

# World Bank– Civil Society Engagement

Review of Fiscal  
Years 2010–2012



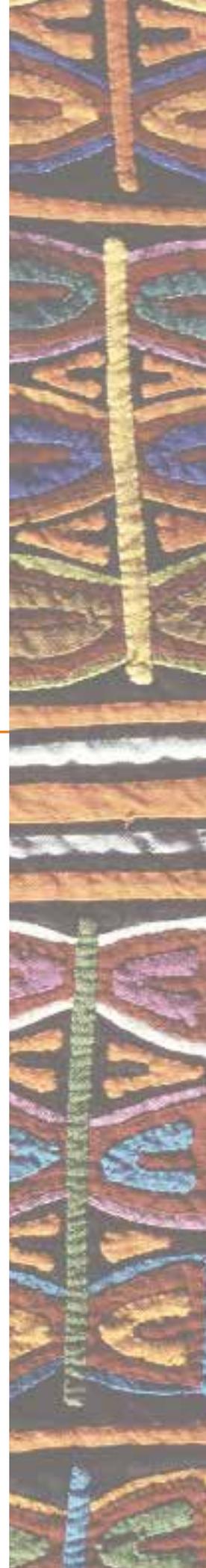
THE WORLD BANK



# World Bank– Civil Society Engagement

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Review of Fiscal  
Years 2010–2012



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# Foreword

The world witnessed a new level of civil society activism over the past few years. From the Arab Spring in the Arab Republic of Egypt and Tunisia to the anticorruption movements in India and the “occupy” movement in some Western countries, citizens and civil society organizations (CSOs) went to the streets to demand greater political participation and economic opportunities. CSOs also increased their engagement with the World Bank Group, stepping up efforts to influence policies and seeking greater operational collaboration at the country level.

From the growing numbers of civil society representatives attending the Annual and Spring Meetings—where CSO representatives meet with the World Bank Group President and Executive Directors and organize dozens of policy dialogue sessions on a wide range of topics—to the establishment of a new fund to support social accountability efforts, relations between CSOs and the World Bank continued to expand and deepen during the past three years.

It is against this backdrop that I am pleased to present the *World Bank–Civil Society Engagement Review of Fiscal Years 2010–12*, the most comprehensive to date of the Civil Society Review series since its first edition in 2002. It illustrates how partnerships have evolved in many areas ranging from information disclosure and policy dialogue, to operational collaboration. The World Bank undertook several major policy and sector consultation processes during this period. They included reviews of the

Performance Standards, Access to Information, and Environment Policies, which involved hundreds of meetings worldwide and online feedback from thousands of CSO representatives.

The review also highlights important examples of operational collaboration in the areas of health, education, disaster recovery, and environmental protection. At the country level, innovative joint initiatives were undertaken—such as establishing a regional network on social accountability in Jordan, monitoring World Bank projects in Nigeria, and earthquake recovery efforts in Haiti. The World Bank also continued to actively engage specific constituencies, such as trade unions, foundations, and youth. It is perhaps in the area of governance, however, that the most significant steps were taken to strengthen World Bank-CSO institutional relations. While CSOs have played an advisory role in a number of funding mechanisms over the years, they served for the first time as full partners in funding mechanisms focusing on food security and social accountability.

We welcome your comments and look forward to incorporating the findings and the many lessons embedded in this report to further strengthen the quality of engagement with our civil society colleagues worldwide. World Bank Group President Jim Yong Kim, himself a former leader in the CSO community, has emphasized that closer collaboration and stronger partnerships are integral to furthering the World Bank Group goals to end poverty and promote shared prosperity around the globe.

**Cyril Muller**  
Vice President  
External Affairs Department



# Preface

This review describes the experience of the World Bank Group (hereafter referred to as the Bank) in engaging and interfacing with civil society during fiscal years 2010–12, the period from July 1, 2009 through June 30, 2012.<sup>1</sup> It was produced with inputs from staff members across the Bank and disseminated to a broad range of stakeholders in civil society, government, the private sector, donor agencies, and the development community at large. The review provides information about the various types of civil society engagement—ranging from information exchange and policy consultation to operational collaboration—across the Bank, from the country to the regional and global levels. It summarizes and highlights some of the most significant activities, events, and trends. We welcome your comments and suggestions on this report and request that you e-mail them to [civilsociety@worldbank.org](mailto:civilsociety@worldbank.org).

This publication was produced by John Garrison, head of the Bank's Global Civil Society Team. Jill Wilkins, Manager of the Global Engagement Team within the External Affairs Department, provided management oversight. Special thanks go to Carmen Monico for managing the research efforts and writing up the summary pieces, and to Mabruk Kabir, Maria Amalia San Martin, and Danqing Zhu for assisting in the review of the Bank's Project Portfolio, Country Assistance Strategies, and Poverty Reduction Papers. Thanks also go to Saskia Stegeman and Jung Weil for providing editing assistance; Debra Naylor, of Naylor

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<sup>1</sup> The World Bank Group comprises five institutions: the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Center for the Settlement of Investment Disputes (ICSID).



# Abbreviations and Acronyms

AIWG	Access to Information Working Group
ANSA	Affiliated Networks for Social Accountability
APR	Annual Progress Report
BIC	Bank Information Center
BWP	Bretton Woods Project
C4C	Connect4Climate
CAO	Compliance Advisor Ombudsman
CAS	Country Assistance Strategy
CDD	community-driven development
CEDAW	Committee on the Elimination of Discrimination against Women
CIF	Climate Investment Fund
CIVICUS	CIVICUS: World Alliance for Citizen Participation
CPS	Country Partnership Strategy
CSCG	Civil Society Consultative Group
CSEF	Civil Society Education Fund
CSF	Civil Society Fund
CSO	civil society organization
CSPG	Cross-Sectoral Planning Group
DFID	Department for International Development (U.K.)
DPL	Development Policy Loan
DPO	Disabled Persons Organization
EBRD	European Bank for Reconstruction and Development
E-ISR+	External Implementation Status and Results Reports Plus
EITI	Extractive Industries Transparency Initiative
EU	European Union
EURODAD	European Network on Debt and Development
FIP	Forest Investment Program
GAFSP	Global Agriculture and Food Security Program
GEF	Global Environment Facility
GFDRR	Global Facility for Disaster Reduction and Recovery
GLOBE	Global Legislators Organization for a Balanced Environment
GPDD	Global Partnership on Disability and Development
GPE	Global Partnership for Education
GPSA	Global Partnership for Social Accountability
GPYE	Global Partnership for Youth Employment
HNP	Health, Nutrition, and Population
HPAF	Health Policy Action Fund
IBRD	International Bank for Reconstruction and Development
ICSN	Interim Country Strategy Notes
ICT	Information and Communications Technology

IDA	International Development Association
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IHP+	International Health Partnership Plus
IL	Investment Loan
IMF	International Monetary Fund
INT	Integrity Vice Presidency
IPO	Indigenous People's Organization
I-PRSP	Interim Poverty Reduction Strategy Paper
ISN	Interim Strategy Note
ITUC	International Trade Union Confederation
JFC	Joint Facilitation Committee
JSDF	Japan Social Development Fund
MDTF	Multidonor trust fund
MIGA	Multilateral Investment Guarantee Agency
NGO	nongovernmental organization
PforR	Program for Results
PPCR	Pilot Program for Climate Resilience
PRAN	Program for Accountability in Nepal
PRSP	Poverty Reduction Strategy Paper
PTF	Partnership for Transparency Fund
RWI	Revenue Watch Institute
SEGOM	Sustainable Energy, Oil, Gas, and Mining Department
SEWA	Self Employed Women's Association
SREP	Program for Scaling Up Renewable Energy in Low Income Countries
UN	United Nations
UNICEF	United Nations Children's Fund
WAVES	Wealth Accounting and Valuation of Ecosystem Services
WHO	World Health Organization
WRI	World Resources Institute
WWF	World Wildlife Fund

# Executive Summary

World Bank relations with civil society continued to expand throughout the institution during 2010–12. This evolution was experienced across the spectrum of the “engagement continuum,” which includes information disclosure, policy dialogue, strategy consultations, operational collaboration, and institutional partnerships. The growing number of Civil Society Organizations (CSO) representatives who attended the Annual and Spring Meetings most clearly exemplifies these intensifying relations. While less than 100 CSO representatives attended the Annual Meetings a decade ago, by 2011 over 600 participated in the week-long Civil Society Program. To ensure that voices and perspectives from developing countries were well represented, the World Bank and the International Monetary Fund (IMF) expanded the number of CSO representatives from developing countries who attend the Annual and Spring Meetings. During the period reviewed, the Bank sponsored an average of 35 CSO and youth leaders from developing countries to participate in the Civil Society Program each year.

The World Bank held nearly two dozen multi-stakeholder consultations at the global level on sector strategies, financing instruments, and research studies over the period, conducting more than 600 public consultation meetings throughout the world

and gathering the views of some 13,000 stakeholders. The largest consultations were on the review of the Bank’s policies on access to information, IFC performance standards, and the environment. CSOs not only actively assisted with these consultation processes by helping to organize consultation meetings, for the first time they also participated in the planning process to implement the Access to Information Policy. Numerous consultations were also held at the country level on the drafting of the Country Assistance Strategies (CASs) and Poverty Reduction Strategy Papers (PRSPs) (see online appendixes A and B for country-by-country descriptions).

The World Bank also deepened its operational collaboration with civil society by encouraging its participation in Bank-financed projects and by cooperating with civil society in education, disaster risk management, and other areas. Civil society participated in 82 percent of the 1,018 new projects and programs financed by the Bank during the period reviewed. CSOs were also important beneficiaries of community-driven development projects, which received some \$4.5 billion in 2012. The Bank also strengthened its work on social accountability by incorporating this concept into country assistance and sector strategies, increasing financing of social accountability projects, and undertaking knowledge-sharing and learning in this area.



Citizens demonstrating in Tahrir Square, Cairo, Egypt (February 2011)



Citizens demonstrating in Tahrir Square, Cairo, Egypt (February 2011)

Discussions or CSO book launches on topics such as food security and health also reflected the increased dialogue with CSOs. Three Bank-sponsored Food Roundtables with CSOs gathered more than 150 representatives from leading CSOs and civil society networks worldwide to discuss the global food crisis with President Zoellick and other senior Bank managers. The Bank also continued to engage with global civil society networks such as the International Trade Union Confederation (ITUC) and CIVICUS. This engagement consisted of maintaining ongoing contact, hosting visits by CSO leaders, and participating in CSO conferences. The Bank's Civil Society Team continued to collaborate closely with the IMF on organizing civil society outreach during the Annual and Spring Meetings and interacted regularly with civil society teams of other international organizations, such as the United Nation's Non-governmental Liaison Service (NGLS), the Asian Development Bank (ADB), and the Inter-American Development Bank (IDB).

Collaboration on education ranged from CSOs serving on the Board of the Global Partnership for Education to the Bank collaborating with several foundations to improve educational standards in

Africa. In 2011, the Bank set up the World Bank-Civil Society Consultative Group (CSCG) on Health, Nutrition, and Population, which provides a structured and transparent mechanism for dialogue on health policies and programs. The Bank actively engaged with CSOs on the Bank's environment and climate change programs, highlighted by the inclusion of 17 CSO and indigenous peoples observers in two Climate Investment Funds and partnering on the Global Partnership for Oceans.

The Bank also entered into programmatic partnerships with CSOs on such activities as data collection and joint training. A number of training workshops were held with CSOs on the Bank's new open data and project geo-mapping initiatives, geared at project monitoring and disaster recovery. Perhaps most significant were efforts to provide CSOs with a seat at the decision-making table on two large grant-making mechanisms in the areas of food security (the Global Agriculture and Food Security Program) and social accountability (the Global Partnership on Social Accountability).

The three-year period witnessed several important developments in Bank funding of CSOs. For the first time in its 12-year history, the Japan Social



Think Equal campaign during Annual Meetings in Washington (October 2011)

Development Fund provided most of its funds directly to CSOs rather than channelling them through governments. Other grant mechanisms—including the Small Grants Program, the Global Environment Facility, and the Development Marketplace—continued to fund CSOs directly. In addition, the Extractive Industries Transparency Initiative (EITI) Trust Fund provided the Revenue Watch Institute with funds to support CSOs in promoting good governance and transparency in six resource rich developing countries.

At the regional level, the Bank continued to work with CSOs on policy dialogue, consultations, operational collaboration, and funding. CSOs monitored Bank projects in Africa, engaged with the Bank through social media in East Asia, and promoted social accountability in Latin America. In the Middle East, the Bank and numerous Arab CSOs launched the Affiliated Network for Social Accountability (ANSA)–Arab World, which brings together civil society, government, and the media to promote improved governance and development results. The Bank also actively engaged policy advocacy CSOs in North America and Europe, including InterAction, which represents 190 international CSOs based in the United States.

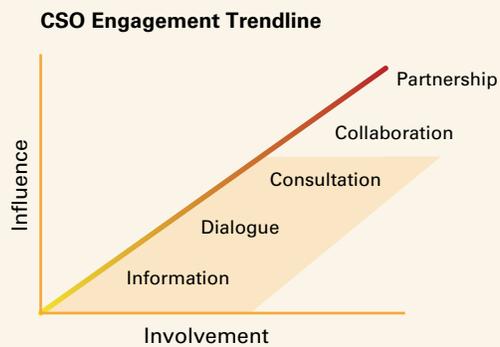
The Bank continued to engage specific constituencies, such as indigenous peoples, youth, and people with disabilities. It renewed efforts to engage foundations through a high-level advisory council. It significantly increased funding for mainstreaming gender in Bank projects and maintained its strong engagement with the global trade union movement. The Bank’s compliance units—the Inspection Panel, the Compliance Advisor Ombudsman (CAO), the Independent Evaluation Group (IEG), and the Integrity Vice Presidency (INT)—actively reached out to civil society, meeting with community groups, advocacy CSOs, and academics.

The complex nature of relations between civil society and the government in some countries has led to uneven levels of engagement across the world. In some countries and sectors, Bank–CSO relations are rich and productive; in others, they remain distant or nascent. The scope and thoroughness of policy consultations deepened throughout 2010–12, but greater consistency is still needed. The Bank is currently working on providing staff with more guidance, including a best-practice toolkit, to strengthen consultation efforts going forward.

