

**Blog post: “[Maintaining momentum in Myanmar](#)”**

By Axel Van Trotsenburg on *East Asia & Pacific on the rise on World Bank*

The blog discusses the historic transition Myanmar is now going through, and touches on the National Community-Driven Development Project, the first World Bank-supported project after a 25-year hiatus, among other projects operating in the country.

**\*Reports, Cases, and Evidence\***

**[Trust, Voice, and Incentives: Learning from Local Success Stories in Service Delivery in the Middle East and North Africa](#)**

By Hana Brixi, Ellen Lust, and Michael Woolcock, World Bank

This report examines the role of trust, incentives, and engagement as critical determinants of service delivery performance in the countries of the Middle East and North Africa (MENA) region. Focusing on education and health, the report illustrates how the weak external and internal accountability relationships prevalent in the MENA political and administrative spheres undermine incentives toward policy implementation and performance, and how such a cycle of poor performance can be counteracted. The local success stories, coming from Jordan, Morocco and the Palestinian Territories, demonstrate the importance of local decision making power and community engagement in building the chains of formal and informal accountability that produce better results.

**[Symbolic estates: community identity and empowerment through heritage](#)**

By John Stephens and Reena Tiwari on *International Journal of Heritage Studies, Volume 21, Issue 1, 2015*

*Abstract:*

Heritage is important for the social and cultural health of communities, whilst local stewardship of cultural heritage has the capacity to empower and recover cultural identity. This paper describes a recent project in Lakhnu – a small rural village in Uttar Pradesh, India – to restore a nineteenth century villa formerly used as the village school. In this discussion, the authors draw attention to the right of groups to manage their culture. The loss of cultural heritage is linked to a loss of identity. They argue that heritage projects have the capacity to empower communities to sustain their heritage and identity and provide useful places for social and material advancement through the concept of a shared ‘symbolic estate’. The intention is to evoke grass-root conservation where local communities become the rightful stakeholders and decision-makers who are encouraged and facilitated in the realization of their right to cultural heritage and to stimulate growth and build capacity for the community.

**[Community participation in sustainable rural tourism experience creation: a long-term appraisal and lessons from a thematic villages project in Poland](#)**

By Waclaw Idziak, Janusz Majewski, and Piotr Zmyslony on *Journal of Sustainable Tourism*, March 2015

*Abstract:*

The paper has twin but related objectives: to examine the origins of the concept of theme villages in creating new rural tourism experiences, and explore issues in the implementation of the concept. It also discusses the role of community involvement in theme village development, probing and testing existing models of local participation in tourism development in the context of five thematic villages in Poland. The five-year research project based on participatory action research covered the entire process of forming thematic rural tourist products. Five years later its effectiveness and sustainability was measured by a follow-up study. As a result, a seven-step community-created sustainable rural tourism development model is proposed. The study concludes, however, that the social focus and inward-oriented perspective of community tourism can hamper effective adaptation of local resources to suit market needs and thus prevent the sustainable growth of community linked rural tourism. Therefore, expert external assistance may be necessary at key stages, especially by providing professional knowledge of markets and marketing.

## NEWS FROM THE REGION

**[Press Release: World Bank Provides \\$200 Million Support to Improve Livelihoods of the Poorest Population in Rural Bangladesh](#)**

The [Nuton Jibon Livelihood Improvement Project](#) will provide livelihood support and enable access to markets through business partnerships to empower the rural communities and improve livelihoods for about five million rural poor. The project will mobilize the extreme poor, who often remain left out from micro credit schemes, by building and strengthening community institutions including Nuton Jibon community societies. “The project is a testament to the Government’s continued commitment for accelerating pro-poor growth,” said Kazi Shofiqul Azam, Additional Secretary, Economic Relations Division, Government of Bangladesh. “Following a community driven approach, the project will increase income and create employment opportunities for the poor and extreme poor population in the rural areas.”

**[Press Release: The Gambia: World Bank Supports Efforts to Boost Nutrition and Health Services for Women and Young Children](#)**

The World Bank Group’s Board of Executive Directors approved a total of US\$5 million in new financing for The Gambia to strengthen primary health care services and improve community nutrition for the country’s most vulnerable children and women. The project is expected to reach approximately 477,000 direct beneficiaries (children under five and women aged 15-49 years) by 2019.

Project Page: “[Maternal and Child Nutrition and Health Results Project](#)”

**Press Release: [Breaking the Cycle of Poor Service Delivery in the Arab World Critical for Long Term Stability](#)**

The delivery of essential public services in the Middle East and North Africa region is failing to meet the needs of citizens and continues to be a source of widespread dissatisfaction, as documented in a new report released today by the World Bank. [Trust, Voice and Incentives, learning from local success stories in service delivery in the Middle East and North Africa](#) identifies a corrosive relationship between a lack of accountability among service providers and limited channels for citizen feedback that perpetuate poor service delivery. The report also points toward potential solutions. With a focus on health and education, a number of clinics, schools and their institutional and community contexts are examined to explore how they have managed to deliver quality services despite significant odds. The local success stories come from Jordan, Morocco and the Palestinian Territories; each from localities with limited resources. The examples demonstrate the importance of local decision making power and community engagement in building the chains of formal and informal accountability that produce better results.

**Feature Story: [Community-Driven Development Spreads, Empowers the Poor in Asia](#)**

Using CDD, poor communities organize themselves, analyze their development needs and priorities, prepare project proposals to address their common problems, and compete for block grants to finance their own projects. Community members are also responsible for implementing and managing these projects. Since 2002, more than 6,000 projects worth \$265 million have been financed in the poorest municipalities and provinces in the country. Under an expanded Kalahi-CIDSS National Community Driven Development Program, more than 25 million Filipinos in 847 poorest rural municipalities will benefit from the project, including areas affected by Typhoon Yolanda (Haiyan).

