

World Bank- Civil Society Engagement

Review of Fiscal Years
2005 and 2006



THE WORLD BANK



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Foreword

The past two years witnessed an unprecedented advocacy campaign by global civil society to promote the 2005 Year of Development. An estimated 150 million citizens around the globe mobilized to call on policymakers for increased aid, debt reduction, and fair trade for poor countries, and to “make poverty history.” For the World Bank, this same period was also important in terms of its evolving relationship with civil society. Two significant events in 2005—the publication of a Bank paper on civil society engagement and the hosting of a Bank-civil society global policy forum—allowed the Bank to assess its relations with civil society and build consensus around next steps. These events helped pave the way for continuing high-level commitment to engaging civil society during the change in Bank leadership in May 2005.

The paper entitled *Issues and Options for Improving Engagement between the World Bank and CSOs* analyzes the evolving nature and characteristics of global civil society, highlights recent trends in Bank-civil society relations, and recommends ways the Bank can improve its civil society outreach and engagement efforts. The paper, which was reviewed by the Bank’s senior management, executive directors and CSOs, serves as an institutional framework and mandate for strengthening the Bank’s relations with civil society.

The World Bank-Civil Global Society Policy Forum held in April 2005 in Washington, D.C., brought together nearly 200 participants to assess the status of the poverty reduction strategy process and discuss ways of improving Bank-civil society relations. The substantive discussion brought together executive directors, government officials, and senior Bank managers to dialogue with civil society, demonstrating in practice that civil society engagement has become a central pillar in fulfilling the Bank’s mission to reduce poverty.

A further demonstration of how far Bank-civil society relations have evolved was the change of Bank presidents. A reception for the outgoing president, James Wolfensohn, hosted by a group of leading international CSOs, brought together a broad cross-section of civil society interlocutors to recognize his efforts to open up the Bank to civil society. The new Bank president, Paul Wolfowitz, set the tone early in his tenure by meeting with CSOs during his first days in office. He has since repeatedly highlighted the key role of civil society in development in his speeches and meetings over the past year.

From promoting good governance and education for all to addressing climate change, the Bank has been seeking more effective ways to dialogue and partner with civil society. Going forward, Bank senior management is committed to intensifying this engagement with civil society in order to strengthen the Bank’s own poverty reduction efforts worldwide.

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The heads of the Bank and Fund dialogue with CSO representatives during Annual Meeting "town hall" (September 2005, Washington, D.C.)

Preface

This review provides an overview of the activities undertaken by the World Bank Group¹ (hereafter referred to as the Bank) to reach out and engage with civil society during fiscal years 2005 and 2006 (hereafter referred to as 2005 and 2006), which is the period from July 1, 2004, through June 30, 2006. The audience for this report is broad and includes civil society representatives, government officials, business leaders, World Bank executive directors, management, and staff, other donor agencies, and the development community at large. The report covers the wide spectrum of civil society engagement—ranging from information exchange and policy consultation to operational collaboration—across the Bank and from the country to the global levels. It is not intended to be exhaustive, but rather to summarize and highlight some of the most significant activities, results, and trends. We welcome your comments and suggestions on this report, and request that you e-mail them to civilsociety@worldbank.org.

This publication was produced by John Garrison of the Bank's Global Civil Society Team. Carolyn Reynolds Mandell, Karolina Ordon, John Mitchell, and Jeff Thindwa of the team as well as Chukwudi Okafor (Nigeria Country Office), Maria Magdalena Colmenares (Venezuela Country Office), and Meike van Ginneken (Energy and Water Department) carried out a peer review of the draft. Ian Bannon, manager of the Conflict Prevention and Reconstruction Team within the Social Development Department, provided management oversight. Several colleagues from civil society, including Faustina van Aperen of World Confederation of Labour, provid-

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¹ The term *World Bank Group* refers to the five agencies that comprise the group: International Bank for Reconstruction and Development (IBRD), International Development Association (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), and International Center for the Settlement of Investment Disputes (ICSID).

Abbreviations and Acronyms

ACDE	Association Conseil sur le Finance de Développement
ADB	Asian Development Bank
CAO	Compliance Advisor/Ombudsman
CAS	Country Assistance Strategy
CBO	Community-based Organization
CCL	Caribbean Congress of Labor
CDD	Community-driven Development
CDM	Country Development Marketplace
CEPF	Critical Ecosystem Partnership Fund
CESI	Community Empowerment and Social Inclusion
CGAP	Consultative Group to Assist the Poorest
CIDSE	International Cooperation for Development and Solidarity
CPS	Country Partnership Strategy
CSI	Civil Society Index
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CST	Civil Society Team
DFID	Department of International Development
DIC	Development Information Center
DM	Development Marketplace
DPO	Disabled Peoples Organization
EC	European Commission
ECA	Europe and Central Asia
EGCG	External Gender Consultative Group
EITI	Extractive Industries Transparency Initiative
ESIA	Environmental and Social Impact Assessment
ESSD	Environmental and Socially Sustainable Development
EU	European Union
EURODAD	European Network on Debt and Development
EXT	External Affairs, Communications, and United Nations Affairs
G-8	Group of Eight
GEF	Global Environment Facility
GFIP	Global Fund for Indigenous Peoples
GLOBE	Global Legislators Organization for a Balanced Environment
GPDD	Global Partnership for Disability & Development
HLF-2	Second High-Level Forum on Aid Effectiveness
HIPC	Heavily Indebted Poor Countries
IBRD	International Bank for Reconstruction and Development
ICFTU	International Confederation of Free Trade Unions
IDA	International Development Association

IFC	International Finance Corporation
IMF	International Monetary Fund
IPO	Indigenous Peoples Organization
JFC	Joint Facilitation Committee
JSDF	Japan Social Development Fund
KDP	Kecamatan Development Project
LCR	Latin America and Caribbean Region
LICUS	Low-Income Countries Under Stress
MAP	Multi-Country AIDS Program
MDG	Millennium Development Goal
MDRI	Multilateral Debt Relief Initiative
MIGA	Multilateral Investment Guarantee Agency
MP	Member of Parliament
NGO	Nongovernmental Organization
OPCS	Operations Policy and Country Services
PAD	Project Appraisal Document
PCE	Participation and Civic Engagement
PCF	Post-Conflict Fund
PIC	Public Information Center
PNoWB	Parliamentary Network on the World Bank
PREM	Poverty Reduction and Economic Management
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper
SDV	Social Development Department
SmGP	Small Grants Program
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	U.S. Agency for International Development
VPU	Vice Presidential Unit
WBI	World Bank Institute
WCC	World Council of Churches
WCL	World Confederation of Labour
WEF	World Economic Forum
WSF	World Social Forum
WSIS	World Summit on the Information Society
WTO	World Trade Organization
YDP	Youth, Development & Peace

Executive Summary

The past two years (fiscal years 2005 and 2006) witnessed a significant period for engagement between the World Bank and civil society around the globe, through policy dialogue and operational collaboration. Both the Bank and its government shareholders recognize the critical role civil society plays in helping to reduce poverty and promote sustainable development.

The Bank's paper entitled *Issues and Options for Improving Engagement Between the World Bank and CSOs*, published in March 2005, was the product of a multiyear process that involved Bank-wide review as well as external consultation. The paper highlighted the main trends, issues, risks, and opportunities facing the Bank in its relations with civil society organizations (CSOs), and outlined a 10-point action plan. The paper has been serving as an important roadmap for the Bank on how to strengthen future engagement with civil society, during this period of leadership transition. Outgoing President Jim Wolfensohn stressed the importance of Bank-civil society engagement in development policy and operations, and incoming President Paul Wolfowitz in his first year has demonstrated his intent to expand this legacy.

In 2005 and 2006 the Bank held substantive dialogues and consultations with CSOs at the global level on a range of critical policy issues such as extractive industries, debt reduction, environmental and social safeguards, and its social development strategy, as well as on a number of controversial Bank-financed projects such as the Chad-Cameroon oil pipeline, the Nam Theun 2 Hydroelectric Project in the Lao People's Democratic Republic, and the Marlin Mine in Guatemala. The International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency also continued to reach out actively to civil society. Notably, the IFC held an extensive consultation process on the revision of its social and environmental performance standards and disclosure policy. In all of these discussions—which were carried out during a series of

policy sessions during the 2004 to 2006 Annual and Spring Meetings, via multicountry videoconferences with Presidents Wolfensohn and Wolfowitz, as well as through face-to-face meetings—the Bank brought in many diverging viewpoints from across global civil society, which helped shape policies and projects adopted by its Board of Directors.

One significant policy dialogue event of the past two years was a three-day World Bank-Civil Society Global Policy Forum held in Washington, D.C., in April 2005. The event brought together some 200 civil society leaders, government officials, parliamentarians, donor agency representatives, International Monetary Fund staff, and Bank managers from more than 50 countries. The forum represented an important milestone for Bank-civil society relations, bringing a broad set of actors—including representatives of developed and developing country CSOs, governments, parliamentarians, and Bank executive directors—to discuss Bank-civil society relations at the global level.

Consultations also took place at the country level around country assistance strategies (CASs) and poverty reduction strategies (PRs), which involved a variety of instruments such as opinion surveys, technical workshops, focus groups meetings, and Web-based consultations (see Annexes I and II for information on these processes). In terms of the CAS, a review found that consultations with civil society took place in 50, or 73 percent, of the 68 country assistance documents approved in 2005 and 2006. Another review found that most PRs had benefited from civil society involvement, although the scope and intensity of this participation varied among the countries. The Bank also continued to expand its work in promoting citizen involvement in holding governments accountable for delivering results. The "social accountability" agenda included supporting the use of participatory budgeting and citizen report cards as well as helping governments strengthen the enabling environments for civic engagement in a number of developing countries.



CSO representatives network during the Annual Meetings (September 2005, Washington, D.C.)

The Bank also maintained a high level of civil society involvement in its financed projects, documenting that 217, or 72 percent, of the 302 loans approved by the Board during 2006 had involvement by civil society. There were many examples of civil society involvement in Bank-financed loans, including assessing project design, providing skills training, receiving funds to deliver social services, and evaluating projects. An important example was cooperation between the Bank and CSOs in carrying out post-tsunami relief and reconstruction efforts in Asia. The IFC led a Grassroots Business Initiative with civil society groups around the globe that support microenterprises and local entrepreneurs, and launched the Pangea store at headquarters, which is marketing handicrafts from these groups.

Although the Bank's primary forms of assistance are loans to governments, the Bank has continued to expand mechanisms for making grants directly to thousands of CSOs throughout the world. Bank grants supported CSO work in promoting girls' education, environmental conservation, AIDS prevention, youth development, and postconflict reconstruction, to name just a few areas. The Small Grants Program and the global and country Development Marketplace competitions supported hundreds of innovative initiatives by CSOs, including for the first time in China.

The Bank also supported the efforts of thousands of community groups carrying out local development and poverty reduction efforts through country-based social funds and community-driven development (CDD) projects. It is estimated that up to \$1 billion a year, or 5 percent of the Bank's annual portfolio, is channeled to CSOs through these CDD-type funds. In addition, the Bank's Community Outreach Program provides grants to nonprofit agencies in Washington, D.C., and also encourages staff to provide direct support to local groups through payroll deductions, volunteer hours, student internships, and in-kind donations such as used computers and cell phones.

At the regional level, the Bank continued to engage civil society through a variety of mechanisms and programs. In Africa, the Bank promoted widespread consultation with CSOs on the CAS in six countries and continued to expand its CDD portfolio. The Multi-Country AIDS Program has disbursed approximately \$300 million to over 50,000 African community-based organizations to carry out AIDS education, prevention, and treatment activities throughout Africa. In every region, engagement of civil society on Bank-related policy reforms and in national dialogue processes such as the PRS and the CAS has helped inform and refine national policies and Bank strategies.

Advances in democratization and opening of political space continued to take place in Eastern Europe and Central Asia. Within this context of greater political opening, the Bank continued to support the strengthening of civil society through promoting its involvement in policy dialogue and Bank-funded operations, as well as funding its development initiatives. In Latin America and the Caribbean, civil society engagement continued to be mainstreamed in policy discussions and Bank loans through a variety of regional strategies and programs. This effort has included promoting participation, access to information, and accountability mechanisms in a number of loans and throughout the project cycle in countries such as Mexico, the Dominican Republic, República Bolivariana de Venezuela, and Ecuador.

The Bank's policy dialogue and operational collaboration with civil society grew significantly in the Middle East and North Africa regions during 2005 and 2006. The trust between the Bank and CSOs, media, and parliamentarians increased as a result of specific interventions, allowing these actors to address more sensitive and substantive issues such as gender equity and governance reform in their countries. Relations between the Bank and civil society in South Asia also have continued to evolve and deepen in recent years. This engagement has included more frequent dialogue on Bank policies and operations with key CSOs, especially with youth groups across the region. In addition to consultation and partnerships with many international CSOs based in developed countries, the Bank's Global Civil Society Team also provided support and training to civil society networks in the United States, France, Italy, the Netherlands, and Japan, requesting help to work more effectively with the Bank on various development initiatives.

The Bank also continued to actively engage with specific constituency-based groups throughout the past two years, including children and youth, disabled persons, indigenous peoples, and parliamentarians. This engagement varied depending on the interests expressed by the constituents, evolving Bank programmatic priorities, and major events

held. The Bank's work with youth, for instance, was marked by consultations with more than 3,000 young people in 30 countries to seek their inputs to the 2007 *World Development Report* on youth and development. The Bank continued to reach out to faith-based organizations on a wide range of development issues, including through the World Faiths and Development Dialogue and through a three-year process of dialogue and critical reflection on the impacts of globalization with the World Council of Churches. The Bank finalized the revision of the Indigenous Peoples Policy after an extensive multiyear process that involved hundreds of indigenous peoples' leaders, government officials, CSO representatives, and academics from around the globe. Global union leaders and disabled peoples' organizations came to the Bank for high-level conferences, and the Bank also continued to reach out to parliamentarians through policy dialogue surrounding the 2005 Year of Development and organized field visits for parliamentarians to a number of Bank projects.

The past two years have indeed confirmed a growing trend in Bank-civil society relations: more substantive policy dialogue at the global level, and greater country-level operational collaboration. Not only is the policy dialogue around complex and sensitive issues at the global level becoming more fluid, but the PRS process continues to open up important policy space for government-civil society engagement at the country level. On the operational level, as the joint tsunami reconstruction efforts in Asia are demonstrating, civil society and governments can be complementary partners in the development process. Yet as the Bank's own *Issues and Options* paper and various CSO critiques have confirmed, the Bank faces many challenges in order to realize the greater opportunities that Bank-civil society dialogue and collaboration have to offer. The Bank must improve its own mechanisms for civil society engagement and accountability; ensure that best practices are applied more consistently across the institution; and encourage member governments to improve the enabling environment for civil society to flourish in their countries.



1 Bank Policy Dialogue and Consultation with Civil Society

Bank Policies on Engaging Civil Society

During 2005, the Bank finalized a comprehensive paper analyzing and proposing ways for improving Bank-civil society relations. The drafting of the *Issues and Options for Improving Engagement Between the World Bank and CSOs* paper was a multiyear process that involved numerous Bank departments. The paper was presented to the Board of Executive Directors in January 2005, the first such discussion since 1998. After a thoughtful review of the paper, the Board members largely agreed with its analysis and recommendations for improving Bank relations with civil society. Now that the *Issues and Options* paper has been published, it provides an institutional roadmap to guide Bank-civil society relations over the coming years.

The paper was prepared by the Bank's Global Civil Society Team (CST), composed of staff from the External Affairs, Communications and United Nations Affairs (EXT), Environmentally and Socially Sustainable Development (ESSD), and Operations Policy and Country Services (OPCS) Vice Presidential Units (VPUs) at the Bank. Drafts of the paper were discussed with countless headquarter and country-based staff, and approved by senior Bank management, including the managing directors and

the president. The Bank also consulted civil society on the analysis and findings of the paper via face-to-face meetings (Washington, D.C.), videoconferences (Argentina, the Arab Republic of Egypt, West Bank and Gaza, Indonesia, and Mozambique), and Web-based comments from December 2003 through March 2004. Annex A of the final version of the paper provides a matrix summarizing the comments received from civil society organizations (CSOs) and how they were addressed in the subsequent revision of the paper.

The paper reached several conclusions. First, civil society is very diverse and the Bank's relations with CSOs are multifaceted and complex and vary by sector and constituency. Second, CSOs have grown exponentially since the early 1990s and have become major players in development finance and policy making, successfully campaigning in such areas as debt relief, increased aid, and environmental and social safeguards. Third, the Bank has learned from experience that engaging civil society is important to development effectiveness and poverty reduction—and often CSOs can deliver services to the poor more effectively than can governments. Finally, the Bank should deepen its engagement with civil society, but it must do so in a



CSO, Bank, Fund panel discuss trade issues during Spring Meetings (April 2006, Washington, D.C.)



Bank and CSO representatives debate trade policy during WTO Ministerial (December 2005, Hong Kong)

more informed, strategic, coordinated, and coherent way.

The paper highlighted four main issues and challenges facing the Bank in its relations with CSOs: the need to (i) ensure greater quality and consistency in the Bank's engagement with civil society; (ii) close the gap between expectations, policy, and practice in the Bank's relations with civil society; (iii) adapt to changes in global and national civil society; and (iv) review management and staffing arrangements to improve the coordination and accountability of the Bank's civil society engagement efforts. On the basis of these four areas, the paper outlined a 10-point action plan aimed at improving the Bank's engagement with CSOs (see Box 1). Implementation of these action items got under way in 2006, but much more remains to be done in 2007, requiring Bank management to make these tasks a higher priority.

Box 1. Actions for Improving Bank-Civil Society Relations

- Establish new global mechanisms for Bank-civil society engagement to help promote mutual understanding and cooperation.
- Establish a Bank-wide advisory service or focal point for consultations and an institutional framework for consultation management and feedback.
- Pilot a new Bank-wide monitoring and evaluation system for civic engagement.
- Conduct a review of Bank funds available for civil society engagement in operations and policy dialogue, and explore possible realignment or restructuring.
- Review the Bank's procurement framework with a view toward facilitating collaboration with CSOs.
- Institute an integrated learning program for Bank staff and member governments on how to engage CSOs more effectively, as well as capacity building for CSOs on how to work effectively with the Bank and its member governments.
- Hold meetings of senior management regularly, and periodically with the Board, to review Bank-civil society relations.
- Develop and issue new guidelines for Bank staff on the institution's approach, best practices, and a framework for engagement with CSOs.
- Emphasize the importance of civil society engagement in the guidance to Bank staff on the preparation of the country assistance strategy (CAS) as well as in CAS monitoring and evaluation.
- Develop tools for analytical mapping of civil society to assist country and task teams in determining the relevant CSOs to engage on a given issue, project, or strategy.

The past two fiscal years witnessed an important change in Bank leadership. James Wolfensohn concluded his 10-year term in May 2005, and Paul Wolfowitz began his term in June 2005. Mr. Wolfensohn played a key role in expanding and improving the Bank's relations with civil society during his tenure. He oversaw the review of the Bank's environmental and social safeguards, the increase in policy consultations and information disclosure, the appointment of country-based civil society specialists in over 70 countries, and the establishment of focal points for faith-based, youth, and disability groups and other civil society constituencies. Under Mr. Wolfensohn's leadership, civil society was formally recognized as an important interlocutor, and engagement with CSOs began to become mainstreamed throughout Bank policies and operational work at the country level. Once met with stiff resistance by governments and staff, civil society engagement became part of the Bank's basic business model—a point acknowledged in the *Issues and Options* paper.

This recognition of the key role played by Mr. Wolfensohn in promoting improved Bank-civil society relations came not only from Bank staff² but also from a dozen leading international CSOs that organized a farewell reception in his honor. These CSOs included InterAction, World Wildlife Fund, Oxfam, and others who had been part of the Fifty Years is Enough campaign and had largely given up on engaging the Bank a decade ago. Although they continue to have concerns about many Bank policies and practices, they acknowledged the reforms he had initiated and the space opened for civil society to be heard. Mr. Wolfensohn was clearly moved by this appreciation for his role in having improved relations with civil society, and stated that this was indeed one of the proudest legacies of his tenure at the Bank.

Incoming President Paul Wolfowitz quickly signaled his intention to continue this engagement with civil society by meeting with a number of international CSO leaders days before taking office and speaking to the annual 2005 InterAction Forum on the second day of his presidency. During his visits to Africa, the Balkans, South and East Asia, and Latin

² Over 70 Bank civil society focal points signed a plaque given to Mr. Wolfensohn in which they expressed their gratitude to Mr. Wolfensohn for his "bold efforts to engage civil society in an open and frank manner" which in turn "contributed to making this institution more transparent, accountable, and pro-poor."



President Wolfowitz greets CSO representatives during Annual Meetings "town hall" (September 2005, Washington, D.C.)

Civil Society farewell reception for President Wolfensohn (May 2005, Washington, D.C.)



America he held meetings with rural community leaders, AIDS activists, and youth groups. He has held a number of meetings with individual organizations and also has hosted a townhall meeting, receptions, and videoconference dialogues in order to hear from civil society groups from around the globe. Moreover, in his major speeches throughout his first year, Mr. Wolfowitz has repeatedly emphasized the key role of civil society in delivering services to the poor as well as holding governments and global institutions such as the Bank accountable to citizens. He has also called for greater levels of collaboration between the Bank and civil society, and views strengthening civil society and other institutions of accountability as an important factor in his effort to strengthen the Bank's support for promoting good governance and fighting corruption.

Policy Dialogue at the Global Level

Reflecting the important nature of policy dialogue during the Year of Development, 2005 was also an important year for Bank-civil society dialogue on important policy issues. Issues addressed included broad policy areas such as extractive industries, infrastructure, debt cancellation, trade, and specific Bank policies or loans such as safeguard policies, the Chad-Cameroon pipeline, Glamis gold mine in Guatemala, and Nam Theun 2 Hydroelectric Project in the Lao People's Democratic Republic. These discussions were carried out during a series of policy sessions at the 2004 to 2006 Annual and Spring Meetings, via multicountry videoconferences with Presidents Wolfensohn and Wolfowitz, as well as

through meetings with senior Bank managers. Other venues included bimonthly Bank-civil society lunch discussions, technical workshops, and numerous smaller meetings.

The most concentrated instances of dialogue occurred during the 2004 to 2006 Bank and International Monetary Fund Annual and Spring Meetings. The Bank and Fund civil society teams co-organized a Program of Policy Dialogues during each semiannual meeting that comprised an average of 15 dialogue sessions between accredited CSOs and senior Bank/Fund managers. The topics included childhood poverty, integrating HIV/AIDS into economic policy making, Heavily Indebted Poor Countries (HIPC) Initiative, extractive industries review, poverty reduction strategy (PRS) review, Chad-Cameroon pipeline project, and health financing. Many of these sessions were cohosted with CSOs such as World Vision, Bank Information Center, World Resources Institute, European Network on Debt and Development (EURODAD), International Cooperation for Development and Solidarity (CIDSE), and Environmental Defense, which represented a more effective approach to organizing these sessions. A townhall meeting with the Bank president, Fund managing director, and the heads of the Bank and Fund Board Committees was also organized during the 2004 Annual Meetings. Wolfowitz participated in a similar townhall meeting during the 2005 Annual Meetings, and hosted a reception for CSOs during the 2006 Spring Meetings. These sessions were characterized by a frank and substantive exchange of views on a wide-ranging set of issues.

Bank-CSO policy dialogue also occurred around the Doha Development Round trade negotiations

and in the lead-up to the 6th World Trade Organization Ministerial in Hong Kong (China) in December 2005. The Bank's trade team held ongoing discussions with civil society groups in the preparations for Hong Kong, including a pre-Hong Kong videoconference with CSOs from seven countries (Belgium, India, Moldova, Nigeria, Uganda, the United States, and Zambia). During the ministerial, the Bank held numerous meetings with the assembled CSOs to share views on the unfolding trade negotiations and the Bank's positions. These activities included hosting a booth at the Fair Trade Fair and Symposium, hosting a policy luncheon for CSO leaders, and participating in numerous CSO panels and events.

Global Policy Forum

An important dialogue event in the past two years was a three-day global policy forum held in Washington, D.C., on April 20–22, 2005. The Bank-Civil Society Global Policy Forum brought together some 200 civil society leaders, government officials, parliamentarians, donor agency representatives, International Monetary Fund (IMF) and Bank managers, and executive directors. Present were CSOs from over 50 countries, the majority from developing countries, representing a broad array of labor unions, nongovernmental organizations (NGOs), faith-based groups, foundations, and community-based organizations (CBOs). The forum was organized with the assistance of representatives from civil

society networks and organizations, who were part of an informal planning group. The forum focused on two major topics: assessing the effectiveness and impact of the PRS process, and discussing the way forward for Bank-civil society engagement at the global level.

The first day of the forum, which was held at George Washington University, was thematic in nature and focused on the quality of implementation and development impacts of the PRS process at the country level. The discussion was organized around eight interactive roundtables on such topics as reliability of poverty data, relation between the PRS and the Medium Term Expenditure Framework, alternative policy models, donor harmonization, and CSO participation in the PRS. The recommendations made during the day were important inputs to the IMF/WB 2005 PRS Review. (See page 11.)

The discussion on the second day focused on the status and ways of improving Bank-civil society engagement at the global level. A panel composed of Bank Managing Director Shengman Zhang (chair), two Bank executive directors, an academic, and a CSO leader commented on two comprehensive papers on Bank-civil society relations. The first was the Bank's *Issues and Options for Improving Engagement Between the World Bank and CSOs*, and the second was *A Call For Participatory Decision Making*, produced by international CSO networks that participated in the Joint Facilitation Committee (JFC) process (see Box 2). The JFC, formally launched at a meeting with President Wolfensohn in October 2003 and 16 leading international civil society networks, was envisioned as a platform for facilitating engagement between the Bank and civil society at the global level.³ The JFC process, though opposed by some groups within civil society who question the benefits of engaging with the Bank, helped to identify and analyze many of the issues and constraints around organizing mechanisms for effective Bank-civil society engagement—including the wide diversity of civil society itself and the



Bank–CSO panel during Global Policy Forum (April 2005, Washington, D.C.)

³ The CSO networks that participated in the JFC were Action Aid, Amnesty International, Association for Women's Rights in Development, Caribbean Policy Development Centre, CIVICUS: World Alliance for Citizen Participation, Europe and Central Asia NGO Working Group, Global Movement for Children, International Confederation of Free Trade Unions, Transparency International, World Conference of Religions for Peace, World Council of Churches, World Wildlife Fund, World Young Women's Christian Association, and Worldwide Initiatives for Grantmaker Support.

Box 2. A Call for Participatory Decision Making at the World Bank

The paper entitled *A Call for Participatory Decision Making: Discussion Paper on World Bank-Civil Society Engagement* was commissioned by 16 international civil society organization (CSO) networks that participated in the Joint Facilitation Committee (JFC). The study was drafted by two experienced independent researchers hired by CIVICUS, which hosted the JFC secretariat. The researchers held half a dozen national consultation meetings in Africa and at the 2005 World Social Forum in Brazil, and interviewed several dozen CSO leaders. They also interviewed some 20 Bank staff, senior managers, and several executive directors to hear their views on Bank-civil society relations. The researchers also included input received from a number of CSOs with a long track record of engaging the Bank.

The paper provided a useful historical background on Bank-civil society relations, analyzing important engagement processes

from a civil society perspective. Although the authors agreed with much of the analysis that is presented in the Bank's own 2005 *Issues and Options* paper and recognized advances made by the Bank in some of its policies, the paper also called on the Bank to make reforms on two levels. First, at the governance level, the paper advocated more transparency and democracy in how the institution is run, including in the selection of Bank presidents. On the program level, the paper called for more systematic and meaningful participation of civil society throughout all stages of the policy and project cycles, as well as the establishment of process-based standards for participation. The paper is the topic of ongoing discussions between the Bank and civil society, including a panel in Washington during the ARNOVA non-profit sector academic conference in November 2005, and at the CIVICUS World Assembly in Glasgow, Scotland, in June 2006.

Bank's complex institutional structure. Before being phased out in May 2005, it carried out several useful information-sharing, analysis, and dialogue activities including the Call for Action paper and helping to organize the Global Policy Forum.

During a lunch he hosted on the second day, President Wolfensohn reflected on his 10-year tenure at the Bank. He noted that despite the tensions and campaigns around specific issues and projects, not only had Bank-CSO relations grown exponentially, but common agendas and partnerships had been forged in such areas as education, AIDS prevention, and environmental protection. Some of the CSO participants then presented Mr. Wolfensohn with a communiqué that called for both specific (e.g., greater civil society participation, stronger anticorruption efforts) and broader (e.g., debt cancellation, increased development aid, and free and fair trading system) policy changes. A final summary report on the forum drafted by an independent consultant; the JFC paper; the Bank's response to the communiqué; and other background information are available on the Bank's civil society Web site (www.worldbank.org/civilsociety).

The forum represented an important milestone for Bank-civil society relations as it convened a broad set of actors to discuss Bank-civil society relations at the global level. This diversity of actors produced a balanced and useful exchange of views. The challenge for the Bank and CSOs now will be to continue to dialogue and work together to put into



PRSP breakout session during Global Policy Forum (April 2005, Washington, D.C.)

practice the many ideas and recommendations made during the forum.

Infrastructure

The Bank's financing of infrastructure has long been an area of controversy between the Bank and CSOs. The emergence of northern CSOs as a strong and critical voice in Bank policy and project work was a contributing factor in the Bank's reduced involvement in energy, transport, urban development, and water supply and sanitation beginning in the mid-1990s. Bank infrastructure investment lending



Consultation meeting on WDR 06—"Equity and Development"
(November 2005, South Africa)

declined by about 50 percent between 1993 and 2003, amid concerns about unintended social and environmental impacts of large infrastructure projects. In 2003, the Bank developed an Infrastructure Action Plan in response to a growing demand by developing countries for infrastructure financing. The objective of the plan is to increase the Bank's infrastructure portfolio by providing financial assistance and policy advice and improving country-level knowledge.

Although civil society remains a critical watchdog of Bank infrastructure projects, many CSOs now state that they are not opposed to the financing of infrastructure development per se. However, they continue to have concerns over how it is carried out, as they want to ensure that projects don't generate negative environmental impacts and that they directly benefit the poor. The tone of the debate is changing as a result of recognition by both sides that efficient, affordable, and sustainable delivery of infrastructure services is a key ingredient to development, requiring a collaborative approach. Reflecting this greater willingness to engage, numerous policy dialogue meetings between Bank staff and CSOs were held during the past year to discuss the Bank's water, transportation, and energy policies, as well as specific projects. In 2006 the Bank also published an important report entitled *Infrastructure: Lessons Learned from 20 Years of World Bank Engagement*. The report includes reflections on some of the critiques laid out by civil society. President Wolfowitz and Infrastructure Vice President Kathy Sierra held the first of a series of dialogues on the report with CSOs

in Asia in May 2006 to elicit reactions to the report and suggestions for next steps.

An area that witnessed a significant advance in terms of interactive discussions and relations building was the water and sanitation sector. Here, Bank staff and leading CSOs who work with water issues, such as Water Aid, Consumers International, and Public Services International, undertook several important activities to promote dialogue. These activities included a global policy workshop on the Bank's work on urban water supply and sanitation (see Box 3), a technical workshop on civil society access to Bank information on water projects, and a joint panel on cost-recovery issues during the Bank's Water Week in February 2005. This dialogue continued, with a global delegation from Water Aid visiting the Bank for a week of meetings in April 2006.

The transport sector has continued to strengthen dialogue through the Transport for Social Responsibility thematic group, addressing aspects of inclusion for beneficiaries and employment. Consultation with both international and local CSOs has improved awareness of good practice in making transportation more accessible for people with disability and encouraged implementation of such measures, particularly in Latin America and East Asia. On employment issues, the Transport for Social Responsibility thematic group has increased the tempo and range of dialogue with the International Transport Workers' Federation and its affiliate organizations, which represent employees in air, maritime, rail, and road industries in about 140 countries. Initial attention has focused on the retrenchment processes that are often involved in rail sector reform. A policy research officer of the South African Transport and Allied Workers Trade Union worked for some months on secondment to the Transport Team for Europe and Central Asia region. Moreover, the transport sector has also strengthened its relationship with the International Labour Organization, with whom the International Transport Workers' Federation actively engages, to improve Bank effectiveness in dealing with employment, health (including HIV/AIDS prevention), and transport safety issues.

The Bank also continued to engage CSOs around specific infrastructure projects during 2005 and 2006. For example, the Bank organized unprecedented local and international stakeholder consultation meetings on the Nam Theun 2 Project in Lao PDR as well as contracted CSOs at the community level for implementing rural infrastructure. These activities demonstrate how information exchange

Box 3. Bank-CSO Global Water Policy Workshop

In November 2004, Bank staff held a global policy workshop in London with representatives of international CSOs to discuss urban water supply and sanitation issues. The workshop brought together senior Bank managers and project task managers with representatives from 22 nongovernmental organizations, labor unions, and community groups from around the world. The workshop was organized by the Bank's Water Team and co-organized with Water Aid, which convened a small steering group of CSOs to help design the agenda and identify participants.

The workshop followed an interactive agenda that included presentations, small-group discussions, and plenary sessions on such issues as water reform options, community delivery systems, and urban sanitation. Bank staff made a general presentation on the Bank's Infrastructure Action Plan and on the water supply and sanitation business strategy, as well on specific water projects. CSO representatives presented grassroots experiences from Dhaka (Bangladesh), Katmandu (Nepal), and Johannesburg

(South Africa), where local community groups use alternative approaches to extend water coverage to slum communities.

The workshop allowed for a frank and substantive discussion on such divergent issues as cost recovery, performance of public utilities, privatization policies, and adjustment lending conditionalities. Participants expressed satisfaction with the workshop, with some saying that despite continued disagreements on some policy areas, expectations had been exceeded in terms of the open and constructive nature of the dialogue. A number of proposals were identified for follow-up actions, including a more systematic sharing of the Bank's project documents, a possible civil society panel during 2005 Water Week at the World Bank, the development of an information kit for increasing water investments within poverty reduction strategies, and joint studies on good-practice experiences for scaling up water-delivery systems in communities.

and policy dialogue by the Bank and civil society can reduce misunderstanding and create a more constructive platform for interaction and improving project design and outcomes.

Debt

The past two years were crucial for policy advocacy and negotiations on debt spurred by the Group of Eight (G8) proposal for debt reduction unveiled at the Gleneagles Summit in July 2005. This proposal led to the Multilateral Debt Relief Initiative (MDRI), an initiative to cancel 100 percent of International Development Association (IDA), IMF, and African Development Fund debt stock outstanding in 19 postcompletion-point HIPC countries. The initiative has been approved by IDA and will be implemented by IDA starting July 1, 2006.

During the two-year period, the Bank's debt team held a number of policy dialogues with CSOs to clarify the Bank's positions and hear CSO's views on the MDRI and other debt-related issues. Panel discussions were held between CSO and Bank and Fund managers in the context of the Annual Meetings in September 2005 and the Spring Meetings in April 2006. These discussions were candid and substantive. Topics discussed included the MDRI, its implementation and policy implications, the new low-income country debt sustainability framework, and the HIPC Initiative and its remaining challenges.



CSO street theater advocating debt relief during Annual Meetings (September 2005, Washington, D.C.)

Other Policy Issues

Highlights of policy dialogue between the Bank and CSOs in 2005 and 2006 included the following:

- Workshops between the Bank and IFC and Socially Responsible Investors (SRIs) in Boston and London to discuss the Bank's environmental safeguards, investment, anticorruption, and civil society engagement policies. The meetings were hosted by Walden Asset Management and cosponsored by the International Working Group of the Social Investment Forum (SIF) in

the United States, U.K. and Europe. (June and December 2004)

- Dialogue on HIV/AIDS during the XV International AIDS Conference in Bangkok. Vice President Jean Louis Sarbib met with more than a dozen AIDS/CSOs leaders to discuss the Bank's AIDS work and ways to improve collaboration. (July 2004)
- Three videoconferences between Presidents Wolfensohn and Wolfowitz and some 250 civil society representatives from 15 developing and European countries. These sessions allowed for useful exchange of views on timely policy issues and from various regional perspectives. (September 2004, April 2005, and January 2006).
- Policy discussion on civil society "accountability" issues. Two sessions were held at Bank headquarters, cosponsored with CSOs, to discuss various experiences with implementing standards, self-regulation, and certification. The first session examined the experience of InterAction with a self-certification initiative and a child sponsor-

ship certification project in partnership with Social Accountability International. The second session examined the experience of World Wildlife Fund with implementing an NGO benchmarking methodology developed by SGS International from Switzerland. (November 2004 and January 2005)

- A full-day meeting was held between President Wolfensohn and other senior Bank managers with the president and senior managers of CARE to discuss possible areas of operational collaboration. (May 2005)
- The Bank and InterAction began the *World Bank-InterAction Workshop Series on Civil Society Engagement*, which comprises technical workshops on development topics geared to promoting horizontal dialogue and mutual learning around key policy and operational issues. Three workshops were held on the following topics: *2006 World Development Report* on equity and development; financing of CSOs at the local level; and the role of civil society in fragile states. Each of these was cosponsored by different CSO members of Inter-

Box 4: Bank Participation at the World Social Forum

The World Social Forum (WSF) was held for the first time in 2000 in Porto Alegre, Brazil, as an alternative to the World Economic Forum (WEF) held annually in Davos, Switzerland. Under the banner "Another World is Possible" it was envisioned as a policy space where global civil society could gather to highlight the inequalities and injustices of our increasingly globalized world. The WSF has grown exponentially over the years from 25,000 participants five years ago to 155,000 participants in 2005. It brings together a broad cross-section of civil society, including non-governmental organizations, indigenous peoples, labor unions, social movements, faith-based organizations, and academics. The diversity of issues has also been one of its hallmarks covering a wide spectrum from human rights and fair trade to environment.