**Table 1.1. Engagement Continuum between the World Bank and Civil Society Organizations**

Activity	Nature of Interactivity	Level of Decision Making	Expected Outputs
Information access and dissemination	One-way	None	Better informed outside stakeholders
Policy dialogue	Two-way	None	Both sides better informed
Policy and programmatic consultation	Two-way	Low	Views of stakeholders taken into account
Collaboration	Two-way	Shared	Shared goals and action (short term, ad hoc)
Partnership	Two-way	Equal	Common goals and action (long term, institutional)

**Figure 1.1. Levels of Civil Society Influence and Involvement with the World Bank**





# 1 World Bank Engagement with Civil Society

Bank relations with civil society continued to expand and be mainstreamed throughout the institution during 2010–12, as reflected by the growing numbers of civil society organization (CSO) representatives attending the Annual and Spring Meetings. The consultations undertaken on the Performance Standards, Access to Information Policy, and Global Partnership for Social Accountability (GPSA) Program were the most comprehensive and transparent to date. On the operational side, the establishment of the Global Partnership on Social Accountability demonstrated that the Bank is scaling up and formalizing its collaboration with civil society. The period also saw the strengthening of CSO participation in Bank governance mechanisms. For the first time, CSOs were invited to serve on the steering committees of trust funds related to food security and social accountability.

The Arab Spring brought civil society to the forefront worldwide. Bank President Robert Zoellick reflected on the historic moment by calling for a new social contract with citizens in the Arab world and scaled up relations between the Bank and civil society. Within this context, the Bank and numerous Arab CSOs launched the Affiliated Network for Social Accountability (ANSA)–Arab World. The network fosters the exchange of ideas among civil society, government, and media and supports participatory governance and social accountability for improved development results.

Reflecting the intensifying relations between the Bank and civil society, this is the most comprehensive and detailed of the civil society review series since its first edition, in 2002. The review adopts the Bank’s broad and encompassing definition of civil society, which comprises the wide array of nongovernmental and not-for-profit orga-



Civil Society Policy Forum during Annual Meetings in Istanbul, Turkey (October 2009)

nizations that have a presence in public life, expressing the interests and values of their members or others based on ethical, cultural, political, scientific, religious, or philanthropic considerations. CSOs therefore refer to a wide of array of organizations, including community groups, nongovernmental organizations (NGOs), labor unions, indigenous people’s organizations, charitable organizations, research centers, faith-based organizations, social movements, professional associations, and foundations.

The term *engagement* refers to the continuum of the Bank’s interactions with civil society. There are five steps to Bank–civil society relations: information dissemination, policy dialogue, policy/program consultations, operational collaboration, and institutional partnership (table 1.1). With each level of engagement, the nature of the interactivity, the level of decision making, and expected outputs increase. As involvement increases, so does influence (figure 1.1). To date, most Bank–civil society relations have been concentrated at the first three levels of the engagement continuum.



CSO Roundtable with Executive Directors during the 2011 Spring Meetings in Washington, DC (April 2011)



## 2 Policy Dialogue

The Bank has adopted a number of modalities for conducting policy dialogue with civil society over the past 30 years. The first was the CSO-World Bank Committee, which was established in 1982 and functioned until 2000. This mechanism brought together some 50 international advocacy CSO leaders with senior Bank management for annual policy dialogue sessions. Many of the reform policies adopted by the Bank over the past three decades—social and environmental safeguards, debt relief, the decrease in loan conditionality, and information disclosure—were discussed and brokered through the CSO-World Bank Committee.

By 2002, the committee had outlived its usefulness and the Bank decided to transition to a multi-stakeholder engagement dialogue platform. The Joint Facilitation Committee (JFC) involved 16 leading international civil society networks representing NGOs, social movements, foundations, trade unions, and faith-based groups working on a wide array of areas, ranging from education and the environment to human rights. Co-managed by the Bank and CIVICUS: World Alliance for Citizen Participation (CIVICUS), it carried out a number of important activities, including commissioning a study on Bank-CSO relations.<sup>2</sup> It also organized the World Bank-Civil Society Global Policy Forum, held in April 2005, which brought together some 200 civil society leaders, government officials, Bank managers, and Executive Directors to discuss ways to strengthen World Bank-CSO relations.

Although the JFC represented an important phase in Bank-CSO relations, it also generated a good deal of controversy, as some CSOs felt excluded and others questioned the Bank's convening role. In 2005, the Bank and CSOs reached a mutual agreement to terminate the informal mechanism. The Bank has since returned to a more demand-based approach, which focuses on engagement modalities driven by

civil society, largely centered on CSO participation in the Annual and Spring Meetings.

Policy dialogue with CSOs broadened and deepened during the 2010–12 period. These interactions expanded, as exemplified by the largest number ever of CSOs attending the Annual and Spring Meetings. Interactions also intensified, as reflected in the discussions held around CSO book launches and topics such as food security and social accountability. In short, dialogue between the Bank and CSOs not only continued to grow in quantity, the quality of this interchange also improved. This section focuses on the Annual and Spring Meetings, Food Crisis Roundtables, CSO book launches, and interaction with CSO networks.

### Annual and Spring Meetings

The most important form of CSO engagement has been increased civil society participation at the Annual and Spring Meetings of the World Bank and the International Monetary Fund (IMF). Not many years ago, CSO voices were more likely heard outside the security perimeter, protesting a variety of



World Bank and CSO leaders discuss the impact of the global food crisis in Washington, DC (September 2010)

<sup>2</sup> The paper, "A Call for Participatory Decision-Making: Discussion Paper on World Bank-Civil Society Engagement," was prepared by Alnoor Ebrahim and Steve Herz in 2005.

Bank policies. Today, CSOs are coming inside in growing numbers to actively participate in the meetings.

CSO participation has increased steadily since 2001 (figure 2.1). The largest number of CSO representatives ever—600, from 85 countries—attended the 2011 Annual Meetings, held in Washington.

During the Annual and Spring Meetings, CSOs participate in the Civil Society Program, which encompasses high-level meetings with the Bank President and Executive Directors, orientation sessions on the World Bank, and a Civil Society Policy Forum with numerous policy dialogue sessions. From a mere handful 10 years ago, these sessions numbered 50 in 2011. They covered a broad range of issues, including global issues (aid effectiveness, energy policy); specific countries (reengagement in Myanmar, extractive industries in Nigeria); and individual projects (the Chad-Cameroon Pipeline, the Russkiy Mir Oil Terminal). Although many Bank and IMF departments organized sessions, the majority of the sessions were organized by the CSOs, which selected the topics, format, and panelists. Some of the most effective and well-attended sessions were co-convened by the Bank, the IMF, and CSOs on major issues such as the global economic crisis, food security, and safeguards. Several hundred panelists, including senior government, Bank, and IMF managers; CSO and youth leaders; parliamentarians; donor agency representatives; and academics participated in the Policy Forum sessions.

In order to ensure that voices and perspectives from the South are well represented, the Bank and the IMF continued to expand the number of CSO representatives from developing countries whom

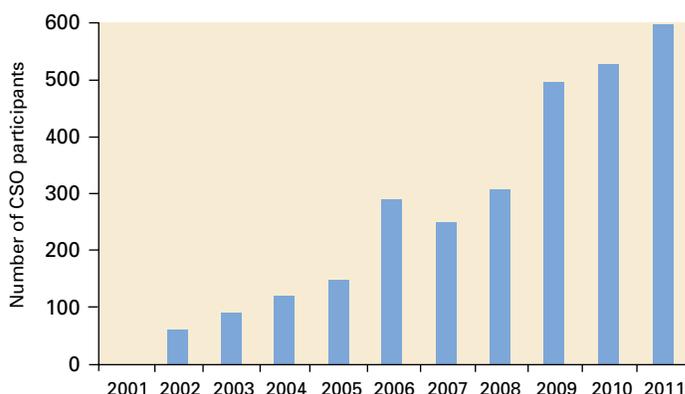
they sponsor to attend the Annual and Spring Meetings.<sup>3</sup> During each Annual and Spring Meeting over the three-year period, the Bank and the IMF sponsored an average of 35 CSO and youth leaders from developing countries. These leaders were selected from a pool of nominations from Bank country offices and several policy advocacy CSOs (the Bank Information Center [BIC], the Bretton Woods Project [BWP], and Both Ends). They represented a variety of organizations (NGOs, trade unions, youth groups, research centers, and faith-based groups) and thematic areas (education, environment, youth, economic development, and governance).

Several innovations and new events embedded in the Civil Society Program have improved the quality of civil society participation at the meetings:

- A more interactive format is used for the CSO Townhalls with the heads of the Bank and the IMF. The session is chaired by a CSO leader and two CSO discussants make initial remarks to help frame the discussion.
- CSO representatives meet formally with the Executive Directors of the Bank and the IMF. The CSO Roundtable, which generally attracts some 15–20 Executive Directors or alternates, has generated thoughtful and substantive discussion of international development trends and issues.
- CSO representatives are included as speakers in Program of Seminar sessions. These high-visibility panels provide CSOs with the opportunity to engage in dialogue with finance ministers, heads of donor agencies, and world-renowned academics.
- A growing number of CSOs have been invited to attend the Opening Plenary, the most important event of the Annual Meetings. The presence of CSOs in this session alongside official government delegations exemplifies the important new role of CSOs at the Annual Meetings.

Several participatory methodologies have also been employed to enhance the quality of civil society participation. CSOs have been increasingly involved in the planning process for the CSO Program at the Annual and Spring Meetings. For meetings held in

**Figure 2.1 Number of Civil Society Participants at Annual Meetings of the World Bank and International Monetary Fund**



<sup>3</sup> The sponsorship program has been funded by the Bank, the IMF, the United Kingdom's Department for International Development (DFID), and the Norwegian Foreign Ministry. The funding, which covers travel, hotel, and per diem costs, has allowed almost 200 CSO and youth leaders and academics to participate in the Annual and Spring Meetings since 2003.

Washington, the Bank and IMF teams meet with representatives of Washington-based CSOs a month before the meetings, to brief them on the major themes being planned, learn what sessions CSOs are planning, and elicit ideas for improving the format. The outcomes of these meetings are then incorporated into the planning process, which in recent years has included a web-based schedule for the Civil Society Policy Forum that is readily accessible and developed jointly online. For Annual Meetings held overseas, the Bank and IMF rely on the advice of a formal CSO planning group (see box 2.1).

Another approach that has improved CSO participation is the regular assessment of CSO views on the Annual and Spring Meetings. At the end of each meeting, the Bank and the IMF Civil Society Teams send evaluation surveys to all CSO participants to gather their perceptions of the experience and incorporate their suggestions for improving it. These surveys cover such issues as meeting logistics, accreditation, access to Bank and IMF staff, and usefulness of the sessions. CSOs are also asked to comment on problems they encountered and provide recommendations on ways to enhance the experience. The results of the evaluations are posted on the Bank and IMF websites. This feedback has helped Bank and IMF staffs fine-tune the design and methodology of the Civil Society Program.

The six Annual and Spring Meetings held between 2010 and 2012 are briefly described below. (For more information on the CSO Programs, including

summary notes, speaker presentations, and participant lists, please visit the Civil Society website, [www.worldbank.org/civilsociety](http://www.worldbank.org/civilsociety).)

### 2009 Annual Meetings

Civil society participation at the 2009 Annual Meetings in Istanbul was the highest to date. More than 1,000 CSO representatives were accredited, and nearly 500 attended the six-day Civil Society Program, held October 2–7. Turkey’s civil society community participated actively, with some 150 representatives attending and organizing policy sessions.

The Bank and the IMF sponsored the largest number of CSOs from developing countries ever—48 from more than 30 countries. The sponsored CSOs participated actively in the Civil Society Policy Forum, organizing their own policy sessions or speaking in the high-level Program of Seminars panels. Participation by civil society began many months earlier, with the establishment of a CSO Planning Group (box 2.1).

The Civil Society Policy Forum was also the largest to date, with 50 policy dialogue sessions on a range of topics, including the impacts of the global economic and food crisis, the integration of human rights into the Bank’s work, debt sustainability, and ways of strengthening civil society in Nigeria. Turkish CSOs organized sessions on mobilizing youth volunteerism, strengthening civil society, and promoting women’s role in building democracy. Arch-

#### **BOX 2.1 Planning the CSO Program at the 2009 Istanbul Meetings**

Beginning with the Annual Meetings held in Singapore in 2006, the Bank and IMF Civil Society Teams have convened a CSO Planning Group to help plan the event. For the 2009 Annual Meetings, a CSO Planning Group composed of 20 CSO and youth leaders from Turkey and countries in Eastern Europe and the Middle East was convened. Their role was to select the CSO representatives to be sponsored and serve as panelists for the Program of Seminars; discuss accreditation and visa issues; and plan policy dialogue sessions including a Townhall meeting with the heads of the Bank and the IMF. In the months leading up to the meetings, the group held several conference calls, engaged in email exchanges, and convened a meeting in Istanbul to discuss logistical issues, such as accreditation and visas; organize policy sessions; and help design the format and content of the key CSO Program sessions.

During their planning visit to Turkey, the CSOs met with representatives of the Turkish government and toured the conference site, which was still under construction. They also met with government officials to talk about existing procedures for possible CSO protests. As a result of these meetings, the Turkish Foreign Ministry agreed to grant visas free of charge, facilitated the granting of visas for arriving CSO representatives at the Istanbul airport, and set aside several areas near the conference site for peaceful protests. The members of the Planning Group were also sponsored to attend the Annual Meetings. Many organized their own policy sessions or participated in Program of Seminar panels. The smooth nature of CSO participation at the 2009 Annual Meetings and the policy richness of the Civil Society Forum can in large measure be attributed to the role played by the CSO Planning Group.



CSO Townhall during the Annual Meetings in Washington, DC (October 2010)

bishop Winston Njongonkulu Ndungane, of the African Monitor, a South African CSO, chaired the CSO Townhall with Bank President Robert Zoellick and IMF Managing Director Dominique Strauss-Kahn, which some 200 CSO representatives attended. Major issues addressed included the prospects for global economic recovery, the continued impacts of the food crisis on the poor, and governance reforms at the Bank and the IMF.

