



Dear CDD Colleagues:

With the close of the World Bank's FY17, we're looking back at all that we've accomplished as a community. The annual report, which summarizes our collective activities, just goes to show that we're that much stronger as a community that shares knowledge and supports each other. Your hard work and thoughtful contributions are what make the CDD CoP and GSG successful.

Some key highlights:

- In December, a [major workshop](#), jointly hosted with the Fletcher School, on [building state legitimacy in fragile and conflict-affected countries](#) that brought together 100 representatives from governments, research institutions, and the international development community to present research and share experiences
- The number of active World Bank-supported CDD projects has increased from **177** to **188**, with the overall value of the active CDD portfolio increasing from **\$17.3 billion** at the end of FY'16 to **\$19.1 billion** at the end of FY'17. The past fiscal year saw new and exciting projects approved that adapt and apply the CDD model in, among other countries, Afghanistan (the Citizen's Charter Program), Bangladesh (Local Governance Support Project), Cameroon (Livestock Development Project), China (Rural Poverty Alleviation Pilot), India (Nagaland Health Project), Indonesia (National Slum Upgrading Project), and Togo (Safety Nets and Basic Services Project). Congratulations to these teams who continue to innovate and successfully apply CDD to their countries' challenges!
- Launching our new CDD [Collaboration4Development \(C4D\) site](#) website that provides access to core CDD resources to our external partners
- [Joint collaborative](#) efforts with our colleagues working on rural livelihoods to move forward on the intersection between CDD and local economic development
- The CDD Secretariat responded to **almost 200 total requests** throughout the year, an average of about **4 - 5 requests** for information, assistance, and materials per week as part of our "help desk" function
- **8 learning seminars**, covering CDD in countries diverse as Bangladesh, Sierra Leone, Russia, the Kyrgyz Republic, and Afghanistan, as well as topics like capacity building, rural livelihoods, and fragile, conflict-affected, and violent situations.
- The "What's Happening" newsletter marked its 50th issue in April

- New communications outreach materials, including two-page briefers and PowerPoints on CDD in conflict situations, urban environments, indigenous peoples, and climate and disaster resilience, to help our community tell the CDD story better

We'd like to give a big thank you to our hundreds of members who shared their time, energy, and knowledge with our community – be it acting as expert panelists at our events, sending advice on a colleague's question on CDD program implementation, or reviewing our new C4D site. With the new year, we're excited to have Nik Myint join our team as the CDD Coordinator at the World Bank – please give him a warm welcome in his new role. We're looking forward to another exciting year ahead with all of you!

Susan, Sean, Kaori, Galen, and Adelaide

CDD - A Year in Review

"CDD at Glance"

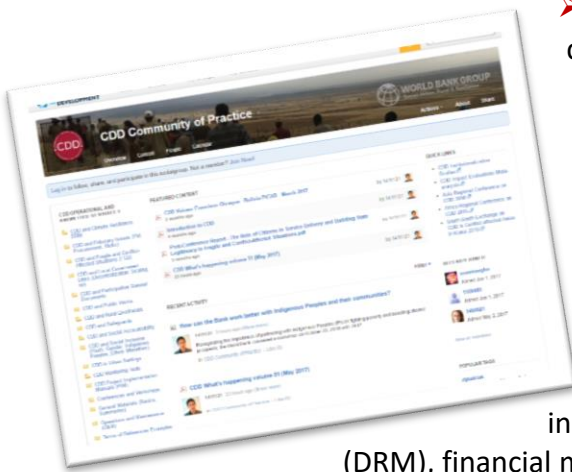
- **Operations & Portfolio Management** –CDD remains an important strategy in responding to core development challenges. FY17 saw a slight increase over the previous year in the level of financing (excluding Trust Funds) committed by the World Bank, increasing from **\$2.3 billion** to **\$2.73 billion**; the overall value of the active CDD portfolio has also increased from **\$17.3 billion** at the end of FY'16 to **\$19.1 billion** at the end of FY'17; and new financing for CDD represented **6.5%** of overall Bank lending in FY17.
- The number of active projects has increased, from **177** to **188**, and CDD operations are present in **77 countries**, covering **70%** of International Development Association (IDA) countries (the Bank's fund for the world's poorest countries) and **57%** of countries affected by fragility, conflict, and violence (FCV).
- **CDD GSG Membership** – The CDD GSG is one of the largest GSGs in the Bank with **330 members**, of which approximately 50% are outside the Global Practice that houses CDD— Social, Urban Rural, and Resilience (SURR), reflecting the cross-sectoral nature and diverse contexts in which CDD is applied. In addition, we serve as the secretariat for the larger CDD



Community of Practice with approximately **770 members, of which about 35% are external** (primarily government counterparts, international development partners and academics).