Bank staff have participated in the annual WSFs held in Porto Alegre (Brazil), Mumbai (India), and Caracas (Venezuela). They generally participated as observers, but in 2005 Bank staff was invited to speak on several panels. A panel on poverty and governance issues hosted by the Global Call Against Poverty featured speakers from the International Monetary Fund, United Nations, and several civil society organizations and was characterized by lively debate and a respectful exchange of views on such issues as the Millennium Development Goals, trade policies, tsunami response, and use of conditionalities.



Bank staff participate on globalization panel during World Social Forum (January 2005, Brazil)

As the largest global civil society event of its kind, the Forum offers a valuable opportunity to understand, firsthand, the evolving civil society policy agenda, as well as to disseminate the Bank's own poverty reduction messages. The Bank has traditionally been present at the WEF in Davos, discussing global economic issues, and thus it is fitting that it also participate in the WSF to debate the social challenges of globalization. Only by trying to better understand and integrate the economic and social realms will be the Bank be positioned to effectively carry out its multifaceted poverty reduction mandate.

Action and several Bank units, and had the participation of other donor agencies. (January and June 2006)

- The Bank also introduced the use of issue-specific conference calls between Bank managers and CSOs on important policies and loans as they warranted. Two such conference calls, which involved several dozen CSOs in numerous sites, were focused on briefing CSOs and getting their views on the MDRI and debt relief for the Democratic Republic of Congo. (April 2006)
- Bank staff participated as observers at the World Social Forums held in Brazil and República Bolivariana de Venezuela (see Box 4). (January 2005 and 2006)
- In preparation for the 2006 Annual Meetings to be held in Singapore, the Bank and Fund Civil Society Teams held planning meetings with CSO representatives from 12 Asian countries to discuss ways to ensure meaningful civil society participation and substantive policy dialogue at the Annual Meetings, and are jointly organizing a series of policy dialogue sessions. (February–June 2006)

Consultation on Bank Operational Policies and Sector Strategies

The Bank carried out consultations⁴ at the global level on several policies being drafted or proposed during 2005 and 2006. The consultations with civil society included discussions of proposed new Bank policies such as social development, and reviews of such existing policies as loan conditionality and extractive industries. These consultation processes varied in terms of the methodologies employed, scope, and level of formality, depending on several factors, including the role played by Bank staff, nature of specific policy, and interest expressed by civil society.

Social Development Policy

The Bank has consolidated its approach to social development into a single Bank-wide Strategy and

⁴ The Bank considers *consultation* a more formal process than *dialogue* as it is generally a process rather than a single event and implies an explicit commitment by the Bank to try to consider and adopt the input received from its stakeholders. Today there is an explicit practice across the Bank that all major studies, strategies, and policies—from the global to the country levels—will undergo some sort of consultation process.



Policy consultation on Social Development Strategy (September 2005, Washington, D.C.)

Implementation Plan entitled *Empowering People by Transforming Institutions: Social Development in World Bank Operations*. The plan focuses on efforts to empower poor women and men through enhanced Bank support for social inclusion, cohesive societies, and accountable institutions. The paper sets a vision, objectives, and a course of action for the longer term, and suggests specific actions, targets, and institutional measures for the next five years. This paper was produced through a three-year effort that involved extensive stocktaking, research, and consultation.

From February to October 2004, the Bank's Social Development Department (SDV) organized 26 consultation meetings around the world, and two electronic discussions on the draft strategy. The consultations took place in the United States, Eastern Europe, Central Asia, the Middle East, and Latin America, and at a variety of international conferences with participation from representatives from governments, CSOs, and donor agencies.

Throughout the consultation process, some of the participants expressed surprise that the Bank actually had a social development department and program, and welcomed the Bank's growing commitment to supporting the social dimensions of development. The meetings generated lively discussions on such issues as how the Bank reconciles its social equity and economic growth policies, how to measure social capital, and whether the Bank will adopt a rights-based approach to development. The participants also made useful comments and suggestions on the strategy that were carefully considered and often adopted by the drafting team. The strategy was presented and discussed with the Bank's Board of Executive Directors, which formally approved it in January 2005.

Loan Conditionalities

The Development Committee requested in 2004 that the Bank assess the Bank's "policy and practice of conditionality" and "report on the continued efforts by the Bank and the Fund to streamline their aggregate conditionality." As part of the review process, the Bank sought comments on the loan conditionality policy more broadly, as well as on a number of specific issues. The consultation process began in December 2004 and concluded in June 2005. The Bank carried out a number of face-to-face discussions with governments, multilateral and bilateral donor agencies, businesses, and CSOs to elicit feedback and suggestions on the selectivity cri-

teria, design issues, and implementation objectives of Development Policy lending. Policy meetings were held in Berlin, London, Paris, and Washington, D.C., with several dozen CSO representatives to get their input on the draft background document, which assessed the use and effectiveness of Bank loan conditionalities. The main findings of the review included the following:

- The Development Policy lending practices are robust and not considered coercive.
- The Bank has fully recognized the importance of country ownership.
- Though the Bank has made important strides in adapting its policy-based lending to complex reform programs, it needs to avoid using large and complex policy matrices.
- The use of expected prior actions (triggers) needs to continue to be exercised in a flexible and transparent fashion and in a way that helps balance predictability with performance.
- The Bank should strive to further harmonize its policies with other development partners.

These findings in turn shaped a set of good-practice principles that were endorsed by the Bank's Development Committee and have been issued to guide Bank staff responsible for designing and negotiating loan conditionalities in the coming years. During 2006, the Bank prepared a retrospective document analyzing the quality of implementation of the revised Development Policy lending procedures adopted in 2004. It also included a first review of the implementation of the good-practice principles on conditionality. The retrospective is expected to be considered by the Executive Board in early 2007. Many CSOs who participated in the consultation process stated that the Bank has not adequately addressed their concerns about participation or the impacts of development policy lending, however, and dialogue on these issues continues.

Extractive Industries

At the request of a coalition of environmental CSOs led by Friends of the Earth International, the Bank Group launched the Extractive Industries Review in 2001 to assess the effectiveness and impacts of the Bank's loans in the oil, gas, and mining sectors. The Bank decided to undertake an independent external review under the leadership of Dr. Emil Salim, former environment minister of Indonesia. The pro-

cess involved research, numerous informal planning meetings, community visits, and Web-based consultations. In addition, seven regional workshops, involving several hundred government officials, CSO representatives, businesses executives, technical experts, and Bank managers, were held. The final external report, *Striking a Better Balance*, was finalized and presented to the Bank in December 2003. The Bank prepared a management response, which was reviewed by the Bank's Board of Executive Directors in August 2004, following a months-long consultation process involving dozens of meetings, videoconferences, and a Web-based consultation process with leading environmental, human rights, and development CSOs.

As a result of the extensive consultation process, the Bank management adopted several important new guidelines and instruments to strengthen revenue transparency, local governance, community participation in decision making, and the poverty reduction benefits of extractive industry projects. Many CSOs involved in the consultations, however, expressed disappointment with the Bank's response, including that it did not go far enough in specifying how governance and human rights issues would factor in the Bank's future decisions about support for extractive industries. Some CSOs had hoped that the Bank would commit to ending its support for extractive industries investments altogether, but that position was not supported by the executive directors.

Following endorsement of the Management Response by the Bank's Board, the International Finance Corporation (IFC) began to actively implement the Management Response's proposals. A progress report was produced and discussed at an informal Board meeting of executive directors in December 2005 and was subsequently published. As part of the implementation program, a group of advisors—including representatives from three CSOs⁵—was established to help advise the Bank about issues and developments in the extractive industries sector. The first meeting of the advisory group took place in early October 2005, with the second in June 2006, and records of the discussions are available online (www.ifc.org/eir). Bank staff continues to meet with CSOs to discuss specific

issues related to implementation and specific projects such as the Chad-Cameroon oil pipeline, the Karachaganak development in Kazakhstan, and the Glamis Guatemala gold mine.

Poverty Reduction Strategies

The Bank and IMF used the annually mandated review of the PRS process in 2005 to undertake an in-depth assessment of the progress, challenges, and good practices related to its implementation. In particular, the review drew lessons for the future, with a view to enhancing the PRS's effectiveness as a vehicle for attaining the Millennium Development Goals (MDGs). The 2005 review included the views of staffs and other stakeholders, including government officials, donor agencies, CSOs, and other partners. It also drew on studies, reviews, and analyses undertaken or planned by external stakeholders.

Throughout the past two years, many activities were held to elicit feedback from civil society on the PRS progress review. In March 2005, the Bank met with CSOs in Europe and Washington, D.C., and with CSOs from various other countries via audio-conference to discuss the concept note for the PRS Review. In April 2005, the Bank-Civil Society Global Policy Forum brought together some 200 civil society leaders, government officials, parliamentarians, donor agency representatives, and Bank staff. The first day of this event focused on the quality of implementation and development impacts of the PRS process at the country level (see page 4). Following the Civil Society Forum, the Bank held an electronic discussion aimed at soliciting views of stakeholders on progress in implementing the PRS approach. Throughout this months-long process of consultations, more than 25 CSOs submitted papers, statements, and comments. The results of the review were presented to the Bank and Fund Boards in September 2005 and the report, including CSO papers, can be viewed at www.worldbank.org/prsp.

Country Systems

To ensure appropriate use of the resources it provides, the Bank—like most other development institutions—has specific and detailed operational requirements for the projects it supports. These requirements have generally meant the creation of special units outside existing government structures solely to implement Bank-funded projects. However, the Bank has found that isolating these projects from the local government systems limits institu-

⁵ The three CSOs are: Oxfam (United Kingdom), Center for Environment and Development (Cameroon), and Bashat (Kyrgyzstan).

tional strengthening and capacity building and thus the impact of development assistance. Further, the parallelism with existing structures has often increased the transaction costs for governments wishing to contract loans with the Bank.

Experience, independent evaluations, and operational research show that the impact of development assistance can be increased if development agencies support efforts to strengthen the institutions and systems that countries already have in place and work more directly with them, since external development assistance accounts for only about 1 percent of annual development spending by developing countries. Using country systems also enhances country ownership and thus the sustainability of development programs. In line with this thinking, in recent years the Bank began using country systems in specific fiduciary areas—financial management (accounting, financial reporting, auditing) and national competitive bidding procurement—for projects in an increasing number of countries where it judged such country systems to be acceptable.

On the basis of this successful application of country systems in the fiduciary areas, the Bank has decided to try to adopt this approach in the areas of environmental and social safeguard systems (i.e., its national, subnational, or sectoral implementing institutions and applicable laws, regulations, rules, and procedures), where they are assessed as being equivalent to the Bank's systems, in Bank-supported operations. The approach envisions moving away from the traditional model in which safeguard policies are applied only to Bank-financed activities toward applying them to all relevant government programs. Key to the approach is an increased emphasis by the Bank on capacity building and human resource development, which can have a major multiplier effect by leading to broad improvements in the quality of government systems.

However, in light of the sensitivity of the issues in question, namely the concern expressed by some CSOs that the Bank's own safeguard policies might be weakened in the process, over the past two years Bank staff undertook a comprehensive consultation process with global civil society on this proposed policy. The process began with the Bank disseminating a background paper entitled *Issues in Using Country Systems in Bank Operations* in October 2004. The paper was posted on the Web site and was available in seven languages: Arabic, Mandarin Chinese,

English, French, Russian, Portuguese, and Spanish. Bank staff then organized consultation meetings with leading environmental and developmental CSOs from November 2004 through January 2005. Meetings were held in Tanzania, the Philippines, Japan, England, India, Brazil, and the United States. In addition, comments on the new policy were accepted via e-mail throughout this period. The feedback received from these consultation meetings and background documents can be found at www.worldbank.org/countrysystems.

Following this consultation, in March 2005 the Bank's executive directors approved the launch of a pilot program to test the new approach through 14 pilot projects. The pilot program is expected to be implemented for two years and will be governed by the new OP/BP 4.00, *Piloting the Use of Borrower Systems to Address Environmental and Social Safeguard Issues in Bank-Supported Projects*. OP/BP 4.00 elaborates on the approach, enumerates the criteria for assessing country systems, and specifies the respective roles of the borrower and the Bank, including responsibility for proposing the use of country systems. It also specifies requirements for the documentation and disclosure of the basis for using country systems. The use of country systems would not alter the role of the Inspection Panel, Operations Evaluation Department, Quality Assurance Group, or institutional obligations under the Bank's disclosure policy.

Inspection Panel

The Inspection Panel is an independent unit of the Bank that responds to complaints, known as *requests for inspection*, from people who believe that they have been, or are likely to be, harmed by a Bank-funded project or program. The panel ascertains whether the Bank has complied with its own operational policies and procedures in the design, appraisal, or implementation of the project or program. The panel is a fact-finding body that acts objectively and independently of Bank management and is a vehicle for people to bring their concerns directly to the Bank's Board of Executive Directors.

During 2005 and 2006, the panel received seven requests for inspection concerning Bank-financed projects in Pakistan, Burundi, Cambodia, the Democratic Republic of Congo, Honduras, Romania, and West Africa. The status of the panel's work in response to the requests received is as follows:

- **Completed** its investigation of the following requests: Forest Concession Management and Control Pilot Project (Cambodia), Cartagena Water Supply, Sewerage, and Environmental Management Project (Colombia), Mumbai Urban Transport Project (India), and National Drainage Program Project (Pakistan).
- **Initiated** the investigations related to Land Administration Project (Honduras) and Transitional Support for Economic Recovery Credit and Emergency Economic and Social Reunification Support Project (the Democratic Republic of Congo).
- **Awaiting** additional information and developments on the Mine Closure and Social Mitigation Project (Romania) on the issues raised in the request and the panel's report to the Board on the eligibility of the request for an investigation.
- **Finalizing** its report to the Board on whether to recommend an investigation on the West African Gas Pipeline Project.

The panel has also expanded its effort to reach out to civil society and communities affected by Bank-financed projects and programs. It meets regularly with CSOs in Washington, D.C., and has been invited to meetings with CSOs in Asia and South Asia, Latin America, Eastern Europe, and Central Asia. It has also made informational materials more readily accessible by translating the panel brochure into 12 languages and translating some panel reports into French and Spanish, and by revamping its Web site. For additional information about the panel, please visit www.inspectionpanel.org or e-mail ipanel@worldbank.org.

Compliance Advisor/Ombudsman

The Compliance Advisor/Ombudsman (CAO) is an independent recourse mechanism for people who believe that they have been, or may be, harmed by projects supported by the International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA). The CAO was established in 1999 and reports directly to the President

of the Bank. The CAO has three distinct roles: first, the *ombudsman* role, which responds directly to complaints by persons who are affected by projects and uses a flexible problem-solving approach; second, the *compliance* role, which oversees audits of IFC's and MIGA's social and environmental performance (particularly related to sensitive projects), to ensure compliance with policies, guidelines, procedures, and systems; and third, the *advisory* role, which provides a source of independent advice to the President and the management of IFC and MIGA in relation to broader environmental and social policies, guidelines, procedures, strategic issues, trends, and systemic issues.

During 2005 and 2006, the CAO received 27 complaints from nine projects in which IFC/MIGA support was being considered or had been provided. Of those, the CAO accepted 18 complaints for further assessment. The CAO conducted three IFC/MIGA compliance audits in cases in which IFC/MIGA support was being considered or was provided. CAO staff maintains close communication with the complainants, affected people, and local CSOs. In the Marlin Mine complaint in Guatemala, for example, the CAO brought together the Bank President and representatives from Friends of the Earth, Bank Information Center, Oxfam South America, and Madre Selva (a Guatemalan CSO), in an effort to explore ways to find positive outcomes for local stakeholders impacted by the mine.

The CAO undertakes significant outreach activities with CSOs and the community groups they represent. The CAO makes its complaint documents available in the language of the complainants and provides feedback directly to complainant communities in order to convey its findings or suggestions for subsequent actions. The CAO also makes extensive use of its Web site to allow complainants and their representatives to monitor the progress of their complaint process. The CAO has a multistakeholder reference group that has been instrumental in guiding the development of its operational guidelines. The CAO convenes regular meetings with CSOs during the Bank's Annual Meetings and other events to share information and receive feedback on the CAO's work. CAO brochures and explanatory documents are available in English and Spanish on its Web site and also in print. CAO operational guidelines are available in seven languages. For additional information about the CAO, please visit www.cao-ombudsman.org.



Civic Engagement and Participation

Improving Civil Society Consultation in Country Assistance Strategies

The country assistance strategy (CAS) is the Bank's strategic planning document to support a country's economic growth strategy and poverty reduction goals. It is also an important instrument that Bank management and the Board use to assess the impact of the Bank Group's country programs. The CAS cycle consists of several planning, monitoring, and evaluation documents although the length and nature of the cycle vary among countries.⁶ Country assistance documents are drafted in close consultation with government, usually with numerous ministries and agencies and at various levels from national to local. The Bank increasingly then undertakes consultations with a broad array of stakeholders within government, civil society, and the private sector. Organizations that have been particularly involved in these consultations include parliaments, NGOs, labor unions, universities, and business associations. The Bank review found that consultations with civil society took place in the preparation of 29, or 83 percent, of the 35 country assistance documents approved by the Board in 2005. Consultations with civil society were also reported in 21, or 63 percent,

of the 33 country assistance documents approved in 2006. The participation of CSOs depended on the countries' governmental institutions, political climate, and operational capacity to promote participation. (See Annex I for details on how civil society was consulted at the country level during preparation of the 2005 and 2006 CASs.)

The Bank introduced a results-based CAS approach some years back to improve the performance of the CASs. In a results-based CAS, a greater emphasis is placed on consulting with different stakeholders during the preparation phase, because this input can contribute to a more realistic and implementable country strategy and can also establish a foundation for more active civil society participation in the monitoring and implementation phases of the program. In 2005 OPCS produced a study entitled *Results Focus in Country Assistance Strategies: A Stocktaking of Results-Based CASs* to assess whether these results-based CASs were leading to more realistic outcomes and a results-oriented monitoring and evaluation system. The study highlighted several key aspects such as the importance of country context and the Bank's commitment to aligning agencies' programs with country priorities within a country-led partnership; need to scale up efforts to improve measuring, monitoring, and managing results; and need to strengthen country capacity for public sector management to enhance transparency and mutual accountability for development results.

The report identified several good-practice examples that involved broad consultations and civil society participation in the preparation phase. The Morocco CAS, for example, was recognized for effectively incorporating a results focus and the extensive consultations it undertook with representatives from government, private sector, NGOs, parliamentarians, academia, and professional associations. The Interim Strategy Note of the República Bolivariana de Venezuela is a good example of positive results from consultations in oil-producing and polarized societies where the Bank's role is rel-

⁶ An Interim Strategy Note is prepared when a country is not ready for a full CAS. It is used for countries in transition from conflict or political crisis and when the Bank reengages in a country after a prolonged hiatus. It can also be used for countries that are going through an unusually uncertain period (e.g., preelection, social crisis, natural disaster). The full CAS is generally formulated by Bank staff every two to three years depending on the size of the country program. The CAS Progress Report is usually prepared around the midpoint of an active CAS to assess whether the goals contained in the CAS have been achieved. It reviews the relevance of the development strategy outlined in the CAS, reports on progress toward achieving CAS objectives and outcomes, and introduces changes to the CAS program as necessary. Once the CAS has terminated, the Bank prepares the CAS Completion Report to evaluate whether CAS objectives were reached and provide input for the design of a new CAS.



Government official briefing villagers on funding priorities for community development fund (Kyrgyz Republic)

atively small. The process included a series of workshops in five cities with a wide variety of stakeholders utilizing an innovative methodology geared to finding common ground by going beyond rhetorical positions. In the India CAS, consultations were made with various tiers of government, civil society, academia, media, and the private sector. Implementation of the Ukraine CAS, as reflected in the CAS Progress Report 2005, is expected to benefit from the involvement of civil society. The proposed changes to the strategy have been discussed with the government of Ukraine and reflect discussions with members of the Verkhovna Rada (parliament) and representatives of businesses, civic organizations, think tanks, NGOs, and development partners.

In August 2004, the Bank's Gender and Development Board prepared the *Developing a Gender-Aware Results-Based CAS* study, which recommended and outlined ways to use gender-sensitive indicators in the CAS monitoring framework as a way to address gender issues and improve on-the-ground outcomes. The first step suggested was to include the Ministry of Women's Affairs and CSOs that focused on women's and gender issues in the consultations such as in the Dominican Republic. The second step was to identify actions in response to gender issues and then use gender-sensitive indicators as a tool to better measure outcomes. An example is the 2005 CAS for Cambodia, which presents a range of gender-disaggregated statistical indicators, such as male and female labor force participation rates, maternal mortality, and the percentage of seats in parliament held by women.

Encouraging Civil Society Participation in Poverty Reduction Strategies

In 1999, the Bank instituted the Poverty Reduction Strategy Papers (PRSPs) to encourage the development of economic growth and poverty reduction programs through broad-based participation of stakeholder constituencies. Part of the PRS mandate is to promote an open and inclusive national dialogue on development plans between government, civil society, and private sector. Though the process has been uneven, most analysts feel that overall it has contributed to greater transparency and improved the design and implementation of PRSPs. There are several stages to the PRS process, including interim, full, and progress report strategy papers, which are implemented according to the needs and institutional context in each country.⁷ Today, 49 countries have prepared PRSPs, with the greatest concentration being in sub-Saharan Africa.

A review of PRSPs approved in 2005 and 2006 conducted by SDV found that most PRSPs had society involvement, although the scope and intensity of this participation varied among the countries. For 2005, both (100%) of the two interim PRSPs completed during the year involved CSOs in their preparation; of the 10 full PRSPs approved by the Board, 8 (80%) had civil society participation; and of 18 PRSP Progress Reports submitted, 16 (88%) reported having consulted with civil society. The review of PRSPs approved in 2006 documented that all 3 (100%) interim PRSPs completed during the year involved CSOs in their preparation; of the 3 full PRSPs approved by the Board, 2 (67%) had civil society participation; and of 22 PRSP Progress Reports submitted, 14 (64%) reported having consulted with civil society. (For information on the level of civil society participation in each of the PRSP countries, see Annex II.)

The reviews clearly revealed that the participation of CSOs depended on the countries' governmental institutions, political climate, and operational capacity to promote participation. Where there has been a tradition of civil society involve-

⁷ As part of the PRS process, countries prepare an Interim Poverty Reduction Strategy Paper before a full report is prepared and submitted to the Boards of the World Bank and IMF. A *full PRS* contains a country's growth and poverty reduction strategy. Once the PRS is being implemented, the respective countries prepare an annual Poverty Reduction Strategy Annual Progress Report assessing the quality and impact of implementation.

ment in government decision-making processes and political decentralization had taken place (e.g., Zambia), CSOs have generally been involved in the preparation of the PRS process. Conversely, in countries where there has been little interaction between governments and civil society (e.g., Benin), it has been difficult to involve CSOs in the PRS process in a meaningful way. Other countries (e.g., Uganda) have used the PRS process as an instrument to institutionalize participation more broadly in other government programs.

A number of studies and consultation meetings were carried out during 2005 in order to assess the evolution of the PRS. These included the 2005 *Poverty Reduction Strategy Review: Balancing Accountabilities and Scaling up Results* carried out by the Bank and Fund staff; a one-day workshop on PRS at the Bank-Civil Society Global Policy Forum, which involved nearly 100 CSO representatives from around the world; and numerous CSO reports produced by such CSOs as World Vision, EURODAD, and Oxfam. The analysis generated through these studies and meetings all pointed to the fact that civil society participation has varied among countries and throughout the PRS program cycle. Here are some findings gleaned from the studies and consultation meetings focused on the three major phases of the PRS process: preparation, implementation, and monitoring.

Preparation

Though CSOs generally participated in consultations and in some cases organized workshops and meetings (e.g., Sierra Leone), they were often brought in late into the process and, as the 2005 Bank-Civil Society Global Forum showed, this often resulted in reduced opportunity to make meaningful inputs. During the forum, participants recommended that governments translate documents into local languages to enhance communications with populations in rural areas. In addition, they noted the importance of direct engagement with civil society leaders (e.g., elders, church leaders, and village chiefs) as well as focusing on vulnerable groups such as women and children (e.g., Burkina Faso and Timor-Leste).

Implementation

As the Bank-Fund 2005 Review observed, PRSs often suffer from what has been called the *participation gap*, or the absence of civil society participation in the implementation of PRSs. This gap is often

caused by the lack of capability, financial resources, and data-gathering structures in local governments. As the Institute of Development and Peace observed in the report *Participation in PRS Process-Country Profiles*, the institutionalization of PRS is the key to improving participation. The creation of mechanisms for voice and engagement of civil society and citizens at the institutional levels improves participation. In Madagascar, for example, the first Poverty Reduction Strategy Annual Progress Report was prepared and organized by the Secretariat Technique à l'Ajustement (STA). The STA served as the technical secretariat to the PRS Technical Committee, which was composed of representatives of several organizations, including ministries, CSOs, and research centers. The role of agencies such as the STA is to foster participation by multiple stakeholders such as parliaments, local governments, CSOs, and businesses in all three phases of the PRS. When these groups are consulted at the institutional level, they can influence decision making on public policies and resource allocation.

The analysis and implications of the 15 case studies contained in the 2005 policy document *An Operational Approach to Assessing Country Ownership of Poverty Reduction Strategy* prepared by OPCS demonstrates that mechanisms for stakeholder consultation have been institutionalized in several countries. In Bolivia, the National Dialogue Law established a legal framework for conducting popular consultations and updating a national development strategy every three years. In Burkina Faso, CSOs, on their own initiative, held a forum aimed at enhancing their ownership of the PRS in order to make a constructive contribution to the revision process and implementation of the strategy. In addition, the revision of the poverty strategy in Burkina Faso was an opportunity for civil society organizations to positively influence the document, enabling them to clarify the strategic framework for gender mainstreaming and suggesting the publication of gender indicators, as well as raising issues of transparency.

Monitoring

Monitoring the implementation of the PRS is critical to its accountability and effectiveness, and citizen participation at this stage is quite important. Participation in monitoring is geared not only toward measuring the effectiveness of a PRS but also to building ownership and empowering beneficiaries; building accountability and transparency; and

taking corrective actions to improve performance and outcomes. Several reports have demonstrated that civil society involvement in the monitoring process is greatly facilitated when institutional spaces are established for this purpose. Mozambique is a good example of where the needed institutional framework was established to allow for effective CSO involvement in PRS monitoring. A Poverty Observatory, composed of government, civil society, and donor agency representatives, has encouraged a sustainable and continuous dialogue on PRS implementation. In addition, the CSO members of the Poverty Observatory issue their own annual monitoring report on PRS implementation, thus promoting greater scrutiny and social accountability of the process.

In Benin, monitoring of the PRS implementation process was carried out at the sectoral level by monitoring units established at several ministries and, at the central level, by the Permanent Secretariat of the National Commission for Development and the Fight Against Poverty. Workshops involving government agencies, NGOs, women's groups, producers' associations, and private companies have been held to discuss the monitoring process. A number of countries (e.g., Guinea and Guyana) have attempted to involve parliaments in the monitoring process by formalizing a role for

parliamentary committees within the PRS monitoring system. Other examples include the multistakeholder impact monitoring systems in Ethiopia and Kenya, local-level NGO sectoral information networks in Bosnia and Herzegovina, and a coalition of CSOs and business associations that was formed to track and report on budget implementation in Armenia (see Box 5).

Vulnerable Populations and Social Accountability

The various studies also demonstrated that the PRSs generally don't focus enough attention on the inclusion of vulnerable populations, and that there is a need to integrate social accountability mechanisms in the PRS context. In terms of vulnerable populations, the 2005 PRS review and several of the CSO reports identified the lack of involvement of marginalized segments such as poor peoples, women, and indigenous peoples. Disempowered populations generally have less voice, fewer assets, and weaker networks, and suffer more from the effects of non-income poverty than does the average poor person. Therefore, efforts should be made to identify these groups and put in place processes to capture their views and concerns. For example, in São Tomé and Príncipe, Sierra Leone, and Lao PDR, women are actively involved in consultations. Moreover, gen-

Box 5. Civil Society Monitoring of the PRS in Armenia

Armenia has established a unique framework for multistakeholder engagement in the implementation and monitoring of the poverty reduction strategy (PRS). The government, represented by the Ministry of Finance and Economy, manages and coordinates the implementation of the poverty reduction program. Several sector ministries are involved, among them, the Ministry of Labour and Social Issues. A variety of stakeholders have been involved in the PRSP process, including NGOs (who work with social development, human rights, and environmental protection issues), gender groups, farmers organizations, small and medium-size enterprises, trade unions, community groups, and the Armenian Apostolic Church. The private sector, through business associations, has also become an integral part of PRSP implementation and monitoring processes.

Representatives of more than 170 civil society and private sector organizations have formed a network of stakeholders involved in the PRSP to improve and influence the impact of government antipoverty programs. As part of this framework, a partnership agreement for implementation was signed between the government and the CSO representatives. The partnership agreement consists of four implementing bodies: (i) multistakeholder steering committee, (ii) participatory PRSP working group, (iii) independent monitoring and evaluation expert group, and (iv) a periodically organized Open Forum. The main purpose of the latter is to encourage transparency and civil society involvement in the monitoring of PRSP implementation, as well as ensure wider public participation. Donor agencies supporting the PRSP implementation stage are the World Bank, UNDP, GTZ, DFID, USAID, and the EU.

der-based budgeting can contribute to greater transparency and accountability because women tend to be particularly concerned about health, social institutions, and responsibility. On the other hand, institutional capacity of marginalized populations to effectively participate in the PRS is a concern, and more needs to be done by donors and CSO communities to allow them to play a more meaningful role in the process.

Research on Enabling Environment for Civic Engagement

The Bank, through the Participation and Civic Engagement (PCE) Group, continued to carry out participatory analysis of the enabling environment for civic engagement and social accountability in a number of developing countries during 2005 and 2006. Studies were completed in Mongolia, and are under way in Ghana, Ecuador, and Sierra Leone. All of the studies utilize the ARVIN⁸ framework, which is a civic engagement analytical tool developed by the PCE Group to assess the enabling environment for civic engagement and social accountability at the country level.

Social accountability plays a critical role in the capacity of developing countries to strengthen governance and development effectiveness and empower stakeholders, especially poor people, to participate in government decision making. A variety of social accountability mechanisms are being implemented around the globe to hold governments accountable. These mechanisms include participatory public policy formulation, participatory budgeting, public expenditure tracking, citizen report cards to monitor public service delivery, citizen advisory boards, and lobbying and advocacy campaigns. For this reason, the Bank recognizes that there should be, whenever possible, close coordination of the PRS with country-based social accountability mechanisms. In the Kyrgyz Republic, for example, traditional consultative mechanisms such as village assemblies have been used to increase transparency of the PRS. The integration of social accountability mechanisms in a PRS context clearly allows CSOs and governments to interact in



Joint WB, ADB, Civil Society workshop on participatory poverty assessment study in Cambodia (August 2004, Phnom Penh)



Cambodian CSOs discuss the Country Assistance Strategy with Bank management (2004, Phnom Penh)

a manner that acknowledges the limitations each sector faces while recognizing that collaboration is necessary for equitable and sustainable development.

In Mongolia, the Bank undertook analytical work as part of its efforts to improve governance through increased civic engagement and social accountability. It was carried out from February to June 2005, in partnership with The Asia Foundation. Emphasis was placed on the aspects of voice, information, and negotiation as particularly important to social accountability efforts. The research methodology used quantitative and qualitative tools, including interviews and focus groups with a wide range of stakeholders from government, media, religious groups, international and local CSOs, and donor agencies in Ulaanbaatar and

⁸ The ARVIN framework measures five interrelated factors: freedom of citizens to *associate* (A); ability to mobilize financial and other *resources* (R); ability to formulate and express *voice* (V), or opinion; access to official *information* (I); and the existence of spaces and rules of engagement for *negotiation* (N) and public debate.

Uvorkhangai. These activities were complemented by an extensive literature review, a survey of CSOs, and a national opinion poll, which was undertaken by the NGO, Sant Maral.

These assessments all tried to gauge the accountability of government, capacity of societal actors to promote this accountability, and public perceptions on the performance of government institutions. In addition, four case studies were carried out on issues of public service delivery, legal advocacy, local governance, and natural resource management in order to provide in-depth evidence and examples of the broader survey findings. In June 2005, the final report was presented to the government in order to consider how the findings and recommendations could help strengthen the implementation of the Economic Growth Support and Poverty Reduction Strategy (EGSPRS), or PRSP, for Mongolia. Particular emphasis during these discussions focused on the specific recommendations geared to strengthening the enabling environment for social accountability in Mongolia. This was followed by wide dissemination of the report to government, parliament, CSOs, media, and the donor community in order to elicit feedback and encourage their participation in the implementation of report recommendations (see Box 6).

In Ghana, similar participatory research was undertaken to improve governance through social accountability. The study involved a diverse set of

stakeholders including government, civil society, parliamentarians, ordinary citizens, and donor agencies in order to hear their views about opportunities and constraints for civic engagement. The research, conducted by the Center for Democratic Development from October 2005 to December 2006, employed a variety of methods: literature reviews, key informant interviews, case studies, focus group discussions, workshops, constituent's survey, and a public opinion poll. An extensive literature review, using academic studies, research findings, and government documents was carried out.

Also undertaken was a survey of CSO leaders and experts involving a total of 57 respondents drawn from metropolitan Accra, Ashanti, and Northern regions. The CSOs surveyed included research centers, gender groups, youth associations, and CBOs. Focus group discussions were held in Cape Coast, Tamale, and Kumasi and used to validate the survey findings. Finally, the NGO network GAPVOD-CIVICUS, which serves as the national coordination organization for the Civil Society Index (CSI),⁹ conducted a public opinion poll on issues related to social accountability, and the findings were used by the Center for Democratic Development research team as an input into the broader analytical work. The CSI and Center for Democratic Development analytical work were designed to complement each other. Similar studies on the enabling environment

Box 6. Recommendations for Strengthening Social Accountability in Mongolia

The ARVIN study on the enabling environment for civic engagement and social accountability in Mongolia produced clear recommendations for strengthening three key aspects of *voice*, *information*, and *negotiation*:

Voice. Mongolian citizens need to be more aware of their civil rights, particularly “freedom of expression” issues. This awareness can be achieved through public education programs on citizenship, especially for youth enrolled in school. The reform of the criminal and civil defamation laws needs to be undertaken, with special attention paid to reducing the threat of imprisonment for defamation. Furthermore, measures should be taken to ensure the independence and enhance the quality of Mongolia’s media through analyzing the incentive structure and how journalists are trained, and the creation of some sort of media association.

Information. Citizens need access to information from both the government and other reliable sources. Thus, the Mongolian

government should provide or facilitate access to information by various means such as official journals. Civil society organizations (CSOs) should be involved in not only reporting official information, but also corroborating its accuracy. Finally, urgency should be given to the adoption of an “access to information law,” which is currently being considered in the parliament, and, once it is approved, ensure its effective implementation.

Negotiation. Most Mongolians—both citizens and public officials—are insufficiently aware of the opportunities for and benefits of engaging directly in negotiation with public officials or the role CSOs can play to assist them. Greater efforts should be made by all stakeholders to educate and inform Mongolians about these opportunities and benefits, particularly in the areas of education and environment where citizens should be fully aware of their right to participate in school councils and be informed about decisions related to environmental conservation.

for civic engagement are being carried out in Ecuador and Sierra Leone, where studies are expected to be completed in 2006.

Other activities carried out by the PCE Group in 2005 included reengaging stakeholders, particularly CSOs, in Albania to validate the findings of analytical work to improve the legal and regulatory environment for civic engagement. This reengagement took place in July 2004 in partnership with the International Center for Not for Profit Law, Partners Albania Center for Change and Conflict Management, and the Institute for Development Research and Alternatives. Consultation workshops were conducted in July 2004 in Tirana, Shkodra, and Vlore to elicit comments on the findings and recommendations, as well as explore avenues for collaborating on implementing the study recommendations.