### 2010 Spring Meetings

Some 350 civil society representatives from more than 40 countries participated in the Civil Society Program held April 22–25 as part of the 2010 Spring Meetings in Washington. The Civil Society Policy Forum included 40 policy dialogue sessions on a range of topics, including reconstruction in Haiti, agriculture and food security, Bank and IMF governance reform, extractive industries, and regional development in Africa. Many of these sessions were organized by CSOs, independently or in conjunction with the Bank and the IMF. The Bank held consultation sessions on its education, trade, and performance standard strategies and updated participants on the implementation of its Access to Information Policy. Each of the Bank’s independent oversight mechanisms—the Compliance Advisor Ombudsman, the Independent Evaluation Group, the Inspection Panel, and Integrity Vice Presidency—held dialogue sessions in which they discussed the broad outlines of their work as well as specific projects.

The topic that sparked the most interest at the Civil Society Policy Forum was energy policy, as the

Bank was in the midst of a two-year review of its Global Energy Strategy. Three CSOs—BIC, the Friedrich-Ebert Foundation, and the World Resources Institute (WRI)—hosted sessions to present their views and perspectives on why the Bank should phase out its funding of traditional fossil-fuel sources of energy. The highlight of the Forum was a CSO Roundtable on global economic recovery hosted by Bank President Zoellick, which was followed by a reception. Mr. Zoellick talked about the Bank’s efforts to help developing countries address the economic crisis through its support of economic stimulus packages, its doubling of financing for development projects, and the increased funding for social protection programs worldwide.

### 2010 Annual Meetings

About 520 civil society representatives from more than 62 countries attended the 2010 Annual Meetings, held in Washington. The Bank and the IMF sponsored 37 CSO and youth leaders from developing countries. The Civil Society Program, held October 6–10, comprised 50 policy dialogue sessions. The sessions that attracted the most attention were on the Bank’s safeguard policies and environment strategies review, the IFC’s agribusiness policies, and the IMF’s taxing of financial transactions. CSO representatives held numerous bilateral meetings with Bank and IMF Executive Directors, senior managers, and regional staff. They also participated as speakers in the Program of Seminars and in the Open Forum—a live online discussion held via video streaming, blogs, and tweets—on the changing development landscape.

The highlight of the Civil Society Policy Forum was the CSO Townhall with IMF Managing Director Strauss-Khan and Bank President Zoellick, chaired by Jo Marie Griesgraber, of the New Rules for Global Finance Coalition. It followed a new format, in which two CSO discussants—Dickson Khainga of Kenya and Bishop David Niringiye of Uganda—helped frame the issues. An interactive and substantive exchange was held on a variety of topics, including governance reform of the international financial institutions, postconflict reconstruction, and gender equality. The most important event for civil society participation was the invitation, made for the first time, to 25 CSO leaders to attend the Opening Plenary which is the most formal event of the Annual Meetings featuring the finance ministers of 187 member countries.

### 2011 Spring Meetings

Some 330 CSO representatives from 54 countries participated in the 2011 Spring Meetings, in Washington. The IMF and the World Bank sponsored 35 CSO and youth leaders from developing countries, the majority from the Middle East. The sponsored CSOs participated in an orientation session on the World Bank and the IMF, met with senior officials, and organized their own policy dialogue sessions. The Civil Society Program, held April 13–16, comprised 40 dialogue sessions involving more than 150 speakers. Most sessions were organized by CSOs—including InterAction, the Center for International Environmental Law, Oxfam, Planned Parenthood, Greenpeace, Publish What You Fund, the Sierra Club, and the WRI—on such topics as aid effectiveness, energy, safeguards, climate change, youth employment, and reproductive health.

A CSO Food Roundtable brought together Bank President Zoellick and leaders from leading CSOs to discuss the impacts of food price volatility on the poor. Reflecting the overarching theme of food security during the meetings, an Open Forum on Food Prices was held in which social media were used to link thousands of participants worldwide. The highlight of the Civil Society Program was the sessions led by youth leaders from the Arab Republic of Egypt and Tunisia on the role civil society played in the Arab Spring and its ramifications for democracy movements throughout the Middle East. Two unprecedented meetings took place between developing-country CSO representatives and World Bank and IMF Executive Directors. The first involved a meeting between about 10 IMF and World Bank

Executive Directors and 25 developing-country CSO and youth leaders. The second involved eight Latin American CSO representatives and five Latin American Bank Directors.

### 2011 Annual Meetings

The huge “Think Equal” banners outside and inside the Bank’s main building vividly exemplified the main theme of the 2011 Annual Meetings, held in Washington: gender inequality. Civil society participation was the highest to date, in terms of both the number of representatives and the number of policy sessions. Of the 600 who attended, the Bank and the IMF sponsored 60 CSO and youth leaders from developing countries. Among these were five CSO and youth leaders from Japan who came to help plan the 2012 Annual Meetings in Tokyo. The Civil Society Program, held September 19–24, comprised more than 50 policy sessions on a range of topics. Several Bank units organized sessions on gender inequality, safeguards review, the Program for Results, disaster management, and open development. A number of CSOs, including Conservation International, Cordaid, and International Alert, organized policy sessions for the first time.

Two highlights of the CSO Program were the CSO Roundtable with Executive Directors and the CSO Townhall with Mr. Zoellick and IMF Managing Director Christine Lagarde. Twenty Executive Directors or alternates from the World Bank and the IMF attended the CSO Roundtable. The Townhall was chaired by Ingrid Srinath, Secretary General of CIVICUS. Two CSO discussants—Laila Iskandar from Egypt and Milwida Guevara from the Philippines—provided initial remarks. The Bank undertook several steps to further mainstream CSO participation in the broader meetings. Sponsored CSOs met all six regional vice presidents or senior managers, and 40 CSO and youth leaders attended the Opening Plenary. At the conclusion of the meetings, leading CSOs, such as the BWP, the European Network on Debt and Development (EURODAD), and Oxfam, released press releases on the outcomes of the Development Committee, International Monetary and Financial Committee, and G20 meetings.

### 2012 Spring Meetings

More than 550 civil society representatives—200 more than in 2011—attended the Civil Society Program, held April 17–21. Twenty-nine were CSOs, youth leaders, or academics from developing countries sponsored by the Bank and the IMF. The Civil

Society Program included a CSO Roundtable with Executive Directors, a high-level panel on social accountability, and a Civil Society Policy Forum with 45 policy dialogue sessions. The CSO Roundtable, cosponsored by the Bank Executive Directors from Brazil, Kuwait, and the United States, brought together some 20 Executive Directors or alternates and more than 40 CSO representatives. Key issues discussed included the role of governments at the Bank and the IMF, the impacts of the global economic crisis, and ways to intensify engagement with civil society.

The Civil Society Policy Forum comprised sessions on a range of topics, including safety nets, youth unemployment, safeguards, and aid effectiveness. Most of the sessions were organized by CSOs. The Bank and the IMF also organized consultation meetings on numerous topics, including debt sustainability and development policy lending. The highlight of the Civil Society Policy Forum was a high-level panel on social accountability that involved the Bank's president, government officials, and several well-known CSO leaders. At the end of the Forum, a planning session was held with Japanese CSOs on the October 2012 Annual Meetings in Tokyo.

### Food Roundtables

Since March 2008, the Bank has hosted eight Food Roundtables with CSOs on the global food crisis. Three of these sessions were held between 2010 and 2012. More than 150 representatives from leading CSOs and civil society networks in the United States, Europe, and more than a dozen developing countries participated, either in person or via video conferencing. Most of the roundtables were convened by Bank President Robert Zoellick and co-chaired by Managing Director Ngozi Okonjo-Iweala and various CSO leaders. Senior leaders from the IMF and UN agencies such as the High-Level Task Force on the Global Food Security Crisis, the Food and Agriculture Organization, and the World Food Programme also participated in these roundtables. The sessions addressed a number of issues, such as the need to scale up agricultural production in developing countries, the role CSOs have played in government food security programs, the need to bolster nutrition programs, and ways in which donors and CSOs can work together to increase development aid for agriculture and food security.

The dialogue led to greater mutual understanding

and trust, which resulted in increased operational collaboration on agriculture and food security. For example, local CSOs participated in the delivery of government programs (including seed distribution, school feeding, and agricultural production programs) financed by the Bank's Global Food Crisis Response Program in 16 countries. At the global level, for the first time, CSOs were invited to serve on the steering committee of the Global Agriculture and Food Security Program, which has allocated more than \$400 million to food security programs in 12 countries since 2010. Each of the Food Roundtables held between 2010 and 2012 is described below. (For detailed information on the agendas, participant lists, and videos of the meetings, please visit the Civil Society Engagement website, at <http://web.worldbank.org/civilsociety/>.)

#### September 2009

Some 70 CSO leaders and staff attended the Fifth Roundtable, held in Washington, either in person or via video conference from Belgium, India, Ireland, Malawi, and Switzerland. The session was co-chaired by World Bank Managing Director Ngozi Okonjo-Iweala and InterAction CEO Sam Worthington. Representatives from several CSOs—including CARE, the Consortium of Indian Farmers Associations, Concern, the European Platform of Food Sovereignty, and Save the Children—made presentations.

The three-hour meeting was divided into two sessions. The first two hours were devoted to global issues (the G20 summit, global food response programs). The last hour highlighted Bank-CSO operational collaboration at the country level. Bank President Robert Zoellick broadly shared his vision for tackling the global food crisis and cited specific examples of Bank policies and programs implemented to do so. At the close of the meeting, several speakers, including Ms. Okonjo-Iweala, stressed the need for the Bank and CSOs to join forces in pushing for greater development aid internationally and more collaboration at the country level.

#### September 2010

Some 60 civil society leaders and staff attended the Sixth Food Roundtable, held in Washington, either in person or via video conference from Bangladesh, Belgium, France, Ghana, Kenya, and Senegal. Several dozen senior Bank managers and staff, including the Bank president, participated, as did representatives from the IMF and UN agencies.



Bank-CSO Food Crisis Roundtable in Washington, DC (April 2011)



Raymond Offenheiser during Bank-CSO Food Crisis Roundtable in Washington, DC (April 2011)

Participants were welcomed by cochairs Ngozi Okonjo-Iweala (Managing Director, World Bank) and David Beckmann (President, Bread for the World). Speakers included Mr. Zoellick; David Nabarro (UN Special Representative on Food Security and Nutrition); Mahabub Hossain (Executive Director, BRAC/Bangladesh); Damian Lagrande (European Food Security Working Group of CONCORD); and Ndiogou Fall (Chairman, Executive Committee of the Network of Farmers' and Agricultural Producers' Organization of West Africa).

During the discussion period, several CSO participants commended the Bank for continuing to convene the food roundtables, which provide an important forum in which to highlight the continued challenges of food insecurity worldwide and try to find ways to forge government, civil society, and donor agency collaboration at the country level. Several CSOs also encouraged closer linkages between the United Nations Committee on World Food Security and the Bank's Global Agriculture and Food Security Program (GAFSP). There was consensus that GAFSP programs need to support grassroots efforts, particularly by women farmers, and improve women's presence in the agricultural value chain.

#### April 2011

The Seventh Roundtable was held in April 2011, during the Spring Meetings. It brought together

some 80 CSO representatives and senior Bank, IMF, and UN managers to discuss the impact of food price volatility and to share initiatives undertaken to address food insecurity in developing countries. The session was cochaired by Ray Offenheiser (President, Oxfam America) and Inger Andersen (Vice President for Sustainable Development, the World Bank). Mr. Zoellick began the session by noting that the Bank increased its investments in agriculture from \$4 billion in 2010 to \$7 billion in fiscal 2011, and highlighted the importance of dialogue and engagement with CSOs to promote food security in low-income countries.

Neil Watkins (Director, ActionAid/U.S.) provided his perspective as one of three CSO representatives on the GAFSP steering committee. He highlighted the program's inclusive governance approach, which includes not only CSOs but also representatives of farmer organizations from Africa and Asia, which allows for improved funding decisions. Participants discussed how to reach out and involve the African diaspora in food security efforts, effectively engage farmer groups during implementation, and partner with the private sector. Bank Managing Director Ngozi Okonjo-Iweala closed the session by emphasizing the linkages across development issues and the need for further coordination on food security.

## Book Launches

The Bank engaged civil society by hosting book launches at its InfoShop (its Washington, DC, bookstore and public information center) and discussing CSO reports. In October 2009, it launched *The Unheard Truth: Poverty and Human Rights*, by Irene Khan, Secretary General of Amnesty International. The book, based on the many daunting experiences the author faced over her long career of defending human rights, explains why organizations such as Amnesty International are expanding their concept of human rights to include social and economic rights.

In December 2009, the Bank launched one of its own reports, *World Bank–Civil Society Engagement: Review of Fiscal Years 2007 to 2009*. Chad Dobson (Executive Director, Bank Information Center) and Alnoor Ebrahim (associate professor, Harvard Business School) provided comments on the report and more generally on Bank-CSO relations. Both discussants made recommendations on how to improve the quality and consistency of this engagement.

In April 2010, the Bank launched *From Political Won't to Political Will*, edited by Carmen Malena, Director of the Participatory Governance Program of CIVICUS. The book notes that despite the recent wave of democratization around the world, traditional systems of representative democracy are in crisis, and ordinary citizens are largely excluded from the political processes that directly affect their lives.

In February 2010, the Bank hosted a discussion of *The Global Economic Crisis and Developing Countries: Impact and Response*, a report by Oxfam International. The study was based on field research in 11 countries involving some 2,500 individuals and studies by a range of universities and international organizations. This was the first time that a CSO took the unusual but welcome step to seek peer review from Bank and IMF economists on a major study it was undertaking.

The Bank hosted a workshop organized in October 2009 by One World Trust on its *Global Monitoring Report*, which brought together CSOs, U.S. government, and donor agency representatives to share experiences on initiatives to increase institutional transparency and accountability. The Bank also organized a public session on *Aid Transparency Assessment* in December 2010 by Publish What You Fund. It brought together CSO leaders, Bank managers, and experts on aid transparency to discuss the report's findings.

