



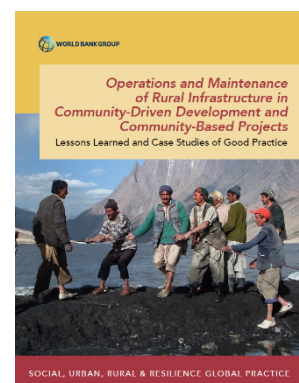
## CDD “WHAT’S HAPPENING”

volume 35 | November 2015

Dear CDD Community of Practice Members,

This month, we’re showcasing our new [working paper on operations and maintenance](#) of small-scale rural infrastructure in CDD and community-based projects, encompassing lessons learned and case studies of best practices. Documentation from over 50 World Bank projects was reviewed for this study, which we hope will be of use to our community when planning and implementing similar projects.

Meanwhile, CDD programs continue to attract positive press. The Afghanistan National Solidarity Program (NSP) was [highlighted](#) in the New York Times as a program that “has been credited as a rare success in an otherwise gloomy Afghan development sector marred by waste.” Congratulations to our colleagues who have made the program such a success!



This issue of the newsletter also includes blog posts on CDD in Laos and Bolivia, as well as book chapters on evaluating a St. Lucia social safety net program (recognizing that that household members can solve their problems once they have the capabilities and opportunities to do so) and bottom-up approaches to universal healthcare, such as community-based targeting.

To further support the Community of Practice, the CDD cluster successfully held two BBLs in the past month. The first BBL was a regional presentation on Disaster Risk Management and Mitigation in the context of CDD on November 3. Nearly 50 people from the World Bank and its partners attended this event, connecting from several East Asia and Pacific Country Offices—including Mongolia, Myanmar, Vietnam, Laos, and Solomon Islands—to share knowledge and learn from each other; the recording of the event is [here](#). We also convened a cross-cutting BBL on how the World Bank’s new procurement framework would affect local government and CDD operations on November 19, with the session starting around 10:10 on [this recording](#).

Materials from the [CDD Core Course](#) are now available [here](#), with presentations on key design considerations, community mobilization and the sub-project cycle, social accountability, fiduciary principles and considerations, supervising CDD projects, monitoring and evaluation, and emerging issues

in CDD. Participants rated the course highly, scoring it an average of 6.6 out of a maximum of 7 points in a daily evaluation.

We are still in the process of updating the [governance and accountability CDD toolkit](#) and would deeply appreciate any feedback or relevant materials from the broader CoP. Please contact the main CDD email ([cddgsg@worldbank.org](mailto:cddgsg@worldbank.org)) with your comments.

Please note that we're taking a break from our monthly newsletter for December and will resume in January. Have a restful and joyful holiday season!

As always, we are eager to hear from you and learn about other CDD-related happenings or news from around the world. Please share any relevant information and material that you feel would benefit our community.

Thanks and regards,

Sean

#### **STAY IN TOUCH!**

The Community-Driven Development 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 Programs 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 the main CDD email ([cddgsg@worldbank.org](mailto:cddgsg@worldbank.org)), or if you prefer, Sean Bradley ([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.

For those with access to the World Bank intranet, the CDD cluster maintains and updates a library of useful materials including [operational and knowledge resources](#), [TORs](#), and a [roster of CDD consultants](#). If you have any such materials or resources that you feel would benefit the CoP, please share with us.

## **BLOGS, RESEARCH & REPORTS**

**Blog post:** [Reflections from the field: On the road with communities in Myanmar and Laos \(Part 2\)](#)

By Susan Wong on the World Bank's *East Asia & Pacific on the rise* blog

Continuing her reflections from mission to Southeast Asia, the writer shares her experience in Laos, another Asian country experiencing high annual GDP growth rates. Despite significant gains in poverty reduction over the past decade, issues of social inclusion and effective service

delivery feature prominently in the country's development discussions. Considerable differences in poverty rates persist among different geographic areas and the country's 49 different ethnic groups.

***Blog post:*** [Without empowered women, there is no future for rural areas](#)

By Francisco Obreque on the World Bank's *Latin America & Caribbean: opportunities for all* blog  
Bolivia has a terrific success story to tell about encouraging rural women to take the lead in their communities and organizations and lift themselves and their families out of poverty. There are two World Bank-financed projects that are worth highlighting because even though they have different objectives, geographical areas, and targeting, their success is built on getting women integrally involved in every stage of the process, especially with respect to managing funds. Both projects make the case that without empowered women, there is no future for rural areas.