Budget Monitoring

As part of its social accountability agenda, the Bank continued to support civil society involvement in budget review and management processes in many developing countries. Experiences ranged from CSO involvement in participatory budgeting and budget review processes to citizen report card initiatives. The Bank's work in this area has included undertaking its own research on local budgeting experiences, working with other organizations to provide training to CSOs, and providing grant funding for civil society budget monitoring initiatives. In India, for instance, the Bank is supporting an NGO in Bangalore, the Public Affairs Foundation, which monitors the quality of government services (see Box 15 on page 54). In Brazil, the Bank is carrying out a study of the Porto Alegre par-



African multi-stakeholder training workshop on social accountability approaches (May 2005, Ghana)

ticipatory budgeting initiative in order to assess the impact of the city's 18-year participatory budgeting process.

The Bank also continued to participate in the Civil Society Budget Initiative (CSBI), which is a partnership of donor agencies and CSOs geared to building capacity for budget analysis and advocacy by CSOs in developing countries. The ultimate goal of the initiative is to improve governance and help reduce poverty through more transparent and equitable public budgets. CSBI is coordinated by the International Budget Project and funded by the U.K. Department for International Development (DFID), Swedish International Development Cooperation Agency (SIDA), and Norwegian Agency for Development Cooperation (NORAD). CSBI is led by a steering committee composed of representatives of donor agencies, the Bank, and leading international CSOs.¹⁰

CSBI provides grants of \$40,000 per year to local CSOs to undertake their budget initiatives. Financial assistance is complemented with tailored technical assistance provided by specialized CSOs and research centers around the world. Each CSBI partner is assigned an appropriate project mentor from the region that provides consultation and training. CSBI also offers training and facilitates networking among the supported CSOs, and helps to integrate them into the broader international budget network. Countries where the CSBI is either supporting or initiating support for civil society budget work projects are Ethiopia, Mozambique, Chad, Burkina Faso, Malawi, Guatemala, Honduras, Bolivia, and Indonesia. For more information on these initiatives please visit www.internationalbudget.org/CSBI.htm.

⁹ The CSI is an innovative participatory needs assessment and action planning exercise created by CIVICUS: World Alliance for Citizen Participation and geared to assessing the state of civil society in any given country. It is initiated by CSOs and implemented in consultation with other stakeholders. In order to obtain a picture of the overall state of civil society, the CSI assesses four different dimensions of civil society: *structure* of civil society, *external environment* in which civil society exists and functions, *values* practiced and promoted in the civil society arena, and *impact* of activities pursued by civil society actors.

¹⁰ Members include the Uganda Debt Network (Uganda); FUNDAR—Center for Research and Analysis (Mexico); Action Aid (Asia); Democracy Center (Bolivia); and International Budget Project, Demos, Just Associates (United States).

3

Operational Collaboration and Institutional Partnerships

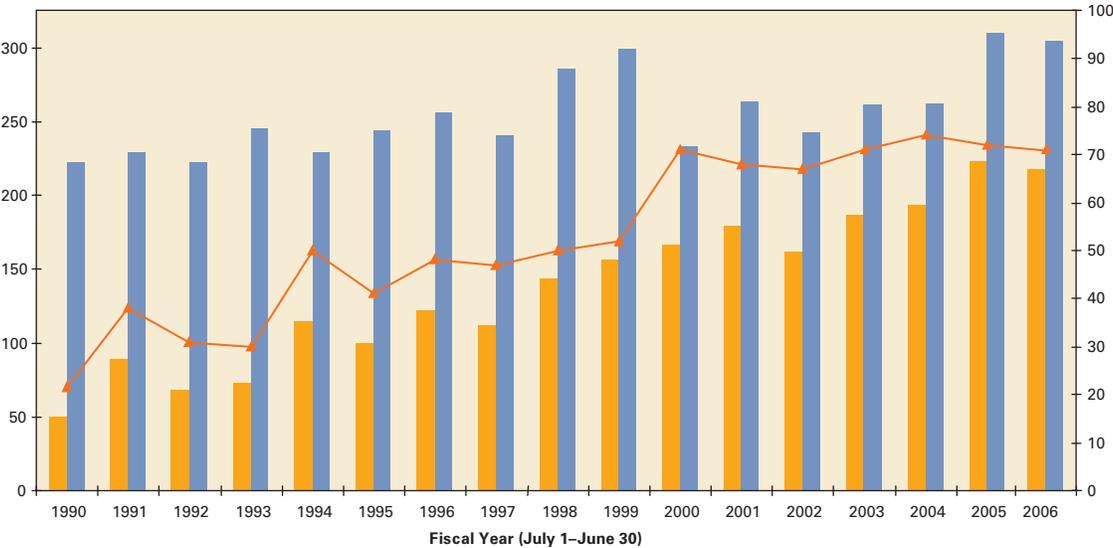
Mainstreaming Civil Society Involvement in Bank-Funded Projects

During 2005, the Bank maintained a high level of civil society involvement in its financed projects, documenting that 223, or 72 percent, of the 310 new International Bank for Reconstruction and Development (IBRD) and IDA loans had some sort of involvement from civil society. Conversely, CSO involvement was recorded in 217, or 72 percent, of the 302 loans approved by the Board during 2006. As Figure A shows, this greater civil society involvement has been trending steadily upward since 1990 and reflects both the efforts by CSOs in developing countries to insert themselves in Bank-financed projects as well as the commitment by the Bank and governments to mainstream civil society involvement. This section describes the

involvement of civil society in Bank operations, provides examples of CSO involvement in Bank-financed projects, and discusses the need to improve measurement tools.

As the chart demonstrates, Bank efforts to increase civil society involvement in Bank-funded projects have resulted in an impressive ascending trend line over time. Going from 50 projects or 32 percent in 1990, to 217 projects or 72 percent in 2006, the involvement of civil society has more than doubled in the past 15 years. Though there was a significant increase in 2000 when the rate grew from 52 percent in the previous year, this trend has now reached a plateau that seems to be steady and perhaps permanent, as an estimated one-third of all new Bank-financed projects in any given year may not be conducive to civil society involvement because of their singular or time-bound nature.¹¹ It

Figure A. Civil Society Involvement in World Bank Projects, Fiscal Years 1990–2006



Source: Desk review of project appraisal documents for all new projects approved in fiscal years 2005 and 2006.

Note: The orange columns indicate total number of new IBRD and IDA loans and credits approved by the Bank's Board each fiscal year, and the blue columns indicate the loans reporting civil society involvement in the identification, planning, and appraisal phases. The red transversal line indicates the percentage of Bank projects with CSO involvement each fiscal year.



Development Marketplace-funded children's roundabout, which pumps water into a storage tank (2005, South Africa)

is interesting to note that civil society involvement in Bank loans actually went down from 2004 to 2006 in percentage terms, from 74 to 72 percent, but grew in absolute terms, from 194 to 217 projects. See Box 7 for the challenges the Bank faces in monitoring and assessing the scope and quality of its engagement with civil society.

During the past fiscal year, there were many examples of civil society involvement in Bank-financed loans. CSOs undertook a variety of activities, including assessing project design, providing skills training, carrying out social impact analysis, undertaking environmental impact assessment, receiving funds to deliver social services, and undertaking project evaluation. Here is a sample:

In Bolivia, CSOs participated in efforts to improve accountability, transparency, and quality of services in Bank-financed projects through use of citizen report cards.

In Cameroon, CSOs have received funding to create awareness and mobilize parents and the community at large to strengthen the oversight and functioning of school councils in 500 schools.

In China, CSOs helped strengthen the implementation of safeguards in the CN-Chongqing Small Cities Development Project by establishing a monitoring system that included participation by CBOs in identifying and proposing ways to improve project implementation. This mechanism allowed for early identification of problems and fewer safeguards-related implementation delays and controversies.

In Croatia, CSO representatives, local officials, social policy experts, social workers, and journalists participated in the design and planning of the social welfare system. Their involvement allowed a num-

Box 7. Tracking Bank-Civil Society Engagement

Despite the substantial civil society involvement reported, the measurement the Bank has been using to track participation has its limitations. The main sources of the data are the Project Appraisal Documents (PADs) prepared during the initial assessment stage of the project cycle, which reflect the *actual* civic engagement undertaken during the identification, preparation, and appraisal of project preparation. The PADs, therefore, reflect only the *intended* involvement of civil society during the subsequent implementation, monitoring, and evaluation phases. Furthermore, the scoring utilized to assess civil society involvement does not take into account the quality or breadth of the actual engagement that occurred during the appraisal phase. A range of activities from one-off consultation meetings to major collaboration on carrying out social analysis or environmental impact analysis are all counted as “involvement.” The full and qualitative extent of civil society involvement in Bank projects is therefore not yet adequately captured in this measurement.

Despite these data-gathering limitations, the Global Civil Society Team (CST) believes that tracking and reporting civil society involvement, even if only in the first phase of loan preparation, is important and the impressive results of more than 70 percent demonstrates that encouraging civil society engagement has become standard practice in most Bank loans. Furthermore, the CST is proposing the adoption of new mechanisms to more fully and accurately track civil society involvement in the implementation and monitoring phases of Bank loans and throughout Bank operations more generally. It is also beginning to track how much funding the Bank provides to civil society through grants and contracts. This information not only will be quite valuable to have, but also will be shared with senior Bank management and staff, as well as with civil society and the public at large. This system improvement is one of the 10 action items of the *Issues and Options for Improving Engagement Between the World Bank and Civil Society Organizations*, which serves as an institutional framework for improving Bank-civil society relations.

ber of key issues to be raised, including the need to factor in regional diversity and specific social needs of vulnerable populations.

In Indonesia, CSOs improved the services of an Urban Poverty Project through community-based demand-driven projects by supporting community organizations that are able to increase the voice of the poor in public decision making, and making local governments more responsive to the needs of the poor.

In Nigeria, CSOs are now integrated in the implementation of the Second National Urban Water Reform Project through the Citizen’s Feedback System, jointly agreed-upon by the government and the private sector, which is now ensuring that water service provision reflects community demands.

¹¹ Projects that are quite technical (e.g., strengthening a government’s auditing capacity), administrative (e.g., purchasing computers and other equipment for government ministries), or too specific (e.g., road maintenance) in nature may not attract civil society interest or warrant CSO involvement. Development policy loans used, for instance, to provide emergency funds to cover budget deficits or currency crises usually happen so quickly that they do not lend themselves to civil society involvement. Development policy loans geared to promote policy reform, on the other hand, in such areas as pension plans, labor policies, and “aid for trade,” are increasingly attracting civil society involvement, particularly by those geared to improving governance and social expenditures. The Programmatic Social Reform Loan III in Peru, for instance, has had substantial civil society involvement in its design and implementation phases.



Development Marketplace-funded initiative to deliver affordable electricity through solar energy (2005, Lao PDR)

In Sri Lanka, CSO representatives within a Housing Reconstruction Program were invited to participate as observers in meetings of a mobile government secretariat. This participation allowed affected villagers to more readily raise grievances and concerns with the Divisional Secretary, resulting in greater government accessibility and decreased response time.

In West Bank and Gaza, CSOs played a key role in pushing for representatives from universities, community colleges, and student organizations to be represented in the governing council for a university education project funded by the Bank.

Bank and CSOs Join Efforts to Support Post-Tsunami Reconstruction

When the tsunami struck the coasts of 11 countries in Asia and Africa in December 2004, it left tragic loss of life and destruction in its wake. The disaster also elicited a strong response by the affected countries and the world community, which marshaled an outpouring of aid, quick humanitarian relief, and unprecedented levels of civil society involvement in postreconstruction efforts. Following the tsunami, the Bank announced an immediate grant of \$25 million for Indonesia and has since committed an additional \$39 million. The Bank also made grants of \$526 million to India and \$150 million to Sri Lanka

for reconstruction efforts. In addition, international NGOs and organizations such as the Red Cross/Red Crescent, CARE, CARDI, Catholic Relief Services, MercyCorps, Oxfam, Save the Children, and World Vision have raised an unprecedented amount of funds from around the world—including from individuals via the Internet—to support ongoing relief and recovery efforts. It is estimated that in Indonesia, international NGOs have disbursed nearly 50 percent of all post-tsunami aid to date.

There are many examples of Bank partnership with CSOs in the reconstruction process. For example, in Indonesia, the Bank joined forces with 15 donors to set up a \$525 million Multi-Donor Trust Fund to support reconstruction efforts in the provinces of Aceh and Nias. The Fund is managed by a steering committee consisting of donor agencies, the Indonesian government, and two CSO representatives who determine which reconstruction initiatives to support. The Fund is financing, for example, Muslim Aid (a United Kingdom-based NGO) to drain areas of Banda Aceh where new housing has been built, or to provide water and sanitation because much of the city is still flooded during high tide. It is also financing Catholic Relief Services to repair sections of a major road along the worst-hit west coast of Aceh, so reconstruction materials can reach remote areas as well as Aceh's ancient Leuser forests. The Bank is also working with CSOs on tsunami reconstruction in Thailand. The Bank is partnering with the government of Thailand, Population and Community Development Association, Chumchon Thai Foundation, World Vision, and the Local Development Institute to provide assistance to citizens in a number of provinces.

One of the most significant Bank–civil society partnerships is in the land rights project funded by the Multi-Donor Trust Fund. In much of the Aceh province in Indonesia, the tsunami and debris obliterated all traces of property records and boundaries, so it is important to establish rightful ownership of land before initiating reconstruction. The Reconstruction of Aceh Land Administration System Project seeks to restore property rights using participatory processes. A number of CSOs (large international as well as Aceh-based ones) have been trained by this Bank-administered program to conduct Community Mapping and Community-Driven Adjudication processes. The survivors of the community are brought together as a human archive to determine whose property was where,



Tsunami-affected residents review community maps in Bank-funded reconstruction project (2005, Indonesia)

the shape of the property, and legal ownership. The program has successfully delivered thousands of legal titles to homeowners, which has helped many to establish new livelihoods by using their homes as collateral.

Supporting Civil Society Organization Initiatives through Grant Funding

The Bank's principal work instrument is to provide loans to governments undertaking development and poverty reduction efforts in the developing world. Yet, in response to growing demand from CSOs, the Bank began some two decades ago to also provide grants to CSOs. Today the Bank has numerous grantmaking mechanisms based in the

Bank's headquarters in Washington, D.C., that provide funding directly to hundreds of CSOs throughout the world involved in promoting girls' education, environmental conservation, AIDS prevention, postconflict reconstruction, civic engagement, youth empowerment, and rural development. The Bank also supports the efforts of thousands of community groups carrying out local development and poverty reduction efforts through country-based social funds and CDD projects. It is estimated that up to \$1 billion a year, or 5 percent of the Bank's annual portfolio, is channeled to CSOs through these government-managed funds. Below is information on the most important Bank-managed grant mechanisms (see Table A), as well as on the CDD Program.

Table A. Table of Grant Mechanisms for Civil Society

Mechanism Name	Nature of Mechanism and Types of Projects Funded	Number of Projects Funded	Amount Funded
Japan Social Development Fund (JSDF)	JSDF is funded by the Japanese government and provides funding to governments, CSOs, donor agencies, and others to carry out poverty reduction initiatives at the country level to address the poverty and social consequences that resulted from the global economic and financial crises between 1997 and 1999. CSOs can be both the recipient and implementing agency.	11 projects implemented exclusively by CSOs in 2006 (\$33.1) 3 projects co-implemented with government agencies in 2005 (\$8.2)	\$41.3*
Global Environment Facility (GEF)	The Bank is one of the three implementing agencies of GEF, which supports environmental conservation and biodiversity protection efforts worldwide. It provides small grants up to \$50,000, and international NGOs can be project proposers, project executors, or stakeholders of Bank-implemented GEF projects.	12 projects in 2005	\$13.7
Development Marketplace (DM)	The DM funds small-scale development projects that are innovative, replicable, and sustainable. Awards range from \$50,000 to \$200,000. The DM has an annual thematic global competition. In 2005 the theme was <i>Innovations for Livelihoods in a Sustainable Environment</i> and \$3.9 million was disbursed. In 2006 the theme was <i>Innovations in Water Supply, Sanitation, and Energy Services for Poor People</i> and \$5 million was granted. There were also regional and country-based project competitions. In 2005 these competitions were held in 16 countries and in 2006 in 11 countries. (See page 29 for more details.)	31 projects in 2005 and 30 projects in 2006 global competitions. 122 projects in two regional competitions and 192 projects in eight country-based competitions in 2005.	\$15.5
Consultative Group to Assist the Poorest (CGAP)	CGAP is a consortium of 29 bilateral and multilateral donor agencies that support microfinance. CGAP grants range from \$5,000 to \$1.1 million. The consortium offers resources to CSOs to help them improve the effectiveness of their microfinance activities. It also provides trainings and micromanagement workshops for NGOs. In 2006 CGAP committed \$2.9 million in new grants, and in 2005 it committed \$1.5 million new grants.	4 CSOs in 2006 3 CSOs in 2005	\$4.4
Small Grants Program (SmGP)	The SmGP funds grassroots development initiatives carried out by CSOs in the area of civic engagement, although the specific focus of each program varies by country (e.g., youth, rural poor, producers' groups). It is administered in over 70 Bank country offices by civil society focal points. Allocations to the country offices totalled \$2.5 million in 2005 and \$2.4 million in 2006.	Approximately 850 small-scale projects in 2005 and 2006.	\$4.9
Low Income Countries Under Stress (LICUS) Trust Fund	The LICUS Trust Fund supports CSOs as providers of informal social transformation and as facilitators of economic and social development through the implementation and management of community-based initiatives. It is administered by the same secretariat as the post-conflict fund. In 2005, LICUS provided \$21 million to programs in six countries, but only 10 percent of this amount went to CSOs.	4 projects in 2005	\$2.2
Post-Conflict Fund (PCF)	The PCF supports innovative projects in fragile and volatile conflict-affected societies, which may often not be possible under Bank loans. Approximately 25% of all PCF projects since 1998 have been implemented by CSOs. The remainder have been implemented by governments and donor agencies	6 projects in 2005	\$1.9
Global Fund for Indigenous Peoples (GFIP)	The GFIP provides grant support in three areas: (i) small grants directly to indigenous peoples organizations to support sustainable development projects and programs based on their cultural preferences; (ii) capacity building for indigenous leaders in the Andean region of South America; and (iii) the United Nations Permanent Forum to promote a global partnership among indigenous peoples and facilitate their relations with donor agencies. GFIP is administered by the same secretariat as the SmGP. In 2005, \$600,000 was provided to indigenous groups and \$380,000 was provided in 2006.	Some 40 projects in 2005 and 2006	\$0.9

Source: Individual grant mechanisms. For more information on each mechanism search their Web sites from the World Bank's main Web site www.worldbank.org.
Note: * in millions of dollars.



CSO exhibitions during Development Marketplace Global Competition (May 2006, Washington, D.C.)

Development Marketplace

The Development Marketplace (DM) funds innovative, small-scale development projects around the world. The DM's primary objective is to identify and support creative ideas that deliver results and have the potential to be expanded or replicated. In addition to supporting hundreds of grassroots initiatives, the program allows the Bank to learn and gain insight from local practitioners who have important contributions to make in the fight against poverty. DM competitions are designed to attract ideas from a range of innovators: civil society groups, social entrepreneurs, local governments, universities, and private companies, as well as staff of the Bank and other donor agencies. The program has awarded more than \$34 million to support more than 800 development projects since its launch in 1998. The program operates on two levels:

Global Development Marketplace.

The global competition takes place every 12 to 18 months at Bank headquarters in Washington, D.C. Every year the Bank receives several thousand proposals for each of its competitions, which generally focus on specific development themes such as environment and water. All proposals are carefully screened by development professionals from the Bank, civil society, and private companies, for their feasibility, innovativeness, replicability, and sustainability. About 80 to 100 finalist organizations are

then invited to come to Washington and market their proposals via booths set up in the Bank's main complex building atrium. In addition, a series of seminars called Knowledge Exchange allows groups to network among themselves and meet potential donors in Washington. A jury composed of senior Bank managers, CSO leaders, and other development professionals selects the grant recipients. Awards range from \$50,000 to \$200,000. Since its inception, the global DM competition has disbursed more than \$23 million to 171 organizations. For its 2005 global competition, whose theme was *Innovations for Livelihoods in a Sustainable Environment*, the program received over 2,700 proposals and awarded \$4 million to 31 organizations from 22 countries. The 2006 theme of the global competition was *Innovations in Water, Sanitation and Energy Services for Poor People* and \$5 million was awarded to 30 organizations worldwide.

Country Development Marketplaces.

Regional or country Bank offices also organize Country Development Marketplaces (CDMs), which are modeled on the global competitions. CDMs are designed to address development issues of particular relevance for a specific country or group of countries. Awards typically range from \$5,000 to \$25,000, and the proposal requesting, selecting, and awarding procedures are similar to those of the global program, although adjusted to



Exhibition during Southern Africa Development Marketplace competition (April 2005, Zambia)

the local context. Award recipients include NGOs, community organizations, universities, local governments, and businesses involved in grassroots development. The marketplace events themselves generally last several days and, in addition to exposition booths by the finalist projects, involve cultural programs that have attracted thousand of participants. To date, CDMs have awarded more than \$13 million to more than 750 winners in nearly 50 countries. In 2005, CDMs took place in Argentina, Chile, Georgia, Ghana, Indonesia, Lebanon, Malawi, Mexico, Nepal, Paraguay, Rwanda, Turkey, Uruguay, Vietnam, Zambia, and Zimbabwe. In 2006, CDM countries included Albania, Bosnia and Herzegovina, Kosovo, FYR Macedonia, China, the Dominican Republic, Guatemala, Lebanon, Pakistan, Papua New Guinea, Peru, the Philippines, Serbia and Montenegro, and Vietnam.

Global Environment Facility

The Global Environment Facility (GEF) is an international financial mechanism with 176 member countries that addresses global environmental issues while supporting national sustainable development initiatives. GEF grants support projects in developing countries in the areas of biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. GEF's implementing agencies—the United

Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), and the Bank—share credit for GEF's measurable on-the-ground achievements in 1,750 projects in more than 155 developing and transition countries. To date, \$6.1 billion committed by GEF has leveraged an additional \$20 billion in cofinancing. GEF has also made more than 4,000 small grants, up to \$50,000 each, directly to NGOs and community organizations.

The GEF continued, during 2006, to support the environmental conservation efforts of CSOs throughout the world. CSOs involved included CBOs, national and international NGOs, academic institutions, and foundations. The Bank administers two GEF programs, the Medium-Sized Projects (MSPs) Program and

the Critical Ecosystem Partnership Fund (CEPF).¹² See a description of the MSPs and DM programs below and Box 8 for information on the CEPF.

The MSP Program (which has a \$1 million per grant limit) serves a strategic goal of allowing the Bank to engage nontraditional partners such as CSOs. In 2006, MSPs disbursed an estimated \$2.5 million to CSOs around the world, and a total of 64 MSPs were under implementation during fiscal year 2006. The program has streamlined grantmaking procedures to allow the GEF to more effectively support NGOs, community organizations, universities, and small businesses involved in environmental and biodiversity conservation. MSPs have been used by different units in IDA, IBRD, and IFC to leverage additional resources for CSO projects as well as promote capacity-building efforts. In cases in which local CSOs were the executing agency, the projects contributed to improving their business practices and built staff capabilities in procurement and monitoring.

The MSP has channeled more than \$60 million to CSOs since being established in 1997, and over this period has learned and attempted to incorpo-

¹²The United Nations Development Programme administers three other complementary GEF programs: the Small Grants Programme, cross-cutting capacity-building programs, and country dialogue workshops.

Box 8. Supporting the Conservation of Biodiversity Hotspots

The Critical Ecosystem Partnership Fund (CEPF) has provided grant funding to CSOs for conservation efforts in 25 biodiversity hotspots, which comprise 75 percent of the globe's biodiversity. Since its establishment in 2000, the CEPF has awarded \$73 million to 570 national and international NGOs, community-based organizations, and companies in 14 hotspots. The CEPF currently has five major donors: Global Environment Facility (GEF), Conservation International, MacArthur Foundation, the government of Japan, and World Bank. CEPF investments have also leveraged another \$100 million from other donors and local NGOs for specific projects.

During 2005, the CEPF supported civil society projects in six African hotspots, awarding \$5.5 million in new grants. In South Africa's Cape Floristic region, for instance, the South African National Biodiversity Institute helped 15 community groups to conserve four pilot sites in the Cape Flats townships, creating more than 80 income-generation opportunities, clearing alien species, and restoring *veld* habitat in small coastal reserves.

The Fund also supported civil society partners in six Asian hotspots during the year, awarding \$11.7 million in new grants. In Indonesia, a coalition of some 20 CSOs is working to secure 38,000 hectares of lowland forest on Sumatra (the new Tesso Nilo national park) while engaging global business partners of Indonesian pulp and paper companies to adopt sustainable purchasing and production policies. In Latin America, CEPF grants supported CSO conservation work in four hotspots, awarding \$6.5 million in new grants. In Costa Rica, NGOs worked with landowners to create a 60,000-hectare national wildlife refuge, called a "laboratory for sustainable development." In Venezuela, two CSOs have managed Medium-Sized Project GEF grants to promote ecoregional planning in Los Llanos and natural resource sustainable management in the Amazonas State. A full-size GEF project will be managed by a trisectorial partnership in which the Indigenous Federation of the Bolivar State has played a protagonist role in the National Parks System project for the Canaima Park. For more examples of activities and partners for specific hotspots, see the CEPF Web site at www.cepf.net.

rate a number of lessons, including the following: (i) project preparation costs can be lower when experienced CSOs are involved; (ii) building CSO capacity can lay the groundwork for participation in larger projects; and (iii) the Bank benefits from developing relationships in countries where the civil society sector plays an important role in environmental protection.

The GEF also provided funding for the 2006 Development Marketplace, which funds innovative and replicable civil society projects around the world. The GEF contributed about US\$2 million to the overall global award pool for small projects that addressed the DM2006 theme *Innovations in Water, Sanitation and Energy Services for Poor People*. The 2006 GEF DM projects focused on several areas: climate change, land degradation, biodiversity, persistent organic pollutants, and international waters. Through its partnership with the DM, GEF has increased its reach to civil society groups at the local level by providing a global facility to finance small-scale projects that deliver replicable results.

Community-Driven Development

The Bank's CDD portfolio continued to fund thousands of civil society development initiatives throughout the world during 2005. Lending totaled

approximately \$1.6 billion, or 7 percent of total Bank investments. The Bank's worldwide active CDD portfolio includes 381 operations funded between 2000 and 2005. As part of the overall emergency response to the 2005 tsunami that devastated coastal communities in several countries in Asia, the Bank has been using existing CDD programs and approaches to ensure that resources are used effectively and transparently, and that the affected communities are involved in assessing their needs and designing recovery programs. (See Box 9 for details on this work in Indonesia.)

Mainstreaming CDD

The CDD Team based in Washington, D.C., also continued to promote the mainstreaming of the CDD approach in the Bank through policy discussion and inclusion strategies. Of six CASs approved in the Africa region during 2005, five (Nigeria, Burkina Faso, Burundi, Sierra Leone, and Cape Verde) explicitly include the CDD approach. In Latin America, the CDD approach is used to promote environmental conservation, through the Community Development Carbon Fund. Carbon fund sequestration has been a fast-growing agenda in the region, accounting for three active projects, with four operations under preparation for which fund-

Box 9. Adopting the CDD Approach for Tsunami Reconstruction

The story of Indonesia's tsunami recovery could well represent the most massive scaling up of community-driven development (CDD). With more than 1,000 villages and urban parishes involved, it is probably the most widespread example of grass-roots participatory planning the World Bank has experienced. There are many bumps in the road and much frustration, but the CDD approach is making a major difference.

The most widespread CDD program in Aceh before the tsunami was the Kecamatan Development Project (KDP), a government program financed by the Bank. A participatory process awarded block grants to villages to meet their infrastructure, basic services, or livelihood needs. Immediately after the tsunami, KDP expanded from 87 subdistricts in Aceh and 13 in Nias to 220 and 22, respectively. A network of CDD professionals (now numbering 600, working with more than 35,000 village facilitators in some 6,000 villages) has helped tsunami-affected communities plan their responses.

The Urban Poverty Project (UPP) is a parallel CDD project for urban areas that includes community election of a board of trustees to represent it in decision making and provide program oversight. It is now operational in Banda Aceh, employing 50 facilitators, and is expanding to cover 352 urban parishes. KDP and UPP facilitators have helped communities prepare maps showing the extent of damage in each village and plan priority rehabilitation and repair programs. So far KDP has built or rehabilitated 145 kilometers of roads, 79 bridges, 187 irrigation or drainage canals, 14 schools, and 4 clinics.

A central feature of the reconstruction effort in Indonesia has been the way communities have come together to determine their needs and priorities and assert leadership of their own recovery. Community participation, coupled with the quick emergency response, ensured that almost everyone had at least basic shelter, few became seriously hungry, and no unchecked epidemics occurred. These results have further convinced the government of Indonesia and donor agencies to make a firm commitment to using the CDD approach.

ing will be allocated for social and environmental programs at the community level. The outcomes of these projects will be closely tracked, particularly in the face of the Bank's growing interest in climate change. In the República Bolivariana de Venezuela, for instance, the CAMEBA Project (Urban Upgrading in Caracas) focused on two barrios that represent 15 percent of total city population. The project supported a replicable infrastructure improvement program in which communities took the lead in determining the neighborhood improvement plans for provision of urban services and infrastructure. In China, funding has been obtained from the Japan Social Development Fund (JSDF) to support a three-year program, *Introducing CDD Approaches in China's Rural Poverty Reduction Program*, designed to improve the efficacy of poverty alleviation programs in rural areas through the piloting of activities using CDD and other participatory development methods. In Haiti, the scaling up of a CDD pilot grant, the Post-Conflict Fund, has provided a key entry point for the Bank's reengagement in the country.

Training

A number of training initiatives geared to improving the capacity of government, civil society, and Bank staff to finance and implement CDD-funded grassroots development efforts were also undertaken. The World Bank Institute (WBI) continued a

third year of training-of-trainers courses and distance-learning courses in 12 countries on participatory local development. The program has reached more than 1,000 participants from 22 countries, including government officials, CSO representatives, and community leaders. In Senegal, those trained now support a series of consensus-building and dialogue workshops of all stakeholders to create buy-in and participation in formulating the new national CDD program. The South Asia region held a regional orientation and methodology workshop for the Application of Social Accountability and Community-Driven and Decentralization Programs in May 2005. The CDD Team organized a workshop in the Philippines in November 2004 on facilitating CDD in conflict-affected countries, with the participation of CDD teams from South and East Asia.

In addition, several regional conferences focused on the CDD approach and local development. They included the *Conference of Latin America's Red Social (Social Network)* in Honduras in September 2004; *Conference of ECANet* in FYR Macedonia in December 2004; and an Africa-focused *Local Development Conference* in Tunisia in June 2005, in collaboration with the African Development Bank and KfW Entwicklungsbank (the German Development Bank), which kicked off a three-year effort to harmonize local governance approaches in the region.

Monitoring and Evaluating

The need for high-quality and more rigorous evaluations of CDD programs has resulted in efforts to strengthen monitoring and evaluation activities. For example, findings from the Senegal Rural Infrastructure Development Project indicated that children living in targeted communities were healthier and weighed more as a result of the improvements in the quality of the health centers and improved access to clean water. Studies in Indonesia and the Philippines demonstrated that CDD projects produce high internal rates of return on infrastructure subprojects. In Indonesia, studies on the two large CDD projects—Urban Poverty Project 2 and Kecamatan Development Project (KDP)—indicate that participatory methods in project selection and implementation reduce the potential for corruption and elite-capture. An ex post assessment of the Thailand Social Investment Fund identified significant differences in the structure of social capital between treatment and comparison communities.

The CDD portfolio was also assessed by the Bank's Independent Evaluation Group, which examined the scope, methodology, and impact of the CDD portfolio. The initial draft report, entitled *The Effectiveness of World Bank Support for Community-Based and -Driven Development*, was released in February 2005 and has generated considerable discussion within the Bank. Though it reported that CDD lending has produced better overall results than non-CDD operations, it did point to problems related to guaranteeing the sustainability of the initiatives funded and strengthening local leadership, as well as the need for better monitoring and evaluation.

Bank Staff Donation and Volunteering Efforts

The Bank's Community Outreach Program continued to provide assistance to Washington's low-income population in 2005 and 2006. The program encourages Bank staff, whose daily work is focused on promoting economic development and reducing poverty in developing countries, to also show their concern and generosity to poor communities of Washington, D.C. The program expanded the grants program, provided volunteer support, offered student internships, and made in-kind donations to numerous charitable organizations. Bank staff also raised money through the payroll deductions pro-



Bank staff donating computers to nonprofit agency in Washington, D.C. (2005)

gram, and gave funds for international disaster relief. Here is a short description of each program's activities in 2005:

Grants Program. The Grants Program provided small-size grants to nonprofits throughout the Washington, D.C., metropolitan area. In 2005, community grants totaled \$785,000 and supported over 40 local charities undertaking the following activities: after-school tutoring, renovating low-income housing, HIV/AIDS prevention, skills training for unemployed workers, sheltering battered women, distribution of meals to street residents, Latino youth support, and prenatal and well-baby care. The Grants Program is managed by a grants committee composed of Bank staff and representatives from local grantmakers such as the Community Foundation of the National Capital Region. The committee is responsible for reviewing and selecting grantees on an annual basis.

Funding Collaboratives. The Outreach Program also joined other local grantmakers to support five local funding collaboratives that are testing innovative approaches to addressing underlying social problems. A total of \$580,000 was distributed to five organizations: Public Education Partnership Fund (\$400,000), the Community Development Support Collaborative (\$50,000), the Washington AIDS Partnership (\$50,000), the Washington Partnership for Immigrants (\$50,000), and the Common Ground Fund (\$30,000).

Staff Volunteering. The Dollars for Doers volunteer program complements the Bank's local grant-making efforts by encouraging Bank staff to volunteer and serve on the boards of directors of local nonprofits. Bank staff are allowed to take time to volunteer in the community, and their efforts are supported with \$500 grants from the Dollars for Doers Program. Bank staff provided more than 10,000 hours of community service to charities in the Washington metropolitan area in 2005. Last year, the program increased the Dollars for Doers budget from \$30,000 to \$60,000 and worked closely with numerous Bank departments wishing to undertake community service projects.

In-kind Donations. This program recycles office furniture, office supplies, and computer equipment by donating these supplies to local charities. Last year, it donated more than 12,000 computers, 500 pieces of furniture, and an extensive amount of office supplies to charities in the Washington area and overseas. The total value of donated goods and services in 2005 was more than \$500,000.

Student Internships. The high school internship program provides local high school students from low-income communities with the opportunity to learn job skills. During the summer of 2005, 22 students from three local public schools worked as

interns in units throughout the Bank. The interns are paid a salary that includes a training session every Friday. The program has also included homeless students for whom this experience has often proven to be part of a life-changing opportunity. This program was recently expanded to include year-long internships for five students.

Payroll Deductions. The WB Community Connections Fund is a nonprofit organization set up by the Bank to encourage staff to make charitable donations via payroll deductions that in turn leverage Bank matching funds. It supports an annual campaign benefiting 193 of the best-known Washington-based charities and NGOs such as Bethany House, DC Central Kitchen, Habitat for Humanity, and Whitman-Walker Clinic. In 2005, staff donated over \$1.5 million that leveraged approximately \$750,000 in corporate matching funds.

Disaster Relief. Bank staff spontaneously mobilize to respond to natural disasters around the world by setting up donation tables at the various cafeterias. During 2005, funds were raised for the following international relief campaigns: Children of Niger (\$14,700), Central America flood relief (\$18,142), Hurricane Katrina relief (\$83,244), the South Asia/Pakistan earthquake (\$192,019), and the Asian tsunami (\$1,434,192). Funds raised through these donation drives are provided to international



Stakeholder consultation training course for Bank and CSO staff (May 2005, Washington, D.C.)

organizations such as United Nations agencies or NGOs directly involved in the disaster relief operations.

Training and Capacity Building

The World Bank Institute (WBI) promotes training and capacity building for Bank staff, government officials, development experts, and, increasingly, for civil society. As part of its country-focused capacity development strategy, the WBI involves civil society in several of its thematic programs, including urban management, rural development, governance, and poverty reduction. In particular, the WBI's Community Empowerment and Social Inclusion (CESI) Program designs and delivers face-to-face and distance-learning training sessions for CSOs in Africa, Southeast Asia, Europe and Central Asia, and Latin America. Here are some examples:

- In Africa, CESI carried out an *East African Stocktaking on Social Accountability Tools and Mechanisms* exercise that contributed to the design of a regional conference on citizen engagement held in Ghana in May 2005. This initiative involved 135 practitioners engaged in capacity development at community and local levels. A similar stocktaking was conducted for the East Asia and Pacific region.
- A Latin America regional multistakeholder dialogue entitled *Access to Information, Transparency, and Good Governance* was organized in 2005 by CESI via a videoconference connecting participants in Bolivia, Honduras, and Nicaragua. Organized jointly with the Carter Center, the session focused on sharing experiences about legislation, implementation, and enforcement of Freedom of Information laws in the region. In 2006, Phase II of the initiative was launched (with the inclusion of Guatemala and the Dominican Republic), building on the discussions of the first stage.
- In the Eastern and Central Asia region, CESI delivered a course on *Making Services Work for the Poor: A Framework for Reforming Service Delivery*, designed to help practitioners recognize and analyze the root causes of service delivery failures. The course was piloted in Tajikistan, the Kyrgyz Republic, and Azerbaijan. In Bosnia, two workshops were held with 70 newly elected mayors from municipalities in which the Bank's Com-

munity Development Project is active. A similar course was offered in Africa in 2006.

