Community Driven Development (CDD) – An Introduction

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Let's start with a video...

- [http://www.youtube.com/watch?v=xUx bHkhr93k](http://www.youtube.com/watch?v=xUx bHkhr93k)
What is CDD?

CDD = is an *approach* to local development that gives control over planning decisions and investment resources to community groups (including local governments).
What is “community driven development” (contd.)?

- What is a **community**?
  - “What makes a community, is a common purpose” – development

- What is “**driven**”?
  - “Watching from the roadside” – communities are told what they need
  - “Giving directions for the rear seat” – communities are asked what they need
  - “Being in the driver’s seat” – communities do what they need

- **Development** of what?
  - Building local infrastructure
  - Delivering basic social services
  - Providing social safety nets for vulnerable groups
  - Improving local livelihoods and incomes
CDD is a philosophy

- It is **development by the people** for the people
- It lets the **people decide** what is best for them
- It is development that is **centered on the people**
- It brings the state **closer to the people**
- It has **two dimensions**: decentralization and participation

CDD is a method

- It allows to address **multi-sector needs**
- It provides a **platform** for implementing single-sector projects
  - Rwanda: primary education, rural water supply, ex-combatant reintegration; decentralization strategic framework
- It provides a **foundation** on which to build more complex interventions
  - Natural resource management, climate change adaptation, urban development, improving social service provision
The idea of CDD is not a new one…

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<th>Timeline of Approaches to CDD</th>
<th>Adapted from Binswanger et al (2010)</th>
<th>Progression of community involvement</th>
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<td>1960s ➞</td>
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Defining CDD...5 key elements

- Community Focus
- Participatory Planning
- Community involvement in implementation and O&M
- Community Control of Resources
- Participatory Monitoring

• So CDD is not a project
• It is a social and political transformation to embed these elements in the way local development is done across a country
Why is CDD important?

**Efficiency**
- Matching resources to needs
- Reducing corruption and misuse
- Better quality and maintenance
- Lower costs and greater recoveries

**Equity**
- Better targeting
- Getting resources to the poor
- Reaching excluded groups

**Empowerment**
- Greater voice and choice
- Enhanced accountability, transparency and participation
Conceptual Framework

**INPUTS**
- Funds (Loan, govt & community contributions)
- Technical assistance (design, program rules)

**OUTPUTS**
- Community participation in activities
- Small-scale Infra: e.g. roads, irrigation, health centers, schools built, of high quality & tailored towards community needs
- Income-generating activities supported
- Training provided to communities

**INTERMEDIATE RESULTS**
- Building Social Capital (trust, association, community activities)
- Improved Access and Use of services – e.g. access to roads and markets, school enrollment, attendance, professional deliveries, access to healthcare
- Community skills improvements
- Jobs created

**LONGER TERM OUTCOMES**
- Community empowerment
- Improved local governance
- Household welfare increases (consumption, income, assets)
- Sustainable job creation
- Improved educational and health outcomes

**RISKS/ASSUMPTIONS**
- Funds are available and disburse in a timely manner
- Design is sound & promotes real participation rather than patronage
- Qualified project staff are in place
- Communities are given genuine opportunities to receive info & participate
- TA & capacity building provided is sufficient and of high quality
- Quality of supply-side interventions
- Economic growth
- Enabling environment for social, political reforms
- External shocks are minimized (economic, financial, crises, natural disasters)
What have been the impacts of Bank-financed CDD programs?*

- Positive economic welfare outcomes in several programs
- Significant improvements in a range of schooling and health outcomes
- Geographic targeting generally pro-poor
- Household targeting more mixed to positive
- Participation improves construction quality and maintenance
- Limited impacts on social capital and not much evidence of greater collective action outside projects
- Mixed impacts on local governance

*From: Wong (2012) and Mansuri and Rao (2012)
CDD is cheaper and better means of delivering local infrastructure
Limitations of CDD

**Conceptually**
- Heterogeneity of communities
- Danger of elite capture
- Creation of ‘parallel structures’
- Challenge of building social capital
- Danger of crowding out other initiatives

**Practically**
- Limits to targeting
- Challenge of going to scale
- Huge dependence on frontline staff
- Costs of participation
- Supply driven-Demand driven development
- Short sub-project cycles
- Challenge of sustainability

**Institutionally**
- High preparation and supervision costs
- Tougher to monitor safeguards and fiduciary compliance
- Prior economic analysis and determination of outputs not possible
- Need for flexibility and adaptation – WB instruments don’t allow this easily
When should one use a CDD Approach?

