



Completion Report

Project Number: 47156-001
Technical Assistance Number: 8589
June 2016

Supporting the Operationalization of Community-Driven Development in Developing Member Countries

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TA Number and Name: TA 8589-REG: Supporting the Operationalization of Community-Driven Development in Developing Member Countries			Amount Approved: \$700,000	
			Revised Amount: N/A	
Executing Agency: Asian Development Bank		Source of Funding: 1. TASF-V - \$200,000 2. Republic of Korea e-Asia and Knowledge Partnership - \$500,000	Amount Undisbursed: \$118,608	Amount Utilized: \$581,392
TA Approval Date: 16 Dec 2013	TA Signing Date: N/A	Fielding of First Consultant: 12 February 2014	TA Completion Date Original: 31 January 2016	Actual: 31 March 2016
			Account Closing Date Original: 31 January 2016	Actual: 17 June 2016
<p>Description: The technical assistance (TA) 8589 was approved on 16 December 2013 to build on the results of two previous community-driven development (CDD) technical assistance projects.¹ The TA aimed to sustain the momentum of initiatives in the selected developing member countries (DMCs). It targeted the following issues: (i) weak coordination among sector agencies to deliver basic service effectively in response to local development needs, (ii) limited knowledge of DMC officials on how to design CDD projects and programs appropriately to the country context, and (iii) lack of information and communication technology (ICT) infrastructure that can improve basic service delivery at the local level. The executing agency for the TA was ADB through the Social Development, Governance and Gender Division of the Sustainable Development and Climate Change Department.</p> <p>Expected Impact, Outcome, and Outputs: The expected impact of the TA is the increased demand for application of CDD approaches in selected DMCs. Its expected outcome is increased knowledge and capacity of participating DMCs in using CDD approaches. In order to achieve the desired outcome, the TA supported the following outputs: (i) analytical studies on CDD approaches, (ii) cross-country learning exchanges to promote CDD approaches, and (iii) identification of ICT initiatives that will complement CDD projects in the selected DMCs.²</p> <p>Delivery of Inputs and Conduct of Activities: The total TA amount was \$700,000 of which \$295,533 (42%) was disbursed to finance engagement of consultants, \$227,590 (33%) to conduct knowledge sharing events, and \$58,269 (8%) to support the TA's analytical work, case studies, and various administrative expenses. The disbursed amount was prorated as follows: \$142,799 (20%) from TASF-V and \$438,593 (63%) from the Republic of Korea e-Asia and Knowledge Partnership Fund.</p> <p>The TA was implemented for two years and two months from February 2014 to 31 March 2016, extending two months from the original completion date of 31 January 2016. This extension enabled the TA to support the translation of two CDD booklets into local languages.</p> <p>TA activities were supported by a number of individual consultants consisting of a team leader, four international consultants, and five national consultants, recruited directly in accordance with ADB's Guidelines on the Use of Consultants. Terms of reference were well prepared and the performance of consultants was assessed as generally satisfactory. Minor changes in implementation arrangements were processed to produce additional studies for Bangladesh (under Output 2), and the Philippines (under Output 1). These additional studies showcased how ADB-financed projects have benefitted and engaged communities to improve their conditions and meet their development needs. The performance of ADB as the executing agency is satisfactory.</p> <p>Evaluation of Outputs and Achievement of Outcome</p> <p>The TA has delivered major outputs, which include (i) three case studies in Bangladesh, Indonesia, and the Philippines; (ii) four cross-country learning visits in Bangladesh, the Federated States of Micronesia (FSM), the Philippines, and Tajikistan; (iii) a regional conference in Cebu, Philippines, which discussed on scaling-up and mainstreaming of CDD programs; (iv) two ICT country studies in Bangladesh and the Philippines on potential community-based e-service to expand the project reach and/or provide improved services to remote beneficiaries; (v) translation of CDD booklets on The CDD Pilot Project in the People's Republic of China (Chinese version), and The Urban Governance and Infrastructure Improvement Project in Bangladesh: Sharing Knowledge on Community-Driven Development (Bangla version); and (vi) CDD summation workshop, which served as a venue to present the findings of CDD studies for Indonesia and the Philippines, and lessons learned on the implementation of CDD programs.</p>				

¹ ADB. 2007. *Technical Assistance for Supporting Community-Driven Development in Developing Member Countries*. Manila. (R-CDTA 6400, approved in May 2007); ADB. 2010. *Technical Assistance for Sharing Knowledge on Community-Driven Development in Asia and the Pacific*. Manila. (TA 7543-REG, approved in June 2010). Both technical completion reports were rated satisfactory.

² The DMCs that took part in this TA were selected in consultation with the regional departments based on individual DMC's interest in CDD and applicability of the TA activities to ongoing or planned ADB projects.