- As part of its global outreach, together with other Bank units, CESI has produced and disseminated a number of WBI Working Papers during 2005 and 2006, such as *Social Accountability in the Public Sector: A Conceptual Discussion and Learning Module*. The inclusion of the learning module, which is intended to be adapted by local trainers for application in different contexts, puts the concepts into an accessible format and provides local actors with tools to readily initiate dialogue on these important issues.

For further information on CESI, please visit www.worldbank.org/wbi/empowerment.

Information Disclosure and Knowledge Sharing

The year 2005 was a landmark one for the Bank's transparency and disclosure agenda. In March 2005, the Board approved a number of revisions to the Bank's disclosure policy that extended and simplified information disclosure, and reaffirmed the Bank's commitment to ensuring transparency about its activities. The new policy introduced several important changes such as a unified policy on the disclosure of CASs for IBRD- and IDA-eligible countries. It also mandated the disclosure of operational policy and strategy papers, Board minutes (except those of executive sessions), procurement plans, project completion notes, staff manual, staff compensation paper, and Board documents related to project modifications. The Board also approved simplified disclosure clearance procedures for documents that are not specifically listed in the policy as well as a proposal to pilot-test the disclosure of operational policy reviews simultaneous with their distribution to the Board. More open policies also took effect on the disclosure of development-policy lending documents and Country Policy and Institutional Assessment ratings.¹³

Public Information Centers

Another way the Bank is working to increase transparency, accountability, information sharing, and

¹³These ratings assess the quality of a country's policy and institutional framework and its suitability for fostering sustainable, poverty-reducing growth and effectively using development assistance.

dissemination is through its public information centers (PICs) worldwide. By providing access to and proactively disseminating information on Bank projects and development in general, the services encourage public participation in dialogue and help citizens make informed decisions about issues affecting their lives. Last year, approximately 248,000 people used the Bank's PICs, and the number is expected to grow each year as the centers improve their dissemination efforts. PICs are located in 96 capital cities throughout the world. Staff assist users in finding information, respond to public inquiries, listen to public concerns, and

arrange seminars, dialogues, Web casts, and radio programs that address development topics. In countries where Internet access is limited, the Bank, in partnership with local institutions, has set up more than 90 Satellite Information Centers and 15 Development Information Centers (DICs). These centers, which are managed jointly with other donor agencies, CSOs, academic institutions, and government agencies, allow citizens in developing countries to access and share important information on international development. (See www.worldbank.org/publicinformation.)

Bank Web Sites

The Bank's Web site, with more than 1.5 million visitors a month, has become a primary conduit for communication and knowledge dissemination about international development. Roughly a third of Web site visitors are from non-English-speaking countries and comprise the Bank's fastest-growing audience online. In an effort to reach these clients and support the Bank's translation efforts, the Bank initiated the Multilingual Web Pilot in 2005. The pilot created a new corporate Web site in French and expanded the existing Arabic and Spanish Web sites. Three months later, visitors to the Arabic and French sites doubled and visitors to the Spanish site increased by one-third. The Bank also maintains Russian and Chinese Web sites.

Youthink! is the Bank's online resource for students, teens, and children. Written in age-appropriate language, Youthink! tackles development subjects by exploring topics that young people care about and can relate to. Youthink! also invites young people to share their thoughts, opinions, and experiences by submitting material for publication on the site. (See <http://youthink.worldbank.org>.)

The Bank launched the innovative AIDS Media Center in 2005 to provide journalists in developing countries with a global source of the most recent HIV/AIDS news, information, and analysis and to help increase the accuracy, quality, and effectiveness of their reporting on the pandemic and related issues. Contributing partners include the BBC Trust, the Inter-



Ugandan youth meet with Bank managers in public information center (April 2005, Kampala)



Location of Public Information Centers around the world (June 2006)

national AIDS Vaccine Initiative, InterNews, the Johns Hopkins Bloomberg School of Public Health, the Kaiser Family Foundation, One World, Panos Institute, PlusNews (run by the UN's Integrated Regional Information Network), Joint UN Program on HIV/AIDS, and the World Health Organization.

Corporate Social Responsibility

In February 2005, the Environmentally and Socially Sustainable Development Network published the Bank's first sustainability review report entitled *World Bank Focus on Sustainability 2004*. The review describes and assesses the Bank's work and institutional footprint through the lens of corporate social responsibility. In particular, the report examines how the Bank is governed and the activities carried out in support of the environment, social development, and good governance. It also analyzed, for the first time, the impact of Bank facilities on staff members and their families, surrounding communities, and the environment more broadly. It is based on the Global Reporting Initiative, of which the Bank is a charter member, and the Global Reporting Initiative indicators are cross-referenced throughout the report where relevant. The report was disseminated widely, including among CSOs, and the feedback received will be used to guide the next versions of the report.

During 2005, the Bank's Development Communications Department carried out two initiatives geared to promoting corporate social responsibility (CSR) efforts in the Eastern Europe and Central Asia regions. The first was a program entitled *Enabling a Better Environment for CSR in Central and East European Countries*, launched jointly with the European Commission. A total of 12 brainstorming meetings and seminars were held with more than 800 participants, including government, private sector, CSO, and labor union representatives from throughout the region. These consultations led to preparatory work for developing comprehensive CSR strategies in the region. The second initiative was a session on the role CSOs can play in promoting CSR held during a regional Bank-civil society meeting in Bratislava, the Slovak Republic, in June 2005. The meeting was co-organized by the Bank and CSOs from Poland, Turkey, and the Slovak Republic.

The WBI's Business, Competitiveness, and Development Team hosted a global CSR conference in Washington, D.C., in April 2006 to discuss the role

business and CSOs can play in meeting the MDGs. The *Business, CSOs, and Development: Strategic Engagement to Meet the Millennium Development Goals* conference brought together 400 business, civil society, government, and donor agency representatives for the two-day event. Leaders from such organizations as Unilever, United Nations Global Compact, and Transparency International tackled a broad range of topics, including business for African development, legal and ethical choices of foreign investment, and partnerships against corruption. Speakers emphasized that achievement of the MDGs will require innovative approaches, not least in Africa, which faces the greatest struggle to meet the targets. Detailed roundtable discussions on the second day focused on better aligning donor-led research on innovative poverty reduction efforts with on-the-ground experiences of business, civil society, and their partners. Participants called on organizations such as the Bank to continue facilitating dialogue between different development sectors. In line with this, WBI announced that a new training program for Bank staff on multisectoral partnerships for sustainable development would be opened to business and CSO staff.

The Bank's Treasury Department, working closely with the ESSD and EXT Vice Presidential units, intensified its outreach efforts to Socially Responsible Investors (SRIs). The SRI community is an important stakeholder for the Bank as these investors pursue goals similar to those of the Bank through their investments and shareholder advocacy. Also, as investors or potential investors in IBRD bonds, they are keenly interested in assessing the social and environmental impact of the Bank and its lending in the developing world. The Bank carried out several feedback, information-sharing, and policy dialogue events with SRIs over the past two years, in addition to responding to many individual requests for information. In June 2004, representatives from different areas of the Bank and IFC met with a group of 25 SRIs in Boston to make a presentation on the Bank's environmental, anticorruption, and civil society engagement work and discuss concerns they had related to investment eligibility.

Vice President Woicke was invited to give a keynote speech at the *SRI in the Rockies Conference* held in Colorado in October 2004 before an audience of 450 investors, and a roundtable was held by the SRI International Working Group with the World Bank and IFC. Since then, the Bank has been engaged with SRIs through cooperation on specific

topics (e.g., HIV/AIDs, microfinance, carbon finance) or on investment opportunities in emerging markets with groups or individual investors, and participated in events hosted by the Canadian Social Investment Conference, Triple Bottom Line Investment, U.K. Social Investment Fund, and oth-

ers. On the funding side, in 2005 and 2006, the Bank teamed up with the postal savings system in France (now La Banque Postale) to raise development funds through a product targeted specifically at socially responsible retail investors.



Civil Society Engagement at the Global, Regional, and Country Levels

Improving Coordination at the Global Level

The Bank's Global Civil Society Team (CST), which replaced the former NGO Unit in 2002, serves as the institutional and global focal point for the Bank's engagement with civil society. As such, the CST formulates institutional strategy, provides advice to senior management, and coordinates civil society engagement staff across the institution. It also provides guidance and technical assistance to program staff on how to consult and involve civil society in Bank operations, undertakes outreach efforts to global civil society networks, and provides civil society groups with access to Bank information, staff, and other resources.

During 2005 and 2006, the CST worked to improve information sharing, planning efforts, and coordination among the Bank's civil society focal points who work at the global level. The team, which is composed of staff from the Bank's EXT and ESSD VPUs, was expanded by including staff from OPCS and PREM VPUs, as well as from the Bank's offices in Paris, Brussels, and Tokyo. They now participate in the CST's planning process through weekly planning meetings and monthly videoconferences, as well as through daily e-mail exchanges. The CST also maintains close contact with the civil society focal points at the IMF, as many of its own outreach activities, i.e., policy dialogue meetings during the Annual and Spring Meetings are undertaken jointly with the Fund. The CST also continued over the past two years to provide information and guidance to civil society focal point personnel who work across the World Bank Group, including in country offices (see Annex III for list of focal points). This was carried out via a monthly electronic newsletter *Civil Society eDigest*, which summarizes CSO policy statements and reports on the Bank, regular e-mails, and bimonthly meetings in Washington.

During the past two years, the CST also provided technical assistance to numerous units across the Bank. This assistance included providing background and contact information on CSOs, scanning CSO Web sites to produce issue-specific briefing notes, carrying out political risk analysis, organizing consultation meetings, and providing names of CSOs to be contacted. The units advised included the following teams and departments: trade, water, extractive industries, malaria, debt, PRS, and teams preparing the Bank's *World Development Report*.

The CST also promoted staff secondments and exchanges with CSO representatives and Bank country offices to promote improved coordination within the Bank and enhance relations with civil society. A staff person from the World Confederation of Labor (WCL) spent seven months with the CST undertaking a series of activities (see Box 18 on page 65 for more information). Civil society focal point persons from the Bank's Philippines and Nigeria offices spent three months in Washington working with the CST over the past two years. These staff provided assistance in various areas such as helping to organize the Stakeholder Consultation training session for WB staff, assisting with managing the Global Policy Forum, and attending training sessions.

IFC Civil Society Engagement Activities

During 2005 and 2006 the IFC continued to actively reach out to civil society throughout the world. Activities included holding policy dialogue sessions among civil society and senior IFC management, consulting with CSOs on IFC projects, and disseminating information about the IFC's work. The most important activity was the extensive consultation process on updating the institution's social and environmental performance standards, formerly known as the Safeguard Policies, and its Disclosure Policy. Throughout this process, the IFC listened to a wide array of stakeholders worldwide, considered



CSO representatives and Bank staff discuss extractive industry policies during Spring Meetings (April 2006, Washington, D.C.)

their views, and incorporated these when possible in the final policies.

The external engagement process began in August 2004 when the IFC released draft documents for public comment on the revised policy for social and environmental sustainability, as well as an updated framework on disclosure of information. These documents not only incorporated needed updates to the existing policies, but also strengthened the overall framework for the IFC to ensure effective social and environmental outcomes in the private sector projects it finances and to enhance corporate transparency.

Civil society engagement during the review process took place on multiple levels. IFC had an open-door policy and met with any organization or person requesting a meeting to discuss the proposed policies. IFC also organized open forums in which anyone was welcome to participate. On a more formal level, IFC launched an eight-month consultation process that included a series of multi-stakeholder regional consultation meetings in Brazil, Kenya, Turkey, and the Philippines. Other thematic meetings were held in Europe, North America, Eastern Europe, and Japan. The major civil society segments involved in these meetings included environmental and human rights NGOs, labor unions, indigenous peoples organizations (IPOs), and socially responsible investment groups. These meetings were multistakeholder in nature as they also included other key IFC stakeholders, namely governments, companies, Equator Principle banks, and industry associations.

IFC used its policy review Web site (www.ifc.org/policyreview) to make the process as accessible as possible. The public had access to the background documents, meetings calendar, and consultation meeting notes. The Web site also allowed the IFC to receive comments on the revised draft policies by e-mail or online, and visitors to the Web site could also view IFC's responses to CSO correspondences. A global electronic conference on disclosure of information and consultation approaches in private sector projects attracted the participation of 166 people from throughout the world. An online consultation tool, managed by Dialogue by Design, encouraged stakeholders to respond to key questions on the draft policies and input their comments online.

At the end of the eight-month consultation process, the IFC posted a list of all the comments and suggestions received from the various stakeholders, and prepared responses to stakeholder comments, showing whether they had been incorporated into the revised safeguard and information disclosure policies or, if not, why not. In the summer of 2005, a second draft of the policies was made available for an additional 60-day period of public comment. Despite methodological challenges and CSO complaints early on, the extensive review process has proven to be a useful learning experience for the IFC staff and has led to an improved set of policies on social and environmental sustainability and disclosure. The final policies were approved in February 2006 by IFC's Board of Directors and became effective on April 30, 2006.

MIGA Civil Society Engagement Activities

MIGA strengthened its dialogue with the civil society community and improved the accessibility of information for these stakeholders during 2005 and 2006. In particular, the agency redesigned its Web site to make it more user-friendly and accessible to CSOs. Acknowledging that many CSOs are interested in having access to the Environmental and Social Impact Assessments (ESIAs) prepared for Category A or environmentally sensitive projects, MIGA adopted the practice of posting the ESIAs for a period of 60 days on its own Web site, in addition to the existing practice of posting it to the Bank Group's Infoshop. It also now archives the ESIAs in the Bank's World Development Sources site, which allows CSOs to access ESIAs for new and current

MIGA projects. In addition, CSOs can now register to receive notification via e-mail when new ESIA's are posted. MIGA also provides links to ESIA's that are available on the Web sites of development partner institutions or companies. The redesigned Web site has also enabled MIGA to store relevant information on its environment and disclosure policies as well as CSO correspondence in a single location. Going forward, MIGA plans to solicit CSO comments on the Web site's usefulness in order to improve it further.

MIGA's dialogue with civil society also continued in 2005 and 2006 with MIGA management and staff holding meetings with various international and local CSOs to discuss specific projects and wider policy and strategic issues. In addition to regularly scheduled meetings around the Bank's Spring and Annual Meetings, MIGA also met with CSOs separately to discuss specific projects. As part of this effort, MIGA staff liaised extensively with several CSOs in the course of a CAO investigation of the agency's due diligence related to a copper and silver mine in the Democratic Republic of Congo. MIGA's efforts included field visits to the project to discuss issues with local CSOs about their concerns regarding the social and environmental impact of the mine. On wider policy issues, MIGA began reviewing its Safeguards and Disclosure Policies in 2006. This process, which is not due to conclude until 2007, will involve discussions with CSOs (among others) about their views on the parameters and scope of the review in order to ensure ample civil society input into the consultation process. For access to the ESIA's and other information on MIGA, visit its Web site at www.miga.org.

Regional Strategies and Engagement Efforts in Developing Countries

Africa

During 2005 and 2006, the Africa region continued to work to strengthen civil society engagement through its country offices. The region has the largest number of civil society focal points, based in more than 30 countries. In each country, the nature and scope of the activities carried out—ranging from policy dialogue and consultations to operational collaboration—varied depending on county context. What they all had in common was a strategy to strengthen civil society and enhance its ability



Rap group performing during Cameroon Youth Day (April 2005, Yaounde)



Youth participating in group discussion during Cameroon Youth Day (April 2005, Yaounde)

to both partner and demand accountability and effective governance from governments. In order to help achieve this goal, the Bank promoted widespread consultation with CSOs on the CAS in six countries where they were drafted and approved, and encouraged governments to involve civil socie-

ty in the drafting of the PRS process in 16 countries. These participatory processes involved many new actors and increased transparency in the development dialogue. Below are examples of the Bank's collaboration with CSOs in three countries: Nigeria, South Africa, and Sudan.

Nigeria

During CAS preparation, the Bank, DFID, and the government's Country Partnership Strategy (CPS) team held dialogue sessions and consultations with CSOs on the topics identified in the National Economic Empowerment and Development Strategy. The consultation process involved more than 300 CSOs and the topics covered included basic services for human development, non-oil economic growth strategies, and enhanced governance and accountability. Participants were quite active in these policy discussions and made useful contributions on the proposed strategy framework which were incorporated in the final document.

In the ongoing CPS implementation process, the Bank has increased its engagement with CSOs and facilitated establishment of a Government-Civil Society Partnership Program. The platform involves active participation by civil society networks and is geared to being an independent monitoring mechanism for public expenditure management, social reporting, and user feedback to ensure that the poorest and the most vulnerable are heard in decision making about the allocation of development resources. The Bank is providing capacity building for the platform.

With other donors, the Bank supported the government in forming the Extractive Industries Transparency Initiative (EITI) and participated in EITI outreach trips and workshops in several geopolitical zones, including Port Harcourt, which is an oil-producing area of the Niger Delta. The workshops discussed CSOs' perceptions of transparency, allocation, and accounting of revenues from mineral extraction. The Bank is promoting the participation of CSOs in a variety of projects such as agricultural development (Fadama), environmental management (LEEMP), malaria control, social protection, urban development, HIV/AIDS, and water and solid mineral projects. The Small Grant Program (SmGP) for 2005 focused on CSOs' role in monitoring local governments' budgeting for health, women, children, and youth programs.

South Africa

The Bank's South Africa office, which covers Botswana, Lesotho, Namibia, South Africa, and Swaziland, has broadened its outreach activities with civil society. In March 2006, the South Africa Country Office held its first-ever formal dialogue with CSOs. The workshop event was aimed at exchanging views on development issues and getting to understand each other in the context of South Africa as a middle-income country. In a further effort to engage civil society and share information, the Bank team is launching DICs with other development partners and CSOs. These centers are open to the public and provide easy access to a broad range of development information. In 2005 the Bank opened a DIC at the National University in Lesotho.

The team also launched a development dialogue series in South Africa in partnership with the Development Bank of Southern Africa and the South African Institute of International Affairs to showcase issues and share knowledge. These events involved a broad range of civil society groups, from academics to NGOs, and focused on topics ranging from equity and migrant labor to limits on doing business. In 2004 the Bank team held a regional development marketplace for all five countries on HIV/AIDS and awarded funding to 24 projects. The team continues to network with all the grant recipient groups and others to foster learning from their experiences. A follow-up workshop took place in Namibia in 2005 to review how the projects had progressed.

Sudan

With the approach of peace in Sudan, the Bank began to seek means to reenter the country, which was suffering from the effects of weak policies, near-collapse of governance, extreme polarization of society, and a massive debt burden. Reengagement began a few years back with visits to Sudan and Nairobi by the Bank's country director to meet with a wide range of Sudanese stakeholders. A long process of knowledge and trust building ensued, which permitted moving forward on several fronts.

As negotiations between the Sudanese government and the Sudan People Liberation Movement approached a peace agreement in 2004, the Bank and the UNDP carried out a joint assessment mission that enabled the Bank to forge important relationships with a broad cross-section of both north-

ern and southern CSOs. The consultation process included interviews and public meetings at various levels and data collection by NGOs, academics, and donor agencies.

Another outreach initiative was the Development Marketplace, geared to increasing interaction between NGOs from the northern and southern regions. The DM brought together a variety of NGOs and development entrepreneurs from Sudan and Ethiopia, international aid organizations, and regional development agencies for a three-day event on the theme *Enhancing Community-Based Ingenuity to Promote Sustainable Livelihoods*.

Funding CSOs

The Bank continued to support grassroots development efforts by CSOs through CDD funds in several dozen countries. Of six CASs approved in 2005, five (Nigeria, Burkina Faso, Burundi, Sierra Leone, and Cape Verde) explicitly include the CDD approach. The region has a total of 123 active projects with CDD components, including 19 new operations for 2005. Total 2005 CDD lending was \$433 million. In Senegal, this grant portfolio included the development and testing of a tool kit that assists governments in promoting CDD-type activities in PRS and merging all CDD funds into one national program. In South Africa, an assessment examined a 10-year effort to provide services to communities, and its findings will be disseminated through a series of policy discussions. Work in Nigeria included harmonization of all CDD operational manuals.

The Bank also continued to scale up its efforts to partner with civil society to prevent the spread of HIV/AIDS, through the Multi-Country AIDS Program (MAP), which was launched in 2001. To date the Bank has committed \$1.13 billion to 29 countries and four subregional HIV/AIDS projects, and current disbursement is over \$625 million. MAP employs a multisectoral approach that includes support to government ministries and agencies as well as to CSOs such as youth groups, faith-based organizations, and CBOs. More than \$300 million has already been disbursed to some 50,000 CSOs to carry out AIDS education, prevention, surveillance, care, and treatment activities. Recently Bank staff met with CSO representatives from throughout the continent to discuss ways to further improve collaboration in their common fight against HIV/AIDS (see Box 10).

Box 10. Improving Collaborative Efforts to Fight AIDS in Africa

The Bank recently convened a regional meeting to assess the effectiveness of the Multi-Country AIDS Program and discuss ways to improve government-civil society collaboration in the fight against HIV/AIDS. The *Africa-wide HIV/AIDS Consultation on Local Response* conference was held in Nairobi, Kenya, in May 2006, and brought together 120 representatives of networks of people living with HIV/AIDS, AIDS/CSOs, governments, and donor agencies. The Bank's Africa Region is in the process of updating the framework for fighting HIV/AIDS in Africa, and this meeting allowed Bank staff to consult with participants on how they perceive the Bank's role in fighting HIV/AIDS, and how it should evolve over the next 5 to 10 years.

Among the key issues discussed were that transparency and accountability are critical matters for civil society, not only for their own constituents but also for the overall national response. Participants felt that CSOs can promote greater accountability in AIDS prevention efforts by monitoring the results and activities of the National AIDS Commissions, and ensuring that these bodies carry out their intended mission. Furthermore, participants agreed that CSOs should be engaged and represented in discussions on national strategies, programmatic priorities, and government actions from the outset of the process rather than being brought in late. The participants' feedback on the meeting was generally very positive, in particular highlighting that civil society should have more opportunities to interact with the Bank through forums such as these. Furthermore, the delegations appreciated learning about how the Bank works and how much importance the Bank places on the role of civil society in fighting HIV/AIDS.

East Asia and the Pacific

The East Asia and Pacific region has undergone important political and social changes in the past decade, with the growth of civil society, increased influence of parliaments and the media, and open discussion of formerly taboo subjects such as corruption and religious diversity. Civil society has grown dramatically in numbers and influence. Current estimates put the number of CSOs working in China alone between 300,000 and 700,000, working both at the national and village levels delivering social services, offering legal aid, and carrying out environmental protection. Reflecting this changing political landscape, the Bank's regional and country-based civil society focal points together with operational teams worked closely with CSOs during 2005 and 2006 to involve them in development policy discussions,





Community association members participate in Bank-funded human rights and gender training program (2004, Cambodia)

Box 11. Growing Civil Society Engagement in Vietnam

Despite having a nascent civil society sector, Vietnam has made important strides in promoting government-CSO policy dialogue and operational collaboration. Vietnamese CSOs participate in many of the 23 partnerships and government working groups on sectoral and cross-cutting issues. Four international CSOs and two local CSOs, for instance, have been active in the national poverty task force, which includes government, civil society, and donor agency representatives.

The Bank has also been involved in this process by helping the government of Vietnam to design and undertake broad-based consultation for the country's Socio-Economic Development Plan (SEDP) for 2006 to 2010. The Bank provided financial and technical support to SEDP consultations that took place through group discussions and in-depth interviews with some 150 CSOs in Hanoi and Ho Chi Minh City. The recommendations generated were included in a 150-page report shared with the government.

Engagement has also occurred through Bank support of civil society initiatives via various grant programs. The Development Marketplace has become a regular event, at which 15 donors (bilateral agencies, CSOs, and businesses) join with the Bank to support community-based initiatives. In 2006, the DM awarded \$330,000 in seed money to 37 communities to implement environmental initiatives ranging from reusing sands from the shipbuilding industry in Hai Phong and raising bees to protect forests in Ha Tinh, to introducing new crops to Thai villagers in Son La province. The Small Grants Program also awarded grants totaling \$34,000 to nine CSOs for such activities as promoting social inclusion of former drug addicts and prostitutes and providing legal education to ethnic minority communities.

collaborate on projects and research, and support capacity-building and networking efforts.

Policy Dialogue

Engaging civil society on Bank-related policy reforms and in national dialogue processes such as the PRS and the CAS has helped inform and refine national policies and Bank strategies. A regional workshop on social accountability held in Bangkok in March 2005 brought together government and CSO representatives from Mongolia, Thailand, Cambodia, Lao PDR, Indonesia, Vietnam, and Philippines to share experiences on civil society role in improving governance in the region. CSOs are also increasingly involved in discussing some of the most contentious critical issues. For example, discussions of environmental and social impacts of the Nam Theun 2 Dam in Lao PDR took place in Lao PDR and Thailand. In Timor-Leste, where urban youth unemployment and violence are rising, the Bank is supporting workshops for youth leaders to learn financial and organizational management, leadership, conflict management, and entrepreneurship skills. The intention is to help them organize effective youth outreach programs in the country's 13 districts and contribute to the development of a national youth policy and national development dialogues.

In Cambodia, the Bank supported government consultations with CSOs on the National Strategies Development Plan, and continues to consult CSOs on sector strategies (e.g., social development, infrastructure), operational policies (e.g., social safeguards, gender mainstreaming), and several major studies (e.g., Cambodia Poverty Assessment, Justice for the Poor). Reflecting the CAS, the Bank is helping to support dialogue with respect to policy and institutional reforms needed to build citizens partnerships for better governance. In Vietnam, CSOs and donor agencies engage in regular policy dialogue through biannual consultative group meetings cochaired by the Planning Ministry and the Bank. (See Box 11 for a description of Bank activities in Vietnam.) In China, the Bank listened to the views of Chinese CSOs in consultations for the new Country Partnership Strategy for 2006–2010.

Funding of CSOs

One of the most significant ways the Bank is helping support community and civil society groups in the region is through the CDD portfolio and other mechanisms that provide funding to thousands of

civil society groups involved in grassroots development efforts. Community-driven development projects make up an increasing part of the Bank's lending portfolio in East Asia and now include some 34 active projects, with nine new operations for 2005. CDD lending for 2005 was \$396 million, almost twice that of 2004 (\$204 million). Most of the growth results from increased investments in Indonesia, including phase three of the KDP, which is working on tsunami reconstruction and peace-building in Aceh, Indonesia.

The Development Marketplace also expanded last year, being launched for the first time in Papua New Guinea and China. Asian winners in the 2005 global DM competition included groups producing environmental radio soap operas for listeners in Vietnam's Mekong Delta, and helping turn the invasive "janitor fish" of the Philippines' Laguna de Bay into a source of income generation while helping control its spread. In Papua New Guinea, the 2006 DM was entitled *Youth and Community Working Together* and winners were chosen for their ideas to address the challenges facing young people in their communities. In the Philippines, the Panibagong Paraan Competition has been launched and has once again attracted the interest of hundreds of CSO applicants and the financial support from other donor agencies. In Indonesia, participants submitted 3,000 proposals to the 2005 DM, and 45 winners received grants of up to \$25,000 each. In China, the first China DM was successfully concluded in late February 2006; the theme was *Supporting Innovations for Scaling up Services for the Poor*. Thirty winners were selected out of 975 proposals submitted by CSOs from all over China and awarded more than \$650,000.

In Cambodia, the Bank has intensified its support to international and local CSOs by providing grants from a variety of sources. In 2005, for instance, the SmGP and Youth Funds funded the work of 11 organizations on the theme of *Youth Engagement for Better Governance*. The Bank supported NGOs' activities that contributed to promoting civil society participation, increasing social accountability, and increasing demands for better governance. The SmGP has also been an effective way for the Bank to engage with local civil society in Lao PDR and Thailand.

Operational Collaboration

Increasingly, CSOs implement projects financed by the Bank in East Asia. In Vietnam, the Dutch NGO,



Women participating in motherhood training class. (May 2006, Indonesia)

Netherlands Development Organization, has signed a pilot agreement to provide technical advice and hands-on training in market-oriented agricultural extension activities in Son La province for the Bank-financed Vietnam Northern Mountains Poverty-Reduction Project. Another example in Vietnam is the International Save the Children Alliance's implementation of the Early Childhood Care and Development Project funded by the JSDF and administered by the Bank.

In Indonesia, CSOs are increasingly involved as independent monitors on Bank-funded projects. The KDP—the Bank's largest community-based initiative in the world—has recruited an independent organization in each of more than 30 provinces to provide feedback on village-level operations and informally investigate public complaints. The Initiatives for Local Governance Reform Project, also in Indonesia, has similarly used academic networks, mass-based organizations, and NGOs to hold civic forums that have had input into the development of local laws regulating transparency, public accountability, and participatory budgeting. These groups will continue to play a role in monitoring the implementation of these regulations, particularly in the areas of budgeting and expenditure tracking.

CSOs are also playing a vital role in recovery and reconstruction following the tsunami. In southern Thailand, the Bank is funding work by CSOs and community groups to restore livelihoods and the coastal environment, address the needs of vulnerable groups, and provide legal services through three JSDF grant. NGOs are undertaking \$1.2 billion in

reconstruction projects in Indonesia's Aceh and Nias provinces alone, representing almost a third of overall budgeted funds (see page 26). The Bank is also supporting the peacebuilding process in the province, namely through a peace awareness campaign in partnership with civil society groups.

In China, the Bank, in collaboration with the government, launched a pilot CDD program at the end of May 2006, which aims to promote stronger village engagement in poverty alleviation. Five international NGOs—Action Aid, Plan International, World Vision, WWF-China, and Oxfam Hong Kong (China)—are assisting in program design, training, and local facilitation.

In Cambodia, the Bank has been successfully building an increased understanding and relationship to create space and the opportunity for CSOs to participate in all areas, including development policy, analytical work, and operations. Efforts to expand outreach and disclosure have been made to reach various audiences in the capital, provinces, and at universities. The Bank conducts regular formal and informal consultations; supports attendance at global and regional conferences, seminars, and workshops; and participates in video dialogues with various groups in order to share experiences and discuss policies.

Eastern Europe and Central Asia

Advances in democratization and opening of political space continued to take place in many countries of the region, such as Georgia and Ukraine, during 2005 and 2006. In Central Europe and the western Balkans, CSOs continued to play a significant role as watchdogs, promoting the accountability of public sector institutions. The civil society sector, which has played a key role in this process, also continued to grow and become more consolidated in many of the countries of the region. Within this context of greater political opening, the Bank continued to support the strengthening of the role of civil society through promoting its involvement in policy dialogue, participating in Bank-funded operations, and funding its own development initiatives. Through its 24 local offices, country managers and civil society focal points routinely devoted a good deal of staff time and resources to engaging local CSOs. Bank staff also continued to interact with the only standing Bank-civil society regional coordinating body, the Europe and Central Asia (ECA) NGO Working Group (see Box 12).



Box 12. CSO Network Engages the Bank in the ECA Region

The Bank continued to conduct a regional dialogue with the ECA NGO Working Group at a meeting in December 2004 in Tbilisi, where participants reviewed the implementation of an action plan and prepared for the international forum on civil society sustainability. The forum took place in June 2005 in Bratislava under the auspices of the Working Group, the European Commission, and the Bank. Approximately 250 participants, representing CSOs from all ECA countries, national and local governments, international NGOs, foundations, and intergovernmental donor agencies, attended. Discussions centered on the enabling environment and legal framework for civil society, social accountability and governance, delivery of social services, financial sustainability, and cross-country networking and knowledge sharing.

As direct follow-up to the Bratislava Forum, the World Bank and the European Commission spearheaded a discussion among public and private donor agencies on how to improve donor coordination geared to supporting civil society in the region. In this context, in October 2005 the Bank, in collaboration with the European Commission (EC) and the Organisation for Economic Co-operation and Development (OECD) Secretariat, convened a donor roundtable in Paris on public advocacy and policy dialogue. The meeting resulted in a proposal by the EC to support a three-year program to promote civil society-related donor coordination, which is currently undergoing consultations within the EC as well as with the broader donor community.

Civil Society Involvement in Policy Consultation and Operations

Country staff conducted consultations on the Bank's CASs with CSOs in Albania, Bosnia and Herzegovina, Croatia, Kazakhstan, Moldova, Poland, the Russian Federation, and Serbia and Montenegro. In the case of Albania, for example, a civil society advisory committee provided extensive advice and support to the CAS preparation and consultation process, also participating in two workshops designed to identify priority areas for the new CAS. Bank operational staff and civil society specialists also participated in many consultations convened by government agencies as part of the preparation of Bank-supported projects.

In addition, in many countries throughout the region, the Bank and other donor agencies supported civil society involvement in the design, implementation, and monitoring of Bank-funded loans and antipoverty programs. Here are illustrative examples:

- In the Kyrgyz Republic, CSOs participated actively in the design and implementation of a \$15 million project that aims to alleviate poverty among the rural population by promoting rural nonfarm employment and income-generating investments. As a result, CSO representatives now hold one-third of the seats on a 21-member project steering committee, along with the central and local government representatives.
- In Russia, the Bank's local governance and civic engagement project in Russia supports the development of civic initiatives in rural areas. The project's implementing agency is a local branch of the Charities Aid Foundation (United Kingdom), which is one of many CSOs with whom the Bank partners.
- In Romania, the Bank supported the government in preparing a mine closure, environmental management, and socioeconomic regeneration project, which gives special attention to communities affected by the decline of mining industries. A \$68 million component will support



activities geared toward strengthening CSOs and promoting civic engagement at the local level.

- In Poland, the Post Accession Rural Support project, signed in April 2006, will assist the government in addressing the problem of social exclusion and unemployment by supporting the provision of social services in 500 low-income rural districts. It is expected that the bulk of the social inclusion component (nearly \$50 million) will be disbursed to CSOs (national NGOs and local CBOs).

Villagers checking activities schedule at newly-built community center (Kyrgyz Republic)

Research on Civic Engagement

As part of its analytical research effort, the regional civil society team completed several important studies related to the growing role of CSOs in the region's development. In the summer of 2004, the team prepared a report, *Civic Engagement to Improve Development Effectiveness in the Europe and Central Asia Region: The Role of the World Bank*, that assesses the Bank's past record of engagement with civil society in the region and provides strategic directions for the Bank's future engagement with CSOs. The report was disseminated and discussed with leading CSO interlocutors in the region and posted on the Bank's external Web site. In June 2005, the ECA Social Development Team completed a participatory budgeting field study in Ukraine that was geared



CSO exhibits during Balkans regional Development Marketplace competition (May 2006, Serbia)

to evaluating existing models and approaches to involving local communities in decision making at the municipal level. A local CSO, the People's Voice Project, used the findings to leverage greater access to local government, and they are also being used in a project on budget hearings funded by the Eurasia Foundation. In addition, the Country Office Team in Albania completed a Clients Assessment Survey in December 2004, which was disseminated among country stakeholders, including representatives of CSOs. The results of the survey show increasing appreciation of the Bank in Albania and overall endorsement of Bank funding priorities and effectiveness in delivering the support.

Roma Population

Two important milestones were also reached in the Bank's support for the Roma populations in Eastern and Central Europe during 2005. First, the Bank supported the Decade of Roma Inclusion (2005–2015), which was launched in Sofia, Bulgaria, in February 2005. President Wolfensohn attended the event alongside heads of state and donor agency representatives. The Decade is an initiative adopted by eight countries in Central and Southeast Europe, and it represents the first cooperative effort of the sponsoring governments, donor agencies, and Roma CSOs to bring a significant and sustainable change into the life of the Roma population in the region. The World Bank is administering the Decade Trust Fund (DTF) financed by contributions from all eight countries and donor agen-

cies. DTF will provide financial resources for cross-country planning, technical assistance, and training activities. Second, the Bank supported the establishment of a Roma Education Fund through both institutional and financial assistance. A donor conference held in December 2004 secured nearly \$43 million in commitments to the Roma Education Fund, and in January 2005 it was legally established in Budapest, Hungary, as a Swiss Foundation, with the Bank and the Open Society Institute as founding board members.

Youth Inclusion

In the field of youth inclusion and empowerment, the Bank has undertaken several initiatives which have enabled young people and youth organizations to contribute to social change and strengthen cohesion. Youth Voices groups—which encourage local youth groups to be involved in Bank work—were established in Bosnia and Herzegovina, Kosovo, Georgia, FYR Macedonia, Moldova, and Turkey during 2004. Investment projects financed by the Bank in Macedonia and Moldova have fostered the advance of national youth strategies for the prevention of risky behavior and conflict, while improving access to income opportunities.