## Engagement with Global Civil Society Networks

The Bank continued to engage with global civil society networks, including InterAction, the International Trade Union Confederation (ITUC), Concord, and CIVICUS, maintaining ongoing contact, hosting visits by CSO leaders, and participating in CSO events. Leaders of the ITUC and global unions now visit the Bank annually for high-level meetings or technical workshops (see page 71). The heads of InterAction member agencies such as CARE, Oxfam, and Save the Children also regularly visit the Bank, often meeting with the Bank's president. The Vice President for External Affairs also meets regularly with CSO leaders throughout the three-year period.

Senior Bank managers were invited to speak at many large CSO events, such as the annual InterAction Forum and the CIVICUS World Assemblies. Mr. Zoellick spoke at the 2011 and 2012 InterAction Forums held in Washington; Managing Directors Caroline Anstey and Sri Mulyani Indrawati and Vice President Otaviano Canuto spoke at the 2010, 2011, and 2012 CIVICUS World Assemblies, held in Montreal. At the 2011 CIVICUS Assembly, Ms. Mulyani participated in the panel on "Civil Society's Role in Political and Social Transformation: Before and After the Revolution," in which she shared her experiences in promoting post revolution reconstruction in Indonesia. She also met with CIVICUS board members, had lunch with youth delegates, and met with CSOs from the Middle East and North Africa to discuss their participation in the Arab Spring. Mr. Zoellick spoke at an international conference in June 2011 organized by Bread for the World and the Concern Worldwide Conference on Scaling Up Nutrition. Managing Director Ngozi Okonjo-Iweala spoke to CSO activists at the Lincoln Center for the "Stand Up for the MDGs, Take Action" event on the eve of the Millennium Development Goals (MDG) summit in New York in September 2011.

## Liaising with Multilateral Development Banks and UN Agencies

The Civil Society Teams at the Bank and the IMF collaborated closely over the 2010–12 period around the Annual and Spring Meetings. They shared responsibility for accrediting CSOs, sponsoring CSO and youth leaders, and organizing sessions for the Civil Society Program, which included the CSO Townhall and CSO reception with the heads



Managing Director Ngozi speaking at Stand Up Against Poverty event in New York, NY (October 2010)

of the two institutions. This long-term collaboration has worked well, as evidenced by the high marks both teams consistently receive on evaluation surveys filled out by CSO participants after the Annual and Spring Meetings. This collaboration is considered good practice within the broader Bank-IMF institutional relationship.

The Bank's Civil Society Team liaised regularly with civil society focal points of other international organizations, such as the UN's Non-Governmental Liaison Service, the Asian Development Bank, and the Inter-American Development Bank. The Bank co-organized a policy session with the Asian Development Bank at the 2011 CIVICUS World Assembly on democratizing global governance.

The Civil Society Team continued to participate in the annual gatherings of international civil society focal points. The meetings, which have been held since 2001, bring together some 50 staff from

multilateral development banks, UN agencies, and other international organizations. The 2010 meeting was held at the Asian Development Bank, in Manila; the 2011 meeting was held at the Food and Agriculture Organization, in Rome. The two-day meetings generally comprise plenary sessions and small break-out groups to discuss topics of common interest, such as CSO accreditation approaches, CSO funding mechanisms, and emerging civil society trends. These gatherings represent a unique community of practice for staff who implement a new and challenging policy agenda within large bureaucracies that are often hesitant about the civil society outreach agenda. They provide a safe space to share information, discuss sensitive issues, and build camaraderie. They also represent a good practice example of effective cross-agency interaction and collaboration.



Consultation Meeting on GPSA in Washington, DC (February 2012)



## 3 Consultations

Consulting civil society on the strategies, policies, programs, and projects advocated and financed by the Bank steadily increased over the past decade. The perspectives and recommendations made by the broad range of civil society constituencies during these consultations improved the quality and impact of Bank policies and programs. This section highlights the consultation efforts undertaken between 2010 and 2012 at the global, regional, and country levels.

Although consultations at the global and regional levels are more visible, the most intense and ongoing levels of consultations on strategies, policies, programs, and projects occurs at the country level, where the Bank carries out most of its development work. The most important consultations undertaken at the country level occur during the drafting of Country Assistance Strategies (CASs) and Poverty Reduction Strategies (PRSs). The venues and formats used to consult with CSOs on CASs and PRSPs included the media, opinion surveys, focus group meetings, public forums, and web-based platforms. The scope and intensity of the consultations varied across countries and was based on several factors, including the proactive nature and effectiveness of Bank outreach efforts, the openness and ability of governments to reach out to civil society, and the level of CSO activism and capacity to engage. (For more detail on consultations with CSOs on CASs and PRSPs, see appendixes A and B.)

### Global Consultations

Between July 2009 and June 2012, the Bank held nearly two dozen multistakeholder consultations at the global level on sector strategies, operational programs, financing instruments, research studies, new policies, and program initiatives (box 3.1). These consultations were conducted via face-to-face meetings, videoconferences, online email submissions, and web-based discussions. The Bank set up websites for most consultations, on which it posted background reports and materials, consultation timeline and meeting schedules, lists of partici-

### BOX 3.1 Global Bank Consultations with Civil Society Organizations, 2010–12

#### Sector Strategies

1. Energy
2. Education
3. Environment
4. Trade
5. Palm Oil
6. Information and Communications Technology (ICT)
7. Social Protection and Labor
8. Judicial Sector Reform\*
9. Governance and Anticorruption (GAC) Strategy Update\*
10. Public Sector Management\*

#### Operational Programs

1. Global Facility for Disaster Reduction and Recovery
2. Global Partnership for Social Accountability

#### Financing Instruments

1. Program for Results (PforR)
2. Loan Guarantees
3. Development Policy Loans (DPLs) Retrospective 2012

#### Research Studies

1. 2010 *World Development Report* on Climate Change
2. 2011 *World Development Report* on Conflict
3. 2012 *World Development Report* on Gender

#### IDA Replenishment

IDA16 replenishment process

#### New Policy

International Finance Corporation Policy for Sustainability and Disclosure

#### Program Initiative

Agricultural Pull Mechanism

\* Consultations held online only.

pants, drafts and final versions of documents under review, and stakeholder feedback summaries. The Bank held more than 600 public consultation meetings throughout the world, gathering the views of about 13,000 stakeholders.<sup>4</sup> Most consultation meetings included representatives from a variety of constituencies, including governments, parliament, civil society, the private sector, bilateral and multilateral donor agencies, academia, and the media. Three global consultations were conducted exclusively online, through web-based discussions, blogs, and email platforms.

Participation by stakeholder groups varied depending on the area. For example, CSOs comprised 71 percent of participants in the Global Partnership for Social Accountability consultation process (box 3.2). CSOs were also the largest participating stakeholder constituency in most consultations,

<sup>4</sup> Figures refer to meetings, including videoconferences. In cases where the exact number of participants is not known, estimated numbers were applied. These numbers do not reflect all participants who used online questionnaires, emails, or web discussions, although their views and suggestions were captured in the consultation feedback summaries.

providing their input in several phases of the process, from design and planning to consultation.

Consultations with CSOs were also held for the three *World Development Reports* launched during this period: *Development and Climate Change* (2010); *Conflict, Security, and Development* (2011); and *Gender Equality and Development* (2012). The breadth and scope of each of these consultation processes varied, depending on the interest expressed by each stakeholder group and the scope of the consultation plans of each research team.

Overall, the largest share of multistakeholder consultation meetings were held in Africa (29 percent), followed by Europe (18 percent) and East Asia and Pacific (12 percent) (figure 3.1). CSOs were by far the largest stakeholder group to participate in the 572 consultation meetings held worldwide (38 percent) (figure 3.2). They were followed by government (23 percent), consultants and individuals (12 percent), bilateral and multilateral donor agencies (8 percent each), private sector (5 percent), academia (4 percent), and the media (1 percent).

Several of the major consultations held during the three-year period are described below.

### BOX 3.2 Soliciting and Incorporating Civil Society Input in Designing the Global Partnership for Social Accountability

An extensive multistakeholder consultation process was conducted on the design and scope of the Global Partnership for Social Accountability (GPSA). From January through March 2012, the Bank conducted a series of formal consultations on key concepts and principles of the proposed partnership. More than 870 stakeholders from 57 countries participated in 25 meetings and videoconferences across the world. One of the first conversa-

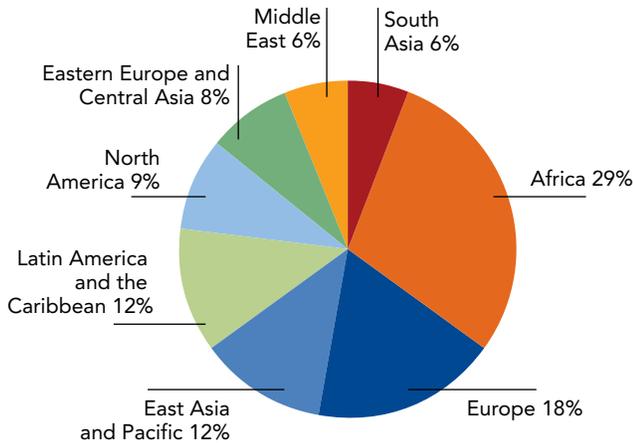
tions, in January 2012, brought together 130 participants from Botswana, Lesotho, Malawi, Mozambique, Rwanda, Zambia, and Zimbabwe, connected by videoconference from Pretoria, South Africa. Another 300 people submitted written comments through an online platform.

CSOs were also involved in technical discussions with Bank staff to help shape the design, methodology, and governance structure of the GPSA. Representatives from CSOs, foundations, think tanks, and bilateral agencies attended two technical meetings on the GPSA in Washington in 2011 and 2012. Comments received during the consultation process were posted on the GPSA consultations webpage in multiple languages and incorporated into the GPSA proposal. Several CSO recommendations were incorporated into the design of the GPSA, such as the need to support core and longer-term funding of CSOs, and to ensure that CSOs have adequate representation on the Steering Committee. The Bank's Board of Executive Directors approved the GPSA in June 2012.

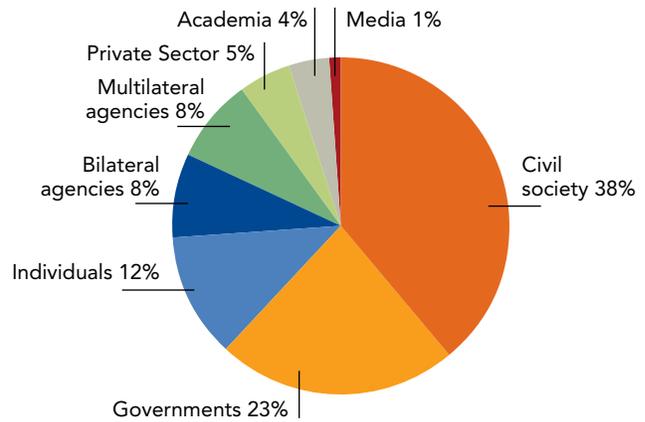


Consultation Meeting on GPSA in Washington, DC (February 2012)

**Figure 3.1 Geographic Distribution of World Bank Consultations**



**Figure 3.2 Stakeholder Distribution of World Bank Consultations**



### Environmental Strategy

The environmental strategy consultation process, carried out between October 2009 and June 2010, included 66 external consultation meetings with more than 2,300 individual stakeholders from 126 countries. The multistakeholder consultation events were open to a range of civil society constituencies, including advocacy NGOs, groups representing marginalized and vulnerable communities, women’s groups, indigenous people’s organizations, youth groups, and research centers. In an effort to increase transparency and participation, the dates, locations, and contact information for consultation sessions were posted well in advance, and session summaries and participant lists were posted after each event. The external website in six languages received more than 73,300 unique visits, and more than 700 stakeholders provided feedback on the proposed strategy via the website. Visitors to the website had the option of registering for electronic updates, which were sent out periodically. At the conclusion of the consultation process, the main views and recommendations made by CSOs were summarized and posted on the website so that viewers could see which ones had been incorporated into the strategy.

### Access to Information Policy

The Bank undertook an extensive two-stage process to consult widely on the proposed new Access to

Information Policy in 2009 and 2010. More than 50 consultation meetings and videoconferences with CSOs, governments, and other stakeholders in 33 countries were held between January and June 2010. The Bank’s consultation team created a website that featured participant lists, meeting notes, and a final report on all the input received and whether it was incorporated into the policy. CSOs were heavily involved in the consultation process. The Global Transparency Initiative (a network of international CSOs working on information disclosure issues), for instance, helped the Bank design the consultation process and organize consultation meetings. BIC helped organize consultation meetings in Latin America, Africa, and the Middle East, and also mobilized CSOs to attend meetings held in developing countries.

For the first time ever, CSOs also participated in the planning and implementation phases of the new policy (see page 39).

### IDA16 Replenishment

The Bank needs to replenish the funds for the International Development Association (IDA) every three years, and CSOs are generally consulted on this year-long process. IDA16 was no exception and CSOs participated actively in the consultation process held between October 2009 and December 2010. Hundreds of CSO representatives participated in briefing meetings and consultation sessions

held with CSOs in Africa, Europe, and the United States. Well-known policy advocacy CSOs such as African Monitor, Bread for the World, ONE, and the Parliamentary Network on the World Bank helped convene these meetings. CSOs were also invited to post online comments and recommendations on the IDA16 Draft Deputies Report, which were shared with IDA deputies. The IDA Team compiled and posted online the inputs received from CSOs as well as information on how their comments were addressed in the final IDA16 replenishment report.

Many of these CSOs released statements or position papers with recommendations for improving IDA implementation or conditioning their support on changes in Bank policies on such issues as fossil fuels and education financing. A growing number of CSOs also expressed their support for IDA16 replenishment through press releases or letters to the U.S. Congress and European parliaments. They generally highlighted the positive role IDA has played in funding pro-poor efforts and promoting social development, particularly in Africa. At the same time, other CSOs used the replenishment process to call for sharper focus on results and clear linkages with efforts to address the MDGs.

### Country Assistance Strategies

A CAS lays out the Bank's strategic priorities for borrowing countries to achieve poverty reduction and

sustainable development. All CASs are now required to be results based and to include a results matrix that links Bank activities to country development outcomes. This matrix includes explicit CAS objectives, which are indicative of the expected results during the CAS period. The CAS also includes an indicative business plan for delivery of Bank services and indicates how the results will be monitored, what partnerships will be established, and what country systems will support it. As corruption can compromise the achievement of development outcomes, a discussion of governance and anticorruption issues has also become a standard feature of CASs.