**Feature Story: [From Spring to Pipe: Transforming Water Supply in Remote Afghan Villages](#)**

Water pipes in the Daroonta Tapa village in Afghanistan were built in 2006 as part of the National Solidarity Program (NSP), which is currently in its third phase. The sub-project, which pipes spring water to all households in the village from the surrounding mountains, helped solve a significant problem for the village which previously had only two functioning wells. NSP helped finance the sub-project for approximately \$50,000, and the community itself contributed an additional \$7,000. Now, each household contributes approximately \$1.20 per month to help ensure maintenance and repair of the system. Implemented by the Ministry of Rural Rehabilitation and Development (MRRD) since 2003, the NSP continues to receive funding from a number of donors, including the World Bank, Afghanistan Reconstruction Trust Fund (ARTF), and Japanese Social Development Fund (JSDF).

**Feature Story: [In Africa, Community-Driven Development Tackles Fragility from the Ground Up.](#)**

This feature story shares some thoughts from several of the participants at the recent conference on CDD in Fragile and Conflict-Affected situations held in Nairobi, Kenya, from May

5-8, 2015. The conference was widely considered a success by participants from both client governments and Bank task teams from several different Global Practices that are applying CDD across a range of contexts. The feature story also includes a slide show of photos from some of the project sites and countries that were involved in the conference.

## PAST EVENTS

### **BBL: [Employing the Unemployables in Nigeria: the Community-Driven Development approach](#)**

- Tuesday June 16, 12:30-14:00pm, I (eye) 8-330 and Abuja Room-1

#### *Description:*

Youth comprise a majority of the estimated 173 million total population of Nigeria today, and a majority are unemployed. As the youth population increases, the numbers and the rates of youth unemployment are growing as well. Within the employment challenge of youth in Nigeria, there is the growing issue of employability. Low levels of educational attainment and limited marketable skills, combined with negative social behaviors, are challenging efforts to productively engage youth; creating a class of "unemployables". Community Driven Development (CDD) approaches offer an emerging solution to ensure the engagement of youth—especially the unskilled and marginalized-- through direct investment in community identified and managed interventions.

Foluso Okunmadewa (Lead Specialist), based on his over 15 years of experience in leading the Bank's Social Protection and CDD work in Nigeria, will introduce evidence of the potency of CDD-type public works, and community-managed micro-infrastructure projects, in providing immediate and sustainable engagement and employment opportunities for youth.

PPT and Case Study from Nigeria Community and Social Development Project are available from the Event Calendar page [here](#).

- Chair: **Sean Bradley**, Lead Social Development Specialist, Social, Urban, Rural, and Resilience Global Practice (GSURR)
- Presenter: **Foluso Okunmadewa**, Lead Specialist, Social Protection and Labor Global Practice (GSPDR)
- Discussant: **Maurizia Tovo**, Lead Specialist, Social Protection and Labor Global Practice (GSPDR)

### **BBL: [The Social Observatory: Tools to Improve Implementation and Learning in Large-Scale Efforts to Solve Market and Government Failures with Civic Participation](#)**

- Wednesday, June 17, 2015 | 12:30pm – 2:00pm | MC6 – 100

#### *Description:*

The Social Observatory, a unit of the Development Economics Research Group (DECPI), develops tools to improve the design and implementation of large-scale participatory (or bottom-up) projects. As shown in the Policy Research Report on [Localizing Development](#), when markets fail and governments fail, community participation is often seen as a solution. Civic

institutions are induced to solve market failures by – for instance -providing access to credit and regulating food markets, and solving government failures by –for instance- improving the capacity of citizens to hold governments accountable, and by instituting community-managed schools and nutrition centers. But, civic institutions are themselves subject to failure from coordination and collective action problems, and elite capture. Moreover, communities are subject to a high a degree of contextual variation that comes from variations in social norms, political structures, economic constraints and different trajectories of change. This makes it very difficult to make large scale participatory projects work well at scale. Thus, large-scale participatory projects are particularly prone to design failures that emerge from attempts to make one-size-fit-all, poor attempts to understand mechanisms of change, poor monitoring, and an inability to learn from success and failure and make mid-course corrections. The Social Observatory, which works with large scale participatory projects in India, has developed a variety of tools (P-Tracking, mixed-methods evaluations, Decision Support Systems, etc.) to enable these projects to address the problem of contextual variation and varying trajectories of change, and to learn from failure and success. This seminar provided an overview of the work of Social Observatory, and demonstrated the participatory monitoring tool, “P-Tracking”, which is being piloted to test its effectiveness in influencing behavior and project management.

- Chair: **Tara Vishwanath**, Lead Economist, Poverty Global Practice
- Presenters: **Nethra Palaniswamy**: Coordinator, Social Observatory and **Vijayendra Rao**: Lead Economist, DECPI

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### STAY IN TOUCH!

The Community-Driven Development Community of Practice (CoP) connects peers, thought leaders, and practitioners across governments, diverse agencies, and academia, to share ideas and experiences on CDD, Community-based, and Participatory approach. This CoP is facilitated by the Global Social Development Unit of the Global Practice for Social, Urban, Rural, and Resilience at the World Bank, with inputs from around the world.

To share papers, project news, interesting blogs, or upcoming events on CDD and other relevant themes with the CDD CoP, please email me ([sbradley@worldbank.org](mailto:sbradley@worldbank.org)) and Kaori Oshima ([koshima@worldbank.org](mailto:koshima@worldbank.org)) and we'll incorporate these in the next "What's happening in CDD" email.