***Working Paper:*** [Operations and Maintenance of Rural Infrastructure in Community-Driven Development and Community-Based Projects : Lessons Learned and Case Studies of Good Practice](#)

By Andreas Salomonsen and Myrtle Diachok; World Bank, 2015.

***Abstract:***

The objective of this note is to review the experiences of CDD and other community-based infrastructure projects regarding operations and maintenance (O&M) to document cases of good practice and, ultimately, to improve O&M arrangements on similar Bank-supported projects. The note also shares relevant supporting materials where available, to enable projects to learn from each other. The review covers CDD projects supporting small-scale rural infrastructure, and other sector-specific community-based operations, such as rural roads, water and sanitation projects, etc.

***Book Chapter:*** [Determining the Results of a Social Safety Net Program in St. Lucia](#)

By Paulette Nichols, Bobb Darnell and Frederic Unterreiner; *Poverty, Inequality, and Evaluation: Changing Perspectives*; World Bank, 2015.

***Abstract:***

Presents the findings of the evaluation of the Koudmen Sent Lisi pilot project in St. Lucia, identifying trends in the degree of success in meeting coverage targets and effectiveness in complying with the minimum conditions set by families, which, once met, would track the family's move out of extreme poverty. This improvement would indicate the exit strategies and compliance percentages in each of the seven dimensions of family life, reaffirming the importance of (1) linking social protection mechanisms with sector-specific services to enhance outcomes at different life stages of household members, especially children; (2) basing the

social protection framework on a coherent policy that sets forth interministerial regulations, coordinates national priorities and a multisectoral network, and establishes norms and standards while promoting child-sensitive social protection with equity; and (3) recognizing that household members can solve their problems once they have the capabilities and opportunities to do so at the family, community, and society levels.

**Book Chapter:** [Covering People—The Bottom-Up Approach](#)

By Daniel Cotlear, Somil Nagpal, Owen Smith, Ajay Tandon and Rafael Cortez; *Going Universal: How 24 Developing Countries are Implementing Universal Health Coverage from the Bottom Up*; World Bank, 2015.

**Abstract:**

This book chapter points out that the bottom-up approach to universal health coverage (UHC) emphasizes different strategies for the needs of each subpopulation or segment of the 24 Universal Health Coverage Studies Series (UNICO) countries. The population in the 24 case study countries encompasses three large segments comprised of the formal sector, the non-poor informal sector, and the poor; while public health care services are available, the coverage often leaves the poor behind. Fragmentation of the health system occurs in most of the 24 UNICO countries, not only in health financing, but also in service provision, with the better off rarely using the same health care facilities as the poor. Strategies to identify, target, and enroll individuals or households eligible for social assistance include geographic targeting, community-based targeting, demographic testing, proxy means tests, means-test targeting, self-selection, and promoting outreach. Many UNICO countries use a combination of methods; no best practice model can accommodate any country at any stage of development.

## NEWS FROM THE REGION

**Press Release:** [15,000 Liberian Youth to Gain Access to Income Generation](#)

World Bank

On November 6, the World Bank Board of Executive Directors approved a new US\$10 million International Development Association (IDA) credit for the Government of Liberia to improve access to income generation opportunities for targeted youth. This financing will also provide support for strengthening the government's capacity to implement its cash transfer program. The Liberia Youth Opportunities Project (YOP) directly targets about 15,000 youth aged 15–35 years, 50 percent of whom are vulnerable female youth who will benefit from the household enterprise and productive public works components in urban and rural areas. The project will provide apprenticeships to vulnerable youth in urban areas and support agricultural transformation and value chain addition using productive public works and Community-Driven Development approaches particularly for youth in rural areas.

**Press Release: [Project Signing: Government of India and World Bank Sign US\\$ 75 Million Agreement to Improve Incomes and Nutrition Status in Areas of Andhra Pradesh](#)**

World Bank

On November 17, the Government of India, the Government of Andhra Pradesh and the World Bank signed a US\$ 75 million credit for the [Andhra Pradesh Rural Inclusive Growth Project](#) to enhance agricultural incomes of small and marginal farmers and ensure increased access to services related to health, nutrition, sanitation and social entitlements. The project will use community led approaches to improve access to water and sanitation services in about 1,000 targeted villages to cover all households and rural institutions like schools, anganwadi centers, and health centers. These efforts will also be underpinned by significant investments in ICT and mobile-based service delivery systems.