CASs generally cover a period of two to three years. Implementation of the CAS priorities is detailed in CAS Progress Reports (CASPRs), which are midterm stock-taking reports that cover a period of 12–24 months. An Interim Strategy Note (ISN) is prepared when there is uncertainty about the nature and level of the Bank's engagement in a country or when the country has no Medium-Term Development or Poverty Reduction Strategy Paper (PRSP) framework to support the Bank's strategy. This provisional strategy document is also prepared when there is insufficient country knowledge to develop a long-term country strategy.

As country ownership and commitment to a development strategy are necessary conditions for aid effectiveness, all Bank country offices are expected to consult a wide spectrum of stakeholders dur-



Residents being consulted on reconstruction options in Haiti (March 2010)

ing the preparation, implementation, and monitoring of the CAS. As a result of this new emphasis on partnership, many country strategies are now called Country Partnership Strategies (CPSs). Traditionally, most CASs and to a lesser extent ISNs and CASPRs, have been drafted in close consultation with borrowing country governments, usually involving numerous ministries and agencies as well as local governments in many countries. Today, other important stakeholders, such as parliaments, donor agencies, CSOs, and private sector entities, are also being actively and widely consulted. Public disclosure of CAS documents approved by the Bank's Board has become standard practice as well. Although governments can withhold their consent, few have done so. Just 1 of the 89 CAS documents adopted during 2010–12 was not disclosed.

The desk review of CASs, ISNs, and CASPRs was based on word searches for key terms such as *civil society*, *participation*, and *consultations*, followed by more in-depth text analysis. The aim was to determine the incidence of civil society involvement in CAS preparation, implementation, and evaluation. The results show sustained levels of civil society involvement. The review found evidence of civil society participation in 106 (82 percent) of the 129 CAS-related documents approved by the Bank's Board during fiscal 2010–12. Civil society was consulted in 53 of the 59 CAS documents (90 percent), 37 of the 52 CASPRs (71 percent), and 16 of the 18 ISNs (89 percent) (figure 3.3). Civil society involvement increased over the period, with CSOs consulted in 32 of the 41 strategies approved in 2010 (78 percent), 31 of the 39 approved in 2011 (79 percent), and 43 of the 49 approved in 2012 (88 percent).

Civil society participation in the CAS process varied in scope, intensity, and duration. A range of consultation formats was used, including opinion surveys, focus group meetings, large public forums, and online feedback. In Albania, for example, an opinion survey was used to gauge the perception of CSOs about the Bank's development role there. It found that CSOs welcomed the Bank's Access to Information Policy as it enabled civil society to more easily monitor CAS implementation and results. In Comoros, consultations for the ISN included human rights groups, marginalized citizens groups, and women's organizations. (For details on how CSOs were consulted in the 129 CASs completed between 2010 and 2012, see appendix A.)

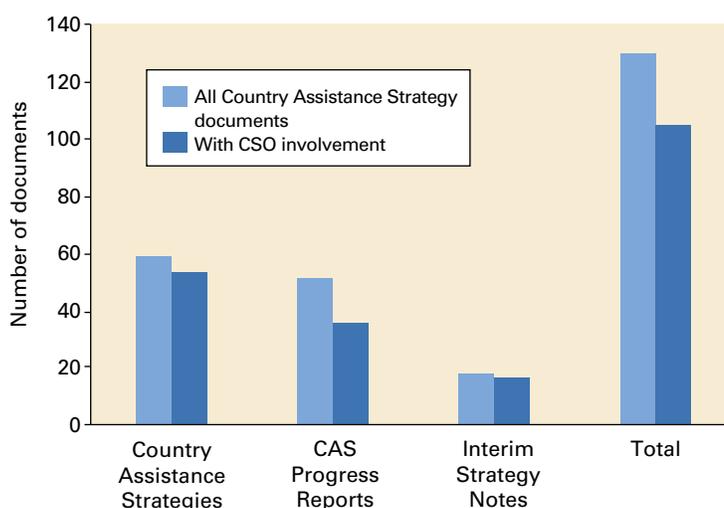
CSOs emphasized several themes during the CAS consultation process, including governance and

accountability, donor collaboration, community-driven development approaches, operational results, and increased civil society involvement in Bank work. Governance emerged as a priority in the consultations carried out in 12 countries, including Albania, Bangladesh, Kenya, Tunisia, and Vietnam. In Indonesia, CSOs played a key role in the Partnership for Governance Reform program, which has improved budget and financial management systems. In Burkina Faso, CAS consultations were quite extensive spanning three phases over nearly a year and involving meetings with multiple stakeholders throughout the country (box 3.3).

### Poverty Reduction Strategies

The Bank and the IMF adopted the Poverty Reduction Strategy Papers (PRSP) policy in 1999 in order to encourage low-income countries to follow country development strategies that promote poverty reduction. These strategies were designed to be results oriented, follow long-term goals, and be participatory in their design and implementation. Governments were encouraged to consult and involve civil society, the private sector, donor agencies, and other stakeholders. PRSP documents are submitted to the Bank and IMF boards for review every three years. Countries that are not yet ready to produce a full PRSP, draft Interim PRSPs (I-PRSPs). When

Figure 3.3 Civil Society Involvement in Country Assistance Strategy Consultations, 2010–12



### BOX 3.3 Consultations with Civil Society Organizations in Burkina Faso

The Bank's Country Team carried out extensive consultations during the preparation of the 2009–11 CAS for Burkina Faso. Consultations involved a four-stage process. The first stage, in October 2008, involved a two-day planning retreat involving representatives from government, CSOs, donor agencies, media, and the private sector. Participants reviewed the outcomes of the previous country strategy and discussed what priorities the new strategy should emphasize. The second stage, which occurred between October 2008 and June 2009, involved a core CAS team composed of government representatives and Bank staff who convened regularly to develop the strategy. The third stage, which occurred in July 2009, involved extensive multistakeholder consultations in Ouagadougou and eight provinces (Yatenga, Sourou, Sono, Soum, Houet, Konodougou, Sissili, and Nahouri). About 2,000 representatives from CSOs, rural communities, local municipalities, universities, media, parliament, and the private sector were consulted on the proposed strategy country diagnosis and development challenges.

As could be expected, each constituency highlighted specific issues. Civil society, local communities, and parts of the private sector expressed concern that budget support did not reach intended beneficiaries or the private sector. Donor agency and government representatives stressed the importance of increasing budget support in the context of the global financial crisis. The consensus was that the Bank should attempt to maintain an appropriate balance between general budget support and project lending, including direct support to local communities. The consultations also highlighted the need for the Bank to adopt a better communication strategy in Burkina Faso. Although its outreach activities have included university lectures, open-house sessions with journalists, and consultations with CSOs, most members of civil society remain relatively uninformed about the Bank's work, and negative perceptions of past structural adjustment policies continue to color overall impressions of the Bank.

changes to the content of a PRSP are needed, they are included in the Annual Progress Reports (APRs), which are submitted to the Bank and IMF Boards 12 months after submission of the PRSP. These documents assess progress in relation to PRS goals and intended program reforms. They are often integrated into regular government reporting mechanisms, such as annual budget reviews.

The Civil Society Team conducted a review of all PRSPs presented to the Bank Board during 2010–12 to determine the involvement of civil society in their preparation, implementation, and reporting processes. Full PRSP documents, as well as APRs and I-PRSPs, were searched for key words such as *civil society*, *participation*, and *consultations* to determine the level of civil society involvement. All of the 28 PRSP documents prepared during this period reported some type of civil society participation (figure 3.4). Thus, the participation of civil society continues to be mainstreamed in full PRSPs and it has become standard practice during preparation of APRs. (No I-PRSPs were approved during this period, thus no data were gathered on CSO involvement in them.)

A variety of civil society consultation approaches were used in preparing and implementing the PRSPs, including opinion leader surveys, focus group meetings, public forums, and online feedback. In preparing the PRSP for Bangladesh, for instance, the Bank held a three-day national-level consultation with

researchers, community groups, NGOs, and labor unions. It then held a two-day regional consultation with representatives from local government, chambers of commerce, professional associations, CSOs, and the media. The views and recommendations of stakeholders informed the final thematic reports. In Cameroon, consultations involved more than 6,000 people from different segments of society, 25 percent of whom were women and 20 percent youth. The consultation meetings, held in provincial capitals and small villages, involved local officials, CSOs, and citizens. Separate consultations were also held with marginalized or vulnerable groups such as people living with HIV/AIDS.

Some common recommendations emerged during the consultation process in Cameroon, including reforming governance, mainstreaming gender, and improving social analysis. One of the most common recommendations was for governments to establish permanent mechanisms to encourage citizen participation and track the results of the PRSP. In Afghanistan, preparation of the National Action Plan for Women, which was part of the PRSP process, involved extensive consultations with local government officials, provincial council members, ethnic groups, and women's organizations. The outputs of these consultations included the establishment of gender working groups in 12 ministries and adoption of collaborative agree-

### BOX 3.4 Women's Empowerment Featured in Ghana's PRSP

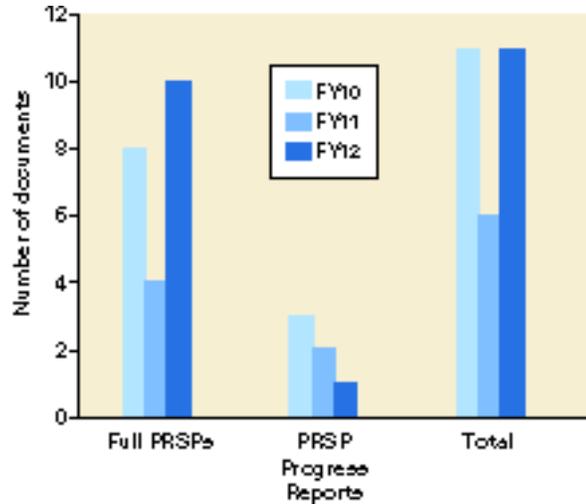
To ensure that diverse perspectives were reflected in the drafting process, and ultimately in the final product, the Ghana Shared Growth and Development Agenda for 2010–13 involved the participation of a wide cross-section of the Ghanaian population. The role of civil society as key stakeholders in the development process was considered critical to addressing social concerns, as well as achieving transparency and accountability of the public sector. Policy formulation involved the formation of Cross-Sectoral Planning Groups (CSPGs)—technical working groups based on thematic areas—whose activities were coordinated by the National Development Planning Commission. A consultative group meeting was held in September 2010 with CSPG members, which included representatives of government agencies,

advocacy NGOs, community organizations, professional associations, labor unions, research centers, donor agencies, and business organizations.

A key issue CSOs raised was the high incidence of poverty among women. To address the issue, the CSPG consulted political parties and women's advocacy groups. As a result of this consultation process, the PRSP incorporated plans to focus on the economic empowerment of women by increasing access to land, labor, credit, markets, information, technology, and business services, as well as social protection. The government also agreed to adopt a social accountability framework to promote the capacity building of CSOs to participate in the policy decision-making process.

ments between government agencies and CSOs to promote gender-mainstreaming projects. In Ghana, the PRSP consultation process led to the development of a program for the economic empowerment of women (box 3.4). In the Lao People's Democratic Republic, the strategy formulation process included participatory planning at the village, local council (Kumban), and district levels in order to build the capacity of citizens to monitor PRSP implementation. (For descriptions of CSO participation in the 128 PRSPs approved during the three-year period, see appendix B.)

Figure 3.4 Civil Society Involvement in PRSPs and PRSP Progress Reports, 2010–12





Women being trained in rural community in India

# 4

## Operational Collaboration and Partnerships

The Bank both scaled up and deepened its operational collaboration with civil society between 2010 and 2012. Engagement was expanded with respect to social accountability, food security, and disaster risk management. Consolidation was most apparent with respect to the governance structure of several new funding mechanisms, such as the GPSA, where CSOs were given an effective “seat at the table” for the first time. There was also significant Bank-CSO collaboration on access to information and open development, characterized by joint data gathering and training initiatives.

### Civil Society Involvement in Bank-Funded Projects

A desk review by the Civil Society Team examined project appraisal documents (PADs) used in investment projects and program documents used in policy lending projects. It defined CSO participation to include beneficiary views of project plans (opinion surveys); consultation on project design (public forums, focus groups); capacity-building (courses on proposal writing); contracting of CSOs to conduct research (social analysis or environmental impact studies) or provide training (community health workers); and inclusion of CSOs in governance structures (advisory or decision-making bodies to oversee project or program management). Since the review used the PADs as the basis for its analysis it only covered the initial project design, planning, and assessment phases, not the implementation or evaluation phases of these projects.



Community meeting with CAO representatives in palm oil plantation area in Indonesia

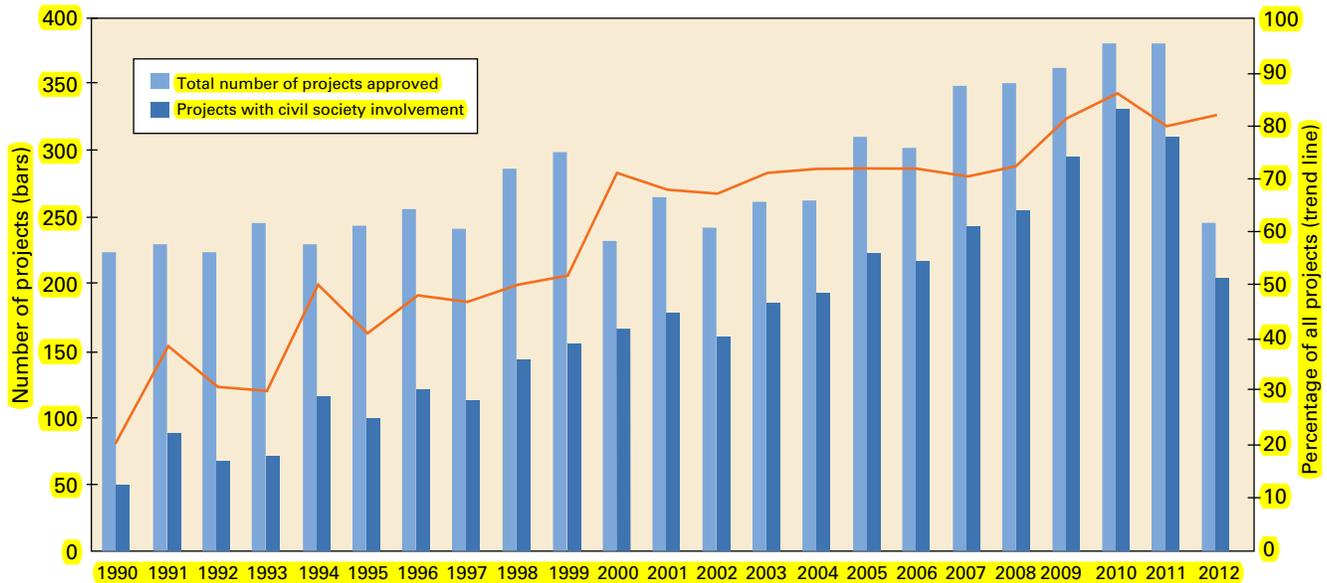
The Bank financed 385 projects in 2010, 385 in 2011, and 248 in 2012, or a total of 1,018 for the three-year period. Of these, 843 (82 percent) included some form of CSO participation during the planning and assessment phases (table 4.1).