I. Communications

CDD operations around the world have supported innovative solutions in addressing emerging challenges, such as responding to natural disasters and climate change, forced displacement, and inclusion of indigenous peoples, to name a few. In line with our strategy ([CDD Strategy Note and presentation](#)) to promote how CDD can help the world's poorest, our communications efforts target a variety of topics and audiences. This year, the CDD GSG launched a new external site and developed new communication materials to help teams and other colleagues disseminate information on CDD.



➤ **New CDD C4D Website** – reflecting the GSG's commitment to supporting members of our CDD community of practice outside the Bank, we've launched our [Collaboration4Development site \(C4D\)](#), allowing those external members to access key CDD knowledge resources and engage in collaborative discussions. Among the available resources found there are:

- General materials on CDD, including presentations and brochures
- CDD resources on a range of technical sectors, including climate resilience and disaster risk management (DRM), financial management and procurement, local governance, public works, etc.
- Operations manuals, sample TORs, and other materials
- Proceeding reports from our training events and conferences
- Past CDD Newsletters

We invite all CoP members to participate and learn more about CDD through the site, and to share their expertise and knowledge with other colleagues

<https://collaboration.worldbank.org/groups/community-driven-development-global-solutions-group>

➤ **Blogs / Internal News** – The GSG posted or helped further extend the outreach of blogs by Bank colleagues on:

- [Insights from implementing grievance redress mechanisms in fragile contexts – South Sudan](#)
- [Empowering Myanmar's rural poor through community-driven development](#)
- [Rebuilding communities after natural disasters in Indonesia](#)
- [Involving communities in South and Central Asia to achieve sustainable development](#)
- [Reflecting on 14 years of CDD in Afghanistan](#)

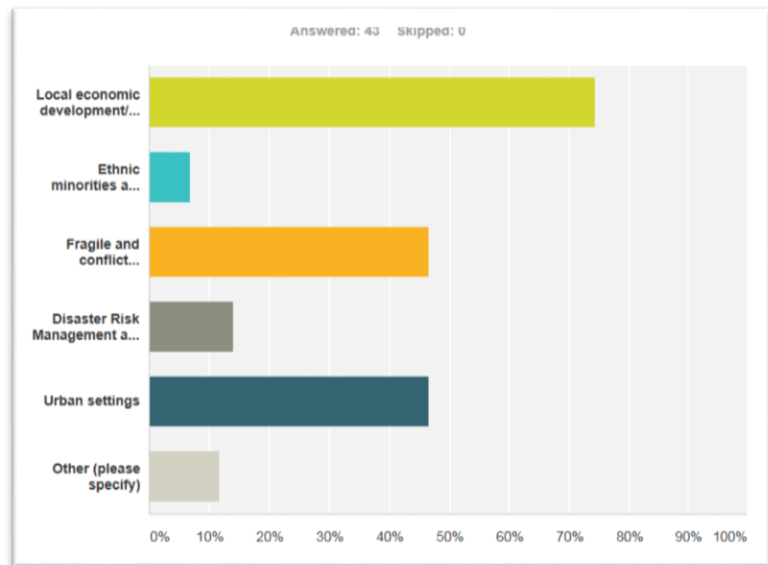
- [How IDA is helping Myanmar's communities help themselves](#)
- [How can the Bank work better with Indigenous Peoples and their communities?](#)
- [Myanmar CDD Staff Present Project Grievance Mechanism to other Project Management Units in the Country](#)
- [Five Ways that CDD is Changing the World](#)

