WORLD BANK

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Community Driven Development (CDD)

Toolkit for national stocktaking and review

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Acknowledgements

Disclaimer

The methodology described her will assist to make an inventory and an analysis of the state of affairs with respect to the implementation of the CDD approach (in the wider sense) in a certain country. The method is mainly qualitative. It is intended to provide insight in the process to national stakeholders, to stimulate exchange and consensus building, and will contribute to the identification of building blocks for further implementation. It is not primarily intended to make a comparison between countries!

The limitations of the method are related to the available amount of time and the level, variety and coverage of participating stakeholder-representatives, influencing the level of detail of information collection, value of the collected information, quality of analysis and status of the outcome.

Table of contents

LIST OF TABLES

LIST OF FIGURES

LIST OF BOXES

1   INTRODUCTION

CDD is broadly defined as giving control of decisions and resources to community groups. The Africa region's vision of effective CDD encompasses five pillars:

Empowering communities
Communities can be organized quickly and productively to diagnose local problems, come up with solutions, lay down priorities, elaborate action-plans and strengthen community organizations and accountability.

Empowering local governments:
Community empowerment needs to be embedded in an institutional framework of local governments. Administrative decentralization must keep pace with political decentralization. Central government staff for frontline services need to be transferred to lower levels of government. Each level of local government should be able to hire staff in its jurisdiction and have the administrative machinery to collect local taxes and user charges. Local government need powers to levy taxes and user charges, based on the subsidiarity principle. Local government development planning should be integrated, participatory and inclusive.

Realigning the centre
Decentralization implies a far-reaching change in the role of the centre, as many responsibilities and resources will shift from the centre to local governments. Central government should focus on facilitating local government activities, setting standard, monitoring outcomes, providing training to lower levels, and providing rewards and penalties to improve local government performance. Decentralization does not mean the withering away of the centre; it implies a joint venture between different levels of government.

Improving accountability
Almost all accountability is upward to donors and central governments. The empowerment of communities and local governments will provide downward accountability to users of frontline services. Greater participation in all projects and programs will improve the voice of local people.

Building capacity and learning by doing
CDD will help develop the community capacity for problem solving through learning by doing. As they take on more responsibilities, they will find they need to upgrade their skills

More and more the concept of 'Community Driven Development' has been accepted as a promising intervention method to stimulate local development and many countries have experiences with this concept. However still lacking is a method to analyse progress and state of affairs with respect to program implementation.

To fill this gap, World Bank has commissioned the design of a national "CDD stocktaking and review toolkit". Design criteria for the toolkit were that the process of inventory and analysis of progress should:
- Stimulate exchange and learning between actors;
- Contribute to consensus building about CDD;
- Contribute to national ownership of CDD implementation;

2   OBJECTIVES AND RESULTS OF THE STOCKTAKING AND REVIEW TOOLKIT

Objectives of the stocktaking and review are as follows:

General objective:
- Reinforce implementation of the CDD approach

Specific objectives:
- Provide, to national governments, actors and WB country-teams, a description and analysis of the 'state of affairs' with respect to CDD-implementation;
- Contribute to strategic planning for further implementation;
- Identify issues for further study and more detailed analysis.

Expected results:
- Description of the state of affairs with respect to CDD;
- Analysis of the state of affairs;
- Elements identified for strategic planning and future CDD implementation;
- Elements identified for further study and analysis;
- A visual presentation (coloured matrix) of a shared appreciation of the CDD state of affairs.

3   GENERAL PRINCIPLES

To guarantee increased ownership of the CDD implementation a number of principles should be respected:

- An in-country high-level team of main stakeholders ("CDD-review Steering Committee") will carry forward the whole stocktaking and review process;
- The stocktaking and review is participatory;
- Stakeholders validate all collected information.

4 BUILDING BLOCKS

This Toolkit consists of a number of building blocks:

- The main building block is a "CDD stocktaking and review matrix', to be used mainly for inventory purposes, but also to visualize main conclusions about the state of affairs (Block 1)
- A block to guide the analysis of the stocktaking (Block 2)
- A "CDD score card" to facilitate a certain harmonization in attributing a final appreciation or score to the level of progress in CDD implementation (Block 3)
- A planning table for planning of future improvements (Block 4)

Figure 1 Toolkit Building Blocks

Block 4: Planning tables

Block 3: Score card

Block 2: Analysis tables

Block 1: CDD Stocktaking and review matrix with key questions and checklists
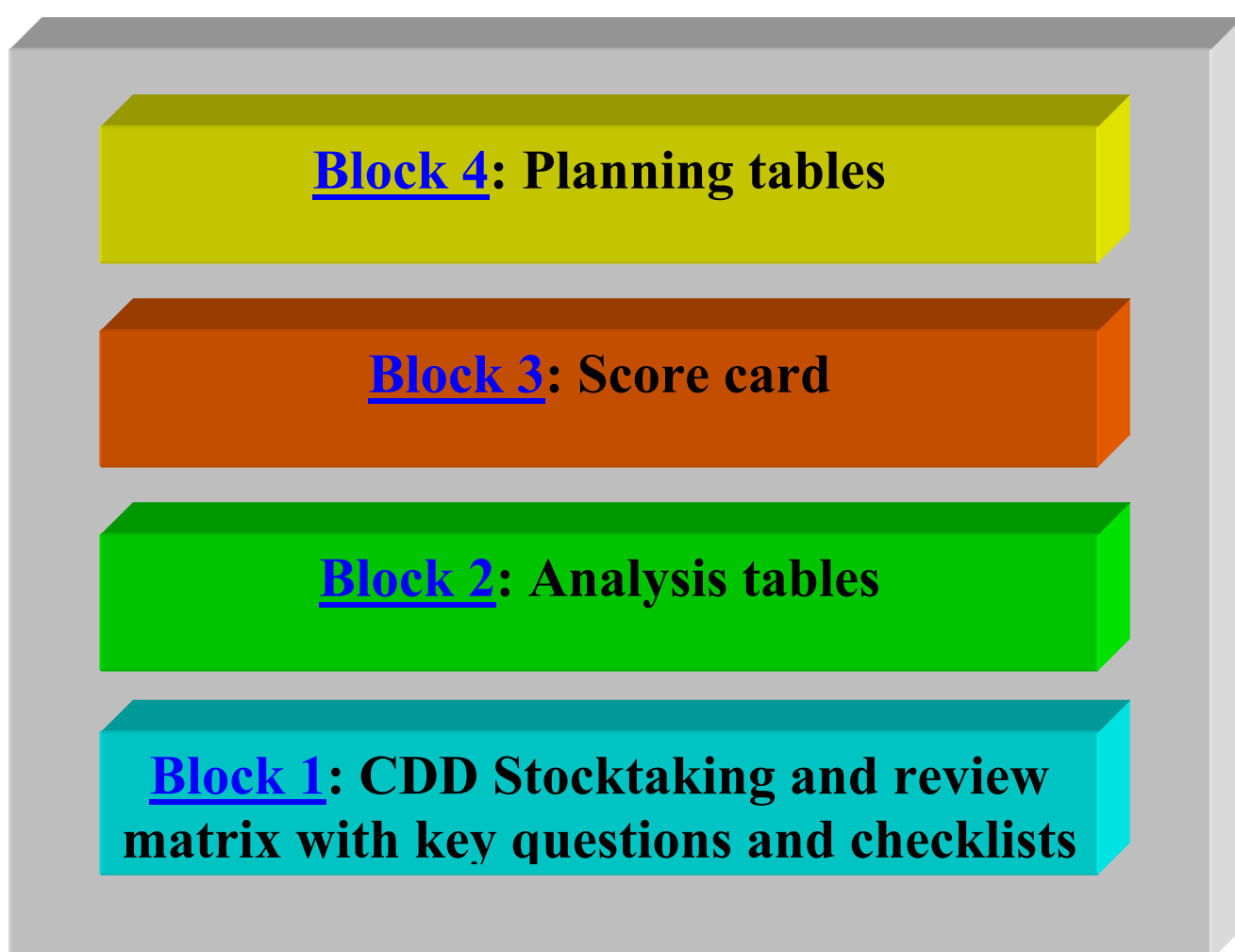
The content of the different blocks, objectives and related tools are described in the table below:

Table 1 Overview of the relation between blocks, objectives and tools

	BLOCKS	OBJECTIVE		TOOLS
1	CDD Stocktaking and review matrix with key questions and checklists	To guide the stocktaking exercise and to systemise the description of the progress in CDD implementation.	1	CDD Stocktaking and review matrix
			2	Key questions and checklists
			3	Inventory of key documents
			4	Inventory of key informants
			5	CDD stocktaking and review matrix: Detailed inventory per cell
2	Analysis tables	To guide the analysis of the collected information.	6	Comparison between interventions with CDD components
			7	Strength/weaknesses analysis for each of the block 1 matrix cells
			8	SWOT analysis of cross cutting issues in the block 1 matrix
3	Scoring the state of affairs	- To stimulate discussion to get consensus among the main actors on the rate of progress in CDD implementation - To contribute to an agreed shared appreciation or 'score' on the state of affairs.	9	Score card: a number of a list of statements related to the key questions, defining low progress levels (level 1) and high progress levels (level 5) in CDD implementation. Definition of the two extremes may help to rate for intermediate levels. In then future a more complete 'score card' may be developed
			10	Appreciation matrix to visualize a shared opinion on the state of progress in CDD implementation
4	Planning tables	To identify, and present in a systematic way strategic actions to be undertaken in the future to complete and accelerate CDD implementation.	11	A planning table that presents proposals for future actions, for each of the matrix cells
			12	A planning table that presents proposals for short, medium and long term actions on identified key issues

In the next chapters the use of the toolkit will be explained:
- A number of tools with more detailed descriptions of the building blocks and a way how these can be used (Chapter 5);
- A full fledged example of the working method for an in-depth stocktaking and review study (Chapter 6);
- Background information and documentation on CDD and related issues (Chapter 7);
- Examples and results of the use of this toolbox. Currently, the content consists of examples mainly from Mozambique, Senegal, Sierra Leone, Chad, Nigeria and Burkina Faso but will grow over time (Chapter 8).

5   TOOLS

Tool 1: CDD-Stocktaking and Review Matrix

Community driven development or "CDD" in the wider sense as defined by World Bank[1] is based on five dimensions or pillars:

- Empowering communities;
- Empowering local government;
- Realigning the centre;
- Improving accountability;
- Capacity development and learning by doing.

Basically, each of these pillars will be analysed at three levels:

- Overall vision, strategies and action plans of central and local governments, World Bank, and other public and private donors;
- Enabling environment creation (like legislation, procedures, institutions);
- Tangible results of implementation.

A confrontation of pillars and levels gives birth to the basic "CDD stocktaking and review matrix". A 5*3 matrix of 3 lines (the levels) and 5 columns (the pillars or dimensions of CDD)

Table 2 CDD stocktaking and review matrix

CDD Dimensions	1 Empowering communities	2 Empowering local governments	3 Realigning the centre	4 Improving accountability	5 Capacity development
A **Overall vision, Strategies, Action plans**	A1 Vision, strategy and action plans for community empowerment	A2 Vision, strategy and action plans for empowerment of local government	A3 Vision, strategy and action plans for realigning the centre	A4 Vision, strategy and action plans for improvement of accountability	A5 Vision, strategy and action plans for capacity development
B **Enabling environment**	B1 Enabling environment for community empowerment	B2 Enabling environment for empowerment of local government	B3 Enabling environment for realigning the centre	B4 Enabling environment for improvement of accountability	B5 Enabling environment for capacity development
C **Tangible results in CDD implementation**	C1 Tangible results in community empowerment	C2 Tangible results in empowerment of local government	C3 Tangible results in realigning the centre	C4 Tangible results in improvement of accountability	C5 Tangible results in capacity development

For each of the cells a number of key questions and checklists have been developed and can be considered as a second and third layer or 'level' of the matrix (see figure 2)

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[1] World Bank Group (2001). Community Driven Development in Africa. A vision of poverty reduction through empowerment. The World Bank Group, Africa region. www.worldbank.org/cdd

