



## CDD What's happening vol. 16 (July 2013)

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From: Helene Grandvoinet/Person/World Bank  
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Email bcc to CDD CoP

Dear CDD Community of Practice,

This month we would like to highlight wonderful news - that the [Philippines KALAHI-CIDSS project](#) (2002-; [Additional Financing](#) in 2010) has been awarded one of the five **US Treasury Department Development Impact Honors Awards**. Here is the article of the news on the [Government of the Philippines' website](#). Congratulations to the team!! The project has conducted a rigorous impact evaluation, and [the revised synthesis report \(2013\) is available from here](#).

We are eager to learn from you about any news happening around you as they will enrich this communication among the CoP - so, please share any information or updates you have on CDD (e.g. papers, blogs, project updates, videos, events, etc.) with us, by sending them to either me ([hgrandvoinet@worldbank.org](mailto:hgrandvoinet@worldbank.org)) or Kaori Oshima ([koshima@worldbank.org](mailto:koshima@worldbank.org)). We will incorporate those in the future summaries.

Regards,  
 Helene

## CDD "WHAT'S HAPPENING"

volume 16 | July 2013

### BLOGS, RESEARCH & REPORTS

#### [Blog: Collective Action and Community Development: Evidence from Self-Help Groups in Rural India](#)

By LTD Editors on World Bank Let's Talk Development

#### [Blog: Challenges for India's Livelihood Youth Skill Development in Rural Areas](#)

By Abhilaksh Likhi on World Bank People, Spaces and Deliberation

#### [Blog: Slums and Slum-dwellers: the untapped potential of collective capacity](#)

By Gayatri Singh on World Bank Let's Talk Development

#### [Community-Driven Development: A New Approach to Social Development in the Niger Delta](#)

By Susan Reider, SPE, Terra Group in *Society of Petroleum Engineers*

##### **Abstract:**

The Global Memorandum of Understanding (GMOU) process was initiated in 2005 by Chevron Nigeria Ltd. (CNL) as a significant departure from prior operating experience in the Niger Delta. Previously, the company's community relations spend primarily targeted "host communities" and involved relatively large, signature projects like schools and hospital buildings. Serious conflict between "have" and "have-not" communities, and between communities and the company, had been escalating for years. The new approach, based on a community-driven development model, was intended to deliver equitable and sustainable social investments, build capacity in civil society and promote peace and security. This paper will describe the model, as well as programs for training and capacity-building, governance, planning and field research. CNL's model of community-driven development was based on earlier efforts by Great Britain's Department for International Development (DfID) and the Ford Foundation. The GMOU effort represented the model's first application in the international oil sector, as well as in Nigeria on a large scale. By 2007, 72 projects had been implemented in 50 communities. By 2011, 200 projects were completed. The three-year GMOUs have been renewed twice and conflict around Chevron facilities has been considerably reduced. These results can be attributed to several factors: the community-driven development model, up-front investment in training and capacity-building, transparent engagement with government at all levels, and long-term commitment to the process by all major stakeholders. The results also indicate that, in extreme poverty areas, social

investment may have a more lasting, measurable and direct impact on beneficiaries when funds are directed to projects that enjoy a high level of community "ownership," rather than to large-scale initiatives. Community-driven development planning, coupled with transparent governance, can be used in other West African, Southeast Asian and Latin American locations where oil companies are considering social investments. It may be especially relevant in situations where traditional development approaches have failed and company operations are negatively impacted by local conflict.

### [Doing more harm than good? Community based natural resource management and the neglect of local institutions in policy development](#)

By Judith Kamoto, Graham Clarkson, Peter Dorward and Derek Shepherd in *Land Use Policy*

#### *Abstract:*

Approaches to natural resource management emphasise the importance of involving local people and institutions in order to build capacity, limit costs, and achieve environmental sustainability. Governments worldwide, often encouraged by international donors, have formulated devolution policies and legal instruments that provide an enabling environment for devolved natural resource management. However, implementation of these policies reveals serious challenges. This article explores the effects of limited involvement of local people and institutions in policy development and implementation. An in-depth study of the Forest Policy of Malawi and Village Forest Areas in the Lilongwe district provides an example of externally driven policy development which seeks to promote local management of natural resources. The article argues that policy which has weak ownership by national government and does not adequately consider the complexity of local institutions, together with the effects of previous initiatives on them, can create a cumulative legacy through which destructive resource use practices and social conflict may be reinforced. In short, poorly developed and implemented community based natural resource management policies can do considerably more harm than good. Approaches are needed that enable the policy development process to embed an in-depth understanding of local institutions whilst incorporating flexibility to account for their location-specific nature. This demands further research on policy design to enable rigorous identification of positive and negative institutions and *ex-ante* exploration of the likely effects of different policy interventions.