A Children and Youth Development Project in FYR Macedonia promotes the integration of youth at risk from different sociocultural backgrounds through community-based approaches to youth development and institutional capacity building. In addition, a capacity-building project in Bosnia and Herzegovina is strengthening the ability of both government and youth to develop a multisectoral national youth development policy. Furthermore, two Post-Conflict Grants for Youth Development in Kosovo and the North Caucasus support social cohesion and cultural integration among young people through youth policy development programs, peace and tolerance initiatives, micro-entrepreneurship, and capacity building at local and national levels.

Funding CSOs

The region remained the largest beneficiary of the Bank's Small Grants Program. In recent years, ECA country offices provided funding to approximately 250 local civic engagement projects across the region for a total of nearly \$1 million annually. The region also participated in the Development Marketplace's global competition. Three projects submitted by CSOs from Azerbaijan, Bosnia and Herzegovina, and Russia were among the winners. Local

DM events and knowledge forums took place in Tbilisi (March 2005) and Ankara (May 2005).

Latin America and the Caribbean

Civil society engagement in policy making and resource allocation has become increasingly mainstreamed at the Bank in recent years. In the Latin America and Caribbean region (LCR), this approach is being implemented in three areas: first, in the regional Civil Society's three-year program (2005–07) entitled *Inclusive Governance: A Framework for Engaging CSOs and Empowering the Poor*; second, in the Bank-wide social development strategy that supports civil society involvement in promoting government accountability; and finally, by the LCR Social Development Unit, which has emphasized participatory governance and social inclusion over a number of years.

In 2005 and 2006, the regional civil society team continued to work closely with SDV's operational units in the region to increase civil society involvement in the Bank's operational work. This work has involved supporting the inclusion of civil society in the formulation, implementation, and monitoring of public policies and Bank loans. The goal is to give a voice to otherwise excluded groups, improve transparency and accountability in the public policy process, and increase the development effectiveness of Bank-supported projects.

Participation in Bank-Supported Loans

Particular emphasis has been given to increasing civil society involvement in development policy loans, which are geared to promoting policy reform and improved governance, as they represent more than 50 percent of the region's current portfolio. This increased involvement has allowed CSOs to have a voice in how they are designed and implemented, set up social accountability mechanisms to monitor them, and participate in the broader reform agenda debate. Following are a few of the more salient examples. In Bolivia and Ecuador, participatory monitoring and evaluation of social services became integral parts of the Second Social Programmatic Credit and the Programmatic Social Reform Loan. In Haiti, the Economic Governance Reform Operation included an independent oversight committee to track the government's reform program. In Ecuador, trust funds have supported CSO initiatives such as budget literacy and alternative budget formulation by the



country's Community Radio Association, among others.

The regional team has also continued to support the involvement of civil society in investment loans geared to providing services in such areas as rural poverty, health, and local development. This effort has included promoting participation, access to information, and accountability mechanisms throughout the project cycle.

- In Mexico, for instance, a committee composed of civil society, academia, and government representatives was set up to help government determine priorities and provide oversight for a program geared to assisting women in poor rural communities.
- In the Dominican Republic, the team has partnered with local institutions to support the government in implementing the freedom of information law.
- In the República Bolivariana de Venezuela, the involvement of civil society with a gender perspective was achieved in two investment loans aiming to reduce urban and rural poverty. In the Agricultural Extension Project, for instance, grassroots producers' organizations were directly involved in the establishment of rural extension networks with the participation of public and private actors in 127 municipalities.
- On the local level in Ecuador, rural loans have strengthened the capacity of indigenous and Afro-Ecuadorian organizations, as well as first- and second-tier producers' associations, to participate more actively in the emerging processes of decentralization and participatory budgeting.



Bank staff meet with labor leaders during Caribbean policy summit (February 2006, Trinidad and Tobago)

- In Peru and Ecuador, local CSOs have been trained to monitor public expenditures and use participatory methodologies to evaluate users' satisfaction with the quality of public services related to a local development project.
- In Paraguay, local councils were created to deliver health insurance to villagers, and social monitoring mechanisms were built into the service delivery cycle to audit the quality and timeliness of services.

Research on Civic Engagement

The regional team also made a concerted effort to lead and influence the design of major research studies in order to include a civil society perspective. In Brazil, a study in Porto Alegre is assessing the impact of the city's 18-year-old participatory budgeting process. In Argentina and Colombia, Afro-descendants' organizations have been involved in the design of and data collection for national census and other national surveys. The Andean Social Accountability Initiative is pioneering stocktaking and in-depth analysis of various social-accountability mechanisms in Ecuador and Peru. This initiative is expected to be the first of a series of social assessments to be conducted in the upcoming years, which will provide input for learning and network building across the region.

Policy Dialogue

Another important regional activity that continued over the past two years was fostering policy dialogue among a variety of stakeholders on topics of regional interest and impact. In Costa Rica, the Fourth Regional Thematic Forum (RTF), entitled *Harvesting Opportunities: Rural Development in the 21st Century*, brought together nearly 125 representatives from government, civil society, private sector, academia, and the Bank to discuss the principal challenges of rural development. In the Dominican Republic, a joint conference took place on *Voice and Social Accountability in Transfer Programs in Latin America and the Caribbean* on June 9–10, 2005. Participants included government and civil society representatives from 10 countries, as well as Bank staff. Also in the Dominican Republic, the team, together with Participación Ciudadana and the Fundación Institucionalidad y Justicia, carried out a workshop to support the Dominican government in thinking through strategies for implementation of the Access to Information Law. Approximately 70 participants from government, civil society, and the private sector attended the event. In the Caribbean, the Bank helped organize a major meeting between the regional labor union confederation and international financial institutions (see Box 13).

Box 13. Seeking Common Ground with Labor Unions in the Caribbean

Against a backdrop of the calypso drums of Trinidad's annual carnival, the World Bank organized the first-ever meeting between executive committee members of the regionwide Caribbean Congress of Labor (CCL) and the World Bank, International Monetary Fund, and the International Development Bank. Though the Bank had often met with individual trade unions, this was the first meeting to brainstorm on development opportunities and challenges with trade union leadership from across the region as a whole. The CCL, established in 1945, has 30 affiliates with a membership of more than 500,000 workers drawn from 14 Caribbean countries. In light of the role Caribbean labor organizations played in the independence movements of the 1950s and 60s, it was not surprising to find former ministers and members of Congress among the union leaders.

The historic meeting, held in Port of Spain in February 2006, focused on identifying the challenges and opportunities facing the Caribbean in the 21st century. Particular attention was paid

for the need to accelerate growth and poverty reduction and maximize employment opportunities, with increased emphasis on the creation of well-paying jobs. Participants recognized the importance of addressing such regional challenges as the need to combat crime and high youth unemployment; further leverage economic benefits from tourism; and increase the focus on equitable development through skills training, quality education, and the provision of social safety nets.

The meeting concluded with agreement to convene annually and to deepen consultation and collaboration across a range of regional and national analytical studies and policy recommendations. As a first step, the Bank's Caribbean team and the CCL will consult on the Bank's forthcoming Caribbean Social Protection Strategy. Participants also agreed on the need to improve data collection and deepen transparency in the region to foster more informed discussions and increase the effectiveness of policy making.

Peace and Youth

The regional team, in partnership with operational units, also supported government peace efforts in countries affected by conflict. The Colombia Peace and Conflict Project supports low-income and displaced populations in rural and urban communities to reduce their vulnerability to armed conflicts. Another initiative in that same country supported the protection of property holdings of displaced populations. Important activities were also undertaken in 2005 and 2006 in the area of youth development. The subregional initiative *Building Partnerships for Development between Youth and the World Bank* was significantly expanded, involving 105 young people from six different cities in the Andean region in policy dialogue and programmatic activities.

Middle East and North Africa

The Bank's policy dialogue and operational collaboration with civil society grew significantly in the Middle East and North Africa during 2005 and 2006. The trust between the Bank and CSOs, media, and parliamentarians increased, allowing these actors to discuss more sensitive and substantive issues. This increased trust was reflected in regional policy roundtables that took place on governance, trade, employment, and gender. It was also reflected in more participatory CAS consultations in Lebanon, the Republic of Yemen, and Morocco. In several countries, important advocacy programs were also carried out with civil society in the areas of environment and youth engagement. Operational relations also continued to advance through expanded grantmaking via the SmGP and DM Program, as well as through civil society involvement in Bank loans.



Policy Dialogue

The regional CST, composed of staff based in Washington, D.C., and in eight country offices, was quite active in carrying out policy dialogue around reform initiatives and promoting greater understanding between civil society and the Bank, as well as between Arab civil society and governments. This work was carried out via numerous workshops, brown bag lunches, and seminars that Bank staff helped to organize. Two important examples were the conferences *Reform in the Arab Region: Priorities and Mechanisms*, held in Cairo in July 2004, and

Means to Effectuate Reform in the Arab World, held in Rabat in December 2004. Another example was the *Maghreb Roundtable*, which brought together multiple stakeholders from northern Africa to debate key regional issues (see Box 14).

In Beirut, the fifth Middle East Development Forum (MDF5), *Making Reforms Work in the Middle East and North Africa*, was held in 2006. MDF5 was organized through a partnership of Middle East and North Africa think tanks, the Bank, and the UNDP. Over 700 leaders from across the Middle East and North Africa region, the Islamic Republic of Iran, and Turkey met with parliamentarians, youth, NGO representatives, government officials, and business leaders to share ideas for reforms. Reform themes discussed included judicial and legal issues, local governance and community empowerment, private sector development, small and medium enterprise development, and corporate social responsibility.

In terms of the CASs, the Bank actively consulted with civil society in several countries. During the preparation of the Lebanon CAS for 2006 to 2009, the office held a series of CAS consultation sessions with more than 300 participants from a wide range of backgrounds, including government officials ranging from national ministries to local municipalities, CSO representatives, parliamentarians, and businesspersons. Feedback and recommendations on the CAS were generated through a focused discussion on the draft CAS matrix during the various consultation meetings, and via written input received by numerous individuals after the meetings. In the Republic of Yemen, the Bank conducted three workshops with the government, develop-



Stakeholders debate policy reform ideas during the *Maghreb Roundtable* (May 2005, Tunisia)

Box 14. Promoting Development Dialogue among Maghreb Countries

The Maghreb Roundtable was held in Tunis in May 2005 and was geared to promoting development dialogue and building a common vision for the future among practitioners and academics from Algeria, Morocco, and Tunisia. The event, cohosted by the World Bank and the African Development Bank, brought together 250 representatives from civil society, private sector, academia, and government to discuss key development issues.

The roundtable adopted an innovative methodological approach, relying mainly on input and contributions from civil society participants and leaving control of the agenda to the participants. Participants were organized around four thematic working groups that analyzed the findings of World Bank regional reports on employment, governance, trade, and gender in the context of the Maghreb countries. The group discussions and presentations provoked a thoughtful and lively debate among participants and also generated a series of important recommendations for implementing the ideas discussed.

At the end of the conference, participants put forward a threefold action plan. First, they pledged to work together to sustain regional networks and thematic groups geared to promoting change and furthering policy reforms in their countries. Second, the participants agreed to undertake further analytical work in areas such as regional integration and governance. Finally, they agreed to disseminate widely the results of the roundtable. As a first step the Bank created a new Web site for the roundtable (www.worldbank.org/table-ronde-maghreb), which will serve as an interactive platform for the regional network. Overall, participants seemed pleased with the results of the roundtable as they felt that it set in motion a renewed interest in regional integration and implementing reforms in the Maghreb region.

ment partners, and CSOs to discuss key development priorities and future lending and nonlending activities.

Funding CSOs

The Small Grants Program and Development Marketplace are proving to be among the most effective tools for civil society engagement in the region. Growing exponentially over the past few years, SmGP has supported hundreds of CSO grassroots initiatives related to community development, environmental preservation, capacity building, and empowerment of marginalized groups such as women, the disabled, and youth. In Algeria, the SmGP supported networking and information-sharing efforts among local NGOs, as well as enhanced the capacity, accountability, and transparency of community groups. One grant supported the efforts of national and local NGOs to forge a charter

whereby both local authorities and beneficiaries would commit themselves to the sustainable preservation of the environment.

In the Republic of Yemen, four small NGOs from Sana'a, Aden, and Taiz received \$52,000 from the SmGP and UNDP to work with squatter families and improve their organizational capacity building, networking efforts, and ability to effectively negotiate with government officials. In Egypt, the SmGP has engaged regional youth in an active dialogue on development priorities and the role that they can play in the reform agenda. Consultations with youth on the *2007 World Development Report* took place in Egypt, through youth networks created by the SmGP. In Lebanon, the SmGP, implemented for the sixth consecutive year, saw a threefold increase in the number of applicant organizations in 2006.

The DM's Country Innovation Day was carried out in Lebanon in April 2005 and was titled *United for a Better Environment*. It was timed to coincide with Lebanon's National Unity Day, marking 30 years since the beginning of that country's civil war in 1975. In all, CSOs and youth groups submitted 87 proposals addressing such issues as recycling household and industrial waste, commercializing medicinal plants, producing organic crops, and preserving indigenous bird species. Of these, seven finalists were awarded financing totaling \$130,000. Building on the 2005 experience, the Bank organized a second DM on April 6, 2006, with the theme *Youth in Governance: Shaping the Future*. The competition attracted 67 proposals from civil society, including academic institutions, NGOs, and youth clubs. Of these, 13 winners shared an award pot of \$230,000 during a day-long celebration that featured youth bands, folk dances, panel discussions, and an exhibition of project proposals. The Bank's partners in the activity were the U.K. government's Global Opportunities Fund, UNDP, and the United Nations Children's Fund (UNICEF). The SmGP and DM experiences throughout the region pose a growing challenge for the Bank to find ways to meet the growing demand by CSOs for funding in such areas as civic engagement, youth and women empowerment, networking, and information sharing.

Finally, the region had a total of 42 active projects with CDD investments, including four new operations for 2005, totaling \$39 million. In West Bank and Gaza, the Palestinian NGO Project (budget of \$18 million) continues to attract and channel grant funding to hundreds of civil society social service delivery programs, which in turn benefit tens of thousands of beneficiaries. Services delivered

covered a wide range of sectors, including youth empowerment, health, physical and mental rehabilitation, agricultural extension, and informal educational programs. The project has gone beyond support to individual NGOs to supporting initiatives and delivering services intended to strengthen the entire civil society community. These initiatives have included establishing an interactive CSO portal *Masader*, launching a unified health insurance program for CSO staff, and developing a CIVICUS index for Palestinian civil society.

South Asia

Relations between the Bank and civil society in South Asia have continued to evolve and deepen in recent years. This engagement has included more frequent dialogue on Bank policies and operations with key CSOs, especially with youth groups. Below are highlights of the Bank's civil society work in 2005 and 2006.



Youth

In March 2005, the Bank sponsored the South Asia Youth Conference in New Delhi, India, bringing together more than 75 youth representatives from Afghanistan, Bangladesh, Bhutan, India, Nepal, and Sri Lanka. The main issues discussed included HIV/AIDS, conflict, youth and development, and employment opportunities. The Bank's country offices in Bangladesh, India, Nepal, and Afghanistan also organized youth "open houses" in March 2005. These allowed Bank staff to reach out to local youth groups and establish a number of Bank-youth consultative groups. As part of his trip to South Asia in August 2005, President Wolfowitz met with youth groups from six South Asian countries (Afghanistan, Bangladesh, India, Pakistan, Nepal, and Sri Lanka) who traveled to New Delhi to share their views on a wide range of development issues from HIV/AIDS prevention and unemployment to youth activism.

Afghanistan

In Afghanistan, the Bank intensified its dialogue with civil society, especially youth and university students. In February 2006, the Bank held consultations with more than 50 representatives from both local and international CSOs on the proposed interim country strategy note. Since September 2003, around 25 national and international NGOs have been contracted as facilitating partners by the Ministry of Rural Rehabilitation and Development to help facilitate Afghanistan's National Solidarity Program. This program, which is supported by the Bank, is the government of Afghanistan's flagship program to support small-scale reconstruction and development activities identified by local community development councils across the country. In addition, three Afghan and four international NGOs have been contracted by the Ministry of Public Health to help provide high-impact basic health services and ensure access to health services, particularly for women and children in underserved rural areas. A Bank Youth Innovation Fund Project has mobilized and engaged around 35 Afghan youth in interactive ways through visual arts. The project has enabled underserved youth from diverse cultural backgrounds to share their experiences, technical expertise, and artistic sensitivity with their peers and younger children while becoming meaningfully engaged within their community.

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Bangladesh

In Bangladesh, the Bank facilitated civil society engagement in the preparation of the PRSP, which was presented to the Board in 2006. Furthermore, the Dhaka office organized consultations in partnership with IPOs for the dissemination of the revised operations policy (OP 4.10) on indigenous peoples. In partnership with BRAC, one of the world's largest NGOs, the Bank organized consultations with youth



President Wolfowitz meets with women from village microcredit program during visit to Bangladesh (August 2005, Dhaka)

at the grassroots and national level for the preparation of the 2007 *World Development Report*. The Bank also prepared a joint CAS in 2005 with three other development partners (DFID, Japanese Government, and African Development Bank) and in consultation with grassroots people and civil society.

The Bank fostered extensive participation by relevant CSOs in preparation of several programs, including a sectorwide approach program geared to providing services in health, nutrition, and population; a primary education development program; and the Local Governance Support Project. The Bank published a report in 2006 on the *Economics and Governance of NGOs*, which is based on background reports as well as extensive theme-based consultations with CSOs that work on microfinance, advocacy, education, and health. The Bank's SmGP promoted participatory local governance by supporting CSO projects geared to strengthening policy advocacy and engaging local governments.

India

In India, the Bank continued to engage civil society through policy dialogue and involving CSOs in Bank projects. A case in point was the consultative process that guided the design of the Third India AIDS Project (NACP III), which is considered good practice because of its inclusive and comprehensive participatory approach. The Bank facilitated a colloquium in Puri in January 2005 to help initiate a dialogue between the government and CSOs in Orissa state on exploitation of mineral resources, environ-

ment management, and involuntary resettlement. This meeting concluded with the state government and CSOs agreeing to set up a task force to develop a framework for partnership, information sharing, and conflict resolution. The Bank also continued to work closely and learn from Indian CSOs piloting innovative social accountability mechanisms such as citizen report cards (see Box 15).

With financial support from the Bank's Small Grants Program, the Business and Community Foundation organized an abilities *mela*, or fair, in July 2004, which brought together more than 60 CSOs. With the theme *Promoting Inclusive Opportunities*, the *mela* included a display of textiles and other handicrafts made by disabled people and several seminars on product design, marketing information, and employment opportunities for the disabled. The Bank's office in Delhi also carried out a range of outreach activities with the Parliamentary Network on the World Bank (PNoWB) India Chapter, including a global videoconference on trade in agriculture. In April 2005, assisted by the Self-Employed Women's Association, Bank staff participated in a poverty-immersion program in villages near Ahmadabad, Gujarat state, in order to experience the hospitality, hardships, and hopes of poor people.

Pakistan

In Pakistan, the Bank's country office and SmGP secretariat hosted a regional forum in 2005 on grant giving and approaches to civic engagement. The

Box 15. Sharing Lessons from Citizen Report Card Experiences

An important international workshop on *Social Accountability Tools* was held in Bangalore, India, in June 2006. It brought together some 40 government officials, CSO leaders, academics, and Bank staff from Africa, South Asia, and Eastern Europe. It was convened by the Public Affairs Foundation (PAC) and co-organized with several Bank units: Participation and Civic Engagement Group, World Bank Institute, South Asia Rural Development, and Africa Region Social Development. The workshop sought to provide participants with a hands-on introduction to the Citizen Report Card (CRC) approach, strengthen the ability of participants to design and implement an entire CRC process, and analyze the advantages and limitations of this approach. The workshop adopted an interactive methodology utilizing technical sessions, small-group work, field visits, and scenario-planning exercises.

An innovative feature of the workshop was the field exercises designed to increase participants' understanding of the CRC methodology. Participants formed teams and designed a survey and a sampling strategy before visiting several sites (i.e., slums, rural areas, and a government hospital) to conduct the survey. The exercise allowed participants to identify the obstacles and challenges they might encounter in the field. Two key lessons emanated from this exercise: that adequate knowledge of the local context was essential to allow for the developing of an effective survey; and that peer reviews of the survey instrument help to improve its quality. Other important features included the introduction by PAC of its online interactive tutorial on the CRC (www.citizenreportcard.com), and presentations by various Bank staff on the Bank's ongoing work on social accountability, including the *Social Accountability Sourcebook*.

forum had several goals: share and formulate innovative approaches to civic engagement in South Asia with particular emphasis on persons with disabilities and youth; facilitate regional dialogue on best practices in the selection, monitoring, and evaluation of small-grant recipients; and create linkages between CSOs and international grant-giving foundations working with the disabled and youth.

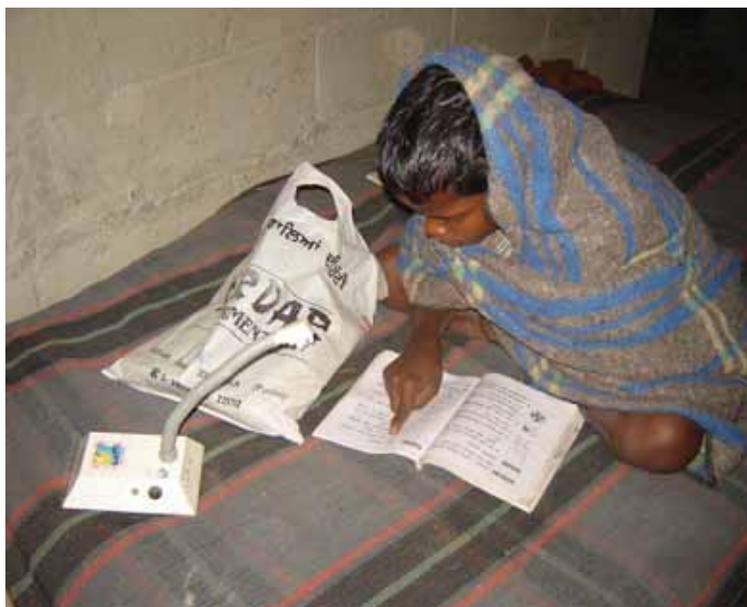
In March 2006, the Pakistan Office hosted the first Pakistan Development Marketplace entitled *Mazoori Majboori Nahin'* (*Disability Does Not Mean Helplessness*). The Pakistan DM is an effort to support innovative projects that aim to improve the life chances of persons with disabilities. Over 220 proposals were received from throughout Pakistan in areas as diverse as special and inclusive education, economic and employment rehabilitation, independent living, creating a barrier-free physical environment, improving identification of disability, and improving rehabilitation services. At the end of the competition, nine projects were selected for support. In addition to the grants competition and in partnership with the WBI, a knowledge exchange conference was held at the event that included presentations and interactive discussions among disability-focused CSOs from India, Bangladesh, Sri Lanka, Nepal, and Pakistan.

Nepal

In Nepal, nearly 1,200 CSOs responded to a call for proposals for the 2005 DM. The theme was *Delivering Basic Services in Conflict-Affected Areas*. The selection criteria included innovation, partnership, sustainability, replicability, impact, and cost-effectiveness. Winners received grant funding of up to \$20,000 each. In May 2005, a jury made the final selection of 20 winners. Nepal's national poet, Madhav Prasad Ghimire, announced the winners at the concluding ceremony.

Sri Lanka

In Sri Lanka, engagement with civil society took place mainly through the SmGP. In 2006, six selected organizations received funding under this program to support capacity building, skills development, leadership training, and team building under the theme *Youth Development*. The Bank dispersed \$35,000 to support activities for creating knowledge-sharing networks, building common ground for understanding, and diffusing tensions among communities. Nearly 10 youth groups involved with Sri Lanka Youth Parliament received grants ranging



Solar-powered light allows nighttime reading through Development Marketplace initiative (2005, Nepal)

from \$5,000 to \$10,000 to carry out youth empowerment work.

Engaging Civil Society in Developed Countries

Europe

Bank interactions with CSOs in Europe were numerous and diverse during 2005 and 2006, ranging from policy dialogue and consultations to training. In terms of dialogue, the Bank's European staff facilitated global, pan-European, and country-level discussions on key development issues such as trade, debt, donor harmonization, and gender. These were carried out via face-to-face meetings, videoconference, and Web-based discussions. An example was the ongoing dialogue sponsored by the Bridge Initiative International, which brings together international CSOs and international organizations (e.g., UN agencies, multilateral development banks) to discuss the social impact of globalization and other global issues. The Bank participated in a forum on agriculture and trade held in Geneva in October 2004 and the Bridge Initiative's annual plenary meeting in Paris in December 2004.

In November 2004, the Bank civil society team in Paris joined with a contact group of European CSOs and the French government to prepare for civil society involvement and participation at the

Second High-Level Forum on Aid Effectiveness (HLF-2) in Paris in March 2005 hosted by the French Finance Ministry. The contact group designed, planned, and organized a preparatory meeting for CSOs in Paris in February 2005, bringing together 60 CSO participants, and also facilitated the participation of 18 civil society representatives in HLF-2 itself. Several of the CSOs commented that this experience represented good practice in terms of CSO involvement and participation in multilateral conferences.

The Bank's European Civil Society Team also organized or facilitated numerous policy consultation meetings with European CSOs, including NGOs, labor unions, faith-based organizations, think tanks, and foundations. The topics of these consultations included the Bank's new development policy lending in Paris (July 2004), IFC's safeguards and disclosure of information policies in London (November 2004) and Paris (December 2004), the use of country systems in London (December 2004), and the conditionality review in Paris (February 2005). The Bank also collaborated with European CSOs in several countries to carry out training activities (see Box 16).

Bank staff in Paris and Washington, D.C., organized the 2005 Annual Meeting of the Civil Society Focal Points in Paris in June 2005. This meeting

brought together staff responsible for civil society outreach from some 30 international organizations, including most of the UN agencies (e.g., UNDP, UNICEF), multilateral development banks (e.g., IMF, Asian Development Bank), and international organizations (e.g., the Organisation for Economic Co-operation and Development and the European Commission). It allowed participants to exchange information, compare lessons learned, and discuss emerging trends related to civil society engagement. Several French CSO leaders were invited to participate on a panel about the MDGs and its relations to the Global Call to Action against Poverty.

Similar outreach activities were carried out at the country level by both Bank civil society specialists and country counselors. Here are highlights from three countries: Belgium, France, and the United Kingdom.

Belgium

Trade, gender, health, and youth have been prominent themes of discussion between the Bank and Belgium and European CSOs based in Brussels. In October 2004, then-Bank President James Wolfensohn met with CONCORD (a European CSO platform that represents 1,500 NGOs) to discuss, among other things, advancing the UN framework for the protection of children affected by HIV/AIDS.

Box 16. Bank Supports European CSO Capacity Building

During 2005 and 2006, the European Civil Society Team supported several capacity-building initiatives by CSO networks from France, Italy, and the Netherlands. The training session on the Bank—focusing on its development policies, operational guidelines, and funding mechanisms for civil society—held with CSOs in the Netherlands were hosted by Partos, a Dutch civil society network. A civil society trainer from the French network Association Conseil sur le Finance de développement (ACDE) assisted in preparing and delivering this training session.

A delegation of six Italian CSOs sponsored by civil society network Italiane ONG carried out a familiarization visit to Bank headquarters in Washington in January 2005. This was followed by a delegation of French CSOs in April 2005 who were brought by ACDE (which had organized similar visits in 2002, 2003, and 2004). Each time, the CSOs spent a week at the Bank meeting with several dozen Bank managers and staff—country directors, task team leaders, sector managers, and executive directors—to learn more about Bank policies and operational work. The prin-

cipal goal of these groundbreaking civil society delegation visits was to explore possible opportunities for operational collaboration with the Bank at the country level, particularly in Africa.

The Bank also supported two initiatives undertaken by ACDE to promote capacity building of CSOs in Africa. One was a multicountry training effort undertaken by four French CSOs to improve the capacity of local CSOs in Mali, Senegal, Benin, and Niger to carry out education, prevention, and treatment of HIV/AIDS. Bank funding supported the participatory design and planning of a project proposal via several videoconferences and in-country meetings with dozens of African CSOs and government officials. The second initiative was geared to strengthening civil society participation in the Education for All Initiative in Madagascar. The Bank helped organize and host several videoconferences that brought together CSOs in Paris with civil society, government, and Bank representatives in Malagasy to discuss and strategize on how to work together on educational reform and service delivery.

Another engagement with civil society on health was the public seminar on female genital mutilation in Brussels in June 2005, and organized by the Bank and the NGO, No Peace Without Justice. The seminar aimed to raise awareness among EU decision makers on the issue.

In March 2005 the Bank's Brussels Office (alongside 59 other Bank offices worldwide) organized an Open House Youth Day in which youth organizations met with Bank staff to exchange views on youth and development issues. This dialogue with youth organizations was followed by a public seminar in April 2006, in which about 90 young people from youth and international organizations engaged in discussion with the Bank's vice president for external relations. The Brussels Office also continued to host the regular dialogue between the Bank's European executive directors and key European and international civil society networks. These discussions held annually have involved organizations such as EURODAD, CIDSE, and Amnesty International and tackled such issues as conditionality, debt, PRS, and coordination of EU representation within the Bank.

The Brussels Office also took the lead in organizing several videoconferences between Bank managers, CSOs, and other organizations. One of these was a discussion held in October 2005 in the lead-up to the World Trade Organization (WTO) Ministerial Conference in Hong Kong (China). It linked up several dozen CSOs based in Belgium, India, Moldova, Nigeria, Uganda, Zambia, and the United States to discuss the status of the Doha Development Agenda and whether its original poverty reduction goals can be maintained. The second videoconference was held to mark International Women's Day on March 8, 2006. This discussion brought together about 60 participants, including policy makers, civil society actors, parliamentarians, and journalists from Egypt, Jordan, the Republic of Yemen, West Bank and Gaza, and Europe to discuss women's economic rights in the Middle East region.

France

The Bank's ongoing collaboration with French CSOs was strengthened with the signing of a memorandum of understanding in 2005 between the Bank and Coordination Sud, the leading network of international French CSOs. This formal agreement led to several joint events and initiatives. One such activity was a seminar co-organized by the Bank, the French CSO Equilibres et Populations, and the

French Foreign Affairs Ministry on the situation of women worldwide 10 years after the Beijing conference. *The Beijing + 10: The Gender Equality Challenge* seminar was held in Paris in March 2005 and attracted over 130 international, national, and civil society participants from Europe and developing countries. The Bank also collaborated with Coordination Sud to publish the Trust Fund Guide for NGOs in September 2005, and to translate the Bank's publication on education, *Opening Doors*, to ensure its wide dissemination among CSOs in Francophone Africa. Paris Office staff also organized policy dialogue meetings and technical workshops for CSOs during visits to France by senior Bank managers from different units, including operational units in the South Asia and Middle East regions, the Cities Alliance, and Human Development. In addition, Paris Office staff ensured participation of French NGOs in a briefing on the Multilateral Debt Relief Initiative (MDRI).

United Kingdom

London Office staff organized policy meetings between senior Bank staff and the large and dynamic community of U.K. international CSOs to discuss issues of common interests. Included were briefing meetings between several dozen CSO representatives and recently appointed vice presidents for the Africa and South Asia regions, as well as External Affairs. There were also several meetings related to the Year of Poverty campaign in February 2005 as well as at the G-8 Summit at Gleneagles in July 2005. Technical briefings between Bank staff and dozens of CSO representatives were held on fragile states (January 2005), tsunami reconstruction (May 2005), and the Bank's Global Monitoring Report (June 2005).

Japan and Australia

During 2005 and 2006, the Bank's Tokyo Office organized numerous policy dialogue events for Japanese CSOs. These were held through face-to-face meetings as well as via a videoconference in the Tokyo Development Learning Center established in June 2004. Japanese CSOs participated in consultation meetings held on the social development strategy and human security in July 2004. Japanese CSOs participated in two videoconferences held with Bank President Wolfensohn around the 2004 Annual Meetings and the 2005 Spring Meetings, which focused on current development issues such as trade, debt, poverty reduction, and HIV/AIDS.



Annual conference of the Parliamentary Network on the World Bank (October 2005, Helsinki)



Bank managers visiting Fair Trade Fair during WTO Ministerial (December 2005, Hong Kong)

The Tokyo Office also sponsored two Japanese CSOs to attend the Bank-Civil Society Global Policy Forum held in Washington in April 2005 and one to attend the CSO Regional Meeting held in Singapore for the 2006 Annual Meetings. Japanese CSOs were also invited to numerous policy seminars organized by the Tokyo Office during the visit of senior Bank staff to Tokyo.

The Tokyo Office also supported capacity building and continued to provide information to Japanese civil society. It sponsored, jointly with JANARD (Japanese CSOs' Network on Agriculture and Rural Development), a workshop series started in April 2005 to strengthen the capacity of CSOs to mobilize stakeholders within CDD projects financed by the JSDF. Starting in June 2005, the Tokyo Office sponsored a series of dialogue sessions via videoconference on disability and development with the disability community and donor agencies in Japan and Asia. The Bank also provided five academic scholarships, as it does annually, to Japanese graduate students planning to work with Japanese civil society

in the future through the Joint Japan/World Bank Graduate Scholarship Program. In terms of information disclosure, the Tokyo Office's PIC was moved to the lobby floor of the Bank office building, allowing greater public access to the materials displayed as well as to a variety of lectures and exhibits on Africa co-organized with Japanese CSOs. CSOs also continued to receive the Tokyo Office's electronic newsletter, which provides information on new Bank policies and projects and is issued weekly to over 2,000 multiconstituency subscribers.

In Australia, the Bank has undertaken a number of outreach activities with local CSOs. These activities have included several meetings and workshops with the Australian Council for International Development (ACFID), which represents 80 CSOs. A representative of this council attended the Bank Annual Meetings in 2005 and is also participating in preparatory efforts for the Meetings to be held in Singapore in 2006.

5

Outreach to Civil Society Constituencies

Throughout 2005 and 2006, the Bank also continued to actively engage with constituency-based groups, including children and youth, disabled persons, indigenous peoples, and parliamentarians. This engagement varied depending on the interests expressed by the constituents, evolving Bank programmatic priorities, and major events held. Here is a sampling of the Bank's work with the major constituency groups.

Children and Youth

More than 1 billion youth around the world, the largest number in history, are transitioning to adulthood, and nearly 90 percent live in the developing world. The challenges they face—unemployment, HIV/AIDS, low skills, lack of civic participation—have become urgent development issues for many countries. It is within this context that the Bank Youth Team continued, during the past two years, to expand its outreach efforts to youth groups around the world through policy dialogue, capacity building, and information-sharing activities.

The Bank's work with youth was galvanized by the *2007 World Development Report*. Scheduled to appear in September 2006, this year's publication will focus on development and the next generation. Because the report's focus is on youth, it was especially important to devise a consultative process that fostered a dialogue not only about youth but also with young people themselves. Therefore, the writing of the report was accompanied by an elaborate consultation process that involved face-to-face events with over 3,000 young people in 30 countries around the globe expressing their opinions on the main priorities for youth. These events were complemented by an online commentary on the Bank's Youthink! site and an Web-based discussion with youth civil society leaders. The widespread involvement of youth in this process stands as a testimony to the fact that the *2007 World Development Report* recognizes the intrinsic value of

youth participation as both a means and an end to development.

Another important initiative carried out last year was the establishment of the Youth, Development & Peace (YDP) Network in March 2005. It came about as a result of meetings and consultations with major youth organizations from around the world such as the European Youth Forum, the International Confederation of Free Trade Unions (ICFTU), the International Movement of Catholic Students, and World Organization of Scouts Movement. A conference held in Sarajevo, Bosnia and Herzegovina, in October 2004, for instance, brought together youth leaders from 83 countries and senior Bank managers, including President Wolfensohn, to discuss ways of improving relations between the Bank and youth. YDP's mission will be to facilitate dialogue, interaction, and joint work between youth organizations and the Bank together with other development actors involved in poverty reduction and development issues. In March 2005 the Bank organized simultaneous youth open houses in 60 country offices to discuss how best to promote Bank-youth collaboration at the local level.



Youth share their views on development with Bank staff (April 2005, Kyrgyz Republic)



Supporting disabled people in Pakistan through the Development Marketplace (March 2006, Islamabad)

Bank offices also continued to implement and expand the *Youth Voices Program* in more than 20 countries; this program encourages youth to become more familiar with the Bank's work through policy dialogue, participation in project design, capacity building, and youth advocacy initiatives. For example, in Brazil, the Youth Voices dialogue has been instrumental in the establishment of a national youth council and a national youth secretariat. In Moldova, young people organized a youth caravan, reaching out to young people in rural communities.

Also in 2005, the Bank and its partners launched the second international essay competition, which invited young people between 18 and 25 years old throughout the world to share their views on *Building a Secure Future: Seeking Practical Solutions*. More than 1,200 entries were submitted online. The winner of the first prize of \$3,000 was a youth from Pakistan; runners up were from the Philippines, Bolivia, and Singapore. Other Bank outreach initiatives with youth included the launch of a Web site for the YDP Network, which included group workspaces, capacity-building materials, online consultations, and information for the general public. The Bank also organized numerous global and country-based videoconferences, forums, live conferences, and workshops to provide education, experience, and resources to youth organizations. For more information on the Bank's youth work, visit www.ydpnetwork.org.

