

DRAFT, work in progress, NOT complete Matrix

topics for the workshop (elaborate from [Annina Lubbock](#))

#	Topics	Issues	Options
1.	Agreeing on goal and definition of CDD;	<ul style="list-style-type: none"> - What is CDD? - What is the purpose of CDD? - There are pros and cons in the historical experience of CDD. 	<ul style="list-style-type: none"> - Alternative options:
2.	Is having a lot of small and diverse micro projects the best way to achieve impact on poverty?	<ul style="list-style-type: none"> - Ideal size of micro-projects? - Ideal sector/nature of micro-project? - Discussion on the apparent contradiction between the minimalist approach of micro-project and the huge need for large scale investments requested by MDGs and poverty reduction objectives 	<ul style="list-style-type: none"> - Option 1: The impact on poverty should be measured at local level on the ensemble of the micro project financed i.e. in one sector, and/or one area, - Option 2: impact should be measured per each project? - Option 3: impact should be measured on the execution of the Local Planning;
3.	Which kind of relationship should exist between CDD and local government;	<ul style="list-style-type: none"> - What kind of options for this relation? - What defines this relationship? - What models exist that have been working? And the ones that have not been working? - LG is understood as the institution of democratic representation? Or another segment of a corrupted institution? - Is the LG representing everybody including organized segments of the community? 	<ul style="list-style-type: none"> - Option1: CDD is implemented in the absence of LG. Relations? Substitutive approach? - Option 2: CDD is implemented in presence of LG. Subsidiary approach: relation could be (i) supplemental, (ii) enhancing, (iii) reinforcing local democratic processes; - Option 3: CDD is implemented in presence of LG. Concurrent approach: relation could be (i) contradicting, (ii) conflicting, (iii) detrimental to the local democratic process;
4.	How to get community commitment without setting unaffordable contributions which mitigate against poorer communities?	<ul style="list-style-type: none"> - Community contribution in relation with local fiscal system? - Community contribution in relation with the economic rate of return of the investment? - The existing gap in financial capacity of communities is justifying the abandon of the 'ownership' doctrine? 	<ul style="list-style-type: none"> - Community contribution could be considered an advance to be recuperate within the return of the investment? - Community contribution is adding to the fiscal pressure? - Contribution in nature are against human rights and 'decent work' concepts and practices? - Community contribution are part of the Local Planning Procedure?
5.	When it should and when it shouldn't be used;	<ul style="list-style-type: none"> - External conditions pro/against implementing CDD? - Internal conditions pro/against implementing CDD? 	<ul style="list-style-type: none"> - Different 'modularity' of CDD could be proposed according with external local conditions? - The CDD model should be adapted to the local conditions? - CDD is monolithic as an indivisible doctrinal corpus, or could/should be adapted case by case, diluted and

			temperate according to the 'strategic need'
6.	How to ensure effective, sustainable and democratic mechanisms for decision-making on CDD;	<ul style="list-style-type: none"> - the role of committees, villages assemblies, CBOs, associations, traditional leadership structures and informal organisations, etc. - Local Institutional Participatory Planning is the backbone of participation, accountability, democratic decision making, 	<ul style="list-style-type: none"> - Different roles for different components of the community? - Is the capacity gap influencing the efficacy of democratic participatory mechanisms? - Are institutional procedures adapted to the limited local capacities? - Implementation of oversight, transparency, right to information, require an impartial body that can be find/sustained within the community?
7.	How to 'target' under CDD;	<ul style="list-style-type: none"> - since beneficiaries are not chosen top-down, how to level the playing field, build capacity of the poorer and more vulnerable to influence decisions and take part in the process ¹ 	<ul style="list-style-type: none"> - Monopolistic position of local elites can interfere with implementation of pro-poor policies? - How to beat not only the external capacity gap (rural areas versus urban), but focus on the internal (poor families/individuals versus local rural elites) - LG has a key role to play in local policies for 'inclusive development'? - Where concretely the weight of local elites can be carefully balanced by the weight of the poor in decision making? In Local Planning?
8.	Should the 'menu' be open?	<ul style="list-style-type: none"> - Open menu? - Close menu? - Different degrees of rigidity of "menus" - Planning allows a different definition of 'menu' based on performance? 	<ul style="list-style-type: none"> - Incremental criteria are experimented, - If the choice is entirely local, how the menu can be controlled ex ante? - Ex post control is in reality evaluation of impact of decision made.
9.	Should productive investments be included, if so, under what conditions;	<ul style="list-style-type: none"> - what is the relation between grant and credit financing in projects using CDD? - Productive investments shall be financed with credit? Or not? - Infrastructure investments shall be financed with grants? Or not? - Which role for LG in the investment strategy? 	<ul style="list-style-type: none"> - Option1: Local external condition should define the need for the type of investment; - Option 2: a predefined package of a mix of financial modalities and investments' sectors, for ALL counties/project; - Option 3:
10.	Which components and activities should be demand-driven and which project-led;	<ul style="list-style-type: none"> - Such as information and communications; mobilisation of demand; capacity-building of community organisations; gender sensitisation, etc. 	<ul style="list-style-type: none"> - Under CDD investments seems to be more a "community" activity than a project one; - This seems to be more related to the 'role' that the PIU has in the decision making process.

¹ on this subject I include a recent study on Targeting under Demand-driven Approaches, with apologies for not yet having translated it into French

		<ul style="list-style-type: none"> - Categories of activity to be classified demand driven? - Investments are different in 'quality' from project activities like the ones mentioned before? 	<ul style="list-style-type: none"> - The planning components of the project could give indication on how to adapt the mechanism to the demand or to the offer.
11.	How to deal with Operation and Maintenance of CDD-financed infrastructures?	<ul style="list-style-type: none"> - What is the role of LG in the O&M of infrastructures? - What is the role of private sector in the same? - Local institutional planning capacity 	<ul style="list-style-type: none"> - What infrastructures can pay their cost of maintenance? who should be paying for what kind of services? - What cost of operation can be paid by LG, or by Central Government, or by private sector? - Tariffication policies have an important impact on poverty! - Cost of operation and maintenance is an integral part of local institutional planning
12.	Monitoring, evaluation and supervision of CDD;	<ul style="list-style-type: none"> - since this tends to be more expensive than under conventional' projects. 	<p>M&E system could be seen in this way:</p> <ul style="list-style-type: none"> - Institutional M&E, this should be imbedded in to the institutional routines of LG; - Participative M&E, supported by project, but implemented by the community, - Project M&E, internal, mainly for donors accountability purpose.
13.	Other project management issues related to CDD;	<ul style="list-style-type: none"> - composition and profile of project coordination teams, etc - internal core competencies of PIU versus development of local capacity 	<p>Options for 'positioning" of PIU in relation with social, political and economic local dynamics:</p> <ul style="list-style-type: none"> - TA, - Backstopping, - Oversight of transparency and respect of established democratic participatory rules? - What is the impact on the local capacity gap of the PIU? - Afin de contribuer au développement local, l'unité du projet doit 'faire' ou 'faire-faire' ?
14.	The role of NGOs in a CDD project;	<ul style="list-style-type: none"> - from "opérateur de terrain" to "prestataire de services" - what is the role of LG in recognizing separate interests and roles to different components of community (including NGOs), 	<ul style="list-style-type: none"> - In delivering services NGOs are competitors of private sector? I.e. engineering services to LG, works supervision, tender documents, etc.? - Is necessary that CDD include objectives like developing private sector capacity?