- **Feature Stories** – on [the CDD Asia Conference in June 2016](#), [the December 2016 CDD and FCV workshop on improving state legitimacy](#), and [how CDD is building urban resilience](#), highlighting work in Bangladesh, Haiti, the Philippines, and Indonesia were another element of the GSGs communication efforts this past year.
 - **Newsletters** – Our [monthly newsletter](#), “What’s Happening”, a source of information on operations, research, and other events related to CDD, continued to be circulated to all CoP and GSG members and is now on its 52st issue.
 - **Task Team Interviews:** In “[CDD Voices](#),” a monthly series which uses an interview style approach to highlight the experiences of TTLs working on CDD, we looked at [Bolivia’s PICAR and their efforts on gender and indigenous peoples](#). Previous interviews covered teams and work in [Nigeria](#), [Morocco](#), [Pakistan](#), [Afghanistan](#), and [Indonesia](#).
 - **Leveraging cross-sector learning** – the GSG secretariat curated and shared announcements with our GSG and CoP members on sessions relevant to CDD for cross-learning from the SURR Forum, Land and Poverty Conference, and FCV Knowledge Fair.
 - **Communication aids** – at the request of our GSG membership, the secretariat is updating various informational materials to help promote CDD more effectively. This includes:
 - An updated [Introduction to CDD brochure](#), companion to the [Intro to CDD powerpoint presentation](#), which is currently getting reworked to be more visually appealing.
 - Developed with our colleagues in the Bank’s Operations, Policy, and Country Services unit, a brochure ([IDA: Taking a Community Approach to Development](#)) on how CDD can contribute to development in IDA countries, which is also available in [French](#).
 - We also are finalizing two-page briefers and specific PowerPoint presentations on how CDD works in [FCV settings](#), with [indigenous peoples and ethnic minorities](#), in [urban settings](#), on local economic development and livelihoods, and [on climate and disaster resilience](#)
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II. *Learning and Knowledge Events*

This year, the GSG has organized and supported a broad range of learning activities that included the CDD Core Course, knowledge exchanges, the SURR Forum, and a workshop on improving state legitimacy in fragile and conflict-affected contexts. The CDD secretariat, in close collaboration with various teams inside and outside the Bank, also organized 8 brown-bag luncheons (BBLs), and facilitated / supported a number of roundtable discussions among partners and practitioners to gather ideas or discuss issues and experience on topical challenges and recent analytical work.

- **Reaching out to our membership** – the CDD GSG conducted a survey in October 2016 on the types of learning activities that our members would like to see. We had 43 respondents, with the majority



requesting more learning on CDD and local economic development, fragile and conflict-affected settings, and urban settings. These findings were presented to GSG membership during the Annual CDD GSG Meeting in December 2016, in conjunction with the SURR Forum, and we realigned our planned activities and communications in response.

- **International Conferences and Exchanges** – the GSG team delivered (in partnership with academia and other development partners) a major workshop in Washington, DC in 2016.

Washington, DC – [The Role of Citizens in Service Delivery and Building State Legitimacy in](#)

[Fragile and Conflict Affected Situations](#), on December 5, 2016, the CDD GSG and the Fletcher School of Law and Diplomacy at Tufts University convened a conference on the nexus between fragility, state legitimacy, and service delivery. The conference brought together about 100 representatives from governments of fragile and conflict-affected states, research institutions, and the international development community to present research and share experiences and lessons learned from ongoing development projects in fragile, conflict-affected, and violent situations. Read the full conference report [here](#).

CDD Core Course – In December 2016, the GSG delivered the CDD Core Course for 25 participants from units across the Bank including social development, urban



development, agriculture, and strategy and operations support. The two-day training event helped sensitize participants to core CDD principles and design considerations, and build the unique technical and operational skills needed for CDD through a combination of presentations, case studies, and exercises, as well as through interactions with several senior staff members who lead CDD operations

worldwide. Participants rated the course highly, scoring the overall course an average of 6.25 out of a maximum of 7 points—or a very good/excellent rating—in a post-course evaluation. “Really useful overall,” wrote one participant in their post-course evaluation. “Very responsive to participant feedback – well done!” Course materials can be found [here](#), and a longer write-up can be found [here](#).