The higher level of funding in 2010 and 2011 is best explained by the global financial crisis, which led the Bank to increase its funding to meet the short-term financing needs of its borrowing countries at the onset of the crisis in 2008. This three-year trend was also reflected in the overall financing made during these years by the World Bank Group (including IFC and MIGA) and by governments and private companies via loans, grants (in the case of IDA), equity investments, and guarantees. World Bank

Table 4.1 Civil Society Participation in World Bank–Financed Projects, 2010–12

Item	2010	2011	2012	Total
Total number of projects	385	385	248	1,018
Number of projects with participation by civil society organizations	330	309	204	843
Percentage of projects with participation by civil society organizations	85	80	82	82

Figure 4.1 Civil Society Participation in World Bank–Financed Projects, 1990–2012



Note: Years are fiscal years (July 1–June 30).

Group commitments were \$72.9 billion in 2010, \$57.3 billion in 2011, and \$52.6 billion in 2012.

Civil society participation remained high in all three years. These findings are in line with the steady increase in CSO participation in the Bank’s portfolio since 1990, when CSOs participated in just 22 percent of projects (figure 4.1).

Bank loans included traditional Investment Loans (IL), Development Policy Loans (DPL), and the recently created Program for Results (PforR). Each of these instruments serves a different purpose. IL projects provide support for specific development programs, such as road building, primary education, or rural development. DPLs provide direct budget support for macroeconomic programs and governance reform (for example, deficit reduction or social sector reform). PforR operations support broader government-managed programs such as health system and education sector programs.

The IL program went through a review and updating process in 2011 that resulted in the merging of several loan instruments—including the adaptable program loan, the learning and innovation loan, and the technical assistance loan—into a single instrument. A 2012 retrospective review of the DPL instrument found that DPLs are increasingly supporting governance reform (box 4.1).

The PforR was introduced in 2011 to allow the Bank to support broader and country-led programs,

as well as to focus more clearly on results. The new instrument allows the Bank to sharpen its focus on helping countries achieve verifiable and tangible development results by building capacity and strengthening country institutions. It also encourages implementing agencies to make program information publicly available and increase participation by stakeholders, including CSOs. In Morocco, consultations over a new PforR loan involved extensive consultations with CSOs (box 4.2).

Civil society participation in ILs and DPLs has varied over time. Participation has generally been greater in ILs, for several reasons. First, ILs take longer to prepare (one to three years) than DPLs (six months to a year), and the opportunities for engaging civil society in project preparation are generally greater. Second, the institutional and structural nature of most DPLs makes them less visible and accessible to CSOs. The fact that DPLs are increasingly being used to fund governance reform and social program reforms, however, has led to a significant increase in civil society participation during their appraisal.

CSOs participated in 260 of 300 ILs in 2010 (87 percent), 204 of 315 in 2011 (65 percent), and 155 of 195 in 2012 (79 percent) (figure 4.2). They participated in 68 of 85 DPLs in 2010 (80 percent), 61 of 69 in 2011 (88 percent), and 47 of 51 in 2012 (92 percent). Participation of CSOs over the three-year

#### BOX 4.1 Using Development Policy Lending to Support Governance Reform

The Bank conducted a retrospective review of its DPL instrument in 2012 in order to identify thematic priorities and assess development impact. The review examined 221 DPLs and 6 supplemental financing operations approved during 2010–11, which represented a total of \$45 billion in funding. The report, *Development Policy Lending Retrospective: Results, Risks and Reforms*, showed that most DPLs, particularly in low-income countries, continued to focus on public sector governance reform that emphasizes transparency, accountability, and citizen participation. Although the structural policy reforms of such programs can take years to become apparent, these programs can bring short-term benefits in terms of more open and responsive government behavior. In fact, the evaluation of poverty reduction support conducted by the Bank's Independent Evaluation Group found that DPLs geared to governance reforms were positively associated with improved public sector governance practice.

The review also found that a number of governance reform DPLs supported gender mainstreaming. In Rwanda, the Education for All's Fast Track Catalytic Fund Project supported reforms related to education policy for girls. In Vietnam, the 10th Poverty Reduction Support Credit Program supported the creation of a set of gender-disaggregated development indicators. Other DPLs included a gender dimension by supporting the participation of women in government programs.

#### BOX 4.2 Program for Results Consultations with Civil Society Organizations in Morocco

During preparation of the PforR operation supporting Phase II of the National Initiative for Human Development in Morocco, the Bank conducted extensive consultations with CSOs. These consultations were geared to understanding the views of stakeholders regarding the overall design of the original program and to obtain their feedback on how to enhance the role of citizens in project governance bodies and social accountability mechanisms. In September 2011, a national-level consultation was held in Rabat, where participants discussed the overall approach. This meeting was followed by consultation sessions in several provinces: Tahannout (focusing on local rural stakeholders), Marrakech (focusing on urban and semiurban areas as well as youth groups and people with disabilities), Rabat (focusing on large umbrella CSOs and opinion leaders), and Agadir (focusing on urban and rural stakeholders).

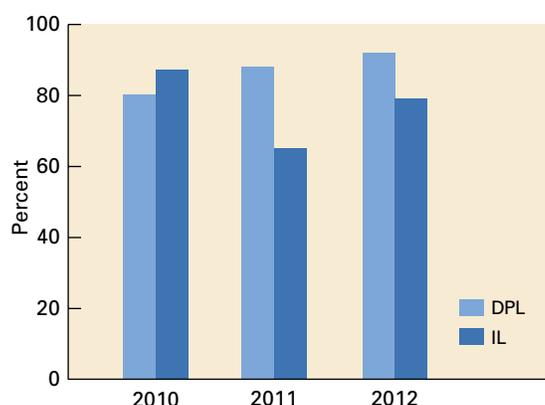
The recommendations and suggestions focused on the need to improve local governance and promote greater civil society participation. CSO views and recommendations influenced the design of the second phase of this human development project by enhancing access to and the quality of service provision, strengthening participatory local governance, enhancing economic inclusion, and supporting capacity and systems development. CSOs reiterated the need for the program to continue prioritizing the social and economic inclusion of women and youth in the program governance mechanisms.

period averaged 77 percent in ILs and 86 percent in DPLs. Although the rate of CSO participation was higher for DPLs than ILs, the nature of participation was not as intense or broadly based in the former.

#### Community-Driven Development

Community-driven development (CDD) programs financed by the Bank put poor people at the core of decision making and amplify their voice while delivering key economic resources and services. They support collective action, build local empowerment, and strengthen social capital, as community groups and local governments take responsibility for managing investment resources. By promoting transparency and accountability, CDD helps empower citizens and encourages responsive government. CDD can also strengthen local government, improve the delivery of public goods and services, and pro-

Figure 4.2 Participation of Civil Society Organizations in Development Policy Lending and Investment Lending, 2010–12





Indonesian stakeholders express their views during PNP Peduli Project launch talk show

#### **BOX 4.3 Partnering with Civil Society Organizations to Reach Marginalized Populations in Indonesia**

The National Program for Community Empowerment (PNPM Mandiri) is the Indonesian government's flagship program for poverty alleviation. It serves as the national policy and operational umbrella for all community empowerment programs in Indonesia, building on 10 years of successful experience with the Kecamatan Development Program (KDP) and the Urban Poverty Project (UPP). PNPM Mandiri covers most villages (63,000) and urban wards (10,948) in Indonesia, serving more than 35 million people a year. It has been successful in creating basic infrastructure (roads, clean water supply, and village health posts); promoting livelihoods through revolving loan funds; and fostering local employment.

The Indonesian government has launched a complementary program that aims to leverage the innovative and inclusive poverty reduction practices of Indonesian CSOs to reach marginalized populations. Under PNP Peduli, grants are channeled through the PNP Support Facility, a multidonor trust fund managed by the Bank, to three national Indonesian CSOs. Two of these organizations, Kemitraan and the Association for Community Empowerment, provide smaller grants to a network of CSOs that work directly with beneficiaries. A third CSO, Lakpesdam, provides services through its extensive network of faith-based local branches. Together, the three CSOs have channeled subgrants to 60 local CSO partners across 23 provinces in Indonesia, benefiting more than 40,000 marginalized people, including street children, people living with HIV/AIDS, indigenous people, people with disabilities, victims of human trafficking, and landless farmers. Activities financed by the program span a range of thematic areas, including rural development, social empowerment, human rights, and reproductive health.

mote sustainable community assets. Many CDD projects use CSOs to provide training, assist with fund management, deliver services, and carry out oversight and monitoring.

Annual lending for CDD-type projects averaged \$2.1 billion over the past decade. More than 800 projects from more than 100 countries were financed, covering a range of thematic activities. Lending in 2012 was about \$4.5 billion, reflecting the surge in funding related to the global financial crisis. Recent CDD operations have tended to support government reforms, including decentralized local governance, financial management, transparency and accountability, and monitoring and evaluation. Increased policy dialogue and resource commitments are allowing promising CDD approaches to operate at a national scale and across sectors. Examples include the Social Action Fund in Malawi, the Initiative Nationale du Développement Humain in Morocco, the Poor Communes Livelihoods and Infrastructure Project in Vietnam, and the National Program for Community Empowerment in Indonesia, which builds on 10 years of successful CDD experience by the country's Kecamatan Development Project (box 4.3).

In recent years, CDD approaches have effectively responded to natural disasters by providing rapid, front-line response to ensure that resources were used transparently and affected communities were involved in assessing their needs and designing recovery programs. This was the case in Honduras after Hurricane Mitch, in Malawi after several recent droughts, and after the 2011 earthquake in Pakistan. In Haiti, following the January 2010 earthquake, IDA approved \$12 million in grants to restore and expand access to primary education and \$15 million to help communities initiate reconstruction through community-driven mechanisms. CDD has been a cornerstone of IDA's strategy in Haiti, where programs have been implemented with the support of NGOs such as the Center for International Studies and Cooperation, and the Pan American Development Foundation.

The CDD approach has proven particularly useful in postconflict settings, where it is used to help rebuild community infrastructure and services, strengthen social capital, and foster more cohesive forms of collective action. For example, in Afghanistan, the National Solidarity Project addresses the needs of rural communities throughout the country using participatory approaches. It is implemented

through an extensive network of facilitating partner organizations, mainly CSOs, which facilitate development planning through community consultation, assist in project preparation and implementation, and provide capacity building to the Community Development Councils. As of March 2011, more than 26,000 communities had successfully elected community development councils, and more than 45,000 subprojects had been completed.

As small-scale CDD operations scale up to the next generation of regional or national-level programs, new models of implementation support are required to respond to diverse local needs and expanding operational instruments. The need to leverage sector programs through CDD and align with formal decentralization is also growing. Doing so remains challenging. CDD is increasingly being used in fragile contexts and to target vulnerable groups such as youth, especially in the wake of the Arab Spring. With climate change, the use and role of CDD operations to respond to natural disasters and promote climate adaptation and resilience is growing.

## Social Accountability

Social accountability describes the extent and capability of citizens to hold the state and service providers accountable and make them responsive to the needs of citizens. Social accountability approaches are geared to making governments more transparent, accountable, and participatory. CSOs such as community-based groups, NGOs, trade unions, research centers, and especially citizens' organizations established for and by disenfranchised constituencies play a key role in strengthening social accountability efforts, from the local to the global levels. Although the term social accountability is relatively new in the Bank lexicon, units and regional teams across the Bank have long worked on social accountability-related themes, as reflected by terms such as participation, empowerment, demand for good governance, and civic engagement.

The concept of social accountability was strengthened in 2007, when the Bank adopted the Governance and Anticorruption Strategy, which acknowledged that a strong governance environment is conducive to poverty reduction and the proper use of Bank funds. The commitment to social accountability was most directly captured in principle 5 of the seven GAC principles, which emphasizes engagement with multiple stakeholders, including by



Robert Zoellick at launch of GPSA Program in Washington (April, 2012)

strengthening transparency, participation, and third-party monitoring of the Bank's own operations. The "Guidance Note on Bank Multistakeholder Engagement" adopted by the Bank's Board in 2009 detailed the nature and scope of this stakeholder engagement approach.

Social accountability and citizen engagement were reaffirmed in the update of the Governance and Anticorruption Strategy approved in 2012. It noted that revolutionary change in the Arab world, powerful anticorruption movements in India, and the "occupy" movement in some Western countries all reflected frustration with the seeming inability of governments to handle increasingly complex global problems of poverty, joblessness, fiscal crises, and environmental vulnerability. What these movements had in common was the need to expand the space for voice and participation, the need for improved governance, and demand for transparency as essential elements of a redefined social contract. Although these disparate social movements have taken different forms, all of them indicate that men and women are increasingly unwilling to accept a passive role in society.

Partly in response to this growing call for greater government transparency and accountability, the Bank established the Governance Partnership Facility Trust Fund, which supports innovative social accountability activities (box 4.4).