Figure 2 Relation between matrix cells, key questions and checklists
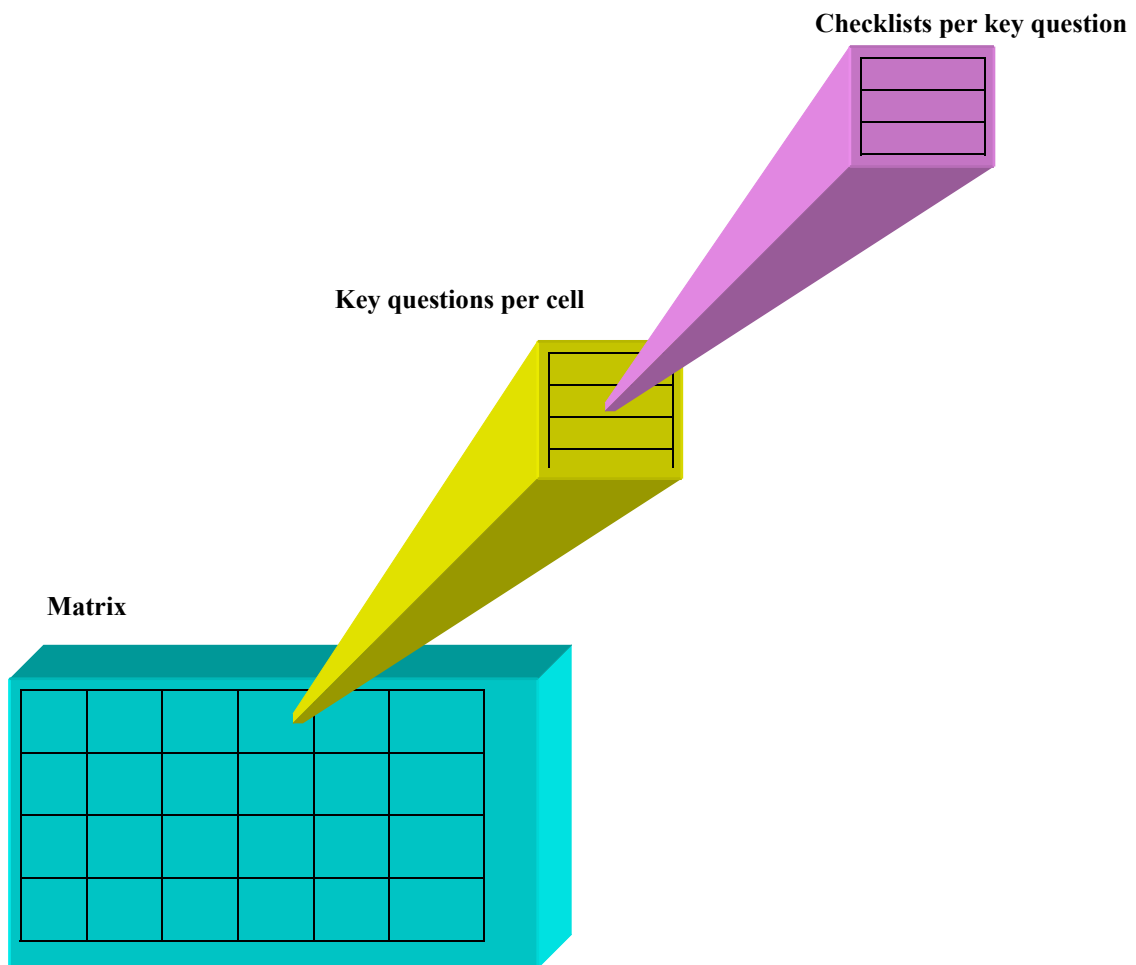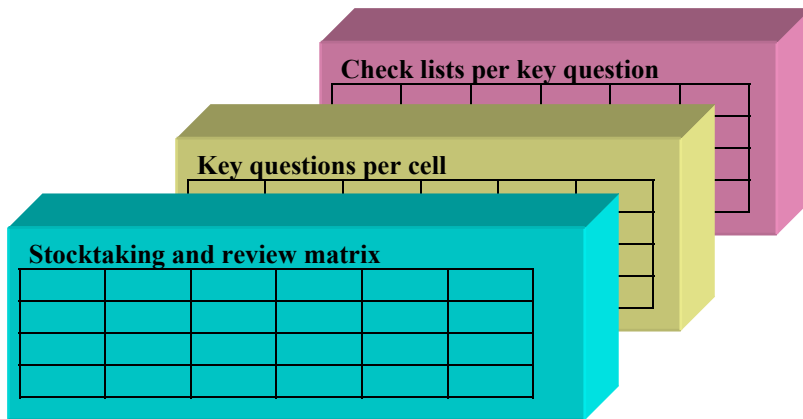
Use of the CDD stocktaking and review matrix

The matrix serves as a framework for stocktaking and review of the state of affairs of Community Driven Development in the country and can be used during the stocktaking and analysis process at various occasions for different objectives:

For stocktaking:
- Identify documentation, actors, resource persons;
- Describe the state of affairs per cell;

For analysis:
- Determine strong/weak points per cell;
- Determine strong/weak points per column/ per line;
- Determine strong/weak points, opportunities and threats (SWOT) of the whole matrix (specifically on linkages between columns, lines or cells).

For presentation:
- Present in a summarized way the 'state of affairs' with respect to CDD implementation.

For visualization of a shared appreciation of the state of affairs:
- Valuate per cell on a scale of 1 (very weak) to 5 (very strong);
- Attribute a colour to each cell (1 = red, 2 = orange, 3= yellow, 4= light-green, 5 = dark-green).

For planning:
- Propose a strategic planning per cell, after analysis of strong an weak points;
- Propose a strategic planning for the whole matrix, after SWOT analysis, proposal for strategic planning.

Tool 2: Key Questions per Matrix Cell and Checklists per Key Question

Objective:
Get detailed information on the state of affairs on CDD in the country for each cell of the CDD stocktaking and review matrix.

Steps to be taken:
1. Get acquainted with the matrix's key questions and checklist and get clarifications from the facilitator if necessary;
2. Discuss within the executing team and with the steering committee (see chapter 6), which parts of the checklist are relevant, which parts irrelevant and which elements should be included in the checklist in relation to the matrix cells and the key questions;
3. Use the key questions as the main guide for filling the matrix, whereby the checklist is indeed used as a checklist and not as a questionnaire;
4. Check after each step in the stocktaking which information is still missing by using the checklist.

For each cell of the CDD stocktaking and review matrix key questions have been formulated and also checklists relating to the key questions.

Table 3 Key questions and checklists for each matrix cell

Vision, strategies and action plans	Key questions	Checklist of key words and statements

A1
Vision, strategies and actions plans on community empowerment
	1. Does a vision exist:
	  ▪ On the role of individuals and communities on social development, economic development, community 'activation' and development coordination?
	  ▪ On the rules, regulations, institutions, support needed to make communities play their role?
	
	2. Do strategies exist:
	  ▪ To make it possible for individuals and communities to play their role?
	  ▪ To arrive at the necessary rules regulations, legislation to make communities and individuals to play their role?
	  ▪ To establish the necessary institutions needed to make individuals and communities play their role?
	
	3. Do action plans exist:
	  ▪ That translate vision and strategies, including definition of success indicators and expected outputs/outcomes?
	
	4. Is there coherence:
	  ▪ Between vision, strategies, plans and budget allocation?
	  ▪ Between sectors?
	  ▪ Between main actors?
		1. According to the vision,
		
		What will be the role, mandate and internal organisation of communities, especially in relation to the following key issues:
		  ▪ Social and economic development?
		  ▪ How can poor communities take active part in their own development?
		  ▪ Social inclusion status in community organisations: role of women, youth, vulnerable groups and PLWHA?
		  ▪ Role of different stakeholders in empowerment?
		  ▪ Role of stakeholders and community in local planning and plan implementation?
		  ▪ Coordination between different community groups coordinated for empowerment?
		  ▪ Relation with traditional authorities?
		  ▪ Conflict management?
		  ▪ Definition and implementation of Pro-poor policies?
		  ▪ How do communities become part of economic chains and private sector organisations for local enterprise development?
		
		What kinds of institutions are needed to make communities play their (powerful) role?
		
		What kind of procedures, regulations, and incentives are needed to make communities play their (powerful) role?
		
		2. According to strategies,
		
		How will communities be empowered:
		  ▪ Planning procedures, participatory planning, etc.?
		  ▪ Community autonomy in planning?
		  ▪ Community planning links with higher level planning?
		  ▪ Local tax system?
		  ▪ Level of resources controlled by communities (access, flow of funds, etc.)?
		  ▪ Control and management of natural resources at community level?

		▪ Level of resource mobilization, co-financing at community level? ▪ Organisational development of community groups? ▪ Official status of community groups? *Will there be a support structure for community empowerment?* 3. With respect to action plans: *What actions have been planned to realise identified strategies to reach the formulated vision? Are there any specific plans for:* ▪ Harmonization of community planning approaches? ▪ Monitoring and evaluation of progress? ▪ Stakeholder involvement in empowerment? ▪ Allocation and funding arrangements for financial resources at community level (i.e. resource transfer system, local taxes)? ▪ Availability and strengthening of human resources for community empowerment? ▪ Harmonization of the various financial flows towards communities? 4. With respect to coherence: *Is there coherence between actors, donors, and sectors with respect to formulated vision, strategies and action plans? Are there any contradictions?*
Vision, strategies and action plans	**Key questions**	**Checklist of key words and statements**
A2 Vision, strategies and actions plans on empowerment of local governments	1. Does a vision exist: ▪ On the role of local government? ▪ On the rules, regulations, institutions, support needed to make local governments play their role? 2. Do strategies exist: ▪ To strengthen the role of local government? ▪ To arrive at the necessary rules,	1. According to vision, ▪ Has a vision on local government empowerment been formulated and documented by the referred main actors? ▪ What will be the political structure, number and size of democratic levels Sub LGA structures? ▪ What is the National decentralisation strategy: function, power and money vision? ▪ What will be the functions of local government authorities (which sectors, which services)? ▪ What will be the financial autonomy (central funds, locally generated funds)? ▪ What will be the proportion of national fiscal resources to be controlled by LGA? ▪ What kinds of institutions are foreseen to support local governance?

regulations, and support needed to make local governments play their role?

- To establish the necessary institutions needed to make local governments play their role?

3. Do action plans exist:
   - That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?

4. Is there coherence:
   - Between vision, plans and budget allocation?
   - Between sectors?
   - Between main actors?

- What is the vision on the subsidiarity principle?
- What is the vision on the relationship between local governments and communities?

2. According to strategy,
   - How will LGAs be empowered in their roles?
   - How will local revenue be raised and used (power to raise local taxes, transfer of funds)?
   - How to reach this situation (capacity development ladder score)?
   - Which planning procedures will be put in place? And how?
   - Which monitoring and evaluation mechanisms will be put in place? And How?
   - How will stakeholder involvement be arranged at LGA level?
   - What will be the level of integrated, participatory and inclusive planning at LGA level?
   - How will cross-sectoral planning be put in practice?

3. With respect to action plans,
   - Have the main stakeholders developed an action plan for making choices in relation to the formulated vision and strategies?
   - Are there any specific action plans for:
     o Improvement of funding arrangements (fiscal reform, level of autonomy, development funds, tied funds?
     o Funding mechanisms, permanent resources transfer mechanisms (consistency with HRM and in different Ministries)?
     o Realisation of sustainability of resources, permanent untied resource transfer mechanisms?
     o Transfer of power and responsibilities from central government to local government?
     o Establishment of supporting institutions for LGA (e.g Association of Municipalities)?
     o Recruitment and training of LGA personnel?
     o Collaboration between line ministries, service providers and LGA?
     o Establishment of planning procedures?

4. Coherence between plans of different donors, sectors and other stakeholders on LGA empowerment? Any contradictions?

Vision, strategies and action plans	Key questions	Checklist of key words and statements

A3
Vision, strategies and actions plans on realigning the centre
	1. Does a vision exist:
	    ▪ On the new role of central government and line ministries?
	    ▪ On the rules, regulations, institutions, support needed to make central government and line ministries play their new role?
	
	2. Do strategies exist:
	    ▪ To make central government and line ministries play their new role?
	    ▪ To establish the rules, regulations, institutions, support needed to make central government and line ministries play their new role?
	
	3. Do action plans exist:
	    ▪ That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?
	
	4. Is there coherence:
	    ▪ Between vision, plans and budget allocation?
	    ▪ Between sectors?
	    ▪ Between main actors?
		1. According to vision,
		    ▪ Has a vision on realignment of the centre been formulated and documented by the referred main actors?
		    ▪ What is the vision on:
		      o Political decentralisation and local political representation or devolution?
		      o Deconcentration of functions and services)?
		      o Privatisation of services, public-private mixes?
		      o Political commitment and political dynamics?
		      o Necessary institutions at central and decentralized level to play the orienting and controlling role of central government?
		      o Necessary rules and regulations to play new role?
		      o Sectoral decentralisation: sectors, sub-sectors or function or activity?
		      o Consistency of mission statements of sector ministries?
		      o Change in roles of actors from direct service delivery to policy and programme formulation and M&E?
		      o Role of central government in planning?
		
		2. According to strategies,
		    ▪ How to go about decentralisation and devolution? Which steps to be planned?
		    ▪ Which new institutions are needed? How will these be established?
		    ▪ How will new planning procedures be designed and introduced?
		    ▪ How to deal with scaling-up strategies, pilot policies and geographic coverage?
		    ▪ How to deal with fiscal reform: contracting in and out, local revenue collection, sector disbursements for local provision of services, local taxes?
		    ▪ How to guarantee consistency between functional assignments and expenditure assignments?
		    ▪ How to guarantee consistency across pillars of the PRSP, cross-sectoral policies, across CDD dimensions?
		
		3. With respect to action plans:
		Have the main stakeholders developed an action plan for making choices in relation to the formulated vision and strategy? Any specifics on:
		    ▪ 'Road map' to decentralisation and devolution? Any time planning?

		- Formal and informal incentive structures and management practices? - Human resource management: transfers, recruitment, training? - Coordination among main stakeholders (incentives, values, assignment of functions)? - Harmonization of sources (funds, TA and procedures)? - Horizontal and vertical relationships? - Implementation of sector specific change in roles and functions and sector decentralisation? *What are the monitoring and evaluation mechanisms in place to be able to know progress in policy development on CDD and implementation:* - Analysis of the level of integration / harmonization between actors and the level of ownership of the national stakeholders? - Analysis of the integration between CDD pillars and levels? - Analysis of collaboration and integration between different sectors? 4. Coherence between plans of different donors, sectors and other stakeholders on realignment? Any contradictions?
Vision, strategies and action plans	**Key questions**	**Checklist of key words and statements**
A4 Vision, strategies and actions plans on accountability	1. Does a vision exist: - On accountability and transparency (information, communication)? - On the development of control mechanisms, both internally and externally? 2. Do strategies exist: - To strengthen accountability and transparency (information, communication)? - To develop control mechanisms, both internally and externally? 3. Do action plans exist: - That translate vision and strategies, including definition of success	1. With respect to vision, *Has a vision on transparency and accountability been formulated and documented by the referred main actors? Is there any specific vision on:* - Necessary new legislation? - Necessary new institutions? - Democratic control on government institutions? - Control agencies and appeal agencies and their mandate and role? - Transparency of the public sector? - Communication strategies across levels and sectors? - Accountability of LGA to communities and LGA Ministry? - Accountability of communities to their members and LGA? - Relation LGA and line departments to central government, administratively, fiscally, politically? - Mutual accountability mechanisms (sanctions and incentives included)? - Anti-corruption policy? - Monitoring and evaluation mechanisms?