Disabled Persons

The Bank's Disability & Development Team continued to work during 2005 and 2006 to promote the disability agenda within the Bank and to reach out to international disabled peoples organizations (DPOs) and CSOs interested in including disability issues in their agendas. The team organized and participated in several high-visibility events in which disabled people from DPOs brought, in some cases for the first time, the voices and issues of disabled people into the international development policy space. This new interaction is encouraging CSOs to incorporate disability into their work agenda and collaborate with DPOs. With at least 10 percent of the world's population having a disability and many of these living in poverty, the need for CSOs to integrate disability into their broader poverty reduction agendas is critical.

Over the past two years, the Bank co-organized a number of events with CSOs on issues related to poverty reduction for disabled people such as disability and education, natural disasters, microfinance, youth, physical accessibility, and effective methods of designing and collecting disability data. The largest event, an international conference titled *Disability and Inclusive Development: Sharing, Learning and Building Alliances*, was held to celebrate the UN International Day of Disabled Persons. Held in Washington in November 2004, the conference brought together more than 1,000 participants from civil society, government, private sector, and donor agencies. Bank staff and CSO representatives from developing countries participated via videoconferencing from several country offices. Senior Bank managers, government officials, representatives from the UN agencies, and civil society leaders spoke during the plenary sessions, and CSOs took the lead in chairing numerous breakout sessions focusing on specific areas.

The team also held a workshop on *Disability & Development: Setting a Research Agenda* in Washington in November 2004. It brought together senior economists from different backgrounds to make recommendations on setting a research agenda and generating a body of evidence that can demonstrate how inclusive development policies and programs can influence both the prevention of disabilities and the well-being of disabled people. The Bank also collaborated with the Global Partnership for Disability & Development (GPDD) initiative by assisting with the selection of a Coordinating Committee in 2004 and the establishment of a Multi-Donor Trust Fund in 2006. The GPDD is a multistakeholder initiative

composed of CSOs, UN agencies, businesses, foundations, governments, and donor agencies (including the Bank), and was created to promote the inclusion of disability in the development agenda through capacity building and knowledge sharing. The GPDD has established working groups in the following areas: inclusive education, disasters, emergencies and conflicts, and poverty reduction. For more information on the Bank's work on disability issues and the GPDD, please visit www.worldbank.org/disability.

Faith-Based Groups

The Development Dialogue on Values and Ethics Team leads the Bank's dialogue and partnerships with religious leaders and institutions worldwide on a wide range of development issues. It also has the mandate to research and reflect on the underlying ethical issues related to international development. The work in 2005 and 2006 reflected the broad array of institutions and issues with which the team engages. The team collaborated with religious organizations involved in fighting poverty, expanded health and education opportunities, and combated HIV/AIDS, all with a view toward achieving the MDGs during the 2005 Year of Development. Over the two years, the team also supported the World Faiths Development Dialogue, a long-term CSO partner in the Bank's faiths dialogue efforts, as it relocated to Washington, D.C.

As part of its research work, the team carried out exploratory analysis within the Bank, notably on regional reviews of religion and development issues, and published two books that highlight the importance of faith and development partnerships: *Mind, Heart and Soul in the Fight against Poverty* and *Finding Global Balance: Common Ground between the Worlds of Development and Faith*. It also provided input to the 2006 *World Development Report* on equity and the 2007 *World Development Report* on youth, from the perspective and experience of different faith traditions and organizations.

A major event of the past year was the Dublin Leaders' Meeting held in January 2005 and cochaired by then-Bank President Jim Wolfensohn, along with Lord George Carey, former Archbishop of Canterbury. It brought together leaders from major world religions, philanthropic organizations, corporations, the artistic world, and donor agencies to discuss major development challenges, including the MDGs, the international response to the Asian tsunami, the dimensions of equity and ethics in

poverty reduction, HIV/AIDS, and conflict mediation. Calls for greater balance in today's globalized world, greater appreciation of the ethical dimensions of poverty alleviation, and a strong moral foundation for equitable and sustainable development programs reverberated throughout the gathering. The book *Finding Global Balance* tells the story of this landmark meeting. A high-level meeting held in Geneva in October 2004 at the World Council of Churches culminated a three-year dialogue process on the social impacts of globalization (see Box 17).

Box 17. Reflecting on Globalization with the World Council of Churches

From May 2002 to October 2004, the World Council of Churches (WCC), World Bank, and International Monetary Fund engaged in a landmark series of dialogue meetings and encounters. The dialogue focused on issues around institutional governance and accountability, respective roles of the public and private sector in poverty alleviation, and the challenges of globalization. Throughout this engagement process each looked internally to examine its institutional concepts, development approaches, and evolving institutional mandates.

Though historically the institutions had not all worked together, there was an understanding on all sides that dialogue would improve mutual understanding and perhaps the efficacy of the institutions' respective work on poverty issues. The process also began with some skepticism and frustration, particularly on the part of some of the WCC members who perceive the Bretton Woods Institutions as being deeply entrenched in policies harmful to poor countries. The WCC prepared a guide, *Lead Us Not Into Temptation: Churches' Response to the Policies of the International Financial Institutions*, which laid out its principal critiques of the institutions. A challenge that emerged again and again was that the economic and technocratic language in which the financial institutions' work can be exclusionary to those who are not familiar with it, while, on the other side, the theological language and concepts of the WCC were often unfamiliar to the staff of the World Bank and IMF.

In light of the genuinely sincere and engaged approach on all sides, the dialogue proved a remarkably frank process—sometimes contentious, other times revelatory. The findings from the dialogue process were presented at a special meeting where, for the first time, leaders of all three institutions met and released a jointly authored statement entitled *Common Ground and Differences*. While noting continued differences in specific development approaches, the document also recognized growing common ground on broader poverty reduction and equitable development goals. It also stated the interest on all sides to continue the dialogue process, possibly via joint country case studies.



The team also helped organize or participated in several important faiths dialogue initiatives. Team staff cochaired the first international interfaith meeting on HIV/AIDS in India, which brought together religious leaders of the major Indian traditions to discuss HIV/AIDS (December 2004). They also served as comoderator at the fifth annual *Giving Soul to Globalization Forum* that took place in the context of the Fès Festival of World Sacred Music held in Morocco (June 2005 and 2006). As a member of the “C-100” Islamic-West Dialogue group organized by the World Economic Forum (WEF), the team participated in several sessions on religious education as well as broader issues related to Islam, globalization, and development throughout the year and during the WEF held in Davos, Switzerland (January 2005 and 2006). For more information on the public events, speeches, and papers produced by the team, please visit their Web site at www.worldbank.org/developmentdialogue.

Foundations

The Bank’s Foundations Team, launched in 2000 to improve relations and promote collaboration with foundations, continued to carry out policy dialogue and develop partnerships with foundations in 2005 and 2006. The unit organized three country-level conferences for Bank country offices and local and international foundations. The purpose of convening these policy dialogue meetings at the country level is to promote knowledge sharing, increase communication, and explore areas of collaboration. The first conference took place in Thailand in October 2004; the second took place in Brasilia, Brazil, in February 2005; and the third in Nairobi, Kenya, in March 2006. The conferences were well attended by government, foundation, Bank, and civil society representatives and resulted in several concrete outcomes. For example, in Kenya three key areas were identified in which foundations in Kenya and the Bank would work together: enhancing philanthropy by exploring how to create a better enabling environment; increasing collaboration between the Bank, foundations, and government in policy selection and implementation; and working together in some operational areas around youth empowerment and community-level health care.

The Bank continued to collaborate with many foundations around the world during the period. The John D. and Catherine T. MacArthur Foundation and the Bill and Melinda Gates Foundation

contributed significant prize funding to the 2005 and 2006 DMs. The Hewlett Foundation renewed grant support to the Bank Institute to strengthen capacity building of government officials involved in delivering health, nutrition, and population services related to the MDGs. Hewlett also funded Bank research on population and economic development and helped to fund The Commission on Growth launched in 2006. The Bank entered a partnership with the Global Fund to Fight AIDS, Tuberculosis, and Malaria; UNICEF; and the Clinton Foundation to allow developing countries to purchase high-quality AIDS medicines at low prices, as well as improve their procurement procedures.

The Ford Foundation and the Charles Stewart Mott Foundation provided additional funding to extend the Bank’s Community Foundation Initiative. This initiative promotes the adoption and strengthening of the community foundation approach, as an innovative local development approach, in countries such as Moldova, Thailand, and Nigeria. This work is funded by the recently established Global Fund for Community Foundations, which is supported by the Bank, Kellogg Foundation, Mott Foundation, USAID, and several European community foundations. Internally, the Foundation Team published and disseminated a report on good practices in Bank-foundation relations that draws on successful partnership experiences and introduced a course on how to establish relations with foundations.

Gender Groups

The Bank’s Gender and Development Group carried out a number of activities during 2005 and 2006 geared to further mainstreaming gender into Bank operations and engaging CSOs around gender issues. Activities included a number of conferences, workshops, and videoconferences. In November 2004, the group held the eighth meeting of the Bank’s External Gender Consultative Group (EGCG) in Washington, during which they discussed the implementation of the Bank’s gender-mainstreaming strategy, among other issues. The EGCG is composed of national women’s organizations, academia, and CSOs from around the world, representatives of which meet periodically with senior Bank management and staff to review progress in implementing the Bank’s gender policies, provide guidance, and help strengthen dialogue on gender-related issues. Their ninth meeting was held for the

first time outside Washington, D.C., in Egypt in May 2006. The group met with Bank Group project managers in Cairo to learn about the Bank's work in the region, participated at the WEF regional conference in Sharm-El-Sheikh, and visited a number of Bank-supported projects in Egypt's upper region, including projects on microfinance and the provision of identification papers for low-income women.

In November 2004, the Bank held a workshop on the development implications of gender-based violence (GBV), which brought together Bank staff, CSO representatives, and academics. The workshop generated a lively debate and several recommendations, including that the Bank use its convening power to promote country-level plans for the prevention of GBV while ensuring civil society involvement in the process. Participants also suggested that the Bank collect further evidence on the economic costs of GBV to convince developing country governments to take action on this issue.

Six workshops, designed to disseminate the products of the Gender and Economics Initiative at the country level, took place in 2005. The Gender and Economics Initiative Program encourages Bank operational staff, country-based development practitioners, and civil servants to integrate gender analysis in key economic policy areas by providing them with analysis, training, tool kits, and good practices. The workshops in Jordan, Thailand, and Russia all had sizeable delegations from civil society. The Amman (Jordan) workshop was co-organized with the NGO Inclusive Security: Women Waging Peace, and brought together CSO representatives, Bank staff, and 20 Iraqi women activists. The workshop led to the "engendering" of several Iraqi projects through the inclusion of sex-disaggregated data and analysis and gender-aware monitoring and evaluation plans.

In 2005, the Gender Group held three videoconference seminars with gender specialists and activists in India, the Republic of Korea, Japan, Italy, Switzerland, Afghanistan, China, and Jordan to discuss how information and communication technology has helped increase women's economic opportunities. Participants included representatives from CSOs that specialize in this area, such as Tianjin Women's Business Incubator from China. In September 2005, an additional videoconference seminar was held on integrating gender into the World Summit on the Information Society (WSIS) and its outcomes. Steering Committee members of the WSIS Gender Caucus—a multistakeholder group



Moldovan youth participate in policy discussion with Bank staff (April 2005, Chisinau)

consisting of men and women from government, civil society, the private sector, and UN organizations—participated in the seminar and shared the outcomes of recent conferences they had organized or attended on women and information and communication technologies, including financial resources, Internet governance, role of the private sector, and links between the MDGs and WSIS.

Two separate distance-learning dialogues were organized on the gender and legal dimensions of HIV/AIDS with law, justice, and health sector representatives from Ethiopia, Tanzania, and Uganda. The first dialogue was cohosted with the International Association of Women Judges and the second with the International Development Law Organization in Italy. The objectives were similar for both events, including providing training to legal, justice, and health professionals on the legal, gender, and human rights dimensions of HIV/AIDS; enabling judges' and lawyers' associations to increase their involvement in the fight against HIV/AIDS; and strengthening the networking capacity of magistrates, judges, and CSOs working on gender and HIV/AIDS. The second seminar drew more than 80 participants, a large number of whom were CSO representatives. For information on these events and reports on the Bank's gender work, please visit the Gender and Development Group's Web site at www.worldbank.org/gender.

Indigenous Peoples

The Bank continued its engagement with indigenous peoples and their representative organizations

during 2005 and 2006. Activities included hosting policy consultations, supporting capacity-building efforts, and funding indigenous grassroots projects. Bank staff also participated in ongoing deliberations within the UN Working Group on Indigenous Populations, UN Permanent Forum on Indigenous Issues, and the Inter-Agency Group on Indigenous Peoples in Latin America.

The Bank's revised Indigenous Peoples Policy (OP 4.10) was finalized during the period and will become effective in July 1, 2006. The revised policy was the result of a multiyear consultation process involving hundreds of indigenous leaders, government officials, CSO leaders, and academics from around the globe. It mandates free, prior, and informed consultation with indigenous peoples and broad community support at each stage of Bank project preparation and implementation. The revised policy requires that social assessments be carried out to analyze the potential social, cultural, demographic, and political impacts of proposed projects on affected indigenous peoples communities, and to ensure that they receive culturally appropriate social and economic benefits. The policy also requires that agreement be reached between the borrower government and indigenous communities regarding commercial use of their cultural resources as well as benefit-sharing arrangements for the commercial use of natural resources such as minerals, hydrocarbon resources, forests, water, and hunting or fishing grounds. The revised Indigenous Peoples Policy is part of a Bank-wide effort in support of indigenous peoples communities and reflects a strategic shift toward broader and more direct engagement with them.

During 2005, the Bank carried out orientation workshops on the revised Indigenous Peoples Policy and its application in several countries (e.g., China, Vietnam, Bangladesh, the Philippines, and Russia) and regions (e.g., Latin America). The objectives of these workshops were to (i) inform the stakeholders consulted in 2001 about the final output of the revision process and how the Bank's policy relates to national legislations; (ii) guide Bank operational staff and counterparts in government on the revised policy and its implications for operations; and (iii) take stock of and engage in the broader indigenous peoples' concerns and dialogue in the countries.

As in previous years, the Bank's Global Fund for Indigenous Peoples supported the Grants Facility for Indigenous Peoples and the Indigenous Peoples

Leadership Capacity-Building Program for the Andean Countries. The grants facility provides funds directly to IPOs and communities throughout the world. In 2006, 550 applications from 58 countries were received, and grants were awarded to 25 projects in support of indigenous peoples' grassroots development efforts. The Andean leadership program originated as an initiative of the Fund for the Development of Indigenous Peoples of Latin America (Fondo Indígena), supported by the Bank and by the major national IPOs of Andean countries. Through the program, 310 indigenous leaders have received training in governance, indigenous rights, grassroots development, and the use of information technologies. These skills are enhancing their capacity to represent their communities in national and international policy forums, as well as manage development projects.

Labor Unions

The Bank, along with the IMF, reached agreement on terms of reference for regular dialogue with the ICFTU and the WCL in February 2002.¹⁴ A number of engagement activities were undertaken over the past year in keeping with the agreement, including a high-level meeting (October 2004), a technical workshop focusing on trade union involvement in PRS (April 2005), and a technical meeting on labor market reform (March 2006). The high-level meeting drew nearly 100 union leaders from around the world and numerous senior Bank officials including President Wolfensohn. It provided an opportunity to discuss major policy issues such as debt relief, trade, labor standards, social protection, and the MDGs, as well as to set an agenda for the relationship over the next two years.

One of the commitments made at the high-level meeting and implemented last year was the appointment of Bank staff in various units to serve as focal points for the sectoral federations of trade unions. For instance, teachers' unions have a contact in the Bank's Education Department, and the public sector unions have a contact in the Public Sector Department. The confederations also named counterparts in their respective unions. These contacts

¹⁴The ICFTU has 155 million members in 154 countries; the WCL has 26 million members in 116 countries. The majority of affiliates of both organizations come from developing countries. The two organizations will be merging into a single international trade confederation in 2006.

have already proven very useful in promoting dialogue on sensitive policy issues and lending projects as well as creating opportunities for more active collaboration. Cogent examples include the involvement of teachers' unions in Bank-financed AIDS and education projects and the collaboration of transportation unions in a socially responsible transport initiative.

A second area of collaboration that continued last year was the placement of trade union representatives in various units of the Bank for short-term secondments. A representative from the WCL spent six months working with the global CST, assessing and enhancing the Bank's consultations with unions (see Box 18). Another secondee from a South Africa railway union, sponsored by the International Transport Workers Federation, was placed in the Eastern Europe and Central Asia Infrastructure unit and produced recommendations regarding union consultation in railroad privatization and restructuring. The Bank also continues to specifically consult unions on major flagship publications such as the *World Development Report* and involve trade unions in training courses designed for staff and clients. Trade unions were represented in the annual two-week labor markets policy course in Washington, D.C., in 2005 and 2006 as well as the six-week distance-learning courses for Anglophone and Francophone Africa.

All of these efforts seem to be contributing to a considerably more open, substantive, and trusting dialogue between the trade unions and the Bank. Policy differences remain, however, on such issues as labor market and pension reform, privatization, and public sector restructuring. Looking ahead, the dialogue will continue with the new international union body that will be formed in late 2006. It is hoped that the sectoral focal points and technical meetings can continue to deepen and decentralize consultation and collaboration on issues of common interest to the union movement and the Bank.

Parliamentarians

The Bank's parliamentary outreach team continued, in 2005 and 2006, to engage parliamentarians worldwide through the Parliamentary Network on the World Bank (PNoWB) and a broad range of partnerships with other parliamentary organizations working on development issues. The PNoWB, which was established in 2000, has grown to an independent network of over 800 parliamentarians

Box 18. Experiencing the Bank from the Inside

A senior advisor to the secretary general of the World Confederation of Labour (WCL) worked with the Global Civil Society Team from November 2004 to May 2005. This was part of a broader WCL-International Confederation of Free Trade Unions (ICFTU) staff secondment program with the Bank, which has placed five international labor leaders in different Bank departments over the past three years. The purpose of this program is to provide union staff with an opportunity to gain an understanding of Bank culture through institutional immersion as well as allow the Bank to benefit from labor union perspective and insights.

The WCL staff person began the assignment by attending a week-long training session alongside recently hired Bank staff and executive directors' assistants; the session focused on Bank policies, structure, and work environment. In addition, the person attended numerous day-long training sessions, brown-bag presentations, and other events that provided a good overview of the Bank's multifaceted development agenda. The secondee then embarked on implementing a six-point working plan that included undertaking research, providing technical advice, organizing events, and institutional networking.

A number of activities undertaken by the secondee served to strengthen the relationship between the Bank and international labor unions. These included arranging for the participation of WCL and ICFTU staff in a training course on labor policies; organizing a joint workshop on the impacts of poverty reduction strategies on workers' livelihoods; and carrying out a staff perceptions study on Bank-WCL relations based on Bank staff interviews and a global WCL labor leaders survey. The secondee was also an active member of the planning group that organized the World Bank-Civil Society Global Policy Forum in April 2005. Overall, the WCL staff person felt that the secondment experience was quite useful, not only allowing for an increased understanding of Bank culture but also by bringing a critical WCL perspective into Bank policy discussions.

from 110 countries. The PNoWB maintains national and regional chapters in India, Japan, East Africa, the Middle East, and North Africa and helped support the launch of a new West African Chapter in June 2006. The Bank partnered with PNoWB's Middle East and North Africa Chapter, Westminster Foundation for Democracy, and Arab Region Parliamentarians Against Corruption for a special parliamentary session during the Middle East and North Africa Development Forum held in Beirut in April 2006. The discussion centered on the member of parliament's (MP) potential role as agents of change and champions for reform in the region. Other regional work included the first pilot session of the Bank's *Regional Development Seminars for Parliamentarians* in Asia in partnership with the Commonwealth Parliamentary Association, PNoWB, Asian Forum of Parliamentarians on Population and

Box 19. Debating the Year of Development with Parliamentarians

The Bank's Development Policy Dialogue Team organized or cosponsored a series of events in Naples, Edinburgh, and Vienna to engage parliamentarians on the issues surrounding the 2005 Year of Development and particularly the need to mobilize development aid for Africa. The first event was a high-level seminar for donor country parliamentarians co-organized by the Parliamentary Network on the World Bank (PNoWB) and the World Bank, and financed by Italy's Campania Region. The *Development and Aid in 2005* event was held in Naples in February 2005 and brought together 35 parliamentarians from developed countries, Bank and UN agency staff, and civil society representatives to review the 2005 international development agenda and coordinate their efforts to promote the fight against poverty.

In June 2005, the Bank collaborated with the PNoWB, the Inter-European Parliamentary Forum on Population and Development, and Interact Worldwide to organize the *G8 Parliamentarians Conference on Development in Africa* held in Edinburgh in June

2005. The event brought together parliamentarians from G-8 and other interested countries from across Europe and Africa to discuss the proposed agenda for the G-8 Summit in Gleneagles, Scotland, and provide parliamentary input. An open letter produced by the participants called on the leaders of the United Kingdom and the United States to agree on concrete actions to promote development in Africa.

Also in June as part of the run-up to the G-8 Summit, the Bank organized the conference *Mobilizing Parliamentarians for Development* in collaboration with the Austrian Development Cooperation. The conference, held in Vienna, brought together parliamentarians and heads of staff from 25 parliamentary organizations and assemblies, along with multilateral organizations, bilateral agencies, research centers, and foundations. Participants agreed to form an informal alliance of parliamentarians' forums to provide a broader platform for dialogue, information exchange, and collaboration on international development policies and initiatives.

Development, the Asian Development Bank, and the IMF. The Bank also collaborated with the PNoWB and other organizations to debate the Year of Development (see Box 19).

One of the major activities the Bank carried out in partnership with the PNoWB and other partners in 2005 and 2006 was the Parliamentarians in the Field Program, which provided parliamentarians with the opportunity to learn firsthand about the PRS process and Bank-financed projects through field visits to Nicaragua, Vietnam, Madagascar, Ghana, Rwanda, Ethiopia, and Lao PDR. A second collaborative activity was the launching, in February 2005, of two subgroups on trade in agriculture and trade in services by the PNoWB's Committee on International Trade for Development to discuss the major issues and stumbling blocks surrounding a successful conclusion to the WTO's Doha Development Round. Parliamentarians involved in these discussions also had ongoing dialogue on trade with parliamentarians from the North Atlantic Treaty Organization Parliamentary Assembly (NATO-PA) and the Commonwealth Parliamentary Association, as well as the Bank's Trade Department.

As part of its efforts to promote policy dialogue with parliamentarians, the Bank now regularly

invites parliamentarians to attend Bank Spring and Annual Meetings. Before the 2006 Spring Meetings, a delegation of MPs and secretariat staff from nine parliamentary groups visited the Bank for three days of meetings on topics such as governance and anti-corruption, monitoring the MDGs, the PRS process, and capacity building for parliamentarians. Members of GLOBE International (Global Legislators Organization for a Balanced Environment) stayed on through the 2006 Spring Meetings to participate in a multistakeholder panel on the Bank's new investment framework to promote clean energy and development. Further meetings between GLOBE and the vice president of the Bank's Environmentally and Sustainable Development network led to the creation of a new *G8 + 5 Legislators, Business Leaders, and Civil Society Climate Change Dialogue* launched in February 2006 with the support of U.K. Prime Minister Tony Blair.

Through these engagements, the Bank is steadily expanding and deepening its relations with legislatures in donor countries that help shape and vote on aid budgets, and with legislatures in developing countries that monitor aid expenditures. The involvement of MPs is expected to strengthen the quality and sustainability of the Bank's work program.

Conclusion

As this report has tried to demonstrate, the past two years have indeed been important for further expansion and strengthening of Bank-civil society relations. The publication of the *Issues and Options* paper and the Global Policy Forum in 2005 were milestones in promoting greater understanding of the challenges of working together and identifying opportunities for greater Bank-civil society collaboration. The continued high-level commitment of the Bank toward engaging civil society was also demonstrated through the changing of Bank presidents, in both the farewell reception offered by international CSOs to Mr. Wolfensohn and the importance President Wolfowitz has attributed to civil society engagement in speeches and meetings during his first year.

The past two years have indeed confirmed a growing trend in Bank-civil society relations: more substantive policy dialogue at the global level and greater country-level operational collaboration. More horizontal and open dialogue on the most complex and difficult policy issues such as policy-based lending not only is occurring during the Annual and Spring Meetings, but is now being conducted via regular videoconferences, conference calls, and the Internet. At the country level, where these relations have the most potential and are intensifying the fastest, the participatory approaches adopted to formulate the CAS and design and implement the PRS is opening up unprecedented policy space for government-civil society engagement. On the operational level, the scaling up of social funds through such innovative experiences as AIDS funding in Africa and tsunami reconstruction in Asia is demonstrating, in practice, that civil society and governments can be complementary partners in the development process.

Yet, as the Bank's and civil society's analyses have shown, substantial challenges remain for the Bank to engage with civil society more effectively and to have greater impact on poverty reduction. Though



PNoWB field visit to AIDS project in Ethiopia (January 2004)

many leading international and developing country CSOs are demonstrating, in practice, their commitment to increasing their substantive engagement with the Bank around policy dialogue or operational collaboration, a segment within civil society still continues to feel that the costs outweigh the benefits of interacting actively with the Bank. The Bank's own *Issues and Options* and the JFC papers provide a number of recommendations that will help to address these issues, but strong and sustained leadership and a commitment to undertaking a number of institutional reforms will be required.

The next edition of the *Civil Society Review* will come out in 2008, and it will be important to track several important trends in the evolving Bank-civil society relationship over the next two years. These trends include the Bank's growing social accountability agenda, renewed push to fight corruption and promote good governance, and efforts to reform the institution's governance structure. These areas not only are of keen interest to CSOs, but represent policy agendas which can further strengthen relations between CSOs, the Bank, and its member governments.

Annex I:

Consulting Civil Society on Country Assistance Strategies, Fiscal Years 2005 and 2006

Country	World Bank Board Approval Dates ^a	Consultation Efforts
1. ALBANIA	Country Assistance Strategy (CAS) <i>January 10, 2006</i>	<p>In Albania, the country office has embarked on consultations with a wide range of stakeholders since late 2004, including representatives from government, parliament, civil society, media, academic institutions, and the private sector. The team began the consultation process in December by undertaking a survey of 137 national opinion leaders from across Albanian society. This was followed by a CAS discussion via the Internet, which was conducted to ensure wider consultation. A series of consultation meetings were then held in different parts of the country. Two regional consultation workshops were held in March and April 2005 with representatives from local government, communes, NGOs, forestry associations, women's groups, youth organizations, and media representatives. The first was held in the north in Kukes and the second in the south in Fier.</p> <p>The meetings produced a number of development priority recommendations: (i) the importance of more support to local government, including fiscal decentralization; (ii) increased support to urban and rural infrastructure, including road construction; (iii) greater emphasis on job creation and strengthening of administrative capacities of local government; (iv) natural resource management, reforestation, and flood protection; (v) investments in cultural heritage protection and tourism development; (vi) support for business development, private sector growth, and trade expansion; and (vii) strengthening citizens' voice in the decision-making process.</p>
2. ANGOLA	Interim Strategy Note (ISN) <i>February 17, 2005</i>	<p>The ISN relies on findings from a series of consultations with the Angolan authorities and other key stakeholders (i.e., the private sector, civil society, and donor agencies). Input also came from a mini-Country Portfolio Performance Review involving Angolan Government project directors and coordinators, as well as World Bank task team leaders and country management.</p> <p>The key messages heard during these consultations included (i) an overall endorsement of the ISN strategy; (ii) the need to encourage government officials to build as much as possible on work initiated under the Transitional Support Strategy, especially on the macro-stabilization and revenue management fronts; (iii) requesting the Bank to use its leverage to ensure results-based implementation of past and future program activities; and (iv) the need for selective and more realistic Bank responses and stronger partnerships.</p>
3. ARGENTINA	CAS <i>May 2, 2006</i>	<p>The 2006 CAS reflects constructive consultations with the government and builds on the extensive multi-shareholder consultation held in preparation for the 2004 CAS. In addition to the ongoing contact with CSOs, business associations, and research centers, the Bank carried out five CAS-specific</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
ARGENTINA, <i>continued</i>		<p>consultations with civic leaders at the regional and national level together with a network of Argentine NGOs (GTONG). In November 2005, the country director and other senior staff met with religious leaders, journalists, labor union leaders, NGO representatives, business leaders, and academics to explore the priorities civil society sees as crucial for Argentina's development.</p> <p>The consultations provided the team with a wide range of perspectives on key areas and insight into where the Bank can be most strategic in its support, including open and frank input with respect to the limits of the Bank's role. Two things stand out about the common themes that emerged from these consultations. First, they are broadly consistent with the ideas and guidance expressed in 2003. Second, they complement the themes identified in an opinion survey carried out with government officials.</p>
4. BANGLADESH	CAS <i>March 29, 2006</i>	<p>The CAS of Bangladesh has benefited from extensive consultations with various segments of Bangladeshi society. These consultations have taken place in three stages beginning in early 2004, with the latest taking place in October 2005, in partnership with three donor agencies: ADB, DFID, and Japan International Cooperation Agency. The objectives of this extensive process were to (i) solicit views of Bangladeshis on the development issues and challenges they face in their daily lives and (ii) receive feedback on the strategy, priorities, and development programs that the Bank and development partners are funding. The consultation process involved meetings with a broad array of stakeholders, including academics, university students, local officials, business leaders, and civil society representatives from various sectors such as human rights, gender issues, urban poor, disadvantaged youth, retrenched garments workers, and disabled persons. Meetings were held in Rajshahi with participants from a variety of sectors; within a rural village in the Rajshahi district; and in Dhaka, where four meetings were held with various stakeholder groups, including representatives of small and medium enterprises and the business community.</p> <p>A second stage of consultations took place in July 2005 based on a draft version of the joint outcome matrix that summarized the country's development goals, outcomes that the donor agencies expected to achieve, and their respective funding programs. This stage of consultations included both small focus group discussions as well as larger meetings with the Forum of Government Secretaries, local consultative group of donors, and representatives from the private sector, academia, media, and civil society.</p>
5. BHUTAN	CAS <i>November 1, 2005</i>	<p>This CAS draws on a consultative process led by the country director, which took place between October 2004 and September 2005, including three missions to Bhutan and continuous exchange of information. Consultations included upstream discussions and downstream consultations, and included meetings with the Ministry of Finance, line ministries, and city corporation officials in Thimphu and Phuentsholing, as well as with local officials, business leaders, community leaders, and donor agency representatives. The upstream or initial discussions were geared to (i) gauging the views of a variety of stakeholders on the Bank's past engagement; (ii) discussing national and local development priorities; and (iii) learning about the role of other donor agencies as well as their views on the Bank's work in Bhutan. Consultations also allowed the CAS team to understand better the country conditions and the challenges faced by its citizens, particularly those living in remote and isolated areas.</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
BHUTAN, continued		Several consensual views emerged concerning the major challenges facing the country. These included (i) the need for greater access to social services; (ii) increasing access to markets by improving national, rural, and farm roads; and (iii) greater investment in infrastructure. Local government officials and community leaders agreed that decentralization has helped address their development concerns and improve the allocation of public resources.
6. BOSNIA AND HERZEGOVINA	CAS	<p data-bbox="711 604 1477 810">The proposed CAS covers fiscal years 2005 through 2007 and builds on two previous full CASs (FY98–99 and FY00–02), and two CAS progress reports (FY00–01 and FY03–04). The CAS follows a government-led, comprehensive two-year consultation process on the Medium-Term Development Strategy (MTDS), which was discussed by the Bank’s board in June 2004. The CAS thus links the country-level MTDS objectives with those of the Bank’s investment loans, providing a result-oriented framework.</p> <p data-bbox="711 821 1477 1052">The CAS benefited from the MTDS formulation process, which involved interministerial working groups, as well as active engagement by civil society, private sector representatives, academia, media, foreign investors, and international organizations. The consensus-building dialogue among such varied stakeholders in a society that was, until recently, divided by conflict is a significant achievement. It enables the formulation and initial implementation of the country’s first-ever, homegrown economic development strategy.</p>
7. BULGARIA	CAS	<p data-bbox="711 1104 1477 1419">In early 2005, members of the Bank’s Country Team held a series of nine “town hall meetings” across Bulgaria during which a draft of the CAS was discussed. In all, more than 500 persons participated, representing national and local government, parliament, judiciary, business associations, media, academia, NGOs, trade unions, and donor agencies. The draft CAS was also posted on the Bank’s Bulgaria Program Web site, which was visited by more than 2,500 individuals. The Bank also carried out a survey, interviews, and focus group meetings in June 2005 with a broad array of opinion leaders from government, private sector, and civil society. A total of 300 respondents (84 percent response rate) participated in the survey, and 32 in-depth interviews were completed.</p> <p data-bbox="711 1430 1477 1692">Feedback during these consultations showed generally broad agreement with the CAS analysis and recommendations. The priority areas identified were as follows: (i) decentralize and increase municipal finance; (ii) reduce unemployment and small and medium enterprise development; (iii) increase HIV/AIDS prevention; (iv) improve water quality and earthquake preparedness; and (v) restructure the coal, district heating, and railway sectors. The Bank incorporated several of the recommendations, and the revised draft was the basis for high-level discussions with the newly formed government.</p>
8. BURKINA FASO	CAS	<p data-bbox="711 1745 1477 1919">The CAS process began with a session of the Council of Ministers, which was followed by sessions of parliamentarians, traditional chiefs, and religious leaders. These sessions were followed by a workshop bringing together the government, private sector, academics, NGOs, and donor agencies. Field visits were carried out as part of village-level consultations held in three geographic, climatic, and ethnic zones. The consultations produced a</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
BURKINA FASO, continued		subset of country priorities on which the CAS was focused. These include the following: (i) accelerated and more equitable growth; (ii) improved access to basic social services; (iii) increased employment and income opportunities for the poor; and (iv) better governance with greater decentralization. An interministerial steering committee, assisted by sectoral and thematic groups composed of government experts, donor agency staff, and civil society representatives, has been established to oversee the monitoring and evaluation of the CAS, which will be aligned with the PRS process. Progress has been made, but much more work is needed to strengthen government and civil society monitoring capacity, and to align data from several government agencies to allow for a systematic monitoring of CAS goals.
9. BURUNDI	ISN <i>May 3, 2005</i>	The ISN reflects the outcome of an extensive consultation process with a broad variety of stakeholders, including national and local government, political parties, students, parliament, NGOs, business associations, and donor agencies. Formal consultation meetings were held in Bujumbura during August and September 2004. The outcome of these discussions provided a useful guide for delineating the Bank's funding priorities over the next two years. Good governance was listed as being critical to ensuring implementation of the economic reform agenda and the appropriate absorption of donors' funds. Furthermore, the majority of stakeholders requested more frequent consultations.
10. CAMBODIA	CAS <i>April 29, 2005</i>	<p>The Bank joined the ADB and DFID to carry out a joint country strategy process. They began the process in October 2003 by organizing joint consultation workshops with partners and stakeholders, including the government, civil society, private sector, and donor agencies. These meetings informed participants of the process and sought their feedback on lessons learned from previous CASs. They also offered suggestions about realistic and achievable goals for the next five years. With their strategies largely in place and aligned, donor agencies held another round of workshops in October 2004, informing the government, donor agencies, NGOs, and the private sector on the strategy progress during the previous year. Consultations emphasized the need for improved governance, greater donor coordination, and more emphasis on results within Bank-financed programs.</p> <p>One of the governance objectives of the CAS is to help build citizen partnerships for better governance, including supporting consultations on reforms to improve the enabling environment for civic engagement.</p>
11. CAPE VERDE	CAS <i>February 16, 2005</i>	The CAS built on the participatory process, including broad, in-country consultations, which were related to the country's poverty reduction strategy process. Beginning in December 2004, key stakeholders (including government officials, community leaders, NGO representatives, labor leaders, and donor agency staff) were consulted on the CAS. The Bank took advantage of these meetings to also consult on the principal proposed IDA lending instrument, or the poverty reduction support credit. The consultations focused on the strategic partnership matrix, CAS lending and advisory programs, triggers for IDA assistance, and expected results. Stakeholders generally received the CAS well and voiced their support for its major emphasis. Some of the feedback received was incorporated into the final CAS document.

