

## Dear friends and colleagues in the CDD Community of Practice,

We hope that many of you had the chance for some time with friends and family over the summer and that those of you at the Bank had a good start to FY21!

As we embark on FY21, we wanted to review our collective work over the past year and reflect on the findings of the June community survey to map out key areas of focus for the year ahead.

Below you'll find our annual report for FY20, recapping the impressive work that we did together over the past year. Your hard work and contributions are what keeps the CDD CoP and GSG strong, resourceful, and creative.

Here some key highlights:

### Increased CDD CoP Membership

- Growing from 1,020 members in FY19 to 1,100 members in FY20

### A growing World Bank CDD Portfolio across all GPs

- 327 active projects in 90 countries, 65% are IDA or IDA/blend, valued at \$33 billion in active financing in FY20
- **CDD portfolio is growing across the WB.** More than doubled annual Bank lending for CDD operations, from \$2.8 billion in FY15 to \$6.6 billion in FY20. Other borrower and donor contributions for these projects totaled US\$3 billion in FY20, which included US\$2.1 billion from borrowers and US\$890 million from donors

### CDD and COVID19 Response

- Led the drafting of the social response section in the Social Response Framework paper for COVID that went to the Board in June. Coordinated an in-depth portfolio review with regions to assess CDD projects that could serve as a platform for rapidly supporting a COVID response.
- Prepared CDD COVID briefings for Senior Management.
- Provided operational support and organized a one-stop-shop on CDD-COVID resources to help task teams preparing restructurings, AFs, or new operations.
- Prepared CDD COVID guidance notes and sent out weekly updates to task teams, including links to relevant WBG guidance notes, feature stories, and country-specific responses to COVID.

### Continued just-in-time support for task teams

- Responded to 5-6 inquiries per week including peer reviews, requests for sample TORs, CVs, and references as well as operational advice
- Provided direct operational and analytical cross-support to projects in all 6 regions

### Supporting a community of learners

- Ongoing regular learning events: 8 BBLs in FY20
- Organized a CDD clinic jointly with IEG
- Expanded internal and external CDD websites, supported CDD blogs
- Created CDD yammer and C4D discussion pages
- Monthly newsletter - Just celebrated our 75th issue

### Building talent and strengthening mentoring

- Ongoing career guidance and mentoring for staff and STCs interested in CDD

### CDD & FCV

- Provided inputs to the WBG FCV strategy and communicated key implications of the strategy to the CDD community, including through webinar with FCV group
- Supported seven task teams participating in the conflict prevention pilot, including in project design, testing adaptations, and documentation and evaluation
- Continued engagement with the UN and the Pathfinders initiative on SDG16 on peaceful and inclusive societies

### CDD & LED

- Completed LED portfolio analysis and undertook a stocktake of Bank-supported CDD projects with LED components
- Developed a LED resource page with LED materials
- Offered cross support/TA to interested teams to design LED projects

### Analytics/M&E

- Led rigorous M&E, supported better documentation and M&E across projects
- Developed toolkit on measuring social cohesion in CDD projects, in partnership with Mercy Corps

### Disruptive Technology

- Build collaborations with Amplo, GeoAdaptive, MIT SOLVE and IDEO

We'd like to say a big thank you to our many members who shared their time, energy, and knowledge with our community – be it acting as expert panelists at our events or sending advice on a colleague's question on the CDD program implementation. We're looking forward to another exciting year ahead with all of you!

Susan, Nik, Ashutosh, Stephen, Khamza, Ronnie, Anastasiia and Liam

## CDD AT GLANCE

### Operations

CDD remains an important strategy for governments around the world to respond to core development challenges, including increasing access to basic services, infrastructure, and opportunities for poor communities. Total Bank lending towards CDD operations in FY20 was \$6.6 billion, a 27 percent increase over FY19 (\$5.2 billion), and an almost 61 percent increase over the past five years (from \$4.1 billion in FY16). In parallel, the overall value of the active CDD portfolio increased from **\$21.6 billion** at the end of FY19 to **\$33 billion** as of end FY20.

The [number of active projects](#) has increased from 222 to 327, with CDD operations present in 90 countries, covering **65 percent** of [International Development Association](#) (IDA) or IDA blend countries (the Bank's fund for the world's poorest countries), **28 percent** of active CDD projects are either in FCS countries or working on an FCS agenda.

### Membership

The CDD Community of Practice (CoP) is one of the largest in the Bank, with **1,100 members, of which about 36 percent are external** (primarily government counterparts, development partners, and academics).

## COVID RESPONSE

The CDD secretariat led the drafting of the social response section in the Social Response Framework paper for COVID that went to the Board in June. The secretariat also coordinated an in-depth portfolio review with regions to assess CDD projects that could serve as a platform for rapidly supporting a COVID response. In addition, the CDD GSG prepared CDD COVID briefings for Senior Management, provided operational support, and organized a [one-stop-shop on CDD-COVID resources](#) to help task teams preparing restructurings, AFs, or new operations. The CDD secretariat also prepared CDD COVID guidance notes and sent out updates to task teams, including links to relevant WBG guidance notes, feature stories, and country-specific responses to COVID. Here are some documents that the CDD secretariat prepared or contributed to.

