFFEE BREAK**

15:15 – 16:00

**FEEDBACK FROM THE BREAKOUT GROUPS**

16:00 – 16:30

**WRAP-UP, NEXT STEPS AND CLOSING**



## List of Delegations

<b>Country</b>	<b>Name</b>	<b>Title</b>
<i>Afghanistan</i>	Mr. Janmejaj Singh	Lead Social Development Specialist, World Bank
<i>Burundi</i>	Mr. Samuel Ndayisenga	Coordinator, National Office for the Protection of Refugees, Ministry of Interior
<i>Burundi</i>	Mr. Therence Nshimirimana	Adviser, Economic Affairs, Second Vice Presidency, and Focal Point for the World Bank
<i>Burundi</i>	Mr. Matthew Stephens	Sr. Social Development Specialist, World Bank
<i>Cameroon</i>	Mrs. Madeleine Nga	National Coordinator, PNDP
<i>Cameroon</i>	Mr. Aphonse Boyogueno	M&E Coordinator, PNDP
<i>Cameroon</i>	Mr. Georges Nkami	Social & Environment Specialist, PNDP
<i>Cameroon</i>	Mr. Benjamin Burckhart	Sr. Social Development Specialist, World Bank
<i>Colombia</i>	Ms. Adriana Martinez	Senior Advisor, Colombian Fund for Peace
<i>Colombia</i>	Ms. Manuela Urrego	Director of Territorial Intervention, Agency for Territorial Renovation (and PIU)
<i>Colombia</i>	Ms. Maria Adelaida Barros	Advisor, Office of the Presidential Advisor for Results Delivery
<i>Colombia</i>	Ms. Paula Rossiasco	Sr. Social Development Specialist, World Bank
<i>Congo, DR</i>	Ms. Clotilde Monguya	Senior Health Strategist In Charge of Cooperation and Relations with International Partners
<i>Guinea</i>	Mr. Alhassane Touré	Directeur Général de l'ANAFIC
<i>Guinea</i>	Mr. Yamory Condé	Secrétaire Général du Ministère de l'Administration du Territoire et de la Décentralisation ;
<i>Guinea</i>	Mr. Sylla N'Fansou	Responsable National Suivi-Evaluation-ANAFIC.
<i>Guinea</i>	Mr. Nicolas Perrin	Sr. Social Development Specialist, World Bank
<i>Guinea</i>	Ms. Kaori Oshima	Social Development Specialist, World Bank
<i>Jordan</i>	H.E. Mr. Osama Al-Azzam	Director General, Cities and Villages Development Bank
<i>Jordan</i>	Ms. Lamia Al-Qawasmeh	Director, Project Management Unit, Ministry of Municipal Affairs
<i>Jordan</i>	Ms. Phoram Shah	Urban Specialist, World Bank
<i>Kyrgyz Republic</i>	Mr. Bekjan Supanaliev	Executive Director, Community Development and Investment Agency (ARIS)

<i>Kyrgyz Republic</i>	Mr. Mayrambek Bayaliev	Project Coordinator, Village Investment Project and CASA100 Community Support Project
<i>Kosovo</i>	Ms. Magbule Shkodra	Deputy Minister of Regional Development
<i>Kosovo</i>	Ms. Rozafa Ukimeraj Çuni	Permanent Secretary of the Ministry for Local Government Administration
<i>Kosovo</i>	Ms. Ifeta Smejic	Social Development Specialist, World Bank
<i>Madagascar</i>	Ms. Anjara Manantsara	Director General, Ministry of the Interior and Decentralization
<i>Madagascar</i>	Mr. Jean Yves Ravo Rakotonanahary	Directeur des etudes, de la legislation, de la Documentation
<i>Madagascar</i>	Ms. Sahondra Rakotomalala	Directeur de la Communication aupres de l'ONCD.
<i>Madagascar</i>	Ms. Jana El-Horr	Sr. Social Development Specialist, World Bank
<i>Madagascar</i>	Mr. Andrianjaka Rado Razafimandimby	Social Development Specialist, World Bank
<i>Myanmar</i>	Ms. Nyo Nyo Win	Deputy Director General, Department of Rural Development
<i>Myanmar</i>	Ms. Mee Mee Htwe	Deputy Director, Department of Rural Development
<i>Myanmar</i>	Mr. Sai Yar Zar Htun	Consultant, World Bank
<i>Pakistan</i>	Mr. Imran Zahoor	Deputy Director, Government of Khyber Pakhtunkhwa
<i>Pakistan</i>	Mr. Emcet Tas	Sr. Social Development Specialist, World Bank
<i>Ukraine</i>	Ms. Olena Panamarchuk	Head of Management and International Affairs Department, Ministry of Temporarily Occupied Territories and Internally Displaced Persons of Ukraine
<i>Ukraine</i>	Mr. Zurab Maisuradze	Sub-Project Coordinator, Ministry of Temporarily Occupied Territories and Internally Displaced Persons of Ukraine
<i>Ukraine</i>	Ms. Oleksandra Shatyrko	Consultant, World Bank
<i>Ukraine</i>	Ms. Klavdiya Maskymenko	Sr. Country Officer, World Bank, Kyiv
<i>Resource Person</i>	Ms. Susan Wong	Global Lead, CDD, World Bank
<i>Resource Person</i>	Mr. Alexandre Marc	Chief Technical Specialist, World Bank
<i>Resource Person</i>	Mr. Nikolas Myint	Sr. Social Development Specialist, World Bank
<i>Resource Person</i>	Mr. Corey Pattison	Young Professional, World Bank
<i>Resource Person</i>	Mr. Ashutosh Raina	Social Development Specialist, World Bank
<i>Resource Person</i>	Mr. Jost Wagner	Lead Facilitator