➤ **Brown Bag Lunch Series** – In FY’17 the CDD GSG organized 8 BBLs and learning seminars, most of which were co-hosted with other GSGs or Knowledge-Silo Breakers (KSBs). The titles and links to these events, as well as related materials, are shown below.

- Bangladesh: Empowering Communities for Enhanced Service Delivery Second Local Governance Support Project
- Evaluating the long-run effects of a CDD project in Sierra Leone
- Development of Citizen Engagement Practices in Russia through the Initiative Budgeting Program:
Approach, Challenges, and a Way Forward
- [“Public vs. Private”: How Best Can CDD Accommodate Livelihoods and Rural Economic Employment?](#)
- [Building Strong Local Capacity for CDD Programs: Experience and Strategies from the Field](#)
- [Social Cohesion and Community-Driven Development in Fragile Environments: Lessons from Kyrgyz Republic and Beyond](#)
- [Community-Driven Development in Afghanistan: Investing in Communities and Responding to Crises](#)
- Round-table Discussion on CDD in FCV Contexts: Afghanistan, Iraq, and South Sudan

➤ **Partnering Events for Enhanced Learning** – During FY’17, the CDD GSG team chaired, facilitated, or served as resource persons for several cross-sector exchanges and learning events that explored the role of CDD in differing contexts, including:

- [Workshop on Indigenous Peoples](#), with the Indigenous Peoples and Ethnic Minorities KSB
- [Collaboration on Local Economic Development](#), with the Rural Livelihoods and Agriculture Employment GSG
- Advances in M&E for CDD Projects, as part of the SURR Forum
- Panel discussant on the role of participation in education and involvement in militias in Somalia
- Panel discussant with InterAction Forum on “[Leaving no Voice Behind—Taking Community-led Development to National Scale](#)”

III. Improving the CDD Portfolio and Analytical Work

To help improve the quality and increase the volume of CDD lending, the GSG also provides direct operational assistance, just-in-time advice and support to teams, and peer reviewing of analytic, advisory, and lending activities related to CDD. The CDD GSG also supports analytical work and knowledge products demanded by clients, task teams, and partners that help enhance the quality of CDD operations.

- **Facilitating project design discussion for pipeline CDD projects or CDD-related knowledge products:** The Social Protection Global Practice-led Iraq Social Fund for Development team reached out to the CDD GSG for advice on preparing this CDD project. The CDD secretariat facilitated a series of brainstorming discussions with the task team and invited experienced CDD practitioners to discuss and strengthen the project design, with more collaboration planned. More details [here](#).
- **Contributions to CDD-related knowledge products:** The CDD GSG provided comments on the Bank’s Independent Evaluation Group’s reports on CDD and Women’s Empowerment (including Management Comments to the Board) and Growing the Rural Non-Farm Economy, and as well as responses to a Management Action Record on World Bank Assistance in Fragile and Conflict-Affected contexts (with specific reference to CDD).
- **Advising foreign government representatives on CDD:** In collaboration with the Europe and Central Asia Social Development unit, CDD GSG members were invited to discuss CDD and its use in conflict-affected and displacement situations (including South Sudan, Azerbaijan, and Jordan) with [the Minister and senior staff of the Ukraine Ministry of Temporarily Occupied Territories and Internally Displaced Persons](#), during their visit to Washington DC. The GSG also helped to organize an event for a high-level Thai Government delegation on the use of CDD in FCV contexts, which looked at cases in the Philippines, Sri Lanka, and Aceh.

- **Just-in-time Support/Helpdesk/Peer Reviews** – The CDD secretariat continues to provide just-in-time advice and peer reviews to the broader community of practitioners, fielding, on average, 4.5 requests per week over the course of FY'17. Inquiries ran the gamut from requests for document reviews, sample TORs, and operational guidelines, to specific and unique requests such as how to value in-kind labor contributions, how to determine total CDD beneficiary numbers, or recommendations for staff support to CDD operations. While the GSG leads these efforts, it draws from and relies on inputs and support of the nearly 1000-strong members of the CDD GSG and CoP, who regularly respond to inquiries and share experiences and materials from the field, which the GSG Secretariat then curates and shares with the requesting teams, as well as the community in general. A sample of some of these inquiries and responses can be found [here](#).
 - **Direct Operational Support** – Members of the core GSG team also lead or participate directly in a number of key CDD or community based and participatory operations around the globe that embody key strategic elements of interest to the community.
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IV. Staff Development