**Local Institutions Absent**
- Markets absent
- Public services absent
- Post-conflict
- Post-disaster
- Nascent decentralization

**Local Institutions Non-Functional**
- Corruption
- Lack of Capacity
- Lack of Accountability
- Exclusion
- Non-responsive local government

**Resulting Application Contexts:**
- Community infrastructure – rural roads, water, education, health
- Common property resource management – forestry, fisheries, water supply
- Micro-enterprise development/cooperatives
- Local governance/decentralization support
- Other goods/services that are small scale, not complex, and require local cooperation
Its important to note that...

• CDD projects **operate at the lowest layer of sub-national organization** – e.g. village, commune, sub-district, ward, etc… because it is working from the bottom-up

• This is **often below the lowest formal level of administrative decentralization** – which for political, financial, or technical reasons is usually at district, municipal, or provincial level

• The push for CDD (when it is not a post-conflict situation) is often because a strong central government ministry/agency is trying to by-pass these layers and reach communities directly

• That is why there is usually a debate around whether CDD creates ‘parallel’ structures and why over the long-run one would hope that the top-down decentralization process ‘converges’ with the bottom-up CDD one
Visually…

Decentralized authority usually here

Sub-project implementation is here

Center/National level

Province/State

District/Municipality

Sub-district/Commune/Block/Ward

Village/Community

OR

Flow of funds

Line ministry /Fund/Coordinating Ministry

CDD project

COMMUNITY DRIVEN DEVELOPMENT CORE COURSE - SOCIAL DEVELOPMENT DEPARTMENT
The long term goal...

CDD through LGUs
Focus: LGU Capacity
(e.g., Cambodia)

Community Driven
Capable
Local Development

CDD through parallel service delivery
Focus: Community Development
(e.g., Indonesia)

CDD through LGUs
Focus: LGU responsiveness
(e.g., Vietnam)

Decentralization Support
How does CDD work?

- Setting up community councils and developing their capacity
  - Membership? Selection process? Gender, ethnic, religious representation?
- Identifying and prioritizing needs; “participatory rural appraisal” (ranking, mapping, etc.)
- Preparing community development plans with priority sub-projects; open-menu approach
- Setting up a block grant mechanism: from the government’s budget and/or development partners
- Establishing procedures for the flow of funds and procurement
- Facilitating participatory M&E
The CDD sub-project cycle

1. _______ 10
2. _______ 5
3. _______ 15
4. _______ 7
5. _______ 3
6. _______ 20
Some guiding principles for CDD

• Investing in community capacity is central to success
• Consultations with villagers should be part of a structured planning process, not one-off dissemination events
• Facilitation to support communities throughout the project cycle is critical
• Technical support and oversight (e.g., by NGOs) will improve sub-projects, but it should report to the community
• A complaints handling system with appropriate follow-up can diffuse tensions before they turn into conflict
• Information, particularly financial information and targeting, needs to be accessible, clear, and in the local language(s)
• Monitoring is effective if it is participatory (using social analysis methods) and if findings are shared across communities
• Total 865 projects between FY00-11 worth over $40.6 billion in IDA/IBRD (“total amount”) of which $25.98 billion directly managed by communities/local govts (“CDD amount”).

• Largest number of projects in AFR, but highest lending in EAP.

• Fall in number of FY11 projects as more selective criteria being used to capture CDD.
World Bank CDD Portfolio – Distribution by Region

Cumulative CDD (ex. enabling environment) Lending by Region
FY00-FY09 (US$ million)
World Bank CDD Portfolio – Distribution by Sector

Cumulative CDD (ex. enabling environment) Lending (US$ million) by Sector Board FY00-FY09

- ARD, 7,180
- ED, 1,628
- SDV, 1,614
- SP, 2,213
- UD, 1,295
- WAT, 1,431
- HE, 1,357
- EP, 612
- FP, 62
- GE, 50
- GIC, 174
- PO, 183
- TR, 2
- UD, 2
- WAT, 6
Types of CDD Projects

- Social Funds
- Single sector/Common Property Resource Management
- Local Government Support
- Multi-Sector/Integrated Service Delivery
- Livelihoods and Micro-credit
- Emergency, Post-Conflict, and Disaster Response
Additional information on CDD...

Intranet CDD home “cdd”

Sharepoint “cddcop”

CDD database Portfolio “cdddb”
Thank you! Questions/Comments?