- [Social Response Framework for COVID19 paper](#), which focuses on protecting households, especially the poor and most vulnerable, as they face the direct effects of the pandemic and economic downturn and seek to navigate recovery. This pillar focuses on using CDD, Local Government, and Social Protection approaches to protect the most vulnerable.
- [World Bank Note: Building on Community Capacities to Strengthen the Response to COVID-19](#): This note offers some initial ideas of areas in which CDD operations and approaches can support an effective response to COVID-19 in the short, medium, and long-term.
- [World Bank CDD and COVID Operational Note](#): The note guides CDD teams for adapting their operations to respond to the COVID-19 crisis. In this note, practitioners will find useful references and suggestions on the following topics: Communications and Social Mobilization, Poverty Targeting, Labor Intensive Public Works, Income generation and Local economic development activities, and Monitoring and Evaluation.
- [World Bank Guidance Note: Low Tech Solutions for CDD Communications and Monitoring](#): This note offers some simple, low tech solutions that can help with CDD communications and monitoring to prevent the spread of COVID-19.

## COMMUNICATIONS

In line with our strategy ([CDD Strategy Note](#)) to promote effective ways for CDD approaches to help the world's poorest communities, our communications efforts target a variety of topics and audiences.

- **CDD Websites** – Reflecting the GSG's commitment to supporting members of our CDD community of practice both inside and outside the Bank, we restructured and enhanced the materials on our external [Collaboration4Development](#) (C4D) site to provide operationally useful resources and a space to connect. We also updated [our internal CDD page](#) on the Bank's intranet to feature a new look and easier access to relevant information. The intranet CDD page (just type "CDD" in your browser while connected to the Bank's network) includes the same resources as the external C4D site, as well as a number of resources of relevance to Bank teams, including a searchable database of Bank-supported CDD operations. Finally, we have developed [a C4D page for LED](#).

- **Blogs and Feature Stories** – The GSG supported outreach on CDD approaches and COVID response efforts around the globe. Some examples include:
  - [Increasing employment and skills for Papua New Guinea's Youth](#)
  - [Awareness Campaigns Help Prevent Against COVID-19 in Afghanistan](#)
  - [From the Horn of Africa to the Solomon Islands](#)
  - [The Resilience of Indonesia](#)
  - [Think regionally to act locally: How can a regional community-driven approach address fragility, conflict, and violence in a post-COVID19 Africa?](#)

- **Newsletters** – Our [monthly newsletter](#), "What's Happening," offers a roundup of the latest news, operations, research, and debates related to CDD. This is our 78<sup>th</sup> issue and has a circulation of more than 1,000.

## LEARNING AND KNOWLEDGE EVENTS

The CDD secretariat continues to organize a broad range of learning activities, in collaboration with teams inside and outside the Bank.

- **Brown Bag Lunch Series** – In FY20, the CDD GSG organized a number of BBLs and Webinars focusing on topics of interest to the CDD community, including:
  - May 20, 2020: [Back to the Future: Alternative Approaches to Stakeholder Engagement in East Asia and Pacific](#)
  - May 11, 2020: [Resilient Communities in the face of COVID: Women Groups as Corona Warriors: National Rural Livelihood Mission in India](#)
  - April 16, 2020: [Measuring Social Capital and Social Cohesion](#)
  - February 27, 2020: [MIT SOLVE - Promoting Community-Driven Innovations](#)
  - December 12, 2019: [Promoting Economic and Social Empowerment in Poor and Rural Communities Through Digital Technology](#)
  - December 10, 2019: [DIME SmackDown Debate: Soft touches, hard stuff: Managing water in an increasingly disaster-prone world](#)
  - November 19, 2019: [IEG CDD Clinic](#)
  - October 24, 2019: [Linking Communities to Economic Opportunities in Lagging Areas Through Spatial Planning and Technology](#)

## JUST IN TIME SUPPORT

The CDD secretariat provides direct operational assistance, just-in-time advice, and other responses to requests from members of the CDD community. The CDD GSG also supports analytical work and knowledge products of relevance to clients, task teams, and partners that help enhance the quality of CDD operations.

- **Direct Operational Cross-Support** - Once again in FY20, the CDD secretariat provided operational support to teams across all six regions.
- **Helpdesk Function** - The CDD secretariat continues to provide just-in-time advice to the broader community of practitioners. This year, we responded to an average of 4-5 requests per week, maintaining a service standard of responding to requests within 48 hours. Inquiries included requests for document reviews, sample TORs, operational guidelines, and support finding specialized consulting services. In answering these requests, the secretariat often draws on the collective experience and knowledge of the CDD community, who continue to be generous in sharing their time, experiences, and materials.