Vision, strategies and action plans	Key questions	Checklist of key words and statements
	indicators and translation into expected outputs/outcomes? 4. <u>Is there coherence:</u> ▪ Between vision, plans and budget allocation? ▪ Between sectors? ▪ Between main actors?	▪ Distinguish Financial, output/income and services delivered accountability (refer to tools such as value for money audits and quick Household surveys (WB)? ▪ Consistency between Ministry of finance (financial accountability) and sector ministries (with norms for output/outcome and services rendered accountability)? ▪ What will be the role of NGOs, free press and mass media? 2. With respect to strategies, ▪ How will accountability be strengthened? ▪ How will new legislation and regulations be designed? ▪ How will new specific institutions be established? ▪ How will the public be informed and sensitised? ▪ How will corruption be controlled? 3. With respect to action plans, *Have the main stakeholders developed an action plan for making choices in relation to the formulated vision and strategies? Are there any specific plans for:* ▪ Legislation and regulation? ▪ Establishment of new or strengthening of existing institutions? ▪ Planning procedures and resource allocation? ▪ Earmarking resources and national strategic priorities? ▪ Monitoring and evaluation mechanisms? ▪ Changing mindset of public sector authorities? ▪ Ministry of finance guidelines for resource allocation? ▪ Natural resource ownership? ▪ Corruption control? ▪ Moving from input accountability to outcome accountability at community, LGA and central level? ▪ Support to NGOs, free press and mass media to contribute to accountability ▪ Information of the general public? 4. Coherence between plans of different donors, sectors and other stakeholders on accountability? Any contradictions?

| A5 Vision, strategies and actions plans on capacity development | 1. Does a vision exist:
• On capacity development for the five CDD dimensions?

2. Do strategies exist:
• For capacity development for the five CDD dimensions?

3. Do action plans exist
• That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?

4. Is there coherence:
• Between vision, plans and budget allocation?
• Between sectors?
• Between main actors? | 1. With respect to vision,

Has a vision on capacity development been formulated and documented by the referred main actors? Is there any specific vision on:
• Mobilizing the latent capacity at all levels?
• Stimulation of a learning environment and learning by doing?
• Training of trainers?
• Training on demand?
• Facilitation capacity and skills?
• Capacity building of elected representatives?
• Formal training of local governance civil servants?
• Impact measurement?
• Support to NGOs, free press and mass media to contribute to capacity building?

2. With respect to strategies:
• How will the overall policy for capacity development be put into practice?
• How will central government employees be prepared for their new tasks?
• How can local governments get access to trained personnel?
• How can community organisations get access to training?

3. With respect to action plans:

What are the action plans to realise above mentioned visions and strategies. Are there any specific plans on:
• Room for learning by doing in a risk take environment?
• Degree of flexibility in planning (open-end planning, frameworks, guiding principles)?
• Degree of flexibility in selection criteria for fund allocation for capacity development?
• Room for experimentation?
• Facilitation of implementation during capacity building programmes?
• Learning by doing grants?

What are the monitoring and evaluation mechanisms in place to be able to know progress in policy development on CDD and implementation:
• Human resource development?
• Communication strategies?
• Staff training of involved institutions (task descriptions, training needs assessments, |

		training programs)?
		▪ Formal and informal education at community level?
		▪ Development of training capacity?
		▪ Reinforcement of training institutes?
		▪ Training of trainers programmes?

Enabling environment	Key questions	Checklist of key words and statements
B1 Enabling environment for community empowerment	1. To what extend the juridical/legislative environment has been made conducive for community empowerment? 2. To what extend the formal and informal institutional environment has been made conducive for community empowerment? 3. To what extend the political environment has been made conducive for community empowerment? 4. To what extend the financial environment has been made more conducive for community empowerment?	1. Has a conducive juridical/legislative context been created for community empowerment? With special attention for: ▪ Subsidiarity principle; ▪ Relations and power balance between communities, local government and central government; ▪ Separation of legislative, administrative and control powers at local level; ▪ Legislation on community empowerment; ▪ By-laws on community empowerment; ▪ Role of judicial authorities and traditional law; ▪ Possibilities for local resource mobilization, co financing; ▪ Community planning procedures in relation to higher level planning; ▪ M&E procedures in relation to LGA and sector services; ▪ Procurement procedures to LGA and other sources of funds; ▪ Tender procedures for communities; 2. Has a formal and informal institutional support capacity been established for community empowerment? ▪ Any official support structure for community organisation? ▪ Capacity of community organisations in terms of resources (natural and financial resource control)? ▪ Possibility for formal status of internal community institutions? ▪ Community representation at higher levels? ▪ Harmonization of outside support into the community? ▪ Market forces for organisation of the community? ▪ Community organisation and role of stakeholders?

		▪ Conflict control and resolution mechanisms? ▪ Instruments for investments in communities? 3. Has a conducive political environment been created for community empowerment? ▪ Understanding of the "separation of powers" principle? ▪ Distance between 'communities' and lowest local government structure with elected body? ▪ Process of mindset and attitude change of the community? ▪ Mandate communities with respect to resource management (natural resources, financial resources)? 4. Are resources been made available for community empowerment? ▪ Relations with (and role of) civil society? ▪ Relations with other communities and relation with LGAs? ▪ Own (community) resource-based activities? ▪ Limitations for mobilisation of resources (human and fiscal)? ▪ Options for community grants?
Enabling environment	**Key questions**	**Checklist of key words and statements**
B2 Enabling environment for empowering local government	1. To what extend the juridical/legislative environment has been made conducive for empowerment of local government? 2. To what extend the formal and informal institutional environment has been made conducive for empowerment of local government? 3. To what extend the political environment has been made conducive for empowerment of local government? 4. To what extend the financial environment has been made more conducive for empowerment of local government?	1. Has a conducive legislative context been created for empowering local government? With special attention for: ▪ Subsidiarity principle; ▪ Decentralised authority in the political, fiscal and administrative sense; ▪ Links between mayors and local councils; ▪ Human Resource management; ▪ Making of local by-laws; ▪ Local planning process: project planning, priority setting procedures, integrated planning, territorial and sector planning on basis of community plans; ▪ Balance between long-term and short-term activities (sustainability); ▪ Relations and power balance between communities, local government and central government; ▪ Checks and balances; ▪ Rhythm of transfer of competences; ▪ Links with civil society; ▪ Procurement procedures;

		▪ Tender procedures;
		▪ M&E procedures;
		▪ Role of private sector and private sector development at local level.
		
		2. Has an institutional support capacity been established for empowerment of local governments?
		    ▪ Any official support structure for LGA's (e.g. Ministry for Local Governance)?
		    ▪ Multi-stakeholder planning and equitable planning;
		    ▪ Relation with ministry of local government, ministry of planning and finance;
		    ▪ Relation with sector ministries, cross-sector networks, collaboration and communication;
		    ▪ Local public and private (service) organisations and their roles;
		    ▪ Participatory approaches with communities and other stakeholders;
		    ▪ Robustness of local government: resistance to political crisis, conflict management mechanisms;
		    ▪ Role of civil society and private sector;
		    ▪ Instruments for investments in communities;
		    ▪ Harmonization mechanisms for donor support;
		
		3. Has a conducive political environment been created for local government empowerment?
		    ▪ Links with central government and with communities;
		    ▪ Links with civil society;
		    ▪ Role of local and regional political parties;
		    ▪ Information of the general public.
		
		4. Are resources available for local government empowerment?
		    ▪ Local resource mobilization;
		    ▪ Local revenue collection;
		    ▪ Control of financial resources: control, sources, flexibility;
		    ▪ Control of natural resources;
		    ▪ Financing assignments and revenue assignments;
		    ▪ Transfer mechanisms for funds from central level to local level (special attention or funds from donors)
		    ▪ Amount to be transferred per capita;
		    ▪ Incentives for private sector development;

Enabling environment	Key questions	Checklist of key words and statements

B3 Enabling environment for realigning the centre	1. To what extend the juridical/legislative environment has been made conducive for realigning the centre?
	2. To what extend the formal and informal institutional environment has been made conducive for realigning the centre?
	3. To what extend the political environment has been made conducive for realigning the centre?
	4. To what extend the financial environment has been made more conducive for realigning the centre?
		1. Has a conducive legislative context been created for the realignment of the central government and its services? With special attention for:
		  ▪ Standing legislation and legislation in preparation on role of the central government;
		  ▪ Subsidiarity principle;
		  ▪ Legislation on decentralisation process e.g.
		    o Political: Local Government Act, decentralisation Act, Cooperative Act, etc.,
		    o Administrative: Staff reallocation, and
		    o Fiscal
		  ▪ Consolidation of legislation with respect to decentralization and local government (from constitution to decrees);
		  ▪ Legislation on new mandates and roles of line ministries and sector services;
		  ▪ Legislation and procedures for the sector planning process at LGA and national level, long term and cross-cutting themes in planning;
		  ▪ Legislation on the functions of the public sector at different Government levels;
		  ▪ Central institutions and their functions role (functional analysis);
		  ▪ Procurement procedures.
		
		2. Has an institutional support capacity been established for realignment of the centre? With special attention for:
		  ▪ Financial, administrative, HRM and on communication, organisation;
		  ▪ Mobilisation, role of private sector, local bye-laws;
		  ▪ Collaboration across ministries;
		  ▪ Coordination, quality control, guidelines among levels and sectors;
		  ▪ Relation and stakeholder involvement;
		  ▪ Relation with privatised services;
		  ▪ Role at centre level of national civil society and private sector organisations.
		
		3. Has a conducive political environment been created for realignment of the centre?
		  ▪ General acceptance of changing role of central government?
		  ▪ General understanding and acceptance of subsidiarity principle?
		  ▪ Information of the general public?
		  ▪ Confidence in local capacities?

		4. Are resources available for realignment of the centre? With special attention for:
		  ▪ Donor support to central government for implementation of action plans on realigning the centre;
		  ▪ General budget support, basket funding or other modalities;
		  ▪ Transfer speed and quantities to the LGA level.

Enabling environment	**Key questions**	**Checklist of key words and statements**

B4
Enabling environment for accountability
	1. To what extend the juridical/legislative environment has been made conducive for upward and downward accountability?
	2. To what extend the formal and informal institutional environment has been made conducive for upward and downward accountability?
	3. To what extend the political environment has been made conducive for upward and downward accountability?
	4. To what extend the financial environment has been made more conducive for upward and downward accountability?
		1. Has a conducive legislative context been created for enhancing transparency and accountability? With special attention for:
		  ▪ Transparency of public sector Act;
		  ▪ Local Government Act;
		  ▪ Language used;
		  ▪ Democratic control;
		  ▪ Legal environment for press, media, access to information, Freedom of press Act;
		  ▪ Performance based incentives (+/-) regulations;
		  ▪ Human Resource Management based on performance and output;
		  ▪ Accessibility of legislation and regulations;
		  ▪ Transparency and reporting;
		  ▪ Corruption control;
		  ▪ Regulations for resource allocation to allow mutual accountability;
		  ▪ Maintenance of financial and administrative procedures;
		  ▪ Status of independent press and journalists;
		  ▪ Freedom of Information Act.
		
		2. Has an institutional support capacity been established to strengthen transparency and accountability? With special attention for:
		  ▪ Mutual Monitoring and Evaluation mechanisms within and between levels;
		  ▪ Commitment of mindset change on accountability;
		  ▪ Empowerment for demand on accountability;
		  ▪ M&E systems (PRSP, sector programmes, Participatory Monitoring and Evaluation);
		  ▪ Civil society organisations at local and national level (claiming accountability);
		  ▪ Conflict regulation mechanisms;
		  ▪ Consultation Platforms for Civil Society organisations.

		3. Has a conducive political environment been created to enhance upward and downward accountability? With special attention for: ▪ Election system: frequency, direct/indirect. 4. Are resources available for enhancement of accountability? With special attention for: ▪ Financial resources for public information services? ▪ Financial resources for free press and mass media? ▪ Can private sector and civil society demand accountability based on their own resources? ▪ Inclusion of accountability and transparency activities in local government planning?
Enabling environment	**Key questions**	**Checklist of key words and statements**
B5 Enabling environment for capacity development	1. To what extend the juridical/legislative environment has been made conducive for capacity development? 2. To what extend the formal and informal institutional environment has been made conducive for capacity development? 3. To what extend the political environment has been made conducive for capacity development? 4. To what extend the financial environment has been made more conducive for capacity development?	1. Has a conducive legislative context been created for capacity development? With special attention for: ▪ Adult education at community (literacy) and government levels; ▪ Creation of learning by doing environment at Government, local government and community levels; ▪ Learning-by-doing as part of human resources management at different levels; ▪ Vocational training; ▪ Incentives for training institutes (fiscal, other); ▪ Clear policy on formal education? ▪ Clear policy on informal training? 2. Has an institutional support capacity been established for capacity development? With special attention for: ▪ Scaling-up strategies; ▪ Training of trainers programs; ▪ Role of different actors in capacity building at different levels; ▪ Role of formal training institutions; ▪ Formal training of local government civil servants; ▪ Formal communication and networking capacity building; ▪ Monitoring an Evaluation mechanisms; ▪ Community and personal contributions to incentives for learning by doing; ▪ Promotion of professional associations; ▪ Incentives for training institutes (fiscal, other).

		3. Has a conducive political environment been created for capacity development?
		   ▪ Political support for emphasis on training and capacity development?
		
		4. Are resources available for enhancement of capacity development? With special attention for:
		   ▪ Resource allocation for formal and informal capacity development;
		   ▪ Community grant systems;
		   ▪ Incentives for training institutes;
		   ▪ Education budget.

Tangible results	Key questions	Checklist of key words and statements

C1
Tangible results on community empowerment
	1. Evidence of communities participating in all phases of community projects and activities?
	2. What is the performance, stability and structuring of community level organisations?
	3. Existing coherence between local government and community development and investment plans?
	4. Funds and financing mechanisms existing at community level?
	5. What is the level of community participation in community investments (i.e. co-financing)?
	6. What is the current role of the local private sector?
	7. Inclusion and equity?
		1. Actual mode and extent of participation of communities in projects from planning to implementation:
		   ▪ Participation practices: consultation, information, decision making?
		   ▪ Engagement and relationships with local governments?
		   ▪ Management capacities (funds, programs, etc)?
		   ▪ Partnerships across communities and with NGOs and private sector?
		   ▪ Tender procedures managed by community groups?
		   ▪ Degree of convergence on CDD principles by stakeholders?
		   ▪ Level of stakeholder involvement at community level?
		   ▪ Access to basic services?
		   ▪ Access to information, communication and training programmes?
		   ▪ Quality of the (participatory) M&E?
		   ▪ Change in perceptions on own development?
		   ▪ Conflict resolution?
		   ▪ Impact on the poorest and level of inclusion?
		