Country	World Bank Board Approval Dates ^a	Consultation Efforts
12. CHINA	CAS <i>April 18, 2006</i>	<p>Preparation of the new CPS was informed by two sets of formal consultations: an opinion survey and ongoing dialogue between the Bank and Chinese government counterparts. Bank staff initiated the consultation process in July 2005 by consulting with senior government officials from the Ministry of Finance, 23 other central ministries and agencies, 26 provinces, and 8 municipalities. In January 2006, a second round of consultations also included meetings with representatives from civil society, academia, private sector, and donor agencies. During these consultations, participants repeatedly noted that the Bank-government partnership remains strong, welcomed the shift from an “assistance” to a “partnership” strategy, and said that the draft CPS is well aligned with the priorities of the 11th Five-Year Plan.</p> <p>In addition, the Bank conducted an opinion survey between July and September 2005, involving more than 200 stakeholders of the World Bank Group in China drawn from among representatives of ministries and implementation agencies, local governments, bilateral or multilateral agencies, private sector organizations, CSOs, media, and research institutes.</p>
13. CÔTE D’IVOIRE	ISN <i>May 30, 2006</i>	<p>The ISN was developed in a broad, participatory process. Meetings with the government also included key donor agencies and CSOs with stakes in the reconciliation and reconstruction process.</p>
14. CROATIA	CAS <i>November 30, 2004</i>	<p>The Bank country office held CAS consultations beginning in mid-2004 in five cities with a wide spectrum of stakeholders. These included representatives of national and local governments, parliamentarians, small-business and labor union representatives, and CSOs. The meetings resulted in several common development priorities listed by order of priority: (i) improved national education system; (ii) judiciary and public administration reform; (iii) improved investment climate through privatization with mitigating social measures; (iv) reduction in regional development disparities; (v) greater effectiveness of social assistance; and (vi) stronger agricultural competitiveness.</p>
15. DOMINICAN REPUBLIC	CAS <i>April 28, 2005</i>	<p>CAS consultations with a variety of stakeholders took place in Santo Domingo and Santiago in January 2005. Approximately 110 people participated, including representatives from the national government (including the Ministries of Education, Health, Women’s Affairs, and Finance), congress, judiciary, local governments, NGOs, CBOs, think tanks, private companies, and donor agencies. Senior Bank managers participated, including the Bank’s country manager, country officer, and senior economist. Two independent facilitators—a leading university (INTEC) and consultancy firm (I-Desarrollo)—were contracted to organize the consultations.</p> <p>The consultation meetings resulted in several consensual recommendations to address the country’s development challenges and priorities: (i) reform the power sector; (ii) fight against corruption; (iii) rethink the country’s competitiveness policies; and (iv) improve delivery of public services, particularly health and education. Participants also highlighted decentralization as a critical area for future development. They requested that the Bank</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
DOMINICAN REPUBLIC, continued		devote particular attention to gender and youth issues and that the Bank institute adequate monitoring and evaluation mechanisms, including social auditing, to guarantee that the proposed strategy and related funds are applied efficiently and transparently.
16. EGYPT, ARAB REPUBLIC OF	CAS Review <i>June 24, 2005</i>	<p>Bank staff held CAS consultations with government officials and representatives from the private sector and civil society, including women's groups. Specific events included several meetings with the most relevant government ministers; two workshops with CSOs; a meeting with private sector representatives; and a meeting with local government officials. These consultations resulted in several areas of consensus among participants, including the importance of (i) achieving economic growth; (ii) leveraging private sector development; (iii) improving the provision of public services through greater private sector involvement; and (iv) promoting greater equity and poverty reduction via collaboration with civil society.</p> <p>The consultation meetings held at the subnational level proved useful in understanding the needs and constraints to decentralize the delivery of public services. It also demonstrated that a good deal could be achieved in a decentralized fashion without changing the formal political structures governing national and local relations.</p>
17. EL SALVADOR	CAS <i>June 13, 2005</i>	CAS consultations took place in San Salvador in October 2004. The Bank's vice president for Latin America, the El Salvador country director, lead economist, and several other senior managers participated. The consultations consisted of a one-day workshop with approximately 150 participants, including representatives of the national government, judiciary, congress, local governments, think tanks, foundations, CSOs (including women's groups and indigenous peoples organizations), companies, media, and donor agencies. A series of smaller meetings with specific stakeholder groups were also held to allow for additional views to be gathered more informally. Bank staff worked with the government to develop a set of indicators to monitor CAS implementation.
18. ETHIOPIA	Interim CAS <i>April 13, 2006</i>	<p>A range of consultations were held to build broad support for the Interim CAS. These consultations included meetings from December 2005 to February 2006 with the government, civil society, opposition parties, private sector, Diaspora community, and donor agencies. The consultations revealed broad and strong support for putting good governance at the center of the Bank's strategy in Ethiopia. The consultations also underlined the need for improved transparency of local-level data for the development of an effective results-based agenda on public services, and the need for dialogue about the role civil society should have in development.</p> <p>The Bank also carried out a national opinion survey during September through October 2005 with a broad array of Ethiopian opinion leaders, ranging from government ministers and parliamentarians to CSO leaders. The survey indicated that the Bank needs to strengthen its efforts to collaborate with other development stakeholders, particularly CSOs. Therefore, the Bank will continue to reach out to a broad range of stakeholders in Ethiopia to solicit their views on the country's development priorities.</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
19. GABON	CAS <i>May 5, 2005</i>	<p>CAS consultations for 2005–2008 took place between October and December 2004. Approximately 410 people attended 14 meetings. Stakeholders involved in the process included representatives from the national government, national congress, civil society (NGOs, community associations, labor unions, academia), private sector, and the media. The Social and Economic Council (a constitutional advisory council composed of high-level representatives from every sector of society) also participated in one of the meetings. Consultations took place in Port Gentil and Franceville, in both cases with a cross-section of stakeholders. The Bank’s country representative conducted the consultations, and the country director, on a mission from Washington, led a consultation meeting with the national assembly. The Bank shared feedback from the consultations with the government. Though participants largely expressed their support of the main priorities in the CAS draft, they emphasized the need to improve the country’s education system, invest in roads, develop the agriculture sector, and curb the spread of HIV/AIDS.</p>
20. GEORGIA	CAS <i>September 15, 2005</i>	<p>The World Bank Country Office in Georgia interacts closely with members of civil society groups and maintains an ongoing outreach program to disseminate the objectives and work of its country program. Views and contributions from civil society groups are sought in the preparation and supervision of IDA projects. During preparation of the CAS, several individual and group discussions were held with representatives of civil society. These included meetings between the country director and leading NGOs; discussions with civil society business leaders on the CAS Completion Report; an IFC-Foreign Investment Advisory Service roundtable with private sector representatives; a roundtable with “youth voices”; and several additional rounds of discussions with civil society leaders, including a roundtable with 22 civil society members on the draft strategy.</p> <p>These consultations generated several common views. First, there was general agreement that the government had made important progress on reducing corruption, promoting education and health reform, and strengthening public sector institutions and budgeting. However, there were strong concerns that there was inadequate consultation between government and civil society. Concerns were expressed that the government was reluctant to engage in areas in which it lacked experience, decision making was still overly centralized at the national level, and shortcomings were apparent in some of the strategic directions being developed. The Bank was urged to continue the dialogue with civil society on the CAS, particularly during the monitoring and evaluation stages.</p>
21. GUATEMALA	CAS <i>April 19, 2005</i>	<p>Formal consultation meetings took place in Guatemala City in January 2005 and included representatives from civil society, research institutions, private sector, and donor agencies. The country director led the Bank team, which included numerous staff and managers from various Bank sectors. An earlier round of consultations took place in October 2004, during a series of meetings with separate groups of stakeholders, to solicit views on priority areas for the CAS. As a result, a number of new emphases were incorporated into the proposed strategy, including (i) placing a greater emphasis on environmental conservation in the full range of Bank-supported activities; (ii) broadening a proposed local and rural development project to include provision for basic infrastructure services, such as water, sanitation, communi-</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
GUATEMALA, continued		<p>cation technologies, and electrification; (iii) clarifying focus on improving access to education and health; (iv) addressing infrastructure needs; and (v) providing access to finance in indigenous communities.</p> <p>Participants also raised concerns to the government and the Bank about the negative impacts of fiscal policy; the need to ensure greater access to justice and personal security; disadvantages the CAFTA regional trade pact would bring to small-scale producers; and the need to ensure broader civil society participation.</p>
22. HAITI	<p>Transitional Support Strategy</p> <p><i>January 6, 2005</i></p>	<p>More than 250 national and international representatives from 26 bilateral and multilateral agencies, UN agencies, CSOs, and business groups participated in preparation of the Interim Cooperation Framework (ICF). Regional workshops and consultations were held in Les Cayes, Gonaives, and Cap-Haitien, and a national workshop was held in Port-au-Prince. The purpose of these workshops was to raise awareness of the role of the Bank within the framework of the ICF and to garner broad-based input for the design of Bank lending operations and analytical work in 2006 and beyond.</p>
23. INDIA	<p>CAS</p> <p><i>September 17, 2004</i></p>	<p>Consultations with government, civil society, private sector, and donor agencies have been an integral part of CAS formulation in India. The consultation tools utilized included a client survey, focus group meetings, Web-based consultations, and large workshops. The process began with a client survey that queried some 1,000 opinion makers within government, civil society, academia, media, and the private sector on the state of development in India and the Bank's effectiveness and priorities. This was followed by focus group meetings that took place over several months with relevant government ministries. In June 2004, the CAS text was posted for four weeks on the country office's external Web site in English, Hindi, Kaniada, and Telugu for public review and comment. In July, the Bank hosted half-day workshops in Delhi, Mumbai, Bangalore, and Lucknow with invited representatives from national, state, and local governments, NGOs, private sector, academia, media, and donor agencies. Senior Bank staff, including the country director, participated in the meetings.</p> <p>Several of the recurring themes that emerged from this process were addressed in the final CAS. In the survey phase, for instance, poverty reduction emerged as the number one challenge, followed by infrastructure improvement, anticorruption, government effectiveness, and access to education. Respondents also cited population growth, inadequate infrastructure, lack of access to quality education, and scarcity of water resources as the main challenges to sustainable growth. Most stakeholders who participated in this process expressed their satisfaction with the transparent and inclusive way the CAS consultations were held. Conversely, some participants said the consultations were rushed and that they had inadequate time to review the strategy and offer significant input.</p>
24. JAMAICA	<p>CAS</p> <p><i>May 10, 2005</i></p>	<p>The government's Medium-Term Socio-Economic Policy Framework resulted from wide public consultations and enjoys strong donor support. In light of the push for greater donor harmonization, the Bank joined a number of other donor agencies—DFID, Inter-American Development Bank, and the Caribbean Development Bank—to consult with a wide range of stakeholders. These included NGOs, CBOs, trade unions, universities, and chambers of commerce. The consultation meetings occurred in February</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
JAMAICA, continued		2005 in Mandeville, Montego-Bay, and Kingston and involved some 140 persons. The key issues discussed during the consultations were education and training, private sector, crime and violence, youth at risk, HIV/AIDS, governance, rural development, NGOs, and disability.
25. JORDAN	CAS	
	<i>May 4, 2006</i>	During formulation of the CAS, the Bank worked closely with the government to hold a series of consultation meetings with different segments of the civil society in Jordan. The consultations included one seminar with leading opinion leaders invited by the Center for Public Policy in Amman, two consultations with private and financial sector representatives, and a series of regional consultations with NGOs. The Bank also enlisted the support of three foundations—Jordanian Hashemite Fund for Human Development, Nour El Hussein Foundation, and Jordan River Foundation—to undertake consultations with community groups throughout Jordan in October 2005. These consultations were intended to broaden and deepen the Bank's country analysis, as well as identify the developmental concerns and priorities of a wide range of stakeholders. Several key recommendations made through this process were incorporated in the CAS.
26. KAZAKHSTAN	CAS	
	<i>August 18, 2004</i>	<p>The Bank began the consultation process by holding three workshops in Almaty and Astanatwo during June 2004 to obtain feedback on its draft country partnership strategy. Approximately 70 participants attended from NGOs, research centers, and private companies. The discussions covered such issues as the involvement of civil society and the private sector in the Bank's work; need to carry out results monitoring of Bank-financed projects; civil society demand for greater access to information; need for the country to develop human capacity; need to focus on rural development and the environment; and need to strengthen governance of national and local governments. The draft was also placed on the Web where an electronic consultation process was carried out.</p> <p>Participants broadly supported the four development priorities contained in the CAS and encouraged the Bank to deepen its activities in the country. Many of the CSOs and academicians identified access to and quality of education as a key priority for the country. Local government officials, in turn, identified the urgent need for infrastructure as their highest priority. Participants also stressed the need to build a tripartite partnership to promote development among government, civil society, and the private sector, and involve the public more in decision making. They encouraged the Bank to involve civil society, businesses, and project beneficiaries in all parts of the project cycle, as well as in its economic and sector work.</p>
27. LAO PDR	CAS	
	<i>March 31, 2005</i>	The preparation of the new CAS in the Lao People's Democratic Republic has been the subject of extensive consultations with the government, donor agencies, and other stakeholders. The consultations began in early 2003 with government representatives, people's mass organizations, business groups, and provincial authorities to solicit feedback and strategic inputs. Formal consultations with the government involved three interministerial consultations over the two years. In 2004, consultations with other stakeholders (including bilateral donors and multilateral organizations) continued, further strengthening efforts to harmonize assistance among development partners. Monitoring and evaluation will be undertaken in a participatory manner, including planned annual CAS retreats with the World Bank's Lao PDR Country Team and representatives from government, donor agencies, and CSOs.

Country	World Bank Board Approval Dates ^a	Consultation Efforts
28. LEBANON	CAS <i>December 15, 2005</i>	<p>The World Bank Lebanon Country Office held a series of CAS consultation sessions in early 2004, involving more than 300 participants with a wide range of stakeholders, including government ministries, parliamentary committees, municipal councils, business associations, and CSOs. The consultations were delayed during the change of governments in October 2004, but they resumed in December 2004 when the Bank and the new government agreed on the proposed country strategy matrix. The matrix was distributed widely to opinion leaders within government, parliament, private sector, and civil society and this document served as the basis for the consultation meetings held in January and February 2005.</p> <p>The consultations generated several recommendations that were incorporated into the strategy: (i) further refinement of the CAS, particularly its outcomes, indicators, and Bank inputs; (ii) the increased role of parliament in monitoring the Bank's work through organizing regular briefings on project preparation, implementation, and evaluation; and (iii) continued joint World Bank-IFC discussions with the chambers of commerce on how to reduce the regulatory constraints that undermine the growth of the business sector.</p>
29. LESOTHO	CAS <i>April 27, 2006</i>	<p>The CAS was prepared through a process of extensive and broad-based consultations conducted during and after the production of Lesotho's poverty reduction strategy. Consultations were carried out through a Country Portfolio Performance Review held in April 2005 and led by the government; a Private Sector Development Forum also held in April 2005; a client survey conducted in August 2005; and a CAS retreat held in September 2005. Further consultations on the draft CAS were held with the government, CSOs, private sector, and donor agencies. There was a strong consensus on the development challenges and priorities identified by the various stakeholder groups. The CAS will be implemented in collaboration with these stakeholders with a view to reduce overlap and duplication, strengthen synergy, and optimize the leverage and use of Bank resources.</p>
30. MOLDOVA	CAS <i>November 19, 2004</i>	<p>Preparation of the CAS included consultations with several stakeholder groups, including national and local government; business and financial organizations; CSOs, including NGOs, labor unions, and research centers; opposition parties not represented in parliament; media; and donor agencies. These stakeholders participated in eight roundtable discussions and meetings, as well as in a Web-based electronic discussion.</p> <p>The input received from the stakeholders helped shape the content of the CAS. The following concerns raised were either incorporated or highlighted in the final draft: (i) the need for a stronger business environment and fighting corruption; (ii) direct financing of beneficiaries to circumvent state bureaucracy; (iii) the need for increasing infrastructure development; (iv) improved education and health services; and (v) the need for greater transparency in government and donor relations, including the World Bank. The CSOs also expressed concern about the limited involvement of civil society in the country's development debate and decision-making process. A follow-up phase of CAS consultation was to include a dialogue on the development challenges facing Moldova.</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
31. MOROCCO	CAS <i>June 17, 2005</i>	<p>CAS preparation was based on consultations with a broad set of actors. Meetings began in June 2004 and had two phases: general meetings with stakeholders from throughout the country, and smaller meetings that focused on the sectoral priorities identified during the first phase. Participants included government officials, parliamentarians, business leaders, and civil society representatives from NGOs, research organizations, and professional associations. The first phase focused on cross-sector issues linked to the country's main development challenges and are reflected in the CAS. The meetings generated several recommendations that urged the Bank to give more emphasis toward the following issues: (i) sustainable economic growth, (ii) poverty reduction, (iii) development of human capital, and (iv) sustainable water management.</p> <p>Based on these four strategic goals, the second phase of consultations attempted to focus on specific sectors, such as education, water, and social development. These consultations took place in collaboration with the Ministry of General Affairs to strengthen government ownership of the process.</p>
32. MOZAMBIQUE	CAS Annual Report <i>March 21, 2006</i>	<p>In Mozambique, the 2004–2007 Results-Based CAS, the first ever undertaken jointly with the IFC and MIGA, was prepared after broad-based consultations with NGOs, research centers, professional associations, and others. The consultations were held in two rounds: the first was geared to collecting the views of CSOs on what should be included as priorities in the strategy, apart from what was clearly set in the PRSP. The second round of consultations had the objective of discussing what the Bank considered implementable from the proposals presented during the first round.</p> <p>Following its approval, the Country Team promoted wider understanding of the CAS by disseminating it via the Bank's Web site and a reader-friendly brochure, as well as through periodic press briefings given by the country director. The same model of extensive consultations was adopted during the preparation of the CAS Progress Report during the months of December 2005–January 2006.</p>
33. NICARAGUA	ISN <i>August 4, 2005</i>	<p>A series of meetings were held with different sectors of Nicaraguan society in April 2005 to obtain their feedback on the ISN for Nicaragua. The process began with an initial day-long workshop with more than 200 representatives from government, private sector, and local and international CSOs. This was followed by five meetings with different segments of Nicaraguan society, including government leaders from the legislative and executive branches, business leaders, civil society representatives, and donor agency officers. The development issues that received the most attention were the energy crisis, governance problems, challenges brought on by CAFTA, Atlantic Coast development, and gender inequality.</p> <p>Other implementation issues were also highlighted, specifically the need to more closely monitor budget support and to increase the control of the number and remuneration of consultants. These consultations led to several important decisions, such as the need to carry out a gender assessment, an institutional and governance review, and an energy strategy study during the coming two years to prepare the Bank to respond to these issues in the next CAS.</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
34. NIGERIA	CAS	<p data-bbox="396 363 521 388"><i>June 2, 2005</i></p> <p data-bbox="716 363 1479 678">The CAS core team held a first round of consultations with stakeholders in Abuja and Lagos on the country partnership strategy. This was followed by meetings in four states—Imo, Bauchi, Kebbi, and Ogun—to which stakeholders from Nigeria’s other neighboring states were also invited. The consultation process involved more than 500 people from more than 12 states. The participants included senior national government officials; six state governors and two deputy governors; the speaker of the house and other congressmen; academics; and more than 300 CSO representatives. Participants highlighted the following issues for inclusion into the CAS: improved education and health service delivery; greater emphasis on non-oil growth policies; and transparency and accountability for better governance.</p> <p data-bbox="716 688 1479 888">A second round of discussions took place after a draft document (containing feedback from the first round of consultations) was disseminated. Participants made several recommendations that were incorporated into the final CAS. These included (i) clearer criteria and process for selection of states to receive Bank funding; (ii) the need to improve the results-based framework, including monitoring and evaluating CAS implementation; and (iii) the increased role of CSOs in the Bank’s work in Nigeria.</p>
35. ORGANIZATION OF EASTERN CARIBBEAN STATES (OECS)	CAS	<p data-bbox="396 1031 589 1056"><i>September 13, 2005</i></p> <p data-bbox="716 1031 1479 1549">The preparation of this CAS followed a continuous and detailed dialogue involving the governments of the OECS, subregional organizations, development partners, and representatives of civil society. The process entailed two rounds of consultations. First, in January 2005, a meeting was held in St. George’s, Grenada, between the six OECS heads of government, other regional leaders, and a high-level delegation from the World Bank, including its president. Second, in March 2005, the CAS draft concept note was presented to government officials and representatives from the private sector, civil society, and other sectors. The consultation meetings consisted of a brief presentation by the Bank team, which presented the proposed assistance strategy for the OECS (including lending and nonlending activities by areas of intervention) and the rationale for the programmatic priorities selected. This was followed by comments, questions, and answers on the proposed strategy as well as on broader issues and concerns. The CAS preparations also benefited from an extensive Country Program Quality Enhancement Review, conducted by the Bank’s Quality Assurance Group in November 2004, which involved meetings with stakeholders, including government and Barbados-based donor agencies.</p> <p data-bbox="716 1560 1479 1791">Overall, the thrust and focus of the proposed CAS was well received by most stakeholders. There was substantive discussion on the regional strategy and on additional development priorities that stakeholders felt should be included in the document. There also was a degree of skepticism about the validity of the consultations and a sense that input from CSOs, in particular, represented a pro forma rather than a real input to the country strategic planning process. CSOs also urged the Bank to foster greater inclusion of civil society representatives in project design and implementation.</p>
36. PACIFIC ISLANDS	CAS	<p data-bbox="396 1843 529 1869"><i>May 31, 2005</i></p> <p data-bbox="716 1843 1479 1925">The World Bank team consulted a wide range of stakeholders in government, private sector, academia, and civil society during the preparation of the Regional Engagement Framework (2006–09) and sought feedback on the</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
PACIFIC ISLANDS, continued		analytical framework, modalities for assistance, and country-specific needs. The Bank has also consulted other development partners and Pacific regional organizations on the planned strategy, as well as on opportunities for potential partnerships. Country-level workshops and follow-up dialogue have provided valuable feedback throughout the preparation of the strategy. Stakeholders emphasized the need for more frequent consultations.
37. PAKISTAN	CAS <i>April 27, 2006</i>	Preparation of the CAS for 2006–2009 benefited from consultations with the federal and provincial governments, private sector, civil society, and donor agencies. Consultations were carried out using a two-stage process consisting of (i) a two-part opinion survey carried out from October 2004 through February 2005 and (ii) stakeholder consultation meetings. The consultation meetings were held in Islamabad and in four provincial capitals during January 2006. Meetings were held with representatives of provincial governments, parliament, business associations, CSOs, and donor agencies. On the whole, there was endorsement of the general thrust of the CAS, especially of its strategic principles and program priorities. CSOs stressed the importance of timely and accurate demographic and social data, and the importance of addressing gender issues.
38. PAPUA NEW GUINEA	ISN <i>April 12, 2005</i>	<p>The ISN was drafted after consultations with a range of stakeholders throughout the course of 2002–2003. The consultation focused on two broad issues: (i) effectiveness of foreign aid in Papua New Guinea and (ii) the government’s development priorities. These consultations involved meetings with government officials, business leaders, and civil society representatives; visits to villages in 12 of the 19 provinces; interviews with members of settlement communities in Port Moresby and other towns; participation in national and regional development forums; and a client feedback survey.</p> <p>The consultations generated a number of recommendations for the Bank, including (i) reduce corruption and impediments to business development and growth of the informal sector; (ii) promote the development of the agricultural/rural sector, small businesses, and the informal sector; (iii) upgrade infrastructure; (iv) improve access to and the quality of education and health services, especially in rural areas; and (v) educate people about development issues and options so they can make better-informed decisions. They also requested more systematic and frequent consultations, including on the design of specific programs.</p>
39. PERU	CAS Progress Report <i>November 12, 2004</i>	<p>The Bank held consultations with approximately 50 government, civil society, and business representatives from throughout the country in August and September 2004. The CSOs represented at these meetings included NGOs; community groups; indigenous and Afro-descendant organizations; youth and women’s groups; labor unions; research centers and universities; and human rights organizations. One specific meeting was with faith-based organizations representing Muslims, Buddhists, Jews, Catholics, and Protestants.</p> <p>A number of recommendations emerged from these consultation meetings, including that the Bank should (i) work more outside of Lima; (ii) focus its lending on education and rural infrastructure; (iii) promote transparency to increase government accountability at all levels; (iv) support further decentralization and strengthening of local governments; and (v) make updated information on the Bank’s work more readily available.</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
40. PHILIPPINES	CAS <i>April 26, 2005</i>	<p>The Bank organized consultation workshops across the country. These involved national and local government (executive, legislative, and judicial branches); business associations; civil society (NGOs, community groups, labor unions, universities); and donor agencies. Almost 300 participants attended the workshops held between August and October 2004. Two meetings took place in Manila, and one meeting each in Tuguegarao, Cebu, and Davao. Most of the meetings were organized in collaboration with the Bank's Knowledge for Development Centers based at St. Paul University, University of Southeastern Philippines, University of San Carlos, Silliman University, and the Asian Institute of Management.</p> <p>In addition, all workshop participants were invited to provide their views on the Bank's work through a survey, to which 148 (or 54 percent) responded. Respondents indicated that the Bank is performing at a high level in certain areas, but other areas require greater attention and focus. In general, the consultations confirmed the importance of the major themes already emphasized in the CAS, such as growth, social inclusion, fiscal stability, and governance.</p>
41. POLAND	CAS <i>March 10, 2005</i>	<p>Consultations took place in November and December 2004 via online consultation and public meetings. The Bank's country office placed Polish and English versions of the draft CAS on its Web site and encouraged public feedback that came in the form of individual e-mails and institutional letters. The meetings took place in Gdansk, Warsaw, and Katowicein. More than 120 representatives from government, business associations, youth, media groups, and CSOs participated. Participants agreed that the Bank's assessment of the main social and economic challenges was correct. They highlighted, however, that there were certain issues missing from or insufficiently recognized in the CAS. These included: (i) housing and construction; (ii) the role of civil society in development; (iii) curbing corruption and the "gray zone" (unregistered employment); (iv) environmental protection; and (v) strengthening and improving the effectiveness of the judicial system.</p>
42. ROMANIA	CAS <i>June 13, 2006</i>	<p>A public consultation campaign was conducted as part of the drafting of the country partnership strategy. The campaign consisted of an opinion survey and a series of public consultations. The consultation process was implemented during April and May 2005. Consultations were held in small, medium, and large towns as well as within regions characterized by different levels of economic development. Six meetings were organized in the cities of Timisoara, Iasi, Galati, Alexandria, Craiova, and Sibiu. Approximately 170 people participated from government, civil society, churches, and community groups.</p> <p>The development issues identified as being in most need of attention were (i) funding infrastructure while protecting the environment; (ii) increasing health, education, and social protection; (iii) reducing disparities between urban and rural areas; (iv) strengthening the business environment; (v) improving public administration; and (vi) addressing problems related to European Union accession. Much of the analysis and recommendations collected during this consultation was incorporated into the design of the partnership strategy.</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
43. SÃO TOMÉ AND PRÍNCIPE	CAS <i>May 9, 2005</i>	The CAS consultation process was specifically linked to the country's PRSP so that it could benefit from its significant participatory process. The CAS team conducted preliminary discussions with the government in December 2004 and visited São Tomé in early April 2005 for consultations with government officials, national assembly members, business leaders, representatives from civil society (labor unions, NGO federations, community groups) and donor agency staff (United Nations Development Programme, World Health Organization, United Nations Children's Fund, European Commission, and the Embassies of Portugal and Brazil).
44. SIERRA LEONE	CAS <i>May 25, 2005</i>	<p>Consultations with civil society and community groups took place from January to March 2005 in two phases. An upstream discussion addressed the expected role of the Bank and donor agencies in supporting poverty reduction efforts, and a downstream consultation took place on the final draft of the CAS to ensure that stakeholder inputs were included. Each event had 50 to 60 participants. The main objective of the consultations with civil society was to hear the views of a broad range of stakeholders on the Bank's poverty reduction efforts, as well as to discuss whether these were aligned with the country's PRSP policies.</p> <p>Participants endorsed proposals for Bank support of local government councils, public sector reform, and the anticorruption agenda. Participants also cited the need to support (i) basic education; (ii) technical and vocational training; (iii) maternal and child health care; (iv) sanitation and rural water supply; (v) health education; and (vi) affordable access to health care.</p>
45. TAJIKISTAN	CAS <i>July 26, 2005</i>	During the CAS preparation, the Bank Group carried out discussions with representatives from CSOs and the private sector. The purpose of these discussions was to receive direct feedback from beneficiaries of the Bank Group projects, to discuss lessons learned from the current CAS implementation, and to hear stakeholder views about the future role of the World Bank Group in Tajikistan. The Bank Group team explained the new results-based approach and discussed with participants the proposed broad country development objectives for the next four years. In general, participants welcomed the results-based approach and agreed on the broad thrusts of the Bank's assistance in Tajikistan. Participants also appreciated the frank and objective nature of the CAS document and its approach of attempting to help the country address its short- and long-term development challenges. The discussion focused on (i) fiduciary issues, (ii) monitoring, evaluating, and coordinating donor assistance, (iii) sustainability of the Bank-supported interventions, (iv) PRSP implementation, (v) taxation, (vi) access and high cost of private sector financing, and (vii) environmental problems.
46. TIMOR-LESTE	CAS <i>June 27, 2005</i>	Before formulating the draft CAS, the team held extensive consultations throughout the country, focusing on remote and low-income communities. Consultations were held in 40 villages, which were located within 18 sub-districts and 9 districts. Stakeholder groups included the government (president's office), parliament (economics and finance committee), private sector, international and national NGOs, academics, faith-based organizations, youth, and donor agencies. The consultations focused on the Bank's

Country	World Bank Board Approval Dates ^a	Consultation Efforts
PACIFIC ISLANDS, continued		<p>work in the country from 2000 to 2004. Participants noted the growing need for education since restoration of independence. They indicated, however, that they would like to see more resources devoted to education at the local level, as well as the installation of mobile health clinics.</p> <p>During a second phase of the consultation process, the Bank held a series of consultations to refine the draft CAS and results matrix. During these meetings, participants expressed broad support for the strategic pillars and principles of engagement contained in the draft. They also expressed serious concerns about corruption and its negative effects on service delivery and private investment. International NGOs stressed the need for more focus on delivering services to the districts and improved monitoring and evaluation at the district level.</p>
47. UKRAINE	CAS Progress Report <i>June 13, 2005</i>	<p>The Bank discussed the status and proposed changes to the CAS with government officials, members of parliament, business leaders, academics, CSO representatives, and donor agency officers. Ukraine's development needs have not changed substantially since the CAS was approved in October 2003. The Bank's challenge is to adapt its engagement during the remainder of the CAS period to respond to this opportunity. Guiding principles for the CAS include (i) a focus on results; (ii) being responsive to government needs; (iii) flexibility in program implementation and use of financing instruments; (iv) ability to respond quickly to emerging opportunities; and (v) simplification of project design and procedures to lower the cost of doing business with the Bank.</p>
48. URUGUAY	CAS <i>May 18, 2005</i>	<p>The Bank organized consultations with a wide group of stakeholders, which included government officials (national, departmental, and local level, including the mayors of Paysandu and Tacuarembu); members of the Economic and Social Forum on Mercosur (FCES); journalists; and CSOs, including policy advocacy NGOs that monitor the Bank, labor unions, faith-based groups, research centers, and producers' associations. Half-day meetings took place in April 2005 in Montevideo, Paysandu, and Tacuarembu which had more than 200 participants.</p> <p>Participants identified a number of recommendations for future Bank work. These included (i) ensuring that needs of the most vulnerable groups (including children, youth, disabled, and women) are addressed; (ii) instituting reforms to improve education standards; (iii) increasing productivity and bolstering the private sector; and (iv) monitoring results of government efforts. Participants also recommended closer involvement and collaboration between the government and civil society to implement many of these recommendations.</p>
49. UZBEKISTAN	ISN <i>June 29, 2006</i>	<p>The Bank consulted extensively during the preparation of the ISN. These consultations began in January 2005 on the basis of an outline of key development issues and a preliminary "results" framework developed as part of an effort to prepare a full CAS. However, following the events in Andijon and the subsequent tightening of government control over civil society activities, heightened governance concerns made the original assistance framework outdated. This change has been extensively explained to both local and international NGOs, who have expressed support for the development of an ISN, with a focus on technical assistance and lending limited to basic social services and global public goods.</p>

Country	World Bank Board Approval Dates ^a	Consultation Efforts
50. YEMEN, REPUBLIC OF	CAS <i>June 15, 2006</i>	Preparation of the CAS involved the government, civil society, private sector, and donor agencies. Extensive consultations were held in Sana'a and Aden in November 2005 with national and local government officials, parliamentarians, members of the Shura Council, journalists, NGO representatives (local and international), business leaders, academics, and donor agency officers. Nearly 150 people attended the workshops, which comprised about 30 to 40 participants each and drawn from different categories of stakeholders to ensure an interactive exchange of views. A number of background papers were circulated beforehand and presented during the workshops. Follow-up consultations were held in early March 2006 with members of the newly appointed cabinet to discuss and validate the selection of strategic priorities under the new CAS.

Annex II:

Civil Society Participation in the Poverty Reduction Strategy Papers, Fiscal Years 2005 and 2006

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
1. AFGHANISTAN	Interim PRSP <i>May 25, 2006</i>	A series of consultations meetings were held on the Interim Afghanistan National Development Strategy (I-ANDS) in June 2005. Participants included <i>Ulama</i> (religious leaders), NGO representatives, business leaders, and donor agency officers. Consultations were also held with 400 leaders of Community Development Councils (CDCs) representing more than 10,000 villages who were in Kabul during August 2005 for a national conference. Members of the Presidential Oversight Committee addressed the delegates at this conference to explain the ANDS, its purpose, and the process. Detailed discussions on a series of questions were held in smaller groups, and thereafter individual CDC members were asked their views on national development priorities via a questionnaire. The questionnaires were analyzed and the results used in formulating sector strategies and targets. The results are posted on the government's Web site at www.ands.gov .
2. ALBANIA	Joint IDA/IMF Staff Advisory Notes <i>July 14, 2004</i>	A permanent department was established in the Ministry of Finance to ensure, among other things, that consultations with civil society were undertaken. The National Strategy for Socio-Economic Development (NSSED) Department organized a public debate in March 2005 to discuss challenges for economic growth in Albania and the impact of growth on poverty. The debate was attended by about 50 people from a variety of public, private, and civil society organizations. Participants were invited to complete a questionnaire indicating the importance of different sectors and constraints for economic growth and for poverty alleviation. There was broad agreement about the actions required to promote economic growth, as defined in the NSSED.
3. ARMENIA	Annual Progress Report <i>April 20, 2005</i>	CSOs have been involved in PRS implementation since early 2004 when several stakeholder committees were established. In October 2004, CSO representatives signed a partnership agreement with the government to guide their participation in the implementation and monitoring of the PRS. The agreement identified three priorities for the next three years: (i) improve the business climate by encouraging small and medium enterprises to stimulate employment, particularly for vulnerable groups; (ii) strengthen the social protection system, particularly social security, human development, and poverty reduction; and (iii) promote infrastructure development in rural areas while considering environmental issues. After signing the partnership agreement, the government and the participants created three new bodies: a PRSP Steering Committee, a Working Group composed of government and civil society representatives, and an Open Forum. Their role will be to encourage civil society involvement in PRSP implementation and monitoring activities.

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
4. AZERBAIJAN	PRSP Annual Progress Report <i>August 30, 2004</i>	The PRSP Annual Progress Report was produced by the State Program for Poverty Reduction and Economic Development (SPPRED) after an extensive consultation process. This process involved government officials (national and local); private sector; CSOs (NGOs and community groups); and donor agencies (World Bank, USAID, UNDP, United Nations Population Fund, ADB). The consultation process was conducted through workshops in six regions of the country, uniting more than 250 participants. Two local CSOs (Umid and Simurg) were contracted to organize the meetings and ensure community participation. These workshops provided a forum in which national government officials could meet with local government representatives, NGOs, and community leaders to discuss the status of PRSP implementation. Fifteen sector working groups composed of government and civil society representatives, which were set up during the formulation of the PRSP, also continued to function. They sought input on the implementation of the SPPRED from the general public through regional town-hall meetings, seminars, workshops, and the media.
	PRSP Second Annual Progress Report <i>September 9, 2005</i>	The Second Annual Progress Report provides evidence of intensifying participation. Sixteen workshops were held since the last Progress Report (compared with 6 in 2003 and 10 in 2004) in all of the economic regions of the country. In addition, targeted meetings were held with civil society groups on particular issues such as education, labor, environment, and gender. Participants put forward a total of 537 proposals. These regional "PRSP Town-hall Meetings" were the main tool for ensuring public participation in the implementation process and for their involvement in the preparation of the second PRSP, which will cover the next 10 years of the country's development. Finally, a series of activities were undertaken to speed up the community-building process and increase the potential of local people to play an active part in the poverty reduction measures. These activities included various training initiatives, conferences, workshops and roundtable discussions with specific stakeholders, often in partnership with NGOs and community leaders. Donor participation and coordination has improved significantly, and multiple donors are involved in various aspects of the government's poverty reduction programs. USAID, European Union, and other donor agencies are directly supporting the SPPRED Secretariat.
5. BANGLADESH	Joint IDA/IMF Staff Advisory Notes <i>July 28, 2004</i>	The National Strategy for Accelerated Poverty Reduction has benefited from consultations with a wide spectrum of stakeholders. Government officials initiated a series of participatory consultations at the national and regional levels during March and April 2004. One national-level and six-divisional level (Dhaka, Rajshahi, Chittagong, Khulna, Barisal, and Sylhet) meetings were held. The total number of participants in each regional meeting was around 200. The national workshop involved a wide range of sector specialists and different stakeholder groups, such as representatives from civil society, adivasi/ethnic minority people, physically disadvantaged people, research centers, media, education institutions, slum dwellers associations, and private sector entrepreneurs. The first round of consultations provided a comprehensive set of recommendations on poverty reduction, which guided the policymakers in reviewing the existing poverty alleviation policies and also in formulating new policy initiatives.