Output 1: The TA increased awareness of the CDD approach through the completion of four country case studies. The TA generated more than the originally envisioned two country/thematic case studies by publishing the following: (i) Enhancing Community-Driven Development through Convergence: A Case Study of Household- and Community-Based Initiatives in Philippine Villages;³ (ii) Toward Mainstreaming and Sustaining Community-Driven Development in Indonesia: Understanding Local Initiatives and the Transition from the National Rural Community Empowerment Program to the Village Law;⁴ (iii) an additional case study for the Philippines, TA Consultant Report: KALAH-CIDSS Tracer Study,⁵ which examined the enabling and hindrance factors for local government to adopt and sustain the CDD approach; and (iv) a CDD booklet for Bangladesh, The Southwest Area Integrated Water Resources Planning and Management Project,⁶ which showcased the first initiative to successfully incorporate beneficiary participation into managing large-scale irrigation systems. Summaries of the case studies were also produced and distributed to DMC participants during the CDD Summation Workshop.

Based on the demand from DMC officials and regional department staff, the TA also translated and published: (i) The CDD Pilot Project in the People's Republic of China (Chinese version); and (ii) The Urban Governance and Infrastructure Improvement Project in Bangladesh: Sharing Knowledge on Community-Driven Development (Bangla version). These studies were previously published in English under a different CDD TA. The translated versions were disseminated to a wider audience.

Output 2: The TA conducted six knowledge events, thus fulfilling the project target. Two of these events were regional knowledge-sharing events. The first was the Asia Regional Conference on Community-Driven Development held in Cebu, Philippines, 24–27 March 2015, with the theme *Scaling-up and Mainstreaming Community-Driven Development*. The conference was jointly organized and co-funded with the World Bank and DFAT, and was attended by 110 delegates from 14 DMCs.⁷ The following year, the CDD Summation Workshop was held at ADB Headquarters, 14–15 January 2016, with participation of 60 delegates from four DMCs⁸ and other development partners. The workshop included a field visit to Philippines' KALAH-CIDSS National CDD Project in Palawan, 11–13 January 2016.

The TA also conducted four cross-country learning visits:

(i) **Indonesia PNPM (Program Nasional Pemberdayaan Masyarakat) Working Group Learning Visit to Philippine KALAH-CIDSS Projects, 17–21 March 2014.** The TA facilitated the cross-country learning visit between PNPM Working Group of Indonesia and the Philippines' KALAH-CIDSS program where 54 representatives from Indonesia and the Philippines participated. As the timing of the learning exchange was during the preparatory phase of scaling up the Philippine National CDD Project to restore basic social services to rebuild communities from the damages caused by Typhoon Haiyan, the discussion allowed Philippine participants to learn from Indonesia's experience in using the CDD approach during the Aceh post-tsunami recovery effort.

(ii) **Cross-Country Learning Workshop on Community-Driven Development in FSM, 16–18 February 2015.** The workshop was attended by 27 participants from the Philippines and from FSM's four States (Chuuk, Kosrae, Pohnpei, and Yap). It provided insights on implementation challenges and lessons learned on community-based development for water supply system in island communities.

(iii) **Cross-Country Learning Workshop on Community-Driven Development in Bangladesh, 4–7 May 2015.** The workshop was attended by 92 participants from Bangladesh, Indonesia, and the Philippines. It provided insights, important lessons, options and strategies on how to strengthen the community-based features of Climate Resilience and Disaster Management particularly in coastal areas.

(iv) **Cross-Country Learning Workshop on Community-Driven Development in Tajikistan, 19–24 October 2015.** The workshop was attended by 73 participants from Indonesia, Philippines and Tajikistan. It provided lessons learned, strategies and options that can improve the community-based features of Building Climate Resilience in the Pyanji River Basin Project.

³ The field sites for the study Enhancing Community-Driven Development through Convergence: a Case Study of Household- and Community-Based Initiatives in the Philippine Villages include: (i) San Remigio, Antique; (ii) Tanauan, Leyte; (iii) Veruela, Agusan del Sur; and (iv) Capalonga, Camarines Norte. The publication gave an insight to strengthen the Department of Social Welfare and Development's Convergence Strategy and will be further disseminated widely during the CDD Congress that is scheduled in 2016.

⁴ The field sites for the study Toward Mainstreaming and Sustaining Community-Driven Development in Indonesia: Understanding Local Initiatives and the Transition from the National Rural Community Empowerment Program to the Village Law include: (i) Kabuh, Jombang; (ii) Sinoa, Bantaeng; (iii) Narmada, Lombok Barat; and (iv) Payangan, Gianyar.

⁵ The field site for the study KALAH-CIDSS Tracer Study is Enrique Villanueva, Siquijor, Philippines.

