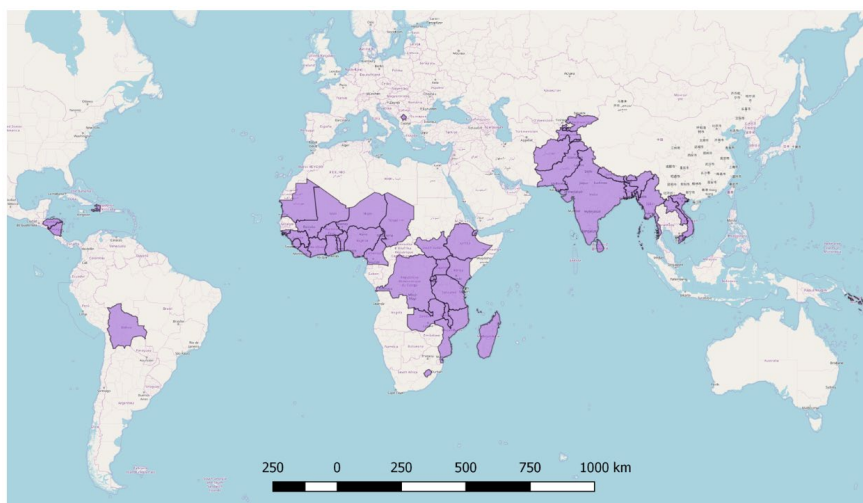


An Introduction to Community-Driven Development

Introduction

Today, as ever, the international community is struggling with how to reduce violence, subnational conflict, inequality, corruption, and deterioration of institutions that are meant to uphold the law and provide services with basic protections and rights. Cross-border migration flows dominate the news as populations flee their homes. There are few things that are proven to work in areas of fragility or conflict. And fewer still that we know can be grafted across to new environments, able to work in new countries and cultures, and be scalable beyond a few small communities. We know that the best way that transitioning country governments can maintain peace and security, and generate economic growth is by fostering strong institutions and delivering services to their citizens¹. The question is, how?



Map of active World Bank CDD projects, 2017

Community-driven development (CDD) is a promising tool in international development and has been applied in countries around the world with noted success². In 2018, the World Bank alone had a CDD portfolio valued at \$19.7 billion across 199 projects in 78 countries, of which 22 countries are fragile,

References:

1. World Bank Group. World Development Report 2011
<https://openknowledge.worldbank.org/handle/10986/4389>
2. For those unfamiliar with CDD, a good overview of the concept is found here:
www.worldbank.org/en/topic/communitydrivendevelopment

Community Driven Development Series

About ISE's Development Practice Notes

ISE Development Practice Notes present new ideas and good and / or innovative practices in the field of development. Different sectors and themes are covered, including fiscal performance, health and education sectors and social protection. DPNs are produced by ISE staff, associates, consultants and fellows. ISE DPNs are widely distributed and are also available on the ISE Website at <http://effectivestates.org/publication-category/dpn/>

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conflict-affected, or host refugees or internally displaced populations (IDPs)³. Countries where the World Bank has implemented CDD programming include Afghanistan, Haiti, Myanmar, South Sudan, and Yemen.

WHAT IS CDD?

CDD commits to providing communities with a set of core services. It is a form of participatory development that clearly and transparently gives a community the technical and financial tools with which to identify and address local issues. Facilitators assist in organizing the community and with deliberation of the project selection. The ultimate result is the delivery of critical small-scale infrastructure projects, chosen by the community, in a short amount of time.

While the exact process and mechanisms may vary, generally, block grants are delivered from central government line ministries, or sometimes from subnational governments, directly into village bank accounts. Communities use unified village-level budgeting and financial reporting to create community development plans that outline their goals. Elected local councils manage the funds, facilitate what the community decides are the right priorities to spend it on, and then plan and implement the projects with technical assistance from the government or facilitating agency. CDD projects range from sustainable water and electricity access to infrastructure developments such as roads and bridges.