The Bank's work on social accountability can be broadly classified into five areas: country strategies,

#### BOX 4.4 Supporting Social Accountability through a Governance Trust Fund

The Governance Partnership Facility supports the implementation of the Bank's Governance and Anticorruption Strategy. It was established in December 2008, with funding from the Norwegian and Dutch Ministries of Foreign Affairs and the United Kingdom's Department for International Development. Since its launch, the facility has awarded 94 grants, totalling \$64.8 million, to fund innovative governance work around the world. About a third of the grants involve social accountability elements.

In the Dominican Republic, for instance, the Bank has been promoting greater budget transparency by the government and facilitating budget monitoring by civil society actors. Several activities with grassroots organizations, aimed at monitoring social expenditures at the national and municipal levels, are also under way. In Ghana, the Bank's country program is supporting the Oil and Gas Platform, a collaboration of research centers, CSOs, and parliamentarians that seeks greater oversight over and transparency of Ghana's oil and gas sector. This platform is directly linked to the \$38 million Ghana Oil and Gas credit approved by the Bank's Board in December 2010. In Mongolia, the Bank is undertaking intensive outreach to parliament, including through South-South exchanges. It is engaging legislators on a range of policy issues related largely to the mining sector, including the regulatory framework. This engagement led to the passage of the 2010 Fiscal Stability Law. In Uganda, the Bank Country Team has begun to expand demand-side mechanisms beyond community development projects and to engage CSOs in the monitoring of procurement.

sector strategies, project financing, direct CSO financing, and knowledge sharing and learning. The Bank has promoted social accountability in country strategies in a variety of ways. Two recent CASs for Bangladesh (2006–09, 2011–14), for example, support an enlarged space for civil society participation, basic media freedom, increased public access to information, and women's economic empowerment. In addition, some CASs have relied on CSO assessments and enabling environment studies in order to incorporate the strengthening of civil society as one of its development goals (see appendix A for more details).

The Bank has promoted civil society and social engagement in sector strategies that emphasize integrating transparency, accountability, and participatory approaches. The human development, urban, environment, and ICT sectors, for instance, include explicit references to social accountability to improve

development results and manage risks. Several global Bank initiatives—such as the Extractive Industries Transparency Initiative (EITI), Construction Sector Transparency (CoST), Stolen Asset Recovery (StAR), and the Medicines Transparency Alliance (MeTA)—emphasize and promote civil society engagement to improve transparency and accountability.

Social accountability work at the Bank has been most visible, however, through *project financing*, which is used to create systems that give citizens greater voice and help ensure that the project is downwardly accountable to them and responds to their needs. Social accountability tools and mechanisms such as participatory budgeting, public expenditure tracking, citizen report cards, community scorecards, social audits, citizen charters, and right to information laws provide systematic and direct feedback from citizens and users to policy makers and service providers to help them redesign programs and reallocate resources. A benchmarking exercise in 2008, for instance, revealed that social accountability mechanisms were included at the project design stage of 43 percent of randomly sampled Bank projects. A cogent example of such a project is the mobile phone technology project in the Democratic Republic of Congo, which is allowing citizens to participate in a participatory budgeting program (box 4.5).

Social accountability has also been supported through direct financing of CSOs by multidonor trust funds managed by the Bank. Activities have included research, capacity building, knowledge sharing, operational programs, and networking. The Social Development Civil Society Fund directly supports CSO's efforts to strengthen civil society, empower communities, and support social accountability (see page 44). The Japan Social Development Fund provides funding to CSOs to carry out poverty reduction and community development activities, many of which have elements of social accountability embedded in them (see page 43).

The Extractive Industries Transparency Initiative Trust Fund financed CSO efforts to promote greater transparency and accountability of oil, gas, and mining investments in some 15 countries (see page 48). The Bank also helped establish and finance the Affiliated Networks for Social Accountability (ANSAs) in Africa, East Asia, and most recently the Middle East, to carry out research, capacity building, and networking among CSOs that promote social accountability (see page 62, box 7.5). The most recent funding initiative is the GPSA, which will be launched in 2013 to support CSOs that promote

social accountability at the local and global levels (see page 14, box 3.2).

On knowledge sharing and learning, the Bank produced and disseminated a growing body of tools and knowledge products related to social accountability, including case studies and how-to notes, and it held several training and learning events on specific sectors (transport, urban) or mechanisms (grievance redress). In early 2011, the Bank's Social Accountability and Demand for Good Governance Cluster in the Social Development Department launched a one-day social accountability core course, which attracted more than 70 Bank staff members from a variety of regions and units. This course was later embedded in the training and accreditation program for social development and is now rolled out every year.

The Social Development Team also promoted knowledge sharing and collaboration through its Social Accountability Community of Practice Group, which includes more than 700 Bank and non-Bank members, including many CSO representatives. The group regularly shares information and materials through a weekly electronic newsletter, hosts brown bag lunches, and organizes training sessions on social accountability. In June 2012, the Social Development Department launched the Social Accountability e-Guide, an online interactive tool that will allow task team leaders and other Bank staff to gain a better understanding of how to incorporate social accountability elements into their projects. The guide contains theoretical background material, useful tools, and case study examples. It will be available externally before the end of fiscal 2013.

Table 4.2 provides examples of recent and ongoing social accountability activities carried out at all five levels.

## Education

Just as an educated populace engenders an active civic culture, the participation of civil society is central to the education of the world's younger generation. From the halls of government to the classroom, education is a global public good that requires the engaged commitment of all citizens, particularly parents, teachers, and CSOs. Civil society has an important role to play at all levels of education, from advocating for education policies at the global level to partnering with governments in order to expand coverage and improve education outcomes at the country level. CSOs have worked alongside

### BOX 4.5 Using Cell Phones to Vote on Budget Priorities in the Democratic Republic of Congo

The decentralization process in the Democratic Republic of Congo and the transfer of services and resources to subnational levels (provinces and local councils) has been widely viewed as one of the most promising entry points for broader governance reforms in this central African country. In April 2012, South Kivu institutionalized the process of participatory budgeting throughout the province. As a result, local councils can now allocate money to provide services that benefit the poor, such as repairing classrooms and building health centers.

Within this context, the Bank funded the ICT4Gov Project, which brings together local and provincial governments, CSOs, and phone companies to use mobile phone technology to facilitate participatory budgeting at the local level in South Kivu. Most of the province is covered by a mobile phone network, and inexpensive mobile phones are easily available and commonly used. With this in mind, the project has used mobile phones to not only mobilize citizens but also to foster transparency and reduce the transactions costs of participation. A remote voting system by text message has been piloted, enabling citizens to vote on a list of budget priorities compiled during open district meetings.

Since its launch in 2011, the program has met a high level of acceptance by local citizens. For two consecutive years, local councils voted on their budget in a participatory manner. Encouraged by this experience, many other provinces have expressed the need to start a participatory budgeting program.



Women being trained in rural community in India

**Table 4.2 Examples of World Bank Social Accountability Activities**

Work area	Types of activities	Examples
Country strategies	<ul style="list-style-type: none"> <li>• Inclusion of social accountability approaches in Country Assistance Strategies</li> <li>• Preparation of Country Social Analysis and Civil Society Assessments with focus on social accountability</li> <li>• Policy work on enabling environment for civic engagement (freedom of information laws, open budget initiatives)</li> </ul>	<ul style="list-style-type: none"> <li>• Cameroon Country Assistance Strategy (2010–13)</li> <li>• Ghana Country Assistance Strategy (2008–11)</li> <li>• Mongolia Country Assistance Strategy (2013–17)</li> <li>• Indonesia Support of Freedom of Information Law</li> </ul>
Sector strategies	<ul style="list-style-type: none"> <li>• Inclusion of social accountability mechanisms in key sectoral strategies</li> <li>• Embedding of global transparency and accountability initiatives into operational programs</li> </ul>	<ul style="list-style-type: none"> <li>• Phase 2 of Governance and Anticorruption Strategy</li> <li>• Environment Strategy</li> <li>• Human Development Strategy</li> <li>• Information and Communications Strategy</li> <li>• Extractive Industries Transparency Initiative (EITI) Program</li> <li>• Construction Sector Transparency (CoST) Program</li> <li>• Stolen Asset Recovery (StAR) Program</li> </ul>
Project financing	<ul style="list-style-type: none"> <li>• Inclusion of participatory or independent (third-party) monitoring mechanisms (report cards, social audits, procurement monitoring) into Bank-financed projects</li> <li>• Inclusion of disclosure, transparency, and access to information policies</li> <li>• Inclusion of complaint and grievance redress mechanisms</li> <li>• Provision of grant funds for social accountability within government-financed projects</li> </ul>	<ul style="list-style-type: none"> <li>• Community scorecards in the Malawi Social Action Fund</li> <li>• Transparency policies in the Madagascar Governance and Institutional Development II Project</li> <li>• Grievances redress mechanisms in the Lao PDR Nam Theun II and the Philippines Kalahi community-driven projects</li> <li>• Social accountability features in the Cambodia PECSA and Nepal PRAN projects</li> </ul>
Direct financing of civil society organizations (CSOs)	<ul style="list-style-type: none"> <li>• Bank grant funding mechanisms supporting CSO social accountability programs</li> <li>• Support for networking of CSOs engaged in social accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Civil Society Fund, Japan Social Development Fund, Extractive Industries Transparency Initiative Trust Fund</li> <li>• Affiliated Networks for Social Accountability</li> </ul>
Knowledge sharing and learning	<ul style="list-style-type: none"> <li>• Case studies, learning notes, and how-to guidance</li> <li>• Impact evaluations of social accountability initiatives</li> <li>• Capacity-building learning events for Bank staff</li> </ul>	<ul style="list-style-type: none"> <li>• How-to note series on Demand for Good Governance grievance redress mechanism and citizen charters</li> <li>• Social accountability core course and sectoral clinics</li> <li>• Social Accountability e-Guide</li> </ul>

governments to build schools, organize communities, improve learning, and target investments to disadvantaged and hard-to-reach children. The Bank works closely with CSOs by promoting policy dialogue and consultation on education, involving CSOs in global education programs, and funding CSO programs.

The Bank consulted CSOs widely on its Education Strategy for 2020, which it launched in April 2011. CSOs—including NGOs, parents groups, teachers associations, and foundations—participated in consultation meetings in more than 100 countries and via online discussions. A key take-away

from the consultations was that many nongovernmental participants are excellent sources of relevant information and experience on local education issues. The Bank also promoted policy dialogue on mainstreaming gender and information technologies into education. It hosted the “Getting to Equal in Education: Addressing Gender and Multiple Sources of Disadvantage to Achieve Learning” conference in April 2012. Some 60 representatives from 30 CSOs participated alongside researchers, policy makers, and practitioners to discuss interventions that help address multiple sources of educational disadvantage, with a focus on gender. CSO represen-

tatives from the Batonga Foundation, La Pietra Coalition, Plan International, the Vital Voices Global Partnership, and Women Thrive Worldwide attended the conference. The Bank also maintained active informal dialogue with CSOs on the use of new information and communication technologies in the education sector, as part of an effort to learn from and share global knowledge with practitioner networks.

The Bank worked closely with CSOs on the Global Partnership for Education (GPE), a leading global education partnership managed by governments, donor agencies, and CSOs. Established in 2002, the GPE comprises more than 50 developing countries, donor governments, international organizations, private sector representatives, teacher unions, and CSOs. It provides financial and technical support for developing country partners to develop and implement sound education plans. Members of the partnership mobilize and coordinate resources to support achievement of the plans' goals to enroll more children in school for a better education. They also participate in the GPE's governance body (box 4.6). The Bank administers the GPE Secretariat, serves as trustee for the GPE fund, and oversees most of the activities financed by GPE funds.

The GPE also supports civil society by funding the Civil Society Education Fund (CSEF), which was established by the CSO-led Global Campaign for Education. The CSEF seeks to (a) establish broad-based and democratically run national education coalitions, (b) to strengthen the capacity of national education coalitions to engage with and track the progress of national governments and local donor groups, and (c) advocate for policy change and institutional reforms at the country level. It supports the core work of national education coalitions, allowing civil society to fully engage with and track the progress of national governments and donor agencies working toward the Education for All goals. Since its establishment in 2008, the CSEF has supported 45 national education coalitions across Africa, Asia and the Pacific, and Latin America. This support indicates the value the GPE and the international donor community place on civil society as a cornerstone in global education.

The Bank has funded a number of global education initiatives and local projects that were either managed by or benefited from close collaboration with CSOs. At the global level, the CSO Teach for All promotes a unique model for recruiting, training, and mentoring talented university graduates in

#### **BOX 4.6** Civil Society Members on the Board of the Global Partnership for Education

Four civil society representatives sit on the 19-member Board of Directors of the Global Partnership for Education (GPE). They take part in setting the GPE's global strategy and operating procedures and determining how the GPE allocates its triennial budget of \$2 billion to education projects worldwide. Other directors include representatives of six borrowing country governments, six donor country governments, and three intergovernmental development agencies. Board members and alternates are chosen every two years.

The four CSO representatives on the board represent four constituencies: Northern CSOs, Southern CSOs, teachers associations, and foundations. At the end of 2012, the civil society members included the following:

- *Northern CSOs:* ActionAid/International; Save the Children/United Kingdom (alternate)
- *Southern CSOs:* COSYDEP/Senegal; EFA-SL/Sierra Leone (alternate)
- *Teachers associations:* Syndicat des Professeurs du Senegal; Education International/United Kingdom (alternate)
- *Foundations:* Children's Investment Fund Foundation

Their role is to represent the views of their constituencies at GPE board meetings and discussions, both face to face and online. Two face-to-face Board meetings are held every year, lasting two to three days in total. These meetings are held in donor countries, partner countries, or Washington. The GPE offers some funding for the Southern representative and alternate to cover travel and accommodation costs associated with attending the Board meetings.

developing countries to become primary and secondary school teachers, and deploying them to meet the needs of a country's most disadvantaged students. Teach for All was launched in 2007, in response to requests from developing countries to raise the quality of schools in high-needs areas by supplying them with teachers recruited from top universities.

The Bank funded the Consultative Group on Early Childhood Care and Development, a global alliance working to increase investments, promote policies, and undertake activities that support the holistic development of young children worldwide. It also worked closely with four foundations—the William and Flora Hewlett Foundation, the MasterCard Foundation, the Aga Khan Foundation, and the Bernard van Leer Foundation—to improve the quality of education in Africa (see page 69).