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
6. BENIN	Joint IDA/IMF Staff Advisory Notes Progress Report <i>June 10, 2005</i>	<p>PRSP implementation has been carried out at the sectoral level by the Department of Planning and Projections of various ministries, and at the central level by the Permanent Secretariat of the National Commission for Development and the Fight Against Poverty. The monitoring and evaluation of this phase of the PRS process has been undertaken by the national government in cooperation with the Social Change Observatory (OCS), which was established in November 2000. The OCS tracks both sector-level and countrywide progress through macroeconomic and social development indicators as well as with data provided by the Municipal and Departmental Monitoring Committees, both of which benefit from civil society participation. Monitoring and evaluation units have been established in selected ministries, and private sector and civil society commissions were established to develop an action plan to encourage their involvement in the monitoring of PRS implementation. The action plan for monitoring and disseminating PRSP results is achieved at two levels: (i) government agencies and sector ministries through the presentation of PRSP actions and indicators, as well as annual reports; and (ii) at the departmental level through multisectoral workshops, which involve government, NGOs, women's associations, producers' associations, and business associations.</p> <p>The process to develop local capacity to participate in PRS implementation has been slower than expected. The Progress Report notes that few localities have adopted local development plans, and one factor for this delay seems to be the fact the PRSP was not launched until late 2004. This delay, in turn, seems to have been caused by corresponding delays in budgetary decentralization, local capacity building, and resource transfers to the local level.</p>
7. BHUTAN	Joint IDA/IMF Staff Advisory Notes <i>February 8, 2005</i>	<p>The PRSP included a PRSP cover note and the Ninth Plan, which was developed through extensive consultation with communities and stakeholders down to the block or <i>gewog</i> level. The preparation for the Ninth Plan started with a brainstorming session in August 2000 and included participants from the sectoral ministries, districts or <i>dzongkha</i>, Planning Commission, and the Core Group. The <i>dzongkhug</i> and <i>gewog</i> plans were prepared after detailed discussion with elected representatives from each municipality. The final plans were endorsed by the cabinet and approved by the national assembly.</p>
8. BURKINA FASO	Joint IDA/IMF Staff Advisory Notes and PRSP Annual Progress Report <i>May 3, 2005</i>	<p>Ten regional consultations were organized from May 8 to June 7, 2003, with about 3,000 participants. Meetings on policy consistency were held with all the heads of ministerial departments from July 1 to July 17, 2003. The first workshop, held from August 4 to 17, 2003, in Bobo-Dioulasso, brought together all the regional directors of economy and development; the research and planning directors of the ministries responsible for agriculture, health, basic education, territorial development and decentralization, and security; the senior staff of the technical secretariat for the Coordination of Economic and Social Development Programs; the directorate-general of Economy and Planning; and the directorate-general of Territorial Development, Local Development, and Regional Development. The second workshop, which was held in Ouagadougou on August 25 and 26, 2003, brought together about 60 participants from the public administration, the university and research institutes, the private sector, and CSOs (SPONG, RECIFIONG, RENLAC). The results of these two stocktaking workshops had a decisive impact on the formulation of the revised PRSP.</p> <p>On July 28 to 30, 2003, CSOs held their own forum geared to enhancing ownership of the PRSP and to make a constructive contribution to the</p>

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
BURKINA FASO, continued		<p>revision process. At the end of the forum, they unanimously adopted an important declaration on the PRSP process. CSOs insisted that poverty reduction efforts be part of a common vision of the future and that the government involve them in the planning, implementation, and monitoring of development policies benefiting the Burkinese population. A national conference was held from October 2 to 4, 2003, involving approximately 600 participants, including members of the government, representatives of the central and decentralized administration, the private sector, CSOs, producer organizations, the Children's Parliament, representatives of the 13 administrative regions, and donor agencies. The conference produced several recommendations pertaining to: (i) accelerating the development of the social sectors; (ii) strengthening the statistical and monitoring mechanisms of the PRSP; (iii) ensuring greater consistency between sectoral policies and the PRSP; and (iv) placing greater emphasis on the program approach.</p>
9. CAMBODIA	PRSP Annual Progress Report <i>August 25, 2004</i>	<p>The progress report on assessment of national PRS implementation has been prepared through a participatory process involving key units of the government, donor agencies, local and international NGOs, and other representatives of civil society. The General Secretariat of the Council for Social Development coordinated the process, linking with all line ministries. Multiple consultations took place beginning in October 2003 with all core stakeholder groups, as well as members of seven sectoral working groups. Some of the individual organizations that participated in this process by sector were government (Supreme National Economic Council, Ministry of Economy and Finance, line ministries); civil society (NGO Forum, Cooperation Committee for Cambodia, Cambodia Development Resource Institute, University of Cambodia); and donor agencies (United Nations Children's Fund; World Health Organization; United Nations Educational, Scientific, and Cultural Organizations; World Food Programme; Japan International Cooperation Agency; IMF; UNDP; ADB; DFID; and the World Bank). The group met several times to read, review, and contribute to the final report.</p> <p>In October 2003, the initial draft was circulated to all stakeholders for comments. The first meeting of a core group of stakeholders took place in November 2003 to discuss this initial draft and revise it into a first draft. A large workshop involving all stakeholders discussed the first draft in December 2003. The results were the basis of a second draft presented to stakeholders later that month. In January 2004, the second draft circulated to the international financial institutions, and a final draft was completed and presented to the Bank and the IMF in August 2004.</p>
10. CAMEROON	Joint IDA/IMF Staff Advisory Notes PRSP Annual Progress Report <i>May 27, 2005</i>	<p>The government conducted the monitoring and evaluation of the PRS implementation phase by involving a broad cross-section of stakeholders. Several review teams traveled throughout the country in March 2004 covering different geographic zones: (i) Centre, South, Littoral, and South-West provinces; (ii) East, West, and North-West provinces; and (iii) Adamawa, North, and Far-North provinces. The teams organized general plenary sessions and specific theme-based workshops with local government officials and CSO representatives from NGOs, community associations, and faith-based organizations. Four workshops took place on social infrastructure, community production, and governance. These meetings generated several useful recommendations that were incorporated into the Progress Report as a way of encouraging local government officials to enact them.</p>

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
CAMEROON, continued	PRSP Second Annual Progress Report <i>April 27, 2006</i>	<p>These recommendations included: (i) integrating local projects into the government's investment budget; (ii) increasing the number and quality of translators to promote and reinforce bilingualism; and (iii) organizing local capacity building in preparation of projects financed with Heavily Indebted Poor Countries funds. In addition, they made specific recommendations on education, health, social affairs, gender, infrastructure, production, and governance.</p> <p>The Second Annual Progress Report was prepared following the participatory assessment reviews conducted in all of the provinces of the Republic. The government continues to implement the PRSP in the context of the participatory process begun during its preparation. About 800 individuals participated in the assessment of PRSP implementation from January 2004 to March 2005.</p>
11. CAPE VERDE	PRSP Preparation Status Report <i>July 29, 2004</i> PRSP <i>December 30, 2004</i>	<p>The drafting of the Cape Verde PRSP—Growth and Poverty Reduction Strategy Paper (GPRSP)—included a broad participatory process led by the National Coordinating Committee (CNC). The CNC, in turn, established a PRSP steering committee involving 20 representatives from government ministries, municipalities, civil society, and the private sector. CSOs were represented by the president of the platform of NGOs and the private sector by the head of the Chamber of Commerce. External collaborators, such as the IMF and the Bank, participated in technical discussions. The participatory process began with a public forum in August 2003 under the auspices of the Bank. In December 2003, several other meetings were held to move the process forward. These included a meeting with UN representatives to discuss the elaboration of the GPRSP; several CNC planning meetings to discuss implementation issues; and videoconference meetings with Bank and IMF staff. A larger meeting to analyze the first version took place in May 2004. The participative process will continue throughout the implementation of the GPRSP, and periodic evaluations will address its efficiency and depth.</p>
12. CHAD	Joint IDA/IMF Staff Advisory Notes PRSP Annual Progress Report <i>June 15, 2005</i>	<p>The PRSP has been disseminated to the general secretaries of almost all the ministries, but information seminars on this document scheduled for 2003–2004 did not take place because of lack of financing. Seminars did take place in 2005 to encourage ownership of the strategy by government agencies and ensure that it is used to guide their ongoing development efforts. However, progress in the implementation of the strategy has been rather limited, with significant delays in setting up the institutional consultation and monitoring mechanisms. As a result, reliable indicators to assess progress are not available. The authorities did not carry out consultations with stakeholders on the outcome of the first year of implementation of the PRSP because of capacity constraints and insufficient budgetary financing of PRSP-related activities in 2004. The PRSP steering committee, however, did design a participatory monitoring system with the support of national and international consultants during a seminar in October 2004. Instructors will be trained to promote the system after conducting tests in some regions of the country to verify its functionality and relevance.</p>
13. COMOROS	Interim PRSP Strategy Paper <i>May 16, 2006</i>	<p>The I-PRSP was prepared through a broad participatory process launched in 2003 aimed at developing a national PRS. The institutional structure consisted of three levels. First, the island level, which is guided by an orientation committee composed of local authorities, representatives of civil society, and business leaders, whose main role was to mobilize stakeholders and provide guidance for the technical studies. Second, at the union level, a technical committee composed of senior government staff supported by</p>

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
COMOROS, continued		<p>representatives of civil society, private sector organizations, and national and international consultants responsible for carrying out the research and analysis needed for preparing the strategy. Third, a coordination and monitoring committee, composed of the general commissar for planning, representatives from the islands' presidencies, and delegates from the orientation committees, was responsible for oversight and validation. The draft 2003 I-PRSP was updated and complemented with an action plan for 2006–2009. The draft documents were validated through additional broad consultative rounds, including workshops at the island level.</p>
14. CONGO, DEMOCRATIC REPUBLIC OF	<p>Interim PRSP Joint IDA/IMF Staff Advisory Notes <i>November 19, 2004</i></p>	<p>The national ministerial committee for poverty reduction (CNLP) and the planning and finance ministers oversaw the drafting of the I-PRSP process. A permanent secretariat composed of 34 members (20 civil servants, 8 CSO representatives, 4 members of parliament, and 2 members of the Economic and Social Council) assisted the CNLP. At the departmental and regional levels, poverty reduction committees, composed of local government, faith-based groups, community organizations, women's and youth groups, and local NGOs, participated in discussions of the I-PRSP process. International donors and lenders, including the European Union, the French cooperation, IDA, DFID, and UNDP provided the steering committee with an international expert in social analysis to ensure the consultation process ran smoothly.</p> <p>The participatory process involved preparation of the methodology and institutional framework for nationwide participatory consultations. Preparation of the I-PRSP involved participatory consultations at the central level and community consultations in 11 departments. The consultations were geared to give participants a chance to voice their own perceptions of the key aspects and causes of poverty in the country. CNLP summarized the conclusions and recommendations and sent a revised draft to all partners in July 2004 to obtain feedback and to finalize the I-PRSP.</p>
15. ETHIOPIA	<p>PRSP Annual Progress Report <i>October 26, 2005</i></p>	<p>The Annual Progress Report benefited from a round of consultation with representatives from civil society and donor agencies in February 2005. A two-day meeting was held at which views were sought from a range of partners. The Christian Relief Development Association served as an umbrella focal point in the formulation of the Sustainable Development and Poverty Reduction Programme (SDPRP) and subsequent monitoring and evaluation of its implementation has brought together a range of civil society representatives to assess the quality of public service delivery and discuss how CSOs could further strengthen their engagement with the government on the implementation of the SDPRP. More than 60 pages of written input were submitted, many of which are incorporated in this final draft. More public consultations will be undertaken in the context of updating the full SDPRP (SDPRP II) in 2007.</p>
16. GAMBIA, THE	<p>Joint IDA/IMF Staff Advisory Notes PRSP Annual Progress Report <i>April 25, 2005</i></p>	<p>The annual Progress Report went through a participatory process based on consultations with government, private sector, and civil society. Extensive consultations took place with a variety of stakeholders to familiarize them with the PRSP process and allow for an update of issues not covered in the strategy document. Consultations included a national stakeholder meeting and divisional workshops for government workers. These consultations resulted in greater awareness and understanding of the PRSP process at the national and divisional levels, and provided an opportunity to incorporate specific objectives and implementation arrangements for cross-cutting issues that were not detailed in the PRSP. These issues included gender, nutrition, HIV/AIDS, water, and sanitation.</p>

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
GAMBIA, THE, continued		<p>Consultations on the implementation phase of the PRSP included a national stakeholder meeting, a national workshop for national assembly members, and seven divisional workshops. The government has attempted to create an enabling environment for the participation of civil society and the private sector in the monitoring of public expenditure within the context of the PRSP. The Department of State for Finance and Economic Affairs (DOSFEA) initiated a program on budget consultations with CSOs. As a result, central and sector ministries are being encouraged to discuss budgets and allocations with such stakeholders as beneficiary groups, NGOs, and donor agencies before submitting them to the DOSFEA.</p>
17. GEORGIA	<p>Joint IDA/IMF Staff Advisory Notes PRSP Annual Progress Report <i>June 13, 2005</i></p>	<p>The new government drew many of its top officials from the civil society ranks that had participated actively in the preparation of the PRSP entitled Economic Development and Poverty Reduction Program (EDPRP) under the previous government. These officials have maintained close but informal ties to the CSOs. The government has engaged in broad-based consultations on reform initiatives, including tax and education reforms. It also included key stakeholders in efforts to develop strategic priorities for the medium term and is completing work to establish a joint commission with the business community to discuss economic policies. Finally, the government sought close involvement of civil society in the preparation of the progress report. The draft report was presented to the public in December 2004 and is available to the public on the Web site of the Economic Development Ministry at www.economy.ge.</p>
18. GHANA	<p>Joint IDA/IMF Staff Advisory Notes <i>June 1, 2006</i></p>	<p>The Ghana PRSP II was prepared in a participatory manner and builds on extensive consultations at the national and district level with a broad range of stakeholders, including representatives from parliament, government, private sector, research centers, labor unions, NGOs, and donor agencies. The scope and method used for the public consultation process included public fora; focus group discussions; national, regional, district, and community workshops; and the use of the electronic media (radio and television).</p> <p>Feedback from the dissemination of the GPRSP I and the Annual Progress Reports as well as the public consultations have been integrated in GPRSP II. Communications under GPRSP II will be enhanced through the continued implementation of the Communications Strategy to deepen ownership and to ensure effective implementation, monitoring, and evaluation of the strategy. A participatory monitoring and evaluation mechanism will be implemented through consultative mechanisms, including Citizen Report Cards and independent results elicited from the African Peer Review Mechanism, which periodically assesses the performance of government interventions and their impact on growth and poverty reduction.</p>
19. GRENADA	<p>Joint IDA/IMF Staff Advisory Notes <i>April 18, 2006</i></p>	<p>The Poverty Eradication Strategy has benefited from extensive public consultation. Participants have included representatives of the opposition parties in parliament, NGOs, labor unions, and the wider public. The process included a "bottom up" participatory approach at several levels, including community consultations (19 poor communities participated); parish meetings; sector-level consultations; and national meetings. At the parish level, six consultations were held in local parishes and a seventh consultation was held on the island of Carriacou. At the national level, two consultation meetings were held with representatives from all major stakeholder groups. An average of 75 persons attended each consultation. Reports on each consultation were drafted and many of the recommendations were incorporated into the overall poverty eradication program.</p>

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20. GUINEA	PRSP Progress Report <i>August 12, 2004</i>	<p>The Guinean government took several steps to make the PRSP implementation process more transparent. The permanent secretariat created a bimonthly PRSP newsletter that reported on the status of the development programs being implemented under the PRSP and created a Web site on PRSP implementation.</p> <p>The Progress Report is the result of an extensive consultation process that used several participatory mechanisms, including direct consultations with grassroots communities, feedback received from consensus-building fora, and analysis undertaken by government ministries. The government organized consultation workshops in Conakry and other administrative regions.</p>
21. GUYANA	PRSP Annual Progress Report <i>July 6, 2004</i>	<p>Guyana's PRSP Annual Progress Report was the product of extensive consultations organized by the government. A public awareness campaign promoting the importance of citizen involvement in the consultation process was implemented via the mass media and through the mobilization efforts of the PRS Regional Committees. A total of eight regional consultations were held within a two-week period. The primary focus of the consultations was to allow participants the opportunity to comment on the report, with special emphasis on their community or region. At each consultation, government ministers and technical staff provided overviews of progress and shortcomings of the implementation process. Their presence enabled them to promptly answer questions raised by participants. Approximately 440 persons attended the review meetings which provided an opportunity for government officials to reengage with representatives from parliament, political parties, neighborhood democratic councils, CSOs, and donor agencies.</p> <p>The consultations generated a wealth of information that, in addition to being incorporated into the 2005 Progress Report, can be utilized in sectoral planning at the national level. The consultations raised some of the same issues encountered in the original PRSP consultations: employment, governance, crime security, and access to or improvement of basic services. Other areas largely neglected by the PRS, such as disability and gender, also were highlighted in these meetings. The medium-term poverty reduction program has incorporated many of these issues and recommendations.</p>
22. HONDURAS	PRSP Annual Progress Report <i>March 22, 2005</i>	<p>The Honduran PRSP annual progress report is the product of increasing civil society participation. Civil society participation has been institutionalized through legislation establishing a PRS Consultative Council, including representatives of a wide range of civil society constituencies. PRSP consultations took place through six regional workshops. The consulted regions were the (i) central provinces of Francisco Morazán, Comayagua, La Paz, and Olancho; (ii) southern provinces of Valle and Choluteca; (iii) western provinces of Copán, Ocotepeque, Lempira, and Intibucá; (iv) northern provinces of Cortés and Santa Bárbara; (v) seaboard provinces of Atlántida, Islas de la Bahía, and Yoro; and (vi) Bajo Aguan provinces of Colón and Gracias a Dios. The PRSP consultative council submitted a draft of the report to CSOs and the donor agencies. Approximately 800 people participated in the consultation process, including representatives from civil society, G-17 (a group of 17 donors to Honduras), and the PRSP council. PRSP materials are posted on the Web site of the finance ministry at www.sefin.gob.hn/erp.html.</p> <p>During the consultation process, many of the participants expressed the urgent need to improve the country's strategy on growth, employment, and poverty reduction. Participants also emphasized the need to strengthen overall competitiveness and reduce inefficiencies in the use of state funds</p>

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
HONDURAS, continued		and external resources. The Progress Report incorporated several of the key inputs from the consultation process, including (i) strengthening the employment component; (ii) emphasizing participation and decentralization in PRSP implementation; (iii) increasing transparency in monitoring and evaluation; and (iv) improving alignment of PRSP interventions to PRSP goals.
23. KENYA	PRSP Annual Progress Report <i>June 15, 2006</i>	The Annual Progress Report is a product of a participatory and consultative process. Approximately 200 participants of the National Monitoring and Evaluation Stakeholders Dissemination Forum participated in candid discussions in March 2005 in Nairobi. Participants included senior government officials, heads of parastatal agencies, and representatives from CSOs, universities, business associations, and donor agencies.
24. LAO PDR	PRSP <i>November 8, 2004</i>	<p>The government led the preparation of the National Growth and Poverty Eradication Strategy (NGPES), which was a result of a multiyear planning and consultation process. The NGPES committee formed to oversee the process was composed of government officials from various ministries and agencies, as well as civil society representatives. In addition to consultations with official organizations, such as the Lao Women's Union, discussions took place with international NGO representatives, business leaders, academics, and provincial officials. A number of important consultation meetings were held over the year, including the rapid poverty assessments (1997); seventh roundtable meeting (2001); participatory poverty assessments (2000–02); and the eighth roundtable meeting (2003). The November 2000 endorsement of the government's medium-term strategy, "Fighting Poverty through Human Resource Development, Rural Development, and People's Participation," served as the foundation for the NGPES.</p> <p>The consultative process broadened to include major dialogue on private sector development and the proposed Nam Theun 2 dam. The recommendations provided by these groups have been incorporated into the NGPES. The final draft was presented at the Eighth Roundtable Meeting in September 2003. The participation action plan implemented by the government throughout this process was financed by UNDP and other donor agencies.</p>
25. LESOTHO	PRSP Preparation Status Report <i>August 31, 2004</i>	<p>Lesotho's PRSP Preparation Status Report is the result of a three-year participatory process involving communities and stakeholders nationwide. In 1999, the PRSP process was initiated under the overall coordination of the Ministry of Finance and Development Planning and it was guided by the Technical Working Group (TWG) formed by representatives from government, CSOs, private sector, and donor agencies. The TWG was organized into a number of subcommittees assigned to undertake specific sector and thematic functions, such as poverty monitoring and managing the consultative process.</p> <p>More than 20,000 people (1 per 100 inhabitants) were consulted in 200 communities covering all parts of the country. Consultations took place with groups of women, men, youth, herd boys, disabled people, the elderly, widows and orphans, mineworkers, community leaders, NGO representatives, local authorities, and business leaders. At the end of consultations, 200 village reports were compiled, analyzed, and aggregated by the facilitators to arrive at community and national priorities that formed the basis for the PRS. To ensure national ownership of PRS priorities, the facilitators ranked and sequenced the strategies emanating from the communities. Furthermore, members of parliament, as the elected representatives of the nation, were asked to endorse the priorities through a parliamentary subcommittee. These views were consolidated, analyzed, and presented in a</p>

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
LESOTHO, continued		report entitled <i>The Voice of the People</i> , which formed the basis for determining the national priorities as outlined in Vision 2020 and the PRS.
26. MAGADASCAR	PRSP Annual Progress Report <i>September 29, 2004</i>	The Secretariat Technique à L'ajustement (STA) prepared the first PRS annual Progress Report. The STA works for the PRSP Technical Committee, which is composed of representatives from government (several ministries), NGOs, and academia. Because the technical committee rarely met, the STA made operational decisions concerning management of the PRSP process. STA coordinated inputs from the line ministries and organized thematic workshops during January through June 2004. The first semiannual PRSP Implementation Report was widely disseminated in the capital and at six regional workshops. These meetings had an average of 170 participants and included representatives from the private sector, civil society, and government. The views and recommendations generated during these workshops are reflected in the final version of the Progress Report. The report was distributed to ministries, CSOs, members of parliament, and donor agencies.
27. MOLDOVA	PRSP and Joint IDA/IMF Staff Advisory Notes <i>October 22, 2004</i>	<p>The government fully endorsed a participatory approach to drafting the Economic Growth and Poverty Reduction Strategy Paper (EGPRSP), which involved civil society at national, regional, and local levels. A Participation Council was established in September 2002 and was composed of representatives from parliament, the president's office, government ministries, civil society, private sector, academia, and donor agencies. The Council played an important role in identifying suitable participation mechanisms and ensuring widespread participation by key stakeholder groups. Although inclusion was limited in the early stages of EGPRSP drafting, the authorities have gradually changed their attitude toward civil society involvement.</p> <p>Since September 2003, more than 80 roundtables, conferences, and seminars have been organized across the country. At the local level, a total of 25 roundtables were organized in 23 localities, with 890 participants. Participants included local officials, public service employees from hospitals and schools, NGO representatives, labor union leaders, media representatives, and business leaders. The participation process was further broadened by a communication strategy that used various venues, including radio and television shows, leaflets, posters, special bulletins, and direct electronic communication distributed to some 800 NGOs. An EGPRSP Web page (www.scers.md) was launched in October 2003, which provided information to stakeholders on the latest version of the strategy paper, timetable and location of public discussions, and summaries of these discussions.</p> <p>The 2006 Progress Report was presented at the EGPRS National Forum organized on March 23, 2006, with the participation of representatives from national and local government, parliament, civil society, business community, and donor agencies. The report was finalized, taking into account the comments expressed during and after the forum. According to the report, once the EGPRS implementation stage is launched, the Participation Council should ensure active participation by civil society in the implementation, monitoring, and evaluation stages of the PRSP.</p>
28. MONGOLIA	Joint IDA/IMF Staff Advisory Notes <i>September 27, 2005</i>	A number of regional and national seminars on the Economic Growth Support Poverty Reduction Strategy (EGSPRS) were organized between September and November 2003. All these seminars were geared toward introducing the concept, principles, goals, objectives, and implementation measures of the EGSPRS. The seminars were attended by governors, members of parliament, chairs of citizens representatives' <i>khurals</i> (councils), herders, NGO representatives of all 21 <i>aimags</i> (provinces), labor leaders, and business leaders. A national seminar on Implementing the Economic

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
MONGOLIA, <i>continued</i>		Growth Support and Poverty Reduction Strategy was organized in March 2004 and attended by approximately 200 participants from a variety of sectors. Regional seminars geared to involving stakeholders in the implementation of the EGSPRS were organized in cooperation with NGOs and held in June and July 2004.
29. MOZAMBIQUE	Joint IDA/IMF Staff Advisory Notes and PRSP <i>June 27, 2005</i>	<p>Significant efforts have been made to broaden the consultation process and the dissemination of information about the Action Plan for Reducing Absolute Poverty (PARPA). A Poverty Observatory, composed of government, civil society, and donor agency representatives, has encouraged a sustainable and continuous dialogue on PRS implementation. In addition, the CSO members of the Poverty Observatory issue its own annual monitoring report on PRS implementation, thus promoting greater scrutiny and social accountability of the process.</p> <p>The Second Poverty Observatory was held in April 2004 and included representatives from the private sector, civil society, and a broad spectrum of public entities. Furthermore, representatives from civil society participated in the sectoral meetings to assess the implementation of the PARPA in 2004 in the context of the joint review process. Specifically, the government consulted with the private sector with regard to the proposed procurement reform, and consulted labor unions and business associations on the revision of the labor law.</p>
30. NICARAGUA	PRSP <i>February 9, 2006</i>	<p>In February 2003, local leaders and CSOs were invited to participate in development of the National Development Plan (NDP). In July 2003, the National System for Coordination, Participatory Implementation, Monitoring, and Evaluation of the NDP, known as the PASE system, was set up to improve the levels of coordination, information, and citizen participation. As a result of improved citizen participation, a series of meetings known as Montelimar I, II, and III were undertaken to discuss the guidelines for the departmental development plans that were later formulated and presented to the executive branch by representatives from civil society, private sector, and government from the national and local levels. In 2004, the PASE system supported the community-driven development and Regional Development Councils to formulate their strategic municipal and departmental development plans in line with national guidelines of the NDP. Consultation meetings on the proposal were held from September 2003 to March 2004.</p>
31. NIGER	PRSP Annual Progress Report and Joint IDA/IMF Staff Advisory Notes <i>February 16, 2005</i>	<p>The Annual Progress Report was prepared by the permanent secretariat of PRSP in collaboration with representatives from government, civil society, and private sector. The participatory process consisted of the dissemination of the first draft of the progress report to stakeholders throughout the country. Consultations revealed a number of weaknesses that had characterized the first phase of PRSP implementation, including (i) outdated statistics on poverty indicators; (ii) weak institutional infrastructure; (iii) insufficient attention to the inputs from civil society; and (iv) low participation by NGOs and development associations (at the regional and subregional levels) in the implementation of the PRSP.</p> <p>The following recommendations came out of the consultation process: (i) increase resource mobilization for sustainable action against poverty; (ii) take into account regional characteristics and needs; (iii) increase the participation of business groups, NGOs, and development associations in PRSP implementation; and (iv) involve regions and subregions in the preparation of the progress report.</p>

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32. RWANDA	PRSP Annual Progress Report <i>March 29, 2005</i>	<p>The second PRS Annual Progress Report was drafted in a very participatory manner. The process began during a high-profile national seminar in April 2004, with participation of all provincial governors, secretaries general from all ministries, parliamentarians, and representatives from civil society, private sector, and donor agencies. Meeting participants agreed on areas in which PRSP implementation should be reviewed, the methodology of evaluating progress in PRSP implementation, and the calendar to be followed. Each chapter was assigned to focal points from the finance ministry (MINECOFIN), line ministries, and donor agencies that were responsible for organizing meetings and consultations with all stakeholders in their respective sectors, and draft chapters.</p> <p>The final draft document, produced by MINECOFIN, contained the six strategic priorities outlined within the PRSP: (i) rural development and agricultural transformation; (ii) human development; (iii) economic infrastructure; (iv) good governance; (v) private sector development; and (vi) reinforcing institutional capacity. The monitoring and evaluation stage of the PRSP uses participatory tools, such as a collective action program and citizen report cards that identify community problems, and provides this feedback to the government.</p>
33. SÃO TOMÉ AND PRINCIPE	Joint IDA/IMF Staff Advisory Notes on the PRSP PRSP Annual Progress Report <i>March 31, 2005</i>	<p>The PRSP was drafted through a participatory process that involved a broad array of stakeholders, including political parties, labor unions, employer associations, religious groups, CSOs, and donor agencies. Consultation workshops were held in the capital as well as in district capitals beginning in 2002. The input received in these meetings was then incorporated into the four preliminary versions of the strategy paper. The strategy paper then went to the council of ministers and the president for consideration.</p> <p>Emerging from the process were a number of recommendations that urged the government to (i) enhance consultation with CSOs and donor agencies; (ii) increase contact with the media (including through greater public availability of data); (iii) report on PRSP implementation transparently and regularly (in publicized quarterly and annual progress reports); and (iv) ensure that recommendations from the PRSP reports are adequately reflected in the subsequent year's budget.</p>
34. SENEGAL	PRSP Annual Progress Report <i>December 7, 2004</i> PRSP Second Annual Progress Report <i>November 23, 2005</i>	<p>The First Annual Progress Report was prepared through a broad participatory process. The process involved a workshop with all the stakeholders held in December 2003. One of the areas of consensus that emerged from this meeting was a shortlist of indicators to measure the efficiency of the poverty reduction efforts, and these indicators were shared with all stakeholders groups for their comments.</p> <p>The Second Annual Progress Report was generated using a collaborative and participatory approach. Work on the report began with a workshop bringing together nearly 200 participants representing government, private sector, civil society, and donor agencies. The workshop examined the terms of reference of the process, approved the methodology to be used in generating the report, and created five commissions representing the major stakeholder groups.</p>
35. SIERRA LEONE	Joint IDA/IMF Staff Advisory Notes on the PRSP PRSP Annual Progress Report <i>April 15, 2005</i>	<p>The PRSP process was characterized by a participatory process that involved a wide range of stakeholders and employed inclusive consultation methodologies. Key stakeholder groups involved in the process included government ministers, parliamentarians, NGO representatives, business leaders, community leaders, local authorities, religious leaders, and donor agency officers. The participatory methodologies employed included village-level</p>

Country	World Bank Board Approval Dates	Civil Society Participation Approaches
SIERRA LEONE, <i>continued</i>		<p>dissemination meetings, technical workshops, Participatory Poverty Assessments, use of television and radio programs, and national meetings.</p> <p>In early 2003, local workshops organized by NGOs were held in all 14 administrative districts to both introduce and get feedback on the draft PRSP. These meetings brought together more than 1,500 participants from civil society, including youth, women, disabled persons, religious leaders, and ex-combatants. Voluntary regional and district civil society groups known as PRSP Task Teams emerged from this exercise, which remained operational and worked closely with the Poverty Alleviation Strategy Coordinating Office to oversee the engagement process. A team of four CSOs—Network Movement for Justice and Development, Council of Churches Sierra Leone, Movement for the Restoration of Democracy in Sierra Leone, and Urban Development Area—coordinated the civic engagement process in the four regions. During March and April 2004, focus group discussions took place in all 14 provincial districts to review the findings of risk and vulnerability assessments, as well as of a gender analysis of the strategy.</p> <p>The implementation of the PRSP will be the responsibility of the government; the newly established district, city, and town councils; civil society (including NGOs and community-based organizations); and the private sector. Effective collaboration and coordination among these entities will be crucial for the effective implementation of the PRSP.</p>
36. TAJIKISTAN	PRSP Annual Progress Report <i>November 15, 2005</i>	<p>Since the last Annual Progress Report, the government has made progress in strengthening public participation and monitoring. During the past year, the authorities have broadened the consultation process to include stakeholders outside the government. An institutional arrangement for participatory monitoring of the PRS has been established, consisting of the Economic Consultation Group and the regional PRS monitoring centers. Steps were taken to improve dissemination of information to the public and consultation with stakeholders.</p>
37. TANZANIA	PRSP Annual Progress Report <i>May 9, 2006</i>	<p>The revision of the first PRSP was based on a one-year consultation process led by the government and involving the general public. The Association of Local Authorities of Tanzania played a lead role in the first round of nationwide consultations held in December 2003. This was followed by a series of training-the-trainers workshops for the facilitators who were then deployed in the country. District-level consultations were conducted through multi-stakeholder workshops, which included representatives from district council secretariats, faith-based organizations, persons with disabilities, NGOs, community organizations, persons living with HIV/AIDS, trade unions, and businesses. Village-level consultations were also undertaken through village assemblies. The inputs received at the village and district levels were then consolidated to form a region-wide feedback report.</p> <p>Broader communication was also carried out via radio, television, and the Internet, as well as through an opinion survey that was distributed to about 500,000 throughout the country. Reports of the first-round consultations were consolidated into the first PRSP draft, which was then posted on the Internet for additional feedback from stakeholders. Further deliberations on the second draft were made during a national workshop held in September 2004, which brought together representatives from government, civil society, and the business community.</p>

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38. TIMOR-LESTE	Joint IDA/IMF Staff Advisory Notes on the PRSP PRSP Annual Progress Report May 16, 2005	<p>The process of formulation of the PRSP began in earnest in September 2001 after the Second Transitional Government took office. A range of initiatives by the government and CSOs contributed to drafting the strategy. They included a poverty assessment; countrywide consultation by the Consultative Commission for Civil Society on Development; eight sector working groups chaired by relevant ministers; and numerous consultation workshops.</p> <p>The poverty assessment included a household expenditure survey, with samples from 1,800 households throughout the country. The countrywide consultation process involved more than 38,000 citizens. The eight working groups involved more than 120 senior government officials, including ministers and vice ministers. The consultation process also produced a long-term strategic document, <i>East Timor 2020—Our Nation, Our Future</i>, which outlines the vision, priorities, and expectations of the population. The Countrywide Consultation and the Ministry-level work of the Working Groups will be used for PRSP monitoring.</p>
39. UGANDA	Joint IDA/IMF Staff Advisory Notes on the PRSP July 26, 2005	<p>The Uganda Poverty Eradication Action Plan (PEAP) provides an overarching framework to guide public action to eradicate poverty. It has been prepared through a consultative process involving the national and local governments, parliament, civil society, and donor agencies. Three major policy workshops were held during 2003 and 2004, which brought together more than 1,000 stakeholders, including government officials, NGO representatives, community leaders, and business leaders. The first workshop was used to launch the revision process and explain the PEAP Revision Guide to all stakeholders. After the first workshop, various groups held independent consultations.</p> <p>Government Sector Working Groups developed sector PEAP revision papers, which have been synthesized in the draft PEAP. Civil society and the private sector ran consultative processes led by the Uganda NGO Forum and the Private Sector Foundation, respectively. A working group on cross-cutting issues integrated issues of gender, HIV/AIDS, and environment into the whole PEAP revision process. The second workshop reviewed the draft sector papers, and the third workshop reviewed the first draft of the full PEAP. Two workshops were held by parliament during the preparation of the PEAP and their input is reflected in the document.</p>
40. UZBEKISTAN	Interim PRSP and Joint IDA/IMF Staff Advisory Notes May 10, 2005	<p>The process of preparing the government's Interim Welfare Improvement Strategy (I-WIS) included two workshops for stakeholders in Tashkent, but limited consultation outside the capital. The Bank's Interim Strategy Note (ISN) is based on support for the main objectives of the I-WIS and includes technical support for the preparation of a full WIS, which is expected to include consultation with civil society. The ISN also calls for strengthening stakeholder participation in the design, monitoring, and implementation of projects, which are expected to be piloted in the context of a new basic education project.</p>
41. ZAMBIA	PRSP Annual Progress Report March 24, 2005	<p>The second PRSP Annual Progress Report (covering July 2003 through December 2004) was the product of a consultative process involving a wide range of stakeholders. The government made a clear effort to strengthen stakeholder participation in assessing the implementation of the PRSP. The Sector Advisory Groups, which consist of representatives from civil society, private sector, research centers, and donor agencies, met monthly and at two national conferences to discuss progress in implementing the PRSP and the Transitional National Development Plan. These discussions brought up a variety of issues such as the redefinition of PRPs and decentralization mechanisms for PRPs funding.</p>

Annex III:

List of Civil Society Focal Points*

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