WHAT WORKS

CDD programming is primarily employed to efficiently and cost-effectively improve access to services, particularly where it is otherwise hard for governments to reach – in post-conflict or disaster contexts, or geographically remote or infrastructurally weak areas. In this way, CDD helps over-burdened bureaucracies to deliver services where citizens' expectations far exceed the capacity of traditional delivery systems. CDD allows governments to reach very large numbers of people, in thousands of communities across a country, and in very remote areas. It provides

the structure and financial resources to bring services to these communities by allowing them to plan, negotiate, and manage the services they need themselves. It builds on the idea that communities are often best placed to know their needs, and that they will be driven to spend the resources as efficiently as possible because of transparency and accountability demands from community members with whom they interact daily.

CDD not only helps with basic service delivery, but also promotes community ownership. Moreover, when decision-making takes place at the most local level, it promotes a sense of fairness and accountability. This in turn changes perceptions of the government institutions that provide the funding (as long as donors are not seen as the deliverers). Conditions for community participation and disbursement also serve as a powerful tool to bring into the public space women and other marginalized groups and give them decision-making power. Furthermore, with communities facilitating projects themselves, CDD builds a sense of collective action and contributes to general social cohesion, especially when programs run well with open participation, include vulnerable communities, and strive to prevent elite capture and corruption.

NEW DEVELOPMENTS IN CDD

While CDD has proven to be a useful tool for quick delivery of services, the model is most often used in a narrow scope. Today, countries such as Afghanistan are trying to build on their experience from the first generation of CDD programs to use the model to address a wider variety of challenges. The next generation of CDD focuses on a number of areas, including:

1. Better integration of CDD, local elected councils, and the implementing government entity within the wider government structure. This can include formalizing the local councils in law, integrating financial mechanisms into the national budget structure, and linking local councils to other service delivery ministries such as education and health.

References:

3. Guggenheim, Scott and Susan Wong. Community-Driven Development: Myths and Realities. Washington DC: World Bank Group, 2018 <https://openknowledge.worldbank.org/bitstream/handle/10986/29841/WPS8435.pdf?sequence=1&isAllowed=y>

2. Increased focus on inclusive development through more intensive facilitation and use of Participatory Learning and Action (PLA) tools, quotas for women's participation, and inclusion of youth, IDPs, returnees, persons with disabilities, and other underserved groups.
3. Expansion of the CDD model to urban areas.
4. The use of CDD for reintegration in post-peace contexts.
5. More regular and predictable transfer of funds.

Linking CDD into the formal government structure is especially important for the next generation of CDD in fragile or transitioning countries due to the high level of existing fragmentation in such contexts, particularly in countries with a history of high donor funding and input. This formal government linkage can both increase the legitimacy of government as well as increasing the legitimacy of the program, including the locally elected councils. Further, this formal linkage often also means using the national systems and the national budget to deliver funds.

Next-generation CDD also puts a special focus on ensuring inclusive development and accountability at all levels, giving a voice to vulnerable groups such as women, returnees and the poor. This can vary across contexts in both mechanisms (representation quotas, decentralized voting, etc.) and population (religious minorities, refugees, indigenous people, disabled people, etc.). Such direct targeting – in both representation and programming – is key to ensuring these groups benefit from the physical outputs and social impacts of CDD grants.

WHAT ARE THE STEPS TO ESTABLISHING THE NEXT GENERATION OF CDD?

This Institute for State Effectiveness (ISE) series unpacks in further detail key components of the design, implementation, and monitoring of next-generation CDD. In particular, it focuses on the experience of Afghanistan in developing the Citizens' Charter Project. The initial papers cover the following topics:

1. Participatory development and substantive facilitation.
2. CDD elections and representative local governance.
3. Inclusion of the Kuchi population.
4. How the Citizens' Charter contributes to poverty alleviation.
5. Inter-ministerial coordination.
6. Transparency, accountability, and anti-corruption.
7. Community-driven approaches to peace.
8. CDD and public financial management.

ISE will continue to research, discuss, and engage with the next generation of CDD and other pressing development topics that put citizens at the center of governance. More papers and community discussions are forthcoming. If you would like to suggest additional topics for research and discussion, please contact kristopherkaliher@effectivestates.org.