## ANALYTICAL WORK

**Social Impact Monitoring of Vulnerable Groups and COVID-19 Bulletin:** The impacts of the COVID-19 pandemic are falling disproportionately on certain vulnerable groups such as refugees, migrants, and IDPs; persons with disabilities; LGBTI people; women; persons affected by gender-based violence; indigenous people and ethnic minorities. The GSG has begun the Social Impact Monitoring of COVID-19 initiative to highlight the impacts of COVID on these vulnerable groups, based upon primary and secondary data sources. This first bulletin summarizes key findings, which will be complemented by additional updates as new studies and data become available.

**Social Cohesion Measurement Toolkit:** One challenge faced in many operations and more broadly in fragile and conflict-affected situations (FCS) is the difficulty in measuring social cohesion. In view of this, the CDD GSG commissioned Ryan Sheely and Jeeyon Kim of Mercy Corps to develop a social cohesion measurement toolkit, to be used for project evaluations. The toolkit contains both quantitative survey modules as well as qualitative focus group questions.

**Village Organizational Capacity Assessment Toolkit for CDD Projects:** A significant portion of CDD project budgets goes towards capacity building (CB) efforts, which intervene through many different methods and target multiple levels, including individuals, communities, and local government. However, there is no standard diagnostic toolkit with which to measure the outcomes of this considerable investment. This toolkit prepared by CDD GSG is an effort to fill this gap and provide donors and governments with a way to test assumptions about capacity building in CDD and determine the merit of investments and whether they lead to better capacity outcomes. Here are the links to the [toolkit](#) and [village organizational capacity assessment tool](#).

## CDD GSG SURVEY RESULTS – JUNE 2020

In total, we had 27 respondents to the survey. Most respondents found the CDD CoP to be delivering services useful to them in FY20. We were glad to hear it!

BBLs and webinars were the most frequently utilized CDD CoP service, closely followed by the CDD newsletter. CDD COVID resources, guidance, and operational notes were also commonly used.

In identifying key themes that you would like us to focus on in FY21, Livelihoods and local economic development (LED) was by far the most popular topic, garnering interest from 85 percent of respondents. Next, about half of our colleagues showed interest in FCV and social resilience followed by M&E. Besides, participants expressed interest in topics including monitoring and evaluation, COVID-19 response, and technology.

Finally, when asked what you would like to see more of in FY21, we received lots of suggestions, including a focus on knowledge sharing (more training opportunities, guidance, and operational notes), roundtable discussions, clinics, and CDD core course), knowledge generation (new analytical work and impact evaluations, further focus on livelihoods and LED: smartphone-enabled technology, advances in community-level CDD reforms, gender, and CDD intersection, and economic analysis), and just-in-time support (M&E, linking GRMs and SDSs with CDD; operational support). The full survey results are [here](#), and if you have in the meantime thought of other pressing priorities, please send us an email to [cddgsg@worldbank.org](mailto:cddgsg@worldbank.org).

## LOOKING FORWARD: FY21 AND BEYOND

Please let us know if you are working on these issues and have insights to share or questions you want answered.

In the coming fiscal year, the CDD secretariat will continue to:

- Support operationalizing and monitoring of the Pillar 2 Social Response CDD and local government projects to protect the poor and vulnerable affected by the COVID crisis. Operational support will be provided as well as monitoring and reporting of results
- Facilitate virtual knowledge exchanges across staff, government counterparts, and development partners
- Support learning opportunities, including generating and disseminating knowledge from operations
- Provide direct support to operations across the World Bank portfolio, to ensure that together we remain at the cutting edge of developments in the CDD implementation around the globe.

In this work, we will continue to put a special emphasis on the top issues identified in the survey, e.g. using CDD approaches to foster local economic development (LED), CDD in situations of fragility, conflict, and violence (FCV), analytics/M&E and disruptive technology. This will include a mix of analytical and operational work, bringing together the expertise and identifying innovations from multiple global practices and from beyond the Bank.

Please let us know if you are working on these issues and have insights to share or questions you want answered.

## STAY IN TOUCH!

The Community-Driven Development CoP and GSG connects peers, thought leaders, and practitioners across governments, agencies, and academia, to share ideas and experiences on CDD approaches. This CoP/GSG is facilitated by the Global Programs Unit of the Social Sustainability and Inclusion Global Practice 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 [CDD\\_email](#) and we'll incorporate these in the next "What's Happening in CDD" newsletter.

To sign up for CDD CoP membership and receive our monthly newsletter, please [click here](#)

Please visit and bookmark our sites!

CDD Global Solutions Group (WB internal):  
<https://worldbankgroup.sharepoint.com/sites/gsg/CDD/Pages/Home.aspx>

CDD Collaboration/Development (C4D) (external):  
<https://collaboration.worldbank.org/content/sites/collaboration-for-development/en/groups/community-driven-development-global-solutions-group.html>

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