		2. Community organisations:
		   ▪ Number of organised functional groups among communities?
		   ▪ Types of organised groups among communities?
		   ▪ Number of organised groups with officially recognized status?
		   ▪ Level of organisation of communities and speed of the process of empowerment?
		   ▪ Capacity development among community groups?

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3. Relation community plans and Local Government plans:
   - Level of community autonomy in planning and resource allocation?
   - Community ownership in planning and implementation?
   - Number of activities implemented without external financial input?

4. Funds and financing mechanisms at community level
   - Transfer mechanisms
   - Block grants
   - Sources of funds
   - Availability of untied funds
   - Amount of funds managed at community level
   - Level of resources controlled by community

5. Level of community participation in community investments
   - Co-financing arrangements at community level
   - Amount of funds originating from the community
   - Percentage of co-financing

6. Role of local private enterprises:
   - Participation of local private enterprises in development planning and implementation

7. Level of inclusion and equity at community level:
   - Gender sensitive planning and activity development;
   - Inclusion of marginal groups.

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<th>Tangible results</th>
<th>Key questions</th>
<th>Checklist of key words and statements</th>
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C2
Tangible results on empowering local government

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1. Evidence of implemented strategies to strengthen roles and functions of LGAs in legislation and procedures?
2. Examples of coherence in legislation/procedures on aligned tasks, budget and HRM as well as revenue assignments?
3. Availability of financial resources at

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1. Implementation of the laws on functions of LGA:
   - Legal competencies in relation to assigned functions;
   - Revenue assignments and collection mechanisms;
   - Relation deconcentrated service provision and sectors;
   - Focus on performance and responsibilities;
   - Number of capita per lowest level of LGA, distribution;
   - Have transferred mandates and competencies been accepted by LGA?
2. Coherence in function and resources:

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		local level in relation to the needs? 4. Availability of personnel for functioning of public local institutions in relation to the needs? 5. Availability of local development planning capacity and methods? Do local government plans exist? 6. Is there coherence between local government (area-based and sector plans) and community development/investment plans? Examples? 7. What is the level of service delivery by local governments? 8. What is the available budget and level of budget execution at local government level? 9. Do relations exist between local governments and NGOs, CBOs and the private sector?	▪ Relation between mandates and the proportion of sector budget available at LGA level; ▪ Harmonization at LGA level; ▪ Complexity of available instruments. 3. Financial resources in relation to the needs: ▪ District development funds; ▪ Availability of untied funds; ▪ Efficiency in public resource use; ▪ Local revenue collection; ▪ Availability of funds per capita; ▪ Level of local revenue collection per capita; 4. Personnel in relation to the needs: ▪ Deconcentration of sector staff; ▪ Human Resources Management; ▪ Local government Civil servants; ▪ Career development; ▪ Public payrolls; ▪ Number of civil servants under LGA (as % of total). 5. Local development planning and plans ▪ Agreed and experimented methods and capacity for local planning; ▪ Cross-sectoral experience; ▪ Number of community driven projects in all sectors; ▪ Policy on local private sector development? ▪ LGA vision on poverty reduction translated into plans? 6. Coherence between Local government and community development plans ▪ Engagement of communities; ▪ Impact on the poorest ands vulnerable groups; ▪ Integrated planning at LGA level based on community plans; ▪ Approval and endorsement of community plans. ▪ Subsidiarity? 7. Quality of service delivery: ▪ Provision of basic services, quality of and access to services; 8. Budget management ▪ Quality of budget management at local government level; ▪ Ownership and autonomy of LGA in budget management; ▪ Incentive structure. 9. Relations between local governments and NGOs, CBOs and the private sector

		▪ Clear roles of private sector and civil society in relation to LGA; ▪ Local policy on private sector development; ▪ Scaling up through different actors; ▪ Linkage of organisations at the LGA level.

Tangible results	Key questions	Checklist of key words and statements
C3 Tangible results on realigning the centre	1. Is there evidence of existence of a legal mandate for central ministries and sector services? 2. What are the existing capacities for change and speed of change for implementation of new mandates? 3. Is there evidence of coherence between legal mandate, personnel and budget of sector ministries and sector services? 4. Are there any changes in budget execution? Examples?	1. Legal mandate: ▪ New tasks and competencies of the central level (mainly orientation and control?) clearly described? 2. Implementation of new mandates: ▪ Efficiency of policy formulation process (time, involvement of actors) ▪ Efficiency of translation of policies into action plans (time, involvement of actors) ▪ Effective implementation of subsidiarity principle ▪ Procedures for decentralized planning and implementation system in place ▪ Level of coherence between (national) area based planning and sector planning ▪ Ownership ▪ Scaling up of deconcentration efforts ▪ Cross-sector experience ▪ Evaluation of CDD programmes 3. Coherence ▪ Deconcentration of staff and functions ▪ Changes in personnel (numbers, profiles) at central level, public payrolls ▪ Impact on the poorest and vulnerable groups ▪ Partnerships with private sector and civil society ▪ Coordinated support for local autonomous development ▪ Ownership at local level of the development plans 4. Change in budget execution ▪ Inter governmental budget transfer mechanisms, Harmonization, Availability of untied funds ▪ Fiscal decentralisation ▪ Transferring resources (Do LGA know their budget envelope early, is it tied to plans?) ▪ Public resource use efficiency

Tangible results	Key questions	Checklist of key words and statements
		▪ Available budget for CDD
C4 Tangible results on accountability	1. Does the LGA have access to information? 2. What is the current accessibility of information by communities and civil society? 3. Do control mechanisms exist? 4. Do control mechanisms function? 5. What is the level of budget execution/control? 6. Are there any institutions dealing with accountability issues?	1. Access: ▪ Information from other government levels and sector ministries; ▪ Communication with and by population; 2. Accessibility: ▪ Quality of reporting and information by LGA; ▪ Role of national and local media. 3. Control mechanisms ▪ Cross-stakeholder M&E programmes (bottom-up checks and balances); ▪ Mutual (down-ward and upward) accountability mechanisms at all levels; ▪ Effectiveness of anti-corruption policies (tendency). 4. Functioning: ▪ Transparency (e.g. procedure manuals); ▪ M&E mechanisms; ▪ Governance; ▪ Management capacities; ▪ Possibilities for appeal; ▪ Independency of judges; ▪ Who controls the controllers? 5. Level of budget control: ▪ Amounts of funds downward accounted for ▪ Funds available for accountability mechanisms 6. Existence of institutions dealing with accountability: ▪ Consumer organisations; ▪ Human right watchers; ▪ Good Governance watchers; ▪ …….
Tangible results	Key questions	Checklist of key words and statements
C5 Tangible results on capacity development	1. How is the latent capacity mobilised? 2. How is a learning-by-doing environment created? 3. What are the cascade training programmes on CDD?	1. Latent capacity mobilisation: ▪ Stakeholder platforms in project management at community and LGA level; ▪ Level of risk-taking by funding agencies; ▪ Capacity assessments at community and LGA level. 2. Learning by doing:

| | | 4. Are training programmes demand responsive?
5. What is the role of facilitators at different levels? | Correspondence between learning and doing at community and LGA level; Space, tolerance for errors and mistakes? Learning organisations at community level; Evidence of LGA as learning organisations. 3. Cascade training Scaling-up of learning experiences; Training capacity (qualitative, quantitative); Utilisation of CDD capacity built through the training of trainers programmes. 4. Training on demand: Communication with and by population, community organisations, civil society and LGA; Cross-stakeholder M&E programmes (bottom-up checks and balances, learning); Capacity of trainers and training institutes; Harmonization of training tools; Capitalisation of training experiences. 5. Facilitation: Capacity of facilitators and facilitating bodies; Quality of reporting, feed-back and coaching; Enhanced participatory learning; Enhanced quality of community and LGA planning; Improved monitoring and evaluation by community and LGAs; Enhanced management capacities; Transparency (e.g. procedure manuals). |

Tool 3: Inventory of key documents

Objective:
Get a quick overview of the key documents covering the major dimensions and cells of the
CDD stocktaking and review matrix

Steps to be taken:
1. Using the "stocktaking and review matrix, prepare an inventory of the key documents.
   Some examples of these documents are:
   - Row A: Strategic documents for each of the five CDD dimensions (PRSP,
     National Vision, Sector Plans/SWAPs, Ministry of Local Government strategy,
     Ministry of Planning and Finance Strategy, World Bank's CAS, etc.)
   - Row B: Legislation, By-laws, procedures, manuals of the different ministries.
   - Row C: Review documents of "CDD" programmes or of the different CDD
     dimensions, progress reports, data bases of Monitoring and Evaluation systems,
     etc

2. Executing team guided by the steering committee gets access to key documents of
   National Government, Main donors and other actors on the each of the five dimensions of
   CDD.

3. Get some main statements from the documents in the cells of the matrix.

4. Start with the filling of the programme matrix for specific CDD-like programmes. A
   special comparative table can be prepared for programmes and projects that have one or
   more CDD components. A summary of the results of this table can be used to complete
   the detailed inventory matrix. Examples: Senegal case, Mozambique case.

Table 4 CDD Matrix for document inventory

CDD Dimensions	1 Empowering communities	2 Empowering local governments	3 Realigning the centre	4 Improving accountability	5 Capacity development
A **Overall vision, Strategy, Action plan** • **National** • **World Bank** • **Others**	A1 Key documents	A2 Key documents	A3 Key documents	A4 Key documents	A5 Key documents
B **Enabling environment** • **Formal legislation** • **Regulations/by-laws** • **Procedures/manuals** • **Institutional arrangements**	B1 Key documents	B2 Key documents	B3 Key documents	B4 Key documents	B5 Key documents
C **Tangible results in CDD implementation**	C1 Key documents	C2 Key documents	C3 Key documents	C4 Key documents	C5 Key documents

Tool 4: Inventory of key informants

Objective:
Get a quick overview of the key informants covering the major dimensions and cells of the CDD stocktaking and review matrix

Steps to be taken:
1. On the basis of the key documents and feedback from the steering committee and facilitator the executing team elaborates a matrix with key resources persons and organisations.

2. Key informants are selected in each for each of the cells using three selection criteria:
    ▪ Relevancy for one of the five CDD dimensions
    ▪ Representing a wide variety of stakeholders ((Government Ministries, Multilateral and bilateral donors/Donor Working Groups, NGOs and National Private Community Development Funds etc.)
    ▪ Key actors at the different levels in the public administration

3. Use the key questions for interviewing key informants at the national level representing key actors. Based on the documentation, by answering progressively the "Key questions and checklist per cell start filling the "Detailed inventory table".

4. Start with the filling of the programme matrix for specific CDD-like programmes. A special comparative table can be prepared for programmes and projects that have one or more CDD components (Tool 6). A summary of the results of this table can be used to complete the detailed inventory matrix. Examples: Senegal case, Mozambique case.

Table 5 CDD matrix for key informants inventory

CDD Dimensions	1 Empowering communities	2 Empowering local governments	3 Realigning the centre	4 Improving accountability	5 Capacity development
A **Overall vision, Strategy, Action plan** • **National** • **World Bank** • **Others**	A1 Key informants	A2 Key informants	A3 Key informants	A4 Key informants	A5 Key informants
B **Enabling environment** • **Formal legislation** • **Regulations/by-laws** • **Procedures/manuals** • **Institutional arrangements**	B1 Key informants	B2 Key informants	B3 Key informants	B4 Key informants	B5 Key informants
C **Tangible results in CDD implementation**	C1 Key informants	C2 Key informants	C3 Key informants	C4 Key informants	C5 Key informants

Tool 5: CDD Stocktaking and review matrix: detailed inventory per cell

Objective:

Get a summary of the state of affairs of Community Driven Development in the country

Steps to be taken:

1. The information collected through reviewing documents (Tool 3), interviews with key informants (Tool 4) by using the key questions and checklists (Tool 2) are recorded in a report, which follows the outline of the matrix with its key questions. Each cell will have between 3-5 paragraphs depending on the number of key questions. The indication for a maximum size report is one page per cell. The total inventory (stocktaking report) will eventually be not more than 15 pages.

2. For purposes of presentation to a validation workshop the inventory report will be summarised into a detailed inventory report (See attached table).

3. In the initial stages the detailed inventory table may be used for recording of the main issues and statements, which are further elaborated in the inventory report.

Needs

The following detailed inventory table is used for the summarising the main results of the stocktaking.

Table 6: Detailed inventory for summarising the main results of the stocktaking.

Vision, strategies and action plans	Key questions	State of affairs

A1
Vision, strategies and actions plans on community empowerment
	1. Does a vision exist:
	  ▪ On the role of individuals and communities on social development, economic development, community 'activation' and development coordination?
	  ▪ On the rules, regulations, institutions, support needed to make communities play their role?
	2. Do strategies exist:
	  ▪ To make it possible for individuals and communities to play their role?
	  ▪ To arrive at the necessary rules regulations, legislation to make communities and individuals to play their role?
	  ▪ To establish the necessary institutions needed to make individuals and communities play their role?
	3. Do action plans exist:
	  ▪ That translate vision and strategies, including definition of success indicators and expected outputs/outcomes?
	4. Is there coherence:
	  ▪ Between vision, strategies, plans and budget allocation?
	  ▪ Between sectors?
	  ▪ Between main actors?	