- **Mentoring Program** – In May 2017, the CDD GSG took stock of its mentoring program, launched in 2016 as part of the effort to strengthen the pool of staff to become productive members and leaders of CDD operations and analysis. The 7 mentees from our pilot cohort, matched with experienced task team leaders from the SURR, Social Protection, and Agriculture Global Practices, found their mentoring experience to be valuable and offered suggestions on how to improve the program going forward.
 - **CDD Operations Talent Forum** – In anticipation of the scale-up under IDA's 18th replenishment, and as a way to better serve CDD operations with the best human resources in our community of practice, the CDD GSG reached out to Bank staff to catalogue their CDD operational skills and to get a sense of their potential availability to provide cross-support to operations through a [survey](#). The resulting roster helped strengthened the CDD GSG's capacity to serve as a clearing house to match opportunities for cross-support to CDD operations with a ready pool of talent from within our community.
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V. Looking Forward – Next Fiscal Year

In the coming fiscal year, the CDD GSG will continue to provide direct support to operations, and to facilitate knowledge and learning in a more innovative way to better support our colleagues and clients.

In particular, we plan to increase our efforts to better understand and support CDD in FCV contexts given the renewed emphasis of FCV under IDA-18, and to work more directly on testing CDD approaches for local economic development. These two initiatives, begun this fiscal year, will continue in close collaboration with other internal and external partners including the Bank's Cross-Cutting Solution Area for FCV, the Stability, Peace, and Security GSG, the Rural and Territorial Development GSG, the Agriculture GP and the Rural Livelihoods and Agriculture Employment GSG, the Government of Australia's Department of Foreign Affairs and Trade (with whom we will again collaborate in the delivery of a regional conference that will focus on CDD and Local Economic Development), and others NGO partners working on the ground in these specific technical areas. Initial plans are also being made to support an indigenous peoples/ethnic minorities forum in Myanmar (which closely overlaps with the conflict-affected areas of the country) and possible knowledge exchange efforts between the Carbon Forest Investment Program and CDD programs working extensively with indigenous communities.

For staffing and team support, the GSG plans to continue mentoring and to identify a pool of junior staff to pair with experienced teams working on flagship or strategic operations. Of course, we will also continue supporting core CoP functions through our helpdesk, the CDD project database, our internal, and recently launched external, website, and just-in-time support and advice, and will to continue diversifying and strengthening our communication materials and channels. Stay tuned!!

As we move into the new fiscal year, we will also need to wish Kaori Oshima—long-standing member of the CDD global team and the absolute go-to person on background documentation and materials relating to CDD—good luck as she transitions full-time into her new social development operational role in the Africa Region. We are sorry to see her go but know that she will continue to provide excellent support and advice to the teams that now count her as a regional colleague. We should note as well that Sean Bradley will also be transitioning out of the Global Unit to take up full-time responsibilities in Myanmar both overseeing the National CDD Program (NCDDP) there and supporting the broad and exciting social development agenda in that country. We wish him luck. And lastly, we welcome Nik Myint, who was until recently heading up the NCDDP in Myanmar and will now take over Sean's role as CDD Coordinator for GSURR.

STAY IN TOUCH!

The Community-Driven Development CoP and GSG connects peers, thought leaders, and practitioners across governments, diverse agencies, and academia, to share ideas and experiences on CDD, Community-based, and Participatory approaches. This CoP/GSG 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), or Galen Tan (gtan1@worldbank.org) and we'll incorporate these in the next "What's happening in CDD" newsletter.

Please visit our sites!

- **CDD Global Solutions Group:** <http://globalpractices.worldbank.org/gsg/CDD/pages/en/GSGSolutionHome.aspx>
- **CDD Collaboration4Development Site:** <https://collaboration.worldbank.org/groups/community-driven-development-global-solutions-group>