**Feature Story: [A New Approach to Cities: Everyone Counts](#)**

World Bank

With more than 5 million people moving to cities every month, there is rising disparity and inequality in urban areas. While urbanization brings economic and societal benefits when handled well, on a negative path it can trap people into poverty. The World Bank looks at solutions to develop cities where everyone has access to the services and opportunities necessary to build a more prosperous future, including CDD and participatory approaches.

**News Article: [Afghan Jobs Program Aims to Stem Exodus of Young](#)**

By Mujib Mashal, The New York Times

On November 17, President Ashraf Ghani began a modest jobs program to try to stem an exodus of young Afghans to Europe and restore some faith in the struggling government and economy. Putting the jobs program into effect in rural areas may be made easier for Mr. Ghani by the existence of a vast rural structure that is already in place, the National Solidarity Program. The program, which has for years created community councils and given them small grants to start projects, has been credited as a rare success in an otherwise gloomy Afghan development sector marred by waste. Mr. Ghani was one of the founders of the program, when he served as finance minister in the early post-Taliban years. Officials say the National Solidarity Program's success is rooted in a local focus, scaled to existing capacity. By chopping up billions of dollars' worth of aid into small packages, it has been able to evade the large-scale corruption common in larger, centralized contracts.

**Article: [Why We Need Data on What the Poorest Actually Think](#)**

By Claire Melamed, Aeon Magazine

Finding out about people through words is something the development sector is very good at. Over the past 15 or so years, the sector has developed and refined a number of techniques to talk to (mostly) small groups of people about their lives, their aspirations, and the problems they face. These methods have revealed a lot, and a lot that is now received wisdom in the industry: the centrality of threats of violence to the experience of poverty; the unspoken social norms that lie behind so much of the inequality faced by women; the daily humiliations of not being respected by people with power. And yet, there is much that is not known, and much that numbers could tell us.

## EVENTS

### **BBL: How to Involve Indigenous Peoples (IPs) and Ethnic Minorities in CDD Projects**

- Thursday, December 17, 2015 , 9:00 - 11:00 AM | Room MC-C2-137
- [Join via WebEx](#) | Meeting password: SWGGiSw5 | Meeting number: 738271513

#### *Description:*

**Indigenous peoples, numbering more than 350 million worldwide, are among the most disadvantaged populations, representing roughly 4.5 percent of the global population but more than 10 percent of the poor.** CDD programs are generally used to target the poorest and most marginalized populations in countries, and several CDD projects have prioritized indigenous peoples and ethnic minorities who are normally excluded from development.

This seminar brings together four TTLs to discuss their experiences in targeting and including IPs and/or ethnic minorities in CDD projects in the Africa, East Asia, Latin America, and South Asia regions. They will discuss concrete operational issues and challenges faced in the design and implementation of their programs and explain how they were dealt with.

- Chair: **Susan Wong**, Global Lead, CDD GSG, GSURR, World Bank Group
- Introductory Remarks:  
**Luis Felipe Duchicela**, Senior Social Development Specialist and IP Adviser, GSURR, World Bank Group
- Speakers:  
**Son Thanh Vo**, Senior Rural Development Specialist, GFADR, Vietnam  
*Vietnam Northern Mountains Poverty Reduction Project*  
  
**Mio Takada**, Rural Development Specialist, GFADR / **Bandita Sijapati**, Consultant, GSURR, Nepal

*Nepal Poverty Alleviation Fund*

**Vara Vemuru**, Senior Social Development Specialist, GSURR  
*South Sudan Local Government and Service Delivery Project*

**Norman Piccioni**, Senior Rural Development Specialist, GFADR  
*Bolivia Community Investment in Rural Areas Project (PICAR)*

## PAST EVENTS

### **BBL: How We Can Adapt CDD Programs to Help Build Resilience and Respond to Disasters: Lessons from the Philippines**

- Tuesday, November 3, 2015, 2:00-4:00PM (Manila Time, UTC+8)
- This regional BBL connected to the Country offices in Vietnam, Mongolia, Myanmar, Laos, and Solomon Islands, and included discussions with the identified country offices, Bank staff, and client government representatives to explore fully the experiences and lessons learned.
- To view the recording of the event, click [here](#).

#### *Description:*

The Philippines, a country beset by natural disasters including the 2013 Super Typhoon Haiyan, has adapted its national CDD program—KALAH-CIDSS—to be more responsive to communities that are vulnerable to and have been affected by such calamities. These special disaster response procedures were rolled out in 2014 under the newly approved KALAH-CIDSS National CDD Program (NCDDP) in support of the more than 500 municipalities affected by Typhoon Haiyan (locally known as Yolanda). As these new procedures have been rolled out, the Government and the World Bank task team have undertaken a process evaluation of the streamlined approach to better understand the issues and challenges in its implementation. The second round of this evaluation has recently been completed and is providing useful insights on what to expect and how to further adapt such a disaster risk management-sensitive approach in community based and driven programs.