Vision, strategies and action plans	**Key questions**	**State of affairs**
A2	1. Does a vision exist:	

Vision, strategies and actions plans on empowerment of local governments	- On the role of local government? - On the rules, regulations, institutions, support needed to make local governments play their role? 2. <u>Do strategies exist</u>: - To strengthen the role of local government? - To arrive at the necessary rules, regulations, and support needed to make local governments play their role? - To establish the necessary institutions needed to make local governments play their role? 3. <u>Do action plans exist</u>: - That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes? 4. <u>Is there coherence</u>: - Between vision, plans and budget allocation? - Between sectors? - Between main actors?	
Vision, strategies and action plans	**Key questions**	**State of affairs**
A3 Vision, strategies and actions plans on realigning the centre	1. <u>Does a vision exist</u>: - On the new role of central government and line ministries? - On the rules, regulations, institutions, support needed to make central government and line ministries play their new role? 2. <u>Do strategies exist</u>: - To make central government and line ministries play their new role?	

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To establish the rules, regulations, institutions, support needed to make central government and line ministries play their new role?

3. <u>Do action plans exist</u>:

That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?

4. <u>Is there coherence</u>:

Between vision, plans and budget allocation?
Between sectors?
Between main actors?

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<tr><td>Vision, strategies and action plans</td><td>Key questions</td><td>State of affairs</td></tr>
<tr><td>A4
Vision, strategies and actions plans on accountability</td><td>
1. <u>Does a vision exist</u>:

On accountability and transparency (information, communication)?
On the development of control mechanisms, both internally and externally?

2. <u>Do strategies exist</u>:

To strengthen accountability and transparency (information, communication)?
To develop control mechanisms, both internally and externally?

3. <u>Do action plans exist</u>:

That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?

4. <u>Is there coherence</u>:
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	▪ Between vision, plans and budget allocation? ▪ Between sectors? ▪ Between main actors?	
Vision, strategies and action plans	**Key questions**	**State of affairs**

A5
Vision, strategies and actions plans on capacity development
	1. Does a vision exist:
	  ▪ On capacity development for the five CDD dimensions?
	2. Do strategies exist:
	  ▪ For capacity development for the five CDD dimensions?
	3. Do action plans exist
	  ▪ That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?
	4. Is there coherence:
	  ▪ Between vision, plans and budget allocation?
	  ▪ Between sectors?
	  ▪ Between main actors?	

Enabling environment	**Key questions**	**State of affairs**
B1 Enabling environment for community empowerment	1. To what extend the juridical/legislative environment has been made conducive for community empowerment? 2. To what extend the formal and informal institutional environment has been made conducive for community empowerment? 3. To what extend the political environment has been made conducive for community empowerment?	

	4. To what extend the financial environment has been made more conducive for community empowerment?	
Enabling environment	**Key questions**	**State of affairs**
B2 Enabling environment for empowering local government	1. To what extend the juridical/legislative environment has been made conducive for empowerment of local government? 2. To what extend the formal and informal institutional environment has been made conducive for empowerment of local government? 3. To what extend the political environment has been made conducive for empowerment of local government? 4. To what extend the financial environment has been made more conducive for empowerment of local government?	
Enabling environment	**Key questions**	**State of affairs**
B3 Enabling environment for realigning the centre	1. To what extend the juridical/legislative environment has been made conducive for realigning the centre? 2. To what extend the formal and informal institutional environment has been made conducive for realigning the centre? 3. To what extend the political environment has been made conducive for realigning the centre? 4. To what extend the financial environment has been made more conducive for realigning the centre?	

Enabling environment	Key questions	State of affairs
B4 Enabling environment for accountability	1. To what extend the juridical/legislative environment has been made conducive for upward and downward accountability? 2. To what extend the formal and informal institutional environment has been made conducive for upward and downward accountability? 3. To what extend the political environment has been made conducive for upward and downward accountability? 4. To what extend the financial environment has been made more conducive for upward and downward accountability?	

Enabling environment	Key questions	State of affairs
B5 Enabling environment for capacity development	1. To what extend the juridical/legislative environment has been made conducive for capacity development? 2. To what extend the formal and informal institutional environment has been made conducive for capacity development? 3. To what extend the political environment has been made conducive for capacity development? 4. To what extend the financial environment has been made more conducive for capacity development?	

Tangible results	Key questions	State of affairs
C1 Tangible results on community	1. Evidence of communities participating in all phases of community projects and activities? 2. What is the performance, stability and	

| empowerment | structuring of community level organisations?
3. Existing coherence between local government and community development and investment plans?
4. Funds and financing mechanisms existing at community level?
5. What is the level of community participation in community investments (i.e. co-financing)?
6. What is the current role of the local private sector?
7. Inclusion and equity? | |

Tangible results	Key questions	State of affairs
C2 Tangible results on empowering local government	1. Evidence of implemented strategies to strengthen roles and functions of LGAs in legislation and procedures? 2. Examples of coherence in legislation/procedures on aligned tasks, budget and HRM as well as revenue assignments? 3. Availability of financial resources at local level in relation to the needs? 4. Availability of personnel for functioning of public local institutions in relation to the needs? 5. Availability of local development planning capacity and methods? Do local government plans exist? 6. Is there coherence between local government (area-based and sector plans) and community development/investment plans? Examples? 7. What is the level of service delivery by local governments? 8. What is the available budget and level of budget execution at local government level?	

Tangible results	Key questions	State of affairs
	9. Do relations exist between local governments and NGOs, CBOs and the private sector?	
Tangible results	**Key questions**	**State of affairs**
C3 Tangible results on realigning the centre	1. Is there evidence of existence of a legal mandate for central ministries and sector services? 2. What are the existing capacities for change and speed of change for implementation of new mandates? 3. Is there evidence of coherence between legal mandate, personnel and budget of sector ministries and sector services? 4. Are there any changes in budget execution? Examples?	
Tangible results	**Key questions**	**State of affairs**
C4 Tangible results on accountability	1. Does the LGA have access to information? 2. What is the current accessibility of information by communities and civil society? 3. Do control mechanisms exist? 4. Do control mechanisms function? 5. What is the level of budget execution/control? 6. Are there any institutions dealing with accountability issues?	
Tangible results	**Key questions**	**State of affairs**
C5 Tangible results on capacity development	1. How is the latent capacity mobilised? 2. How is a learning-by-doing environment created? 3. What are the cascade training programmes on CDD? 4. Are training programmes demand responsive? 5. What is the role of facilitators at different levels?	

Tool 6: Comparison between projects and programmes for CDD dimensions

Objectives:
Analyse different programmes and projects on the level of integration of the CDD approach with its five dimensions in the programme design and implementation.

Steps to be taken:
1. Establish criteria on which basis a number of projects and programmes (5-8) addressing one or more of the CDD dimensions will be selected for further analysis. Suggestions for these criteria are:
    - Importance of the programmes in terms of budget or scale of intervention e.g. Large multilateral or Donor Common Fund programmes intervening in large geographical areas (provinces, regions) or important sectors, which are pillars in the PRSP.
    - Programmes that are operating in different geographical areas i.e. geographical spread.
    - Programmes for various sectors, which are part of the PRSP pillars.
    - Programmes with different sources of funds: Government funding, Credits (WB, AfB, etc.), and grants (International donors, NGOs and private sector).

2. Make sure (through interaction with the steering committee and key informants) that the selected programmes will give a view on the wide range of interventions and a good overview of the important actions on the ground.

3. Fill the attached matrix through analysis of the project documents and interviews with key informants working in or with the programmes.

4. Particularly focus on best practices and lessons learnt in relation to the different approaches followed by the different programmes.

5. The summary table will provide an important into the overall report and will directly feed into the tables on the coherence of the approaches of the different stakeholders involved.

Needs:
Special programme comparing table in attachment

Table 7 Comparison between intervention programmes with CDD dimensions

Main issues	Specific issues	Programme 1	Programme 2	Programme 3	4	Etc.
General	Involved donor(s)					
	Budget					
	Time frame					
	Intervention zone					
	Programme Objectifs					
	Project components.					
CDD dimensions	General vision and strategies					
	Activities on Community empowerment.					
	Activities on local government empowerment					
	Activities on realigning the centre					
	Activities on accountability					
	Activities on capacity building					
Detailed information	Targeting of beneficiaries					
	Criteria for selection of intervention zones and areas					
	Scale of intervention					
	Criteria for project selection					
	Mechanisms for project approval					
	Financing mechanisms					
	Implication of local authorities					
	Strategy for scaling up					
	Strategy for sustainability					
	Constraints identified					
	Etc.					

Royal Tropical Institute, 2006

Tool 7: Strength/weakness analysis per matrix cell

Objectives:
Strength/weakness analysis of the 'state of affairs' per cell makes use of a simple table.

Use of the table:

- The strength/weaknesses analysis can start from scratch (more democratic) or on the basis of a first analysis by a facilitation team (more time efficient) that will be completed /validated by the participants
- The vertical working order for the strengths/weaknesses analysis is, per column, from below to the top: C1-B1-A1, C2-B2-A2, C3-B3-A3, C4-B4-A4, C5-B5-A5. The reason for this 'vertical transect starting from below' is to ease identification of constraints in the enabling environment with repercussions on tangible results and to ease identification of constraints in policies, strategies and action plans in the realisation of an enabling environment.
- This leads, for each of the cells to the following table:

Table 8 Strengths/weaknesses analysis of cells.

Cell number	Description and key questions	Strengths	Weaknesses
C1			
B1			
A1			
C2			
…			
…			
A5			

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Tool 8: SWOT analysis of cross cutting issues in the matrix

The overall SWOT analysis of the matrix uses the conventional SWOT matrix (Table) or a simplified version.

Table 9 The conventional SWOT matrix

Issue:	
Strengths:	**Weaknesses**:
Opportunities:	**Threats**:

Table 10 The simplified SWOT Matrix

Issue	Strengths and opportunities	Weaknesses and threats
1		
2		
3		
..		

It is suggested to concentrate on a number of cross cutting topics:
- Sustainability of the CDD implementation
- Harmonization between National government and donors
- Linkages between pillars or dimensions
- Linkages between sectors
- Linkages between levels
- Ownership of the process
- Collaboration between stakeholders
- Relation between public and private sector

Identification of the Strengths, Opportunities, Weaknesses and Threats (SWOT) for the entire matrix leads to suggestions for strategic actions on these topics

Also this SWOT analysis will lead to recommendations for strategic actions on Community Driven Development Programmes and a first outline of the strategic action plan (see Table 11)

Table 11 The SWOT Matrix for CDD crosscutting issues

Issue	Strengths and opportunities	Weaknesses and threats	Proposals for strategic planning
Sustainability of the CDD implementation - Institutionalisation in government policy and decision-making procedures - Up-scaling of donor funded pilot projects through the national level to other areas and sectors: to avoid inequalities and enhance efficiency - Programme ownership by LGAs, private sector and civil society groups - Co-financing: between donors and between donors/LGAs and communities - Programme replication: Donors copying each other.			
Harmonization between national government and donors, between CDD projects - Up-scaling - (Donor) phasing-out frameworks at an early stage developed			
Linkages between CDD dimensions - Cohesion in progress between the five dimensions and different main stakeholders - Coherence between stakeholders and dimensions			

Linkages between sectors - Social and productive sectors - Level at which integrated planning occurs			
Linkages between levels - Feedback into national policy formulation on decentralisation			
Ownership of the process - Ownership on the different dimensions of CDD with different categories of stakeholders			
Collaboration between stakeholders - At different levels - Within and between sectors - Between public and private sector			

Tool 9: Score card

As a result of the stocktaking and analysis exercises, participants in these activities will come to a general appreciation of the progress in CDD. While it is explicitly stated in the 'disclaimer' of this toolbox that final judgments will be subjective to circumstances and participants, experience with the first draft of this toolbox have shown that participants like to receive a kind of guidance for rating the progress on a scale of 1 to 5. For this reason, a first tentative has been made to define (in a number of statements related to the key questions) low progress levels and high progress levels. Definition of the two extremes may help to rate for intermediate levels. In the future a more complete 'score card' may be developed.

High and low levels of progress in CDD have been defined for each of the cells (see example below) to help determine a progress-rating.

While the score card is a help to reach a kind of agreement between participants in a particular rating effort, the disclaimer must be repeated that the final judgment is still quite subjective and that the toolkit <u>is not primarily intended to make a comparison between countries</u>!