At the country level, the Uwezo Program contributes to improving the literacy and numeracy of children in Kenya, Tanzania, and Uganda. It is based on an innovative public accountability approach to education reform adapted from the successful Annual Status of Education Report methodology of India. The program is supporting large-scale, citizen-led household assessments of children's literacy and numeracy. Findings are publicized widely to create public awareness and debate, and to stimulate policy change. In the Philippines, CheckMySchool, an interactive platform and a comprehensive online database, allows parents, students, and teachers to monitor school funding and report on local school problems such as misuse of funds, teacher absenteeism, and book shortages. The project was launched by the Bank-supported Affiliated Network for Social Accountability East Asia and the Pacific (ANSA-EAP). Other countries, including Moldova, are adopting similar school monitoring programs.

### Health, Nutrition, and Population

As the countdown to the 2015 MDGs accelerates, the Bank continues to deepen its engagement with civil society in order to enlist its support in the effort to help developing countries achieve the MDG health goals. Toward this end, the Bank's Health, Nutrition, and Population (HNP) Team formalized its policy dialogue, collaborated on research, consolidated operational collaboration at the country level, and continued to incorporate CSOs into global partnerships.



CSO Consultative Group on HNP meeting in Washington, DC (April 2013)

The Bank has been engaging in policy dialogue with CSOs on its health policies for several decades. In the past few years, it initiated a process to formalize this engagement. A series of Health Roundtables in 2010 resulted in the establishment of a CSO consultative group on the Bank's HNP work. The first roundtable, held in March 2010 in Washington, brought together Bank staff and senior-level representatives of U.S.-based CSOs for an informal discussion of Bank health policies. The second, in Brussels in April 2010, involved European CSOs. The third, held in Nairobi in October 2010, provided the opportunity for the Bank to hear the perspectives of CSOs from Africa, Asia, Latin America, the Middle East, and Central and Eastern Europe. After this meeting, the Bank and CSO representatives finalized the terms of reference for and launched the World Bank–Civil Society Consultative Group on Health, Nutrition, and Population (box 4.7).

In the area of health research, the Bank collaborated with CSOs on a multicountry study on community responses to HIV/AIDS. The "Investing in Communities Achieves Results" evaluation was carried out by the Bank and the U.K. Department for International Development, in partnership with the U.K. Consortium for AIDS and International Development. Using a variety of methodologies, instruments, and country settings, the evaluation comprises 15 studies, including 11 evaluations carried out in 8 countries, with a strong focus on Sub-Saharan Africa. The study examines the role played by CSOs in promoting effective community responses to the AIDS epidemic at the local level. The findings were synthesized and published in a number of reports, including *Funding Mechanisms for Civil Society: The Experience of the AIDS Response* (2012). The Consortium for AIDS and Development and its global network of CSOs at the global and country levels played an important role in the consultation process and the dissemination of the results.

Operational collaboration with CSOs on health programs at the country level intensified over the period, especially regarding results-based financing programs. These types of projects generally involve CSOs in many different roles—as implementers, technical support providers, verification monitors, and impact evaluators. Typically, a mix of CSOs and government actors work together in each of these roles, creating effective public-private partnerships. In Afghanistan, for instance, CSOs deliver health services in defined geographical areas, working under performance-based contracts. In Benin, CSOs

help monitor the quality of services by serving on provincial verification teams that verify invoices before payments are made. An international CSO was contracted on a competitive basis to verify the accuracy of reported services at various levels and randomly visit selected patients to check whether the patients received the reported services. In Zambia, verification involves a decentralized steering committee that includes CSO representatives. In India and Zimbabwe, CSOs are the implementing agencies for two results-based financing projects.

CSOs also collaborated on improving health systems. In Nepal, the Health Sector Program focuses on strengthened service delivery and institutional capacity development. It offers cash payments to women as incentives for safe delivery and pays health facilities for providing free delivery care. CSOs have played a key role by conducting social audits to ensure safe and free deliveries. They have provided policy advice and technical assistance to strengthen community-based HIV/AIDS responses in Africa, Asia, Eastern Europe, and the Middle East. In Kenya, Malawi, Nigeria, and Niger, the Bank supported CSOs' prevention activities with high-risk groups, such as sex workers and their clients.

The Bank continued to encourage and facilitate CSO participation in several important global health partnerships. Within the International Health Partnership (IHP+), for instance, it engages CSOs through a variety of mechanisms, including the IHP+ Civil Society Consultative Group (CSCG), and the Health Policy Action Fund (HPAF). Two CSO representatives from the CSCG, one from the South and one from the North, sit on the IHP+ Executive Team, providing input on the design and implementation of the work program. For its part, the HPAF supports a small grants program that builds Southern CSO capacity to more meaningfully engage with national health policy processes. The Bank also encouraged CSO engagement in the High Level Taskforce for Innovative International Financing for Health Systems, by helping to facilitate consultations with CSOs in London, Johannesburg, and Abuja, as well as a workshop in London in October 2009 to discuss follow-up to the task force report. In 2012, the Bank collaborated with a range of international and national CSOs, including Bread for the World, Concern Worldwide, Médecins sans Frontières, and Save the Children to support the Scaling Up Nutrition (SUN) program, which advocates increased funding for and promotes the scaling up of nutrition programs in developing countries.

#### **BOX 4.7** The Civil Society Consultative Group on Health, Nutrition, and Population

The World Bank Health, Nutrition, and Population Civil Society Consultative Group was established in 2011 to provide a structured and transparent mechanism for CSOs to share information, lessons learned, and advice on the implementation and impact of Bank HNP policies and programs in low- and middle-income countries. Its members represent national and international CSOs that were selected based on their technical expertise, country experience, and leadership. Eighteen representatives were selected from more than 120 nominations worldwide.

Members include representatives from the Aga Khan Foundation (Syria), Building Resources across Communities (Bangladesh), the ChildFund International (East and Southern Africa), the Coalition of NGOs in Health (Ghana), Cordaid (the Netherlands), Family Care International (the United States), the Health and Happiness Project (Brazil), the Health Systems Action Network (Uganda), the International Federation of Red Cross and Red Crescent Societies (Switzerland), the International Planned Parenthood Federation (the United Kingdom), MEDiCAM (Cambodia), Oxfam International (the United Kingdom), Partners in Health (the United States), PROFAMILIA (Colombia), Rainbo (Sudan), Save the Children (United Kingdom), Swayam Shikshan Prayog (India), and World Vision International (Eastern Europe).

Two CSO consultative group members and two HNP Bank staff serve as focal points, facilitating coordination and communication among group members and civil society. The Bank funds travel and meeting expenses for the virtual and annual face-to-face meetings of the group. The group held three meetings in Washington, one meeting in Tokyo, and three conference calls in 2011 and 2012. The most recent meeting was held in October 2012 in Tokyo, where the agenda focused on the Bank's work on HNP in fragile states, the post-2015 development agenda, and interactions with Japanese CSOs.

### **Food Security**

The Bank engaged in significant outreach and collaboration with civil society on the global food security agenda in 2010–12. In response to the global food crisis that began in 2008, the Bank convened three Food Roundtables between 2009 and 2011. These meetings involved dozens of CSO leaders worldwide, who discussed the nature and impacts of rising food prices (see page 8). The substantive and frank nature of this dialogue led to unprecedented civil society involvement in the two trust funds set up by the Bank to respond to the food crisis. CSOs in Africa and Asia participated in the delivery of government programs (seed distribution, school feeding, and agricultural production



Bank-CSO Food Crisis Roundtable in Washington, DC (September 2010)

programs) financed by the Bank's \$2 billion Global Food Crisis Response Program in 16 countries. CSOs were also asked to participate in the governance structure of the Global Agriculture and Food Security Program (GAFSP), established by the Bank to promote food security over the long term.

The GAFSP is a trust fund set up by donor and recipient governments after the G8 Summit in L'Aquila, Italy, in July 2009. It provides grants to developing countries implementing agriculture production and food security programs. By June 2012, it had allocated more than \$400 million to projects in 12 countries. A key objective is to facilitate country-led investment plans that are pro-poor and participatory. To do so, the GAFSP has reached out to a wide variety of CSOs, including farmer organizations, NGOs, and research centers, and it has included CSOs in its governance structure (box 4.8).

### Environment

For the past two decades, the Bank has been actively engaging civil society on environmental issues ranging from forest management and biodiversity conservation to climate change. The 2010–12 period saw particularly strong engagement as a result of consultations on a new environment strategy for the World Bank and various global UN environmental conferences. At each of these events—the UN Framework Convention on Climate Change Conference of Parties (Durban, South Africa, December 2011); the Rio+20 Summit, (Rio de

Janeiro, June 2012); and the Convention on Biological Diversity meeting (Hyderabad, India, October 2013)—Bank staff reached out to a range of CSOs. At the Rio+20 conference, engagement included a session on ecosystem valuation cosponsored with the International Institute on Environment and Development (IIED), a simulation workshop with Latin American youth, and a discussion with the Inspection Panel.

In 2011, the Bank launched the Connect4Climate social media campaign, geared to generating discussion and mobilizing action on climate change by youth around the world (box 4.9). In 2012, the Bank also launched the Global Partnership for Oceans (GPO), which includes more than 100 governments, international organizations, CSOs, and business partners. Its goal is to mobilize knowledge and financial resources to address threats to the health, resilience, and productivity of oceans. Local and global civil society groups have been actively involved in developing the partnership and providing important input on its direction and approach. During the first partnership meeting, held in Washington in April 2012, civil society representatives provided vital input that led to the development of a GPO declaration. The partnership will initially focus on sustainable fisheries and aquaculture, coastal habitat protection, and ocean pollution reduction. To date, some 27 CSOs are supporting the initiative, including Conservation International, the Environmental Defense Fund, the World Wildlife Fund, and a range of local groups.

#### **BOX 4.8** Civil Society Representation in the World Bank's Global Food Crisis Response Program

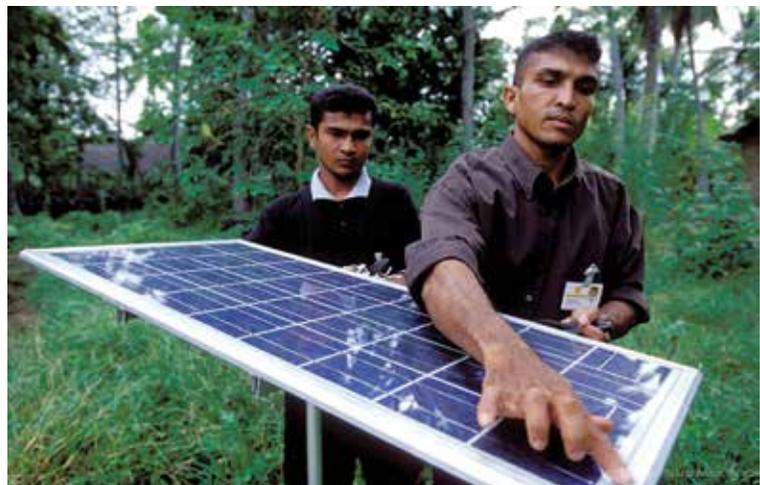
Four CSO representatives serve on the steering committee of the Global Agriculture and Food Security Program (GAFSP). African farmers are represented by the Network of Farmers' and Agricultural Producers' Organizations of West Africa, based in Burkina Faso. Asian farmers are represented by the Farmer and Nature Net of Cambodia, in conjunction with the Asian Farmers Association, based in the Philippines. Northern CSOs are represented by ActionAid. A representative of the Bill & Melinda Gates Foundation, a major funder of the initiative, also sits on the board. The GAFSP Secretariat provides funding for the two farmer organization representatives to organize networking meetings and travel to Washington to attend the biannual steering committee meetings. Although the three nondonor CSO representatives have only observer status, they have nonetheless been actively involved in making decisions on program priorities and funding, as all decisions of the steering committee are made by consensus.

These CSO representatives play a key role in disseminating GAFSP's activities by organizing outreach events in their regions that draw attention to the activities of the program. The African

representative met with the Pan-African Farmer's Organization and several other African farmers networks in February 2012. The Asian CSO representative organized numerous consultation and networking events on the GAFSP around the region, including consultation meetings in Bangladesh, Cambodian, Mongolia, and Nepal, during 2011 and 2012. These meetings led to the establishment of GAFSP CSO working groups in Cambodia, Mongolia, and Nepal to coordinate small farmer participation at the country level. The international development CSOs involved in the GAFSP played a key role in providing technical support to the farmers organization representatives on the steering committee, which helped the CSOs put forward unified positions. In 2011, for instance, the three CSO representatives engaged with the chair and other steering committee members to negotiate and finalize the quality of participation guidelines that were included in the second call for proposals guidelines. International CSOs also played a key advocacy role in calling for increased GAFSP funding through letters of support to members of the U.S. Congress in 2012.

CSOs have also been an integral part of the Bank-facilitated Wealth Accounting and Valuation of Ecosystem Services (WAVES) process from its launch, at the Nagoya Biodiversity Conference in October 2010. WAVES encourages key government agencies, such as the planning, finance, and environment ministries, to establish an institutional framework for environmental accounting. CSOs are involved in the extensive stakeholder consultation process that occurs at the country level to help develop the implementation plan for WAVES. In Madagascar, for instance, Conservation International cochairs the national steering committee and works closely with government to help prioritize policy issues. CSOs in Madagascar are also engaged in carrying out some of the technical work, such as valuing watersheds.

CSOs also help develop the overall strategic direction for WAVES at the global level. CSOs such as the Global Legislators Organization for a Balanced Environment (GLOBE), the International Institute on Environment and Development, the International Union for Conservation of Nature, the Nature Conservancy, the World Resources Institute, and the World Wildlife Fund participated in the partnership meetings held in 2011 and 2012 in Washington. GLOBE International is developing a parallel program to reach out to legislators to garner



Solar panel used for lighting village homes in Sri Lanka

political support, develop legal frameworks, and raise funds to ensure the long-term sustainability of the WAVES approach at the national level.

#### **Climate Change**

The Climate Investment Fund (CIF) is a global intergovernmental partnership established in 2008 to help find efficient responses to the challenges

#### BOX 4.9 Connect4Climate: Supporting Youth as Climate Change