### [Delivering an MPA Emphasis in Local Governance and Community Development Through Service Learning and Action Research](#)

By Margaret Stout (West Virginia University) in *Journal of Public Affairs Education*

#### *Abstract:*

This paper describes an action-based model for a Master of Public Administration emphasis in Local Governance and Community Development, along with preliminary observations during pilot implementation. This series of four courses delivers substantive and sustained community outreach in a proven developmental process while providing students hands-on learning opportunities that build core professional competencies by putting theory into practice in a real-time, reflective manner. Students who complete all four courses are uniquely prepared to step into local governance activities that build community capacity and engage community stakeholders in collaborative planning and action. Readers are encouraged to adapt and adopt this integrated outreach, service learning, and action research model to most effectively meet these dual technical assistance and learning objectives.

### [Social Funds, poverty management and subjectification: beyond the World Bank approach](#)

By Anjan Chakrabarti and Anup Dhar in *Cambridge Journal of Economics*

#### *Abstract:*

Revisiting, from a Marxist perspective, the World Bank's discourse on Social Funds, we highlight three findings. One, Social Funds gets deployed in the context of a larger Third Worldist discourse of poverty management, which in turn helps deepen the logic of capitalist development. Two, generating a class-focused understanding of Social Funds (via the concept of social surplus), we argue that class processes and need processes constitute one another and through this conduit emerges a relation between global capital and the poverty alleviation programme of Social Funds. Lastly, interrogating the management approach underlying Social Funds leads us to question claims of decentralisation and participation. Our analysis exposes an underlying process of subjectification by way of a control mechanism exercised through the code of conduct encapsulated in that managerial approach.

### [RLabs: A South African Perspective on a Community-driven Approach to Community Informatics](#)

By Marlon Parker, Julia Wills, Gary Brian Wills in the *Journal of Community Informatics*

#### *Abstract:*

Stakeholders in a community project commonly include academics, businesses, and people from within the community. Community empowerment is a central motivation for community informatics; however it is debatable how the community is empowered and benefits from many community research projects. This paper presents a community-driven case study, Reconstructed Living Lab, identifying factors that aid or hinder community-driven technological innovations. The RLabs case study identifies the community as the main stakeholder and identifies the factors that aid or hinder community empowerment. The conclusion is that Living Labs is an appropriate and effective vehicle for community empowerment.

## NEWS FROM THE ANCHOR

[Distance Learning Course provided by Society for Participatory Research in Asia \(PRIA\) International Academy of](#)

### Lifelong Learning

Here is a variety of distance learning courses available: Participatory Mapping; Social Audit; Tools for Social Accountability; Participatory Urban Planning, among others. [Check out the registration website here >>](#)

## NEWS FROM THE REGION

### Philippines KALAHI-CIDSS has won the US Treasury's Development Impact Awards

As mentioned in the introduction, the Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services (KALAHI-CIDSS), one of the poverty alleviation programs of the Department of Social Welfare and Development (DSWD) in partnership with the World Bank, was chosen as one of the awardees of the U.S. Treasury's second annual Development Impact Honors Awards, beating over 40 other candidates.

[Continue reading the article on the Government of the Philippines' website >>](#)

### Sudan: Empowered Communities Raise Their Voices, Change Their Lives

More than 750 communities in Sudan have benefitted from the Community Development Fund Project (CDF); The CDF project supports community initiatives in health services, water, education and solar power; and Previously disenfranchised communities are now empowered to participate in the development of their community and garner government support.

[Follow the story from here >>](#)

### Philippines: Autonomous Region in Muslim Mindanao (ARMM) Social Fund Project

The project helps to foster development in the Autonomous Region in Muslim Mindanao (ARMM), while promoting a safe and peaceful environment in the conflict-affected areas of the region. The completion of close to 2,000 community-based infrastructure projects is improving access to social and economic services for 755,656 residents. Communities are also benefiting from the completion of 13 large infrastructure projects such as port facilities and hospitals.

[Follow the story from here >>](#)

## COP QUERIES & RESPONSES

**\*\*This section highlights questions from the CoP members and the answers the secretariat and other CoP members provided.**

### **Q: Are there any resources on the sustainability of CDD beyond the donor's contribution, and scaling-up of CDD projects?**

A: Here are some papers and a book that would help readers to understand discussions around the sustainability and scaling-up of CDD projects. We also have a PPT that explains the topic using examples.....

[Please follow the link here >>](#)

*If you have anything to share with the CoP (including papers, project news, interesting blogs, or upcoming events) please email me ([hgrandvoynet@worldbank.org](mailto:hgrandvoynet@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.*

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[www.worldbank.org/socialdevelopment](http://www.worldbank.org/socialdevelopment)  
WB staff, visit [dfggdb](#) & [gacknowledge](#)

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