Table 12 Basic content of the score card

Cell	Key question	Weak score (1)	Strong score (5)
		Statement A	Statement B
		Statement C	Statement D
		Statement E	Statement F

Table 13 Scorecards for the CDD stocktaking and review matrix

Vision, strategies and action plans	Key questions	Weak score (1)	Strong score (5)
A1 *Vision, strategies and actions plans on community empowerment*	1. Does a vision exist: • On the role of individuals and communities on social development, economic development, community 'activation' and development coordination? • On the rules, regulations, institutions, support needed to make communities play their role? 2. Do strategies exist: • To make it possible for individuals and communities to play their role? • To arrive at the necessary rules regulations, legislation to make communities and individuals to play their role? • To establish the necessary institutions needed to make individuals and communities play their role? 3. Do action plans exist: • That translate vision and strategies, including definition of success indicators and expected outputs/outcomes? 4. Is there coherence: • Between vision, strategies, plans and budget allocation? • Between sectors? • Between main actors?	1. Published vision and strategy restricted to participation without empowerment in resource control 2. No legislation on empowerment of community organisations 3. No resource allocation to communities based on community plans 4. No coherence among actors	1. Documented vision on community empowerment with resource control 2. Community organisation legislation in place 3. Communities receiving significant share of budget for implementation of community plans 4. Close coordination all actor involvement, chaired by government
Vision, strategies and action plans	Key questions	Weak score (1)	Strong score (5)

| A2 *Vision, strategies and actions plans on empowerment of local governments* | 1. Does a vision exist:
 ▪ On the role of local government?
 ▪ On the rules, regulations, institutions, support needed to make local governments play their role?
2. Do strategies exist:
 ▪ To strengthen the role of local government?
 ▪ To arrive at the necessary rules, regulations, and support needed to make local governments play their role?
 ▪ To establish the necessary institutions needed to make local governments play their role?
4. Do action plans exist:
 ▪ That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?
4. Is there coherence:
 ▪ Between vision, plans and budget allocation?
 ▪ Between sectors?
 ▪ Between main actors? | 1. No real decentralisation foreseen (political, administrative and fiscal)
2. No transfer of functions
3. No resource transfer
4. Differences between actors | 1. Complete decentralisation foreseen
2. Strong transfer (subsidiarity)
3. Transfer untied funds and human resources
4. All actors committed to LGA support |
| **Vision, strategies and action plans** | **Key questions** | **Weak score (1)** | **Strong score (5)** |

A3 Vision, strategies and actions plans on realigning the centre	1. Does a vision exist: - On the new role of central government and line ministries? - On the rules, regulations, institutions, support needed to make central government and line ministries play their new role? 2. Do strategies exist: - To make central government and line ministries play their new role? - To establish the rules, regulations, institutions, support needed to make central government and line ministries play their new role? 3. Do action plans exist: - That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes? 4. Is there coherence: - Between vision, plans and budget allocation? - Between sectors? - Between main actors?	1. No coherent deconcentration policy 2. No sector services transfer foreseen 3. No public sector reform 4. Differences between actors and sectors	1. Deconcentration with clear roles for the centre 2. Sector services transferred to LGA 3. Strong reforms of centre level 4. Effective coordination between actors and sectors
Vision, strategies and action plans	**Key questions**	**Weak score (1)**	**Strong score (5)**

A4 Vision, strategies and actions plans on accountability	1. Does a vision exist:
	   ▪ On accountability and transparency (information, communication)?
	   ▪ On the development of control mechanisms, both internally and externally?
	2. Do strategies exist:
	   ▪ To strengthen accountability and transparency (information, communication)?
	   ▪ To develop control mechanisms, both internally and externally?
	3. Do action plans exist:
	   ▪ That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?
	4. Is there coherence:
	   ▪ Between vision, plans and budget allocation?
	   ▪ Between sectors?
	   ▪ Between main actors?
		1. No downward and horizontal accountability vision
		2. No transparency and communication plans, corruption
		3. No coordination among actors and sectors
			1. Downward and upward accountability
			2. Active transparency and communication to community planned
			3. Resource commitment by all actors

Vision, strategies and action plans	**Key questions**	**Weak score (1)**	**Strong score (5)**

A5 Vision, strategies and actions plans on capacity development	1. Does a vision exist:
	   ▪ On capacity development for the five CDD dimensions?
	2. Do strategies exist:
	   ▪ For capacity development for the five CDD dimensions?
	3. Do action plans exist
	   ▪ That translate vision and strategies, including definition of success indicators and translation into expected outputs/outcomes?
	4. Is there coherence:
	   ▪ Between vision, plans and budget allocation?
	   ▪ Between sectors?
	   ▪ Between main actors?
		1. No vision on use of latent capacities, learning by doing
		2. No cascade training plans, demand training and facilitation
		3. No harmonisation between actors
			1. Documented learning by doing based on latent capacities
			2. Training of trainers programmes and community facilitation
			3. Harmonization between public, private and social society

Enabling environment	Key questions	Weak score (1)	Strong score (5)
B1 Enabling environment for community empowerment	1. To what extend the juridical/legislative environment has been made conducive for community empowerment? 2. To what extend the formal and informal institutional environment has been made conducive for community empowerment? 3. To what extend the political environment has been made conducive for community empowerment? 4. To what extend the financial environment has been made more conducive for community empowerment?	1. No legislation or procedures 2. No government capacity and no outsourcing arrangements 3. No financial formula for transfer to communities	1. Community empowerment legislation in place with clear procedures on planning and disbursement 2. LGA capacity for support (direct or through outsourcing) 3. Fixed percentage (formula) for transfer to communities for community plans
Enabling environment	Key questions	Weak score (1)	Strong score (5)
B2 Enabling environment for empowering local government	1. To what extend the juridical/legislative environment has been made conducive for empowerment of local government? 2. To what extend the formal and informal institutional environment has been made conducive for empowerment of local government? 3. To what extend the political environment has been made conducive for empowerment of local government? 4. To what extend the financial environment has been made more conducive for empowerment of local government?	1. No complete decentralisation (political, fiscal, administrative) or integrated LGA planning procedures or revenue assignments 2. No national/provincial/sector capacity for LGA planning etc. 3. No clear formula for disbursement to LGA	1. Decentralisation fully translated in procedures for political, fiscal and administrative empowerment 2. Empowerment process facilitated by national programmes 3. Transparent formula for financial allocation and revenue assignments
Enabling environment	Key questions	Weak score (1)	Strong score (5)

B3 Enabling environment for realigning the centre	1. To what extend the juridical/legislative environment has been made conducive for realigning the centre? 2. To what extend the formal and informal institutional environment has been made conducive for realigning the centre? 3. To what extend the political environment has been made conducive for realigning the centre? 4. To what extend the financial environment has been made more conducive for realigning the centre?	1. No by-laws indicating specific roles of National Government and central institutions 2. Many individual donor projects and SWAPs without deconcentration 3. No relation between new roles and funding mechanisms	1. By-laws clearly spelling out new roles at the centre 2. All donors and sectors endorse financial decentralisation and deconcentration of functions 3. All implementation funds deconcentrated.
Enabling environment	**Key questions**	**Weak score (1)**	**Strong score (5)**
B4 Enabling environment for accountability	1. To what extend the juridical/legislative environment has been made conducive for upward and downward accountability? 2. To what extend the formal and informal institutional environment has been made conducive for upward and downward accountability? 3. To what extend the political environment has been made conducive for upward and downward accountability? 4. To what extend the financial environment has been made more conducive for upward and downward accountability?	1. Accountability not translated in clear procedures 2. No financial support for downward accountability mechanisms	1. Transparent procedures by-laws on upward and downward accountability 2. Financial support for strengthening accountability through civil society support
Enabling environment	**Key questions**	**Weak score (1)**	**Strong score (5)**

| B5 Enabling environment for capacity development | 1. To what extend the juridical/legislative environment has been made conducive for capacity development?
 2. To what extend the formal and informal institutional environment has been made conducive for capacity development?
 3. To what extend the political environment has been made conducive for capacity development?
 4. To what extend the financial environment has been made more conducive for capacity development? | 1. No by-laws or mechanisms to mobilise latent capacity through learning by doing
 2. No financial tolerance, funds for learning by doing | 1. Flexibility at all levels allowing learning by doing
 2. Funds transfer to lower levels for implementation of plans and for related facilitation and training |

Tangible results	Key questions	Weak score (1)	Strong score (5)
C1 Tangible results on community empowerment	1. Evidence of communities participating in all phases of community projects and activities? 2. What is the performance, stability and structuring of community level organisations? 3. Existing coherence between local government and community development and investment plans? 4. Funds and financing mechanisms existing at community level? 5. What is the level of community participation in community investments (i.e. co-financing)? 6. What is the current role of the local private sector? 7. Inclusion and equity?	1. Community only consulted 2. Community organisations only exist in relation to projects and programmes 3. LGA plans not based on community plans but on national plans 4. Communities not involved in financial management of community projects 5. Communities not contributing (in cash or kind) to community investments 6. Private sector plays no role in community development 7. Inclusion and equity are not considered at community level	1. Communities involved in planning, implementation and management 2. Community organisations strong, unified and autonomous 3. LGA plans based on well developed community plans 4. Communities in charge of financial management of approved projects 5. LGA contributing to some community projects 6. Private sector plays an important role in community development 7. Community planning included building capacities to successfully address equity and inclusion issues

Tangible results	Key questions	Weak score (1)	Strong score (5)

C2 Tangible results on empowering local government	1. Evidence of implemented strategies to strengthen roles and functions of LGAs in legislation and procedures? 2. Examples of coherence in legislation/procedures on aligned tasks, budget and HRM as well as revenue assignments? 3. Availability of financial resources at local level in relation to the needs? 4. Availability of personnel for functioning of public local institutions in relation to the needs? 5. Availability of local development planning capacity and methods? Do local government plans exist? 6. Is there coherence between local government (area-based and sector plans) and community development/investment plans? Examples? 7. What is the level of service delivery by local governments? 8. What is the available budget and level of budget execution at local government level? 9. Do relations exist between local governments and NGOs, CBOs and the private sector?	1. Role of LGA not clear and/or implemented 2. No relation between assigned roles and resources 3. No proper transfer of resources to LGA needs 4. No staff transferred for service delivery 5. No integrated LGA plans 6. LGA plans not based on community and sector plans 7. Poor quality services by LGA 8. Small proportion of total budget at LGA level 9. LGA in isolation of other local stakeholders	1. Role of LGA strong in local service planning and delivery 2. Strong relation between assigned roles and resources 3. Transfer of (formula) resources 4. Corresponding sector staff transferred for service delivery 5. Integrated LGA plans and budgets 6. LGA plans based on community and sector plans 7. Demand-driven quality services by LGA 8. Major share of budget at LGA level 9. LGA operating in partnership with other local stakeholders (NGO's, private sector)
Tangible results	**Key questions**	**Weak score (1)**	**Strong score (5)**
C3 Tangible results on realigning the centre	1. Is there evidence of existence of a legal mandate for central ministries and sector services? 2. What are the existing capacities for change and speed of change for implementation of new mandates? 3. Is there evidence of coherence between legal mandate, personnel and budget of sector ministries and sector services? 4. Are there any changes in budget execution? Examples?	1. No division of roles between public sector levels 2. No or slow implementation of planned deconcentration 3. Functions deconcentrated but without resources 4. Whole budget controlled at national level	1. Clear differentiation of roles between centre and local level. 2. Rapidly changing roles and functions 3. Human/financial resources deconcentrated/decentralised 4. Major share of budget at LGA level (20-30 %)

Tangible results	Key questions	Weak score (1)	Strong score (5)
C4 Tangible results on accountability	1. Does the LGA have access to information? 2. What is the current accessibility of information by communities and civil society? 3. Do control mechanisms exist? 4. Do control mechanisms function? 5. What is the level of budget execution/control? 6. Are there any institutions dealing with accountability issues?	1. No knowledge on planned and budgeted projects 2. Information not in understandable format or language 3. No control platforms 4. Platforms not empowered with knowledge and resources 5. Small % of budget accounted for 6. No institutions for accountability issues exist	1. Planned and budgeted projects fully known 2. Simple formats understood by communities 3. Multi-stakeholder platforms at various levels 4. Platforms with budget and trained staff 5. Large % of funds accounted for 6. Functional institutions for accountability issues exist
Tangible results	**Key questions**	**Weak score (1)**	**Strong score (5)**
C5 Tangible results on capacity development	1. How is the latent capacity mobilised? 2. How is a learning-by-doing environment created? 3. What are the cascade training programmes on CDD? 4. Are training programmes demand responsive? 5. What is the role of facilitators at different levels?	1. Only recognition of formal capacities 2. No community and LGA projects beyond formal structure 3. No training of trainers programme on CDD 4. No training needs assessments 5. No defined roles of facilitators (public and non-public)	1. Capacities identified through implementation and assessments 2. Many community and LGA projects 'informally' supported 3. Training of trainers programme for CDD programme in place 4. Community and LGA training needs assessments 5. All actors with clear roles in facilitation

Tool 10. Appreciation matrix

The scorecards (Tool 9) applied for all matrix cells this will ultimately lead to a (coloured) appreciation matrix that visualizes the CDD progress in a specific country. (see example below)

Table 14 Example of appreciation matrix

	Community strengthening	Local government strengthening	Realigning the centre	Accountability	Capacity development
Vision	5	4	3	2	3
Enabling environment	3	3	1	2	2
Tangible results	2	2	1	1	2

By contribution of colours to the different levels of appreciation the overall picture can be visualized.

Level of progress	Colour code
1 (very weak)	
2 (weak)	
3 (average)	
4 (strong)	
5 (very strong)	

Using these colours the example will show as follows

Table 15 Example of coloured appreciation matrix

	Community strengthening	Local government strengthening	Realigning the centre	Accountability	Capacity development
Vision	5	4	3	2	3
Enabling environment	3	3	1	2	2
Tangible results	2	2	1	1	2

While the score card is a help to reach a kind of agreement between participants in a particular rating effort, the disclaimer must be repeated that the final judgment is still quite subjective and that the toolkit, and thus the appreciation matrix, is not primarily intended to make a comparison between countries! For this reason it is important always to mention the source of the judgment (e.g expert's view, national stocktaking and review process, District view, etc.).

Tool 11: Planning table for future actions, per cell

Table 16 Strengths and weaknesses analysis and scoring for each cell

Cell	Key Question	Strengths	Weaknesses	Score	Proposals for strategic planning
C1 **Tangible results on community empowerment**					
B1 **Enabling environment for community empowerment**					
A1 **Vision, strategies and actions plans on community empowerment**					

Cell	Key Question	Strengths	Weaknesses	Score	Proposals for strategic planning
C2 **Tangible results on empowering local government**					
B2 **Enabling environment for empowering local government**					
A2 **Vision, strategies and actions plans on empowering of local government**					

Tool 12: Planning table for short, medium and long term actions

Objective:
Get a validation of the recommendations and proposals for strategic planning based on the SWOT analysis for the CDD dimensions and the overall approach

Steps to be taken:

1. Have a validation exercise on proposals made at the end of the CDD analysis workshop as an input into a later strategic planning workshop
2. A strategic planning workshop will require strong preparation with the identification of policy makers at national level, representative for sectors (Government, NGOs, Private sector) and policy makers and CDD implementers at local level, CDD project staff and some representation from the stakeholder workshop in order to have the necessary continuity
3. The strategic planning workshop will have presentation and discussion on the results of the analysis workshops and identify strategic plans for improvement and harmonization of CDD implementation.

The workshops result in a number of suggestions for strategic actions. By the end of the workshop(s) these results should be summarized and validated by the participants. Later, these proposals will be used as an input for the further development of the implementation of the CDD approach

Table 17 Strategic planning summary table

Strategic Plan	Issue	Proposal for strategic action
Short term		
Medium term		
Long term		

6   METHOD FOR STOCKTAKING AN REVIEW STUDY

In this part a proposal for a full-fledged national stocktaking and review exercise is being presented. Of course, users can feel free to use all of it or only parts and / or make changes in the order of working. World Bank and designers of this toolkit are extremely interested to receive examples of how the toolkit has been used. Observations on working methods and tools will be welcomed, while reports on experiences and results will be added to the part where experiences are presented.