Representatives of the Government's implementing agency presented the adaptations made to the KALAH-CIDSS operational procedures; the results of the process evaluation; the experiences in implementing these adaptations; and the lessons learned that will be used to update the program's disaster response procedures.

- Speakers:



**Maria Benilda E. “Chi” Redaja**, Director, National Program Management Unit, KALAH-CIDSS/NCDDP, Department of Social Welfare and Development  
**Cicero Juan O. “Jojo” Aguilar Jr.**, Deputy National Program Manager, National Program Management Unit, KALAH-CIDSS/NCDDP, Department of Social Welfare and Development

***BBL: The World Bank’s New Procurement Framework and Implications for Local Government and CDD Operations***

- Thursday, November 19, 2015, 12:30-2:00PM
- View the recording of the event [here](#), starting around 10:10

*Description:*

This summer, the World Bank Group Board of Executive Directors approved a new Procurement Framework for Investment Project Financing (IPF) that clients will start using in 2016. This dynamic framework directly responds to the changing landscape in which the World Bank Group and its client countries operate and to the increasing recognition World Bank stakeholders place on the strategic role of procurement in meeting the twin goals of ending extreme poverty and boosting shared prosperity in a sustainable way.

The new framework will have important implications for the Bank’s investment lending work. The GSGs for Community-Driven Development, Sustainable Infrastructure and Services, and City Management, Governance and Financing organized this BBL to discuss with Procurement colleagues the key changes that the framework ushers in and how these changes might affect ongoing and future procurement arrangements under our respective operations. Given the contexts in which these types of operations work and the challenges they face, the new framework could present some welcome opportunities to streamline and simplify project-level procurement. However, the application of these hoped-for improvements and efficiencies could be hampered by interpretation or tensions with existing Government laws, regulations, or procedures.

- Chair: **Susan Wong**, Global Lead, CDD GSG, World Bank Group
- Speakers:
  - Enzo de Laurentiis**, Manager, OPSPF, World Bank Group
  - Snezana B. Mitrovic**, Adviser, GGODR, World Bank Group
- Discussants:



**Sean Bradley**, Lead Social Development Specialist; Social, Urban, Rural, and Resilience Global Practice (GSURR); World Bank Group  
**Kremena M. Ionkova**, Senior Urban Development Specialist, GSURR, World Bank Group

## COP QUERIES & RESPONSES

### **Query:**

The Afghanistan NSP team is seeking information on financial management issues, particularly the expensing of CDD sub- or block-grants through World Bank financial management systems.

### **Response:**

The broader CoP responded with their experiences from across regions and Global Practices, which we then collated into a [matrix](#).

Overall, the findings are as follows:

- In 7 of 12 cases, the Bank expenses sub- or block-grants upon transfer to community accounts (generally based on a specific plan or sub-project proposal). The remaining 5 cases require some form of financial report/SOE to “account” (i.e., expense) for the items procured through the sub- or block-grant.
- The differences in treatment do not appear to be either aligned to region or sector.
- An underlying rationale for allowing the Bank to recognize a disbursed block-grant as an expense (rather than as an advance that would need to be subsequently accounted for) is that the Governments’ systems will adequately follow-up and account for the use of these funds.
- One team noted that for the Bank to feasibly be able to support the scaling up of CDD, recognizing block-grant expenses upon disbursement would be the only practical approach otherwise far-flung fund flows at community level would constrict the flow of funds through designated accounts and constrain overall project implementation.

A special thanks to all in the broader CDD CoP who assisted with relevant information, including Suleiman Namara, Adetunji Oredipe, Francisco Obreque, Lucas Carrer, Robert Wrobel, Endeshaw Tadesse, Teklu Tesfaye, Esayas Nigatu, Renato Nardello, and Myrtle Diachok as well as any others we may have left out.

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*The team would like to thank Naila Ahmed, Susanne Holste, Myrtle Diachok, Francisco Obreque, and David Warren for their contribution to this issue of the newsletter.*

*Sent to GSG\_CDD Core; GSG\_CDD Extended; CDD Community of Practice Group – Bank; CDD Community of Practice Group - Non-Bank; SUR GP All Staff; and SUR GP Extended via BCC*