⁶ The field sites for the study Southwest Area Integrated Water Resources Planning and Management Project include of Narail Sadder Upazilas and Kalia Upazilas.

⁷ Participating countries for the Asia Regional Conference on Community-Driven Development include: Afghanistan, India, Indonesia, Lao People's Democratic Republic, Mongolia, Myanmar, Pakistan, Papua New Guinea, Philippines, Solomon Islands, Thailand, Timor-Leste, Viet Nam, and Vanuatu.

⁸ Participating countries for CDD RETA Summation Workshop include: Indonesia, Myanmar, Philippines and Timor-Leste.

Output 3: The TA completed two ICT reports on supporting CDD: (i) Rapid Situation Analysis Report: Moswimnagar Union Monirampur Upazila of Jessore District, which supported the ADB project Improving Public Administration and Services Delivery through E-Solutions, Bangladesh; and (ii) Enhancing Community Resource Mapping through GIS, which supported the Philippines' KALAH-CIDSS National CDD Program.⁹

The TA successfully achieved the outcome to increase knowledge and capacity of participating DMCs in using CDD approaches. In particular, Indonesia and the Philippines had exchanged experiences throughout TA activities on various topics including rebuilding disaster-damaged community infrastructures through large-scale CDD projects. Other countries that participated in the TA were also able to increase the capacity and knowledge in using CDD approaches through mutual learnings from the regional knowledge-sharing events and cross-country learning visits. For example, the cross-country learning workshop in the FSM had triggered to place \$84,000 funding for pilot and demonstration activity to implement the community rainwater collection with CDD features for Eot Island and Udot Island in FSM's Chuuk State from ADB's Water Financing Partnership Facility. Timor-Leste also increased knowledge on the livelihood component of the CDD approaches during the TA Summation Workshop, and later invited the CDD TA consultant to assist in designing a pilot component for *Programa Nasional Dezenvolvimentu Suku*. These demonstration and pilot initiatives that were generated could possibly lead to future projects that will include CDD features.

Overall Assessment and Rating The TA is rated as highly successful. The outputs in terms of number of country studies, knowledge events, and publications exceeded the initial target due to the following reasons: (i) collaboration with other development organizations (e.g., World Bank, DFAT), which reduced the cost and preparation time of the first regional conference, at the same time increased number of DMC participants; (ii) collaboration with government officials and other ADB project officers and consultants within and outside the department for increased support to deliver fast quality work; (iii) the TA team leader and the research and knowledge management consultant were not only tasked to provide technical and administration support for the TA but also conducted the research on the Philippine analytical study instead of hiring additional consultants; (iv) the terms of reference of consultants and inputs were adequate, and the performance of consultants was generally satisfactory. Through use of the Republic of Korea e-Asia and Knowledge Partnership Fund, DMCs have gained greater understanding of the CDD approach and acknowledged the relevance of sharing experience and building capacity through various peer-to-peer CDD learning exchanges that provided as a source of knowledge solutions within the region. The TA also contributed to enhanced understanding and readiness for the Philippines to scale up KALAH-CIDSS CDD program, and for Indonesia to mainstream CDD through the Village Law. It also increased the awareness of CDD models in other participating DMCs. Despite exceeding the original outputs, budget allocated for consultants generated savings due to prudent and effective use of consultant time and economy. Collaboration with other development organizations (World Bank and DFAT) in organizing the Regional Conference also reduced costs, and increased the number of DMC participants.

Major Lessons: The TA's case studies and knowledge events nurtured realization among the participating DMCs that (i) mainstreaming CDD programs within government is hard and requires strong political will and support, and local capacity; (ii) to promote sustainability of CDD programs, it is important to strengthen linkages with other institutions/agencies to ensure continued operation and maintenance; (iii) new approaches and strategies are necessary to scale up CDD initiatives; (iv) CDD can help improve the targeting, service quality, accountability of other poverty alleviation programs through convergence; and (v) CDD is a powerful platform upon which to build disaster-resilient communities. TA also demonstrated that regional knowledge sharing events are effective learning venues that can cater to the different interests and needs of the participating DMCs. The TA also confirmed that participating DMCs recognize that continued cross-country learning exchanges contribute to promoting and operationalizing CDD approaches even after the TA's completion.

Recommendations and Follow-Up Actions. Given the varying stages of CDD implementation in different DMCs, there is a need for continued knowledge sharing across countries. ADB should assist DMCs that wish to develop CDD approaches by providing comparative experience, technical inputs, and financing.

RETA = regional technical assistance
TA = technical assistance

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⁹ Enhanced Community Resource Mapping method was developed under this TA in order to capture and standardize the inherent community knowledge and transform into usable GIS information to guide and aid the KALAH-CIDSS National CDD Program's community volunteers, local governments and the Area Coordinating Teams.