Figure 3 Flow diagram for the CDD stocktaking and review process
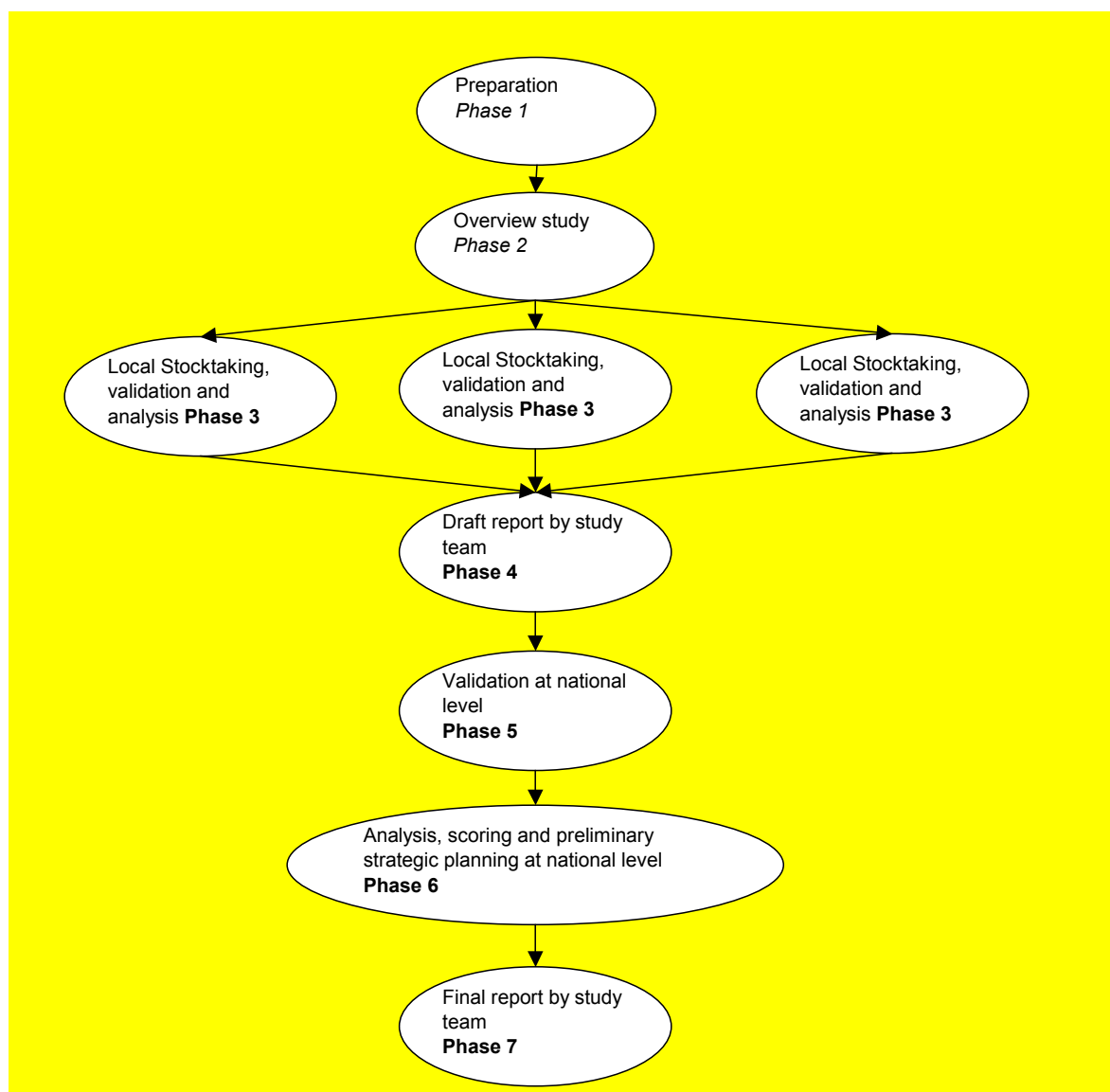
6.1   General flow

The working method consists of a number of main phases:
1. Preparation
2. Overview study

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3. Stocktaking, validation and analysis at local level (districts, regions, provinces…)
4. Draft reporting
5. Validation at national level
6. Analysis, scoring and preliminary strategic planning at national level
7. Reporting

For each of the stages required tools have been presented in chapter 5.

Table 18 Presentation of phases, steps and tools

Phase	Step	Tools
1. Preparation (3 days)	Creation of a Steering Committee	
	Overall planning of the stocktaking and review	
	Identification of overall process facilitator	
	Formation of a study team	
	Training of Steering Committee and study team on the methodology	
	Detailed planning of the stocktaking and review	
	Information of stakeholders	
	Preparation of field visits and local workshops	
	Preparation of national workshops	
2. Overview study (5 days)	Inventory of key documents	1, 2, 3
	Inventory of key informants	1, 2, 3
	Fill 'detailed inventory table'	5
	Make comparison between selected programmes	6
	Interview selected key persons at national level	4
	Fill 'detailed inventory table'	5
	Make preliminary report	
3. Stocktaking, validation and analysis at local level (5 days per region)	Field visits: - Interviews with key resource persons - Meetings and focus group discussions with local governments and communities - Reporting to local stakeholders	4
	Validation at local level: - Presentation of collected information so far - Correction, completion and validation by local stakeholders	
	Analysis at local level	
4. Draft reporting (2 days)		
5. Validation at national level (1 day)	Presentation of information collected so far	
	Correction, completion and validation by national stakeholders	
6 Analysis, scoring and preliminary strategic planning at national level (2 days)	Analysis and scoring at national level: - Strength weaknesses analysis per cell - Scoring of progress in CDD implementation - Overall SWOT analysis	2, 9 7 9 8
	Preliminary strategic planning	11, 12
7. Reporting (2 days)		

6.2   Preparation

6.2.1   Creation of a Steering Committee

The World Bank country team should facilitate the creation of a special taskforce for the stocktaking and review of CDD in the country, the "CDD-review Steering Committee". The Committee should carry forward the CDD stocktaking, review and strategic planning, and should guarantee an increasing ownership of CDD implementation. The committee is composed of high-level representatives of main stakeholders in CDD implementation. It has a governing role of the whole process. The steering committee also needs to include or have connections with the PRSP planning team and the PRSP observatory in order to provide inputs from the CDD stocktaking and review process into the PRSP development process.

Box 1 Terms of reference for 'Steering Committee'

- Develops an overall plan for the stocktaking and analysis study
- Guarantees linking-up with PRSP
- Is responsible for implementation of the stocktaking and analysis study
- Informs partners about the study
- Indicates key documents and key informers
- Determines terms of reference of study team and facilitator
- Authorizes final report of the stocktaking and review study
- Presents final report to all involved institutions

While the steering committee has a governing role of the process, staff members of stakeholder organizations and/or consultants contracted for specific assignments can fulfil the executive role. An overall facilitator of the process should be appointed. The WB country office should foresee a budget for the exercise.

6.2.2   Overall planning of the stocktaking and review

At the beginning of the process the Steering Committee should decide on an overall planning of the CDD stocktaking and review exercise, taking into account important happenings for policy development and implementation (national budget, parliamentary sessions, World Bank portfolio reviews, etc)

6.2.3   Identification of an overall process facilitator

The "CDD-review Steering Committee" should appoint an overall facilitator for the process. Typically this overall facilitator could be a staff member of the World Bank country office.

Box 2 Terms of reference for overall facilitator

- Secretariat of the Steering Committee
- Prepares contracts for consultants
- Organizes logistics for meetings and workshops (eventually through delegation)
- Facilitates execution of overall planning of the stocktaking and review study

6.2.4   Formation of a study team

Staff members of stakeholder organizations and/or consultants contracted for specific assignments can fulfill the executive role.

Box 3 Terms of reference for study team

- Executes desk study to collect relevant information
- Executes interviews with key informants
- Executes field studies and focus group discussions
- Facilitates regional and national workshops
- Reports all findings and results to the Steering Committee

6.2.5   Training of Steering Committee and study team on methodology

Before starting the real stocktaking and review it is important to organise a training session to explain and discuss the whole process. Participants are the Steering Committee and the complete study team

6.2.6   Detailed planning of stocktaking and review

In, or after the training session the study team and facilitator make a detailed plan for the whole stocktaking and review exercise.

6.2.7   Information of stakeholders

Stakeholders are informed and asked for their collaboration and contribution. (It is possible that feedback from stakeholders makes a certain rescheduling necessary).

6.2.8   Preparation of field visits and local workshops

Time wise, field visits should be planned at this stadium. Based on available knowledge, a selection of intervention areas should be made (eventually to be modified after the overview study of the next phase).

6.2.9   Preparation of national workshops

The national workshops should be planned and participants should be invited in time to make sure that the high-level stakeholder representatives will be available.

6.3   Overview study

For the stocktaking and analysis of the state of affairs of Community-Driven Development (CDD) in a particular country a matrix is used. The CDD stocktaking and review matrix (**Tool 1**) consists of five columns representing the five CDD dimensions and three rows representing the three groups of key research questions. This matrix plays a central role in the exercise, as a reference for stocktaking, analysis and review as well as a tool to present in a summarized way the "state of affairs" with respect to CDD implementation.

6.3.1   Inventory of key documents

Using the "stocktaking and review matrix" (**Tool 1**) , prepare an inventory of the key documents (**Tool 3**). Some examples of these documents are:
- Row A: Strategic documents for each of the five CDD dimensions (PRSP, National Vision, Sector Plans/SWAPs, Ministry of Local Government strategy, Ministry of Planning and Finance Strategy., etc.)
- Row B: Legislation, By-laws, procedures, manuals of the different ministries, institutional arrangements.
- Row C: Review documents of "CDD" programmes or of the different CDD dimensions, progress reports, data bases of Monitoring and Evaluation systems, etc

6.3.2   Inventory of key informants

Using the "stocktaking and review matrix", prepare a list of key informants for each cell and for each level in the development planning chain (from community, to district to provincial to national level) and for main sectors, as well as for representatives of different stakeholder categories (**Tool 4**).

6.3.3   Detailed inventory, part 1

Based on the documentation, by answering progressively the table "Key questions and checklist per cell" (**Tool 2**), start filling the "Detailed inventory table" (**Tool 5**),

6.3.4   Comparison of programmes with CDD components

A special comparative table (**Tool 6**) can be prepared for programmes and projects that have one or more CDD components.

To make sure that selected programmes provide a view on a wide range of interventions and good overview of important actions on the ground, the following selection criteria for these programmes should be followed: importance in terms of budget or intervention scale, geographical coverage, sectors involved, donors involved.

6.3.5   Interview key resource persons at national level

Interview the selected key informants at the national level, using the table with the key questions and checklist (**Tool 4, Tool 2**).

6.3.6   Detailed inventory, part 2

The results of the programme comparison and the interviews with key resource persons will be used to complete the cells of the detailed inventory matrix (**Tool 5**). In case the available information cannot be contained in the matrix, a more complete report should be made (e.g. 1 page per cell), summarized within the table.
Examples: Senegal case, Mozambique case.

6.3.7 Preliminary report

The final result of the overview study will be:
- A preliminary presentation of the state of affaires with respect to CDD (information on each of the cells): filled 'detailed inventory table', eventually accompanied by a more complete description per cell
- A (draft) comparative table on important issues of CDD related programmes

6.4   Stocktaking, validation and analysis at local level

6.4.1   Field visits

In this phase field visits should be executed to at least two different regions/districts an at least five villages in each of the regions/districts. The working order follows a 'vertical transect' as explained in the box below**.**

Box 4 Vertical transect of the public administration system

Objective
To analyse the impact of national strategies and plans on the actual community-based activities and programmes following the public administration chain from community to national level.

Background:
Starting with meetings and discussions at the community level and following these up at the corresponding local government levels and national government ministries a vertical transect through the public administration programme can be followed. The aim is to start this analysis with at least two vertical transects from the local government level, which could include several communities.

Steps:
1.   On the basis of the general overview and the identification of key actors and informants at least two chains in the public administration chain are identified i.e. community corresponding local governments and national government.
2.   The vertical transects can be implemented by different teams simultaneously.
3.   At each level different relevant actors in the public and private domain are identified e.g. public administration, as well as sector service delivery, civil society, private sector and donors.
4.   Analyse at community level with the community organisation the tangible results (C1-C5 in the matrix) for each of the five CDD dimensions and get feedback on effects of context (legislative and institutional) and planning (action plans and resource allocation).
5.   Discuss the findings at community level at the Local Government level, with special attention for the legislative/procedural and institutional context (B1-B5).
6.   Discuss the Local Government findings at national level both the relevant ministries in public administration (Ministry of Planning and Finance, Ministry of Local Government, etc.) as well as with the Sector Ministries).
7.   The stocktaking results need to be validated in a local workshop with participants form key stakeholders, the workshop will be similar as indicated in Tool 5, but emphasis will be on the validation of the findings of row B and C. A start can be made with the identification of strengths and weaknesses for each of the five CDD dimensions.

Needs
▪   Table with key questions and checklist (Tool 5)
▪   Format for the report with programme tables (Tool 10)

Source:
Ian Goldman, James Carnegie, Moscow Marumo, David Munyoro, Elaine Kela, Somi Ntonga and Ed Mwale, 2000. Institutional support for sustainable rural livelihoods in Southern Africa: Framework and methodology. *ODI's Natural Resource Perspectives*, Number 29, March 2000.

6.4.2   Interviews with key resource persons at local level

Interview the selected key informants at the local level on the basis of the filled matrix for verification to complete the information on all cells of the Detailed inventory table (**Tool** 5).
> In Mozambique two provincial governments were visited (of Nampula and Maputo), two Districts (Angoche and Matola, both rural and rural mixed) and three community organisations (Two in Matola, One in Angoche).

6.4.3   Meetings and focus group discussions

Organize meetings and focus group discussions with local governments and communities to gain better insight with respect to enabling environment (Row B, especially local governments) and tangible results (Row C of the matrix, especially local governments and communities)

6.4.4   Reporting for local stakeholders

The study team should provide an overview of the output of the stocktaking phase so far, completed with gathered information of the local level.

The report to be provided to the local stakeholders should treat information for each of the cells of the 3*5 matrix, presented in a summarized way in the "Detailed inventory table" (**Tool** 5) and in more detail on 1 page per cell.

6.4.5   Validation at local level

Validation by stakeholders of the findings is extremely important in the whole process, to make sure that analysis is based on the real situation as perceived by them. Informal validation takes place in a continuous way during the process but in a more formal way at the occasion of stakeholder workshops.

6.4.6   Presentation of information collected so far

In the local validation workshops the study team presents all information collected so far to stakeholder representatives, and presents the inventory table of all 15 cells (summarized and detailed version).

6.4.7   Correction, completion and validation by local stakeholders

Local stakeholders are asked for feedback to the presented information. The cell-by-cell validation at the local level proceeds in a horizontal way from C1 to C5 and from B1 to B5. The validation of the cells A1 to A5 is optional at the local level

After correction, completion and validation by the stakeholders the collected information must be considered as complete and correct and will be further analysed and reviewed in the following phase.

6.4.8   Analysis at local level

Review and analysis of collected information on the state of affairs with respect to CDD has to be done by stakeholder representatives during workshops that are organized specifically for this. The workshops will contribute to the identification of building blocks for further planning.

> When the collected information has note been 'validated' in a separate earlier phase in workshops organised with 'validation' as a single objective, the review/analysis phase should still start with validation!

Workshops have to be organised at at least two levels: local (with stakeholders from local, district and regional level as participants) and national (with stakeholders from national level as participants). The results of the local workshop(s) should be used as an input in the national workshop.

> In Mozambique a workshop at provincial level could not be realised. In the district some validation took place with the local technical team (7 persons). Only at national level this workshop took place (15 persons).

The local workshop for the analysis of the gathered information presented in the matrix   is oriented towards an analysis of strength and weaknesses of the state of affairs in each of the cells.

- The strength/weaknesses analysis can start from scratch (more democratic) or on the basis of a first analysis by a facilitation team (more time efficient) that will be completed /validated by the participants
- The vertical working order for the strengths/weaknesses analysis is, per column, from below to the top: C1-B1-A1, C2-B2-A2, C3-B3-A3, C4-B4-A4, C5-B5-A5. The reason for this 'vertical transect starting from below' is to ease identification of constraints in the enabling environment with repercussions on tangible results and to ease identification of constraints in policies, strategies and action plans in the realisation of an enabling environment.
- Identification and discussion of strengths and weaknesses in each of the cells leads simultaneously to the identification of a number of proposals for strategic action in the future. These proposals should be noted in the same table (**Tool 11**)
- This leads, for each of the cells to the following table

Table 19 Strengths/weaknesses analysis of cells.

Cell number	Strengths	Weaknesses	Proposals for strategic action
A1 …C5			

Example: Mozambique case

6.5   Draft reporting

The study team prepares a report based on the stocktaking at different levels and the analysis at local level. It integrates the results of the different strengths/weaknesses tables before presenting to national stakeholders (see Box 5)

Box 5 Preparation of the stocktaking reports

Objective
Get a summary of the state of affairs of CDD in the country to be presented to the steering committee and other stakeholders for validation.

Steps to be taken;
1.   Complete an **overall stocktaking report** using the format and summarise for each cell into one page (see attached format), include a table on the coherence of the interventions by various main actors, which is based on Tool 7.
2.   Prepare a short report for each of the cells in the matrix. A report should not exceed one page (A4), leading to a total report of 15 pages.
3.   All information should be put to scale as much as possible e.g. 45 Districts out of 120 have District Development Plans, or half of the community organisations contribute to the projects with labour and local materials.
4.   Different actors at each level will be interviewed this can lead to the identification of different results for each actor. A small table in each of the cells reports will highlight these differences.
5.   Develop a table with key statements for each of the key questions on the basis of the stocktaking report (Tool 5).

Needs:
▪   Format stocktaking report with actor tables
▪   Empty format stocktaking table Detailed inventory table (Tool 5)

Format for the main stocktaking report
For each cell of the CDD stocktaking and review matrix a summary of findings for each of the key questions has to be elaborated, as well as a table on the possible differences in approaches of programmes sponsored by different donors e.g.

A1   Vision, strategy and actions plans for community empowerment

1.   Vision and strategy: on the role of individuals and communities on social development, economic development, community 'activation' and development coordination
2.   Vision and strategy on the rules, regulations, institutions, support needed to make communities play their role
3.   Action plans and the translation of vision and strategies into action plans including definition of success indicators and translation into expected outputs/outcomes
4.   Coherence between vision, plans and budget allocation and between main actors

Main programme sponsor	Main elements of the approach followed
Government	
World Bank	
Others	

6.6   Validation at national level

Validation by stakeholders of the findings is extremely important in the whole process, to make sure that analysis is based on the real situation as perceived by them. Informal validation takes place in a continuous way during the process but in a more formal way at the occasion of a stakeholder workshop at national level.

Box 6 Outline of a CDD validation workshop

Validation workshops

Objective:
Validation of the main findings of the stocktaking by key stakeholders

Background:
The information collected by the executing team through analysis of documents and through interviews with key informants and practitioners at various levels will have to be validated at each level before being presented to the national steering committee and others for review and analysis.

Steps to be taken:
1. A small half-day workshop with key stakeholders is organised for the validation of the stocktaking. The workshop can be organised at different levels in the public administration chain e.g. at District level and at National level.
2. The executing team presents the detailed inventory table (Tool 5), while the stocktaking report could be provided to the participants in advance (Box 5). The focus of the workshop can vary according to the level in the public administration system e.g. focus on C1-C5 at community level and more B and A with local and national governments. At the local level both detailed inventory table and full stocktaking report will be presented as far as complete.
3. The workshop participants can split into groups for the validation of the cells, which could be best according to dimensions (columns). Validation of the gathered information. The cell-by-cell validation proceeds in a horizontal way from A1 to A5 (longer discussion), from B1 to B5 (less discussion) and from C1 to C5 (least discussion).
4. The five groups present to the plenary in order to come to general validation.
5. During the discussion in groups the strengths and weaknesses for each of the cells is recorded for later possible scoring (scoring will mainly take place at the national level, although optional at the local level) (Tool 9 and 10)

Needs:
▪   Workshop accommodation and facilitation
▪   Detailed inventory table for presentation (Tool 5)
▪   Strengths/weaknesses analysis table (Tool 7)

Strength and weakness analysis of cells at local level.

Cell number	Strengths	Weaknesses	Proposals for strategic action
A1 …C5			

6.6.1   Presentation of information collected so far

In the national validation workshop, the study team presents all the information collected so far to stakeholder representatives. Presentation consists of the inventory table of all 15 cells (summarized and detailed version), as well as of the strengths/weaknesses analysis.

6.6.2   Correction, completion and validation by national stakeholders

National stakeholders are asked for feedback to the presented information. The cell-by-cell validation at the national level proceeds in a horizontal way from A1 to A5, from B1 to B5, and from C1 to C5.

After correction, completion and validation by the stakeholders the collected information must be considered as complete and correct and will be further analysed and reviewed in the following phase.

6.7   Analysis, scoring and preliminary strategic planning at national level

6.7.1   Analysis and scoring at national level

Analysis of collected information on the state of affairs with respect to CDD has to be done by stakeholder representatives during workshops that are organized specifically for this. The workshops will contribute to the identification of building blocks for further planning.

> When the collected information has not been 'validated' in a separate earlier phase in workshops organised with 'validation' as a single objective, the review/analysis phase should still start with validation!

The national workshop starts with a presentation of the available information and results of the district workshops including the strengths/weaknesses analysis per cell.

Strength weaknesses analysis per cell

Participants are asked to complete/improve the strength/weaknesses analysis per cell prepared by the study team on the basis of the local workshops. Simultaneously, building blocks for strategic planning are checked, improved and completed (**Tool 7**)

Scoring of progress in CDD implementation

Based on all available information, after the strengths/weaknesses analysis per cell a final score per cell should be decided upon by participants (Tool 10). To attribute scores the scorecard ([Tool 9](#)) should be used.

The transmission of the individual cells scores to the overall CDD stocktaking and review matrix leads to a final coloured 'appreciation matrix' that reflects in a very summarized way the sate of affairs with respect to implementation of the CDD approach (**Tool 10**).

Overall SWOT analysis

Identification of the Strengths, Opportunities, Weaknesses and Threats (SWOT) for the entire matrix with suggestions for strategic actions on a number of cross cutting topics:
- Sustainability of the CDD implementation
- Harmonization between National government and donors
- Linkages between pillars or dimensions
- Linkages between sectors
- Linkages between levels
- Ownership of the process
- Collaboration between stakeholders
- This analysis of cross cutting issues leads to a table as presented in **Tool 8**.

For example see. Mozambique case.

Also this SWOT analysis will lead to recommendations, building blocks, for strategic actions on Community Driven Development Programmes and a first outline of the strategic action plan

6.7.2   Preliminary strategic planning

The national workshop results in a number of suggestions for strategic actions. By the end of the national workshop these results should be summarized and validated and prioritised by the participants. Later, these proposals will be used as an input for the further development of the implementation of the CDD approach

Box 7 Objectives and background for a national CDD analysis workshop

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National analysis workshop

Objective
To analyse the progress in community driven development through scoring and strengths/weakness analysis

Background:
Review and analysis of collected information on the state of affairs with respect to CDD has to be done by stakeholder representatives during workshops that are organized specifically for this. The workshops will contribute to the identification of building blocks for further planning.

When the collected information has not been 'validated' in a separate earlier phase in workshops organised with 'validation' as a single objective, the review/analysis phase should still start with validation!

Participants depend on the level of the workshop. We propose do the workshops at least two levels: district (with stakeholders from local, district and regional level as participants) and national (with stakeholders from national level as participants). The results of the local workshop(s) should be used as an input into the national workshop

e.g. in Mozambique a workshop at provincial level could not be realised. In the district some validation took place with the local technical team (7 persons). Only at national level this workshop took place (15 persons).

The review/analysis phase takes place in district and/or a national workshop that follow a number

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Box 8 Steps to be taken in a national CDD analysis workshop

National analysis workshop: Steps

1. A special half-day workshop is called for the analysis and review of the validated stocktaking matrix.
2. The national workshop start with a presentation of the results of the district workshops: Strengths/weaknesses analysis per cell and in some cases some preliminary scoring.
3. The strength/weaknesses analysis can start from scratch (more democratic) or on the basis of a first analysis by a facilitation team (more time efficient) that will be completed /validated by the participants
4. Participants are asked to complete/improve the strength/weaknesses analysis per cell. The workshop participants split up into groups for strengths and weaknesses analysis by CDD – dimension
5. Strengths and weaknesses are presented in the plenary and completed in the plenary session.
6. During presentation and discussion on each cell recommendations for improvement will emerge, which are recorded in the same table. At the same time the analysis of the balance between strengths and weaknesses leads to a score (1=red to 5=dark green) for each cell (Tool 10).
7. The following more detailed procedure is followed: The vertical working order for the strengths/weaknesses analysis is, per column, from below to the top: C1-B1-A1, C2-B2-A2, C3-B3-A3, C4-B4-A4, C5-B5-A5. The reason for this 'vertical transect starting from below' is to ease identification of constraints in the enabling environment with repercussions on tangible results and to ease identification of constraints in policies, strategies and action plans in the realisation of an enabling environment. Summarised:
   - Identification of strong and weak points in each of the cells C1-C5
   - To what extent was the enabling environment a constraint or conducive to arrive at tangible results
   - To what extent were the policies, strategies and action plans a constraint or conducive to arrive at tangible results
   - To what extent have the action plans been translated into the reinforcement of the enabling environment
   - To what extent were the policies, strategies and action plans a constraint or conducive in the creation of a suitable enabling environment?
8. Identification and discussion of strengths and weaknesses in each of the cells leads simultaneously to the identification of a number of proposals for strategic action in the future. These proposals should be noted in the same table
9. Per cell, based on the information and analysis of strength and weaknesses, a score is attributed to the cell, using a score from 1 to 5 (1= weak performance, 5= strong performance). Scoring can be oriented by using a score card (Tool 9)
10. Identification of the strengths/opportunities and weaknesses/threats for the entire matrix with suggestions for strategic actions on a number of cross cutting topics. Subsequently an overall analysis of the CDD matrix is made, best made in a plenary session (Tool 10).

Needs:
Strengths and weaknesses analysis table
Strengths, weaknesses, opportunities and threats analysis of the overall CDD approach (Tool 8)
Scorecard for the CDD stocktaking and reviews matrix (Tool 9)

6.8   Reporting

Results of the stocktaking, the analysis, the scoring and inventory of recommendations for further actions should be documented and presented to the "CDD review Steering Committee"

BACKGROUND DOCUMENTATION

Concepts
- **AAA Concept paper**
- **AAA Concept paper 1**
- **AAA Matesova**
- **Vertical Transect**
- **WBI partner summary**

Country Papers
- **Mozambique HIV/AIDS**
- **Senegal**
- **Zambia** (+ **annexes**)
- **Benin** (+ **comments**)
- **Burkina**
- **Ghana**
- **Indonesia**

Decentralisation
- **Accountability and decentralization**
- **Countries summary**
- **Decentralization in Africa Report**
- **Land Country Ranking**
- **Moemergence**
- **Speach by Dr. Ali M. Shein1**
- **Afro Barometer**
- **Decentralization Database 2002**
- **Wider CDD Policy Issues**
- **Local Governance Working paper**
- **Scaling-up CDD**
- **WB Decentralization**

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RESULTS FROM TOOLKIT USE

Mozambique

Senegal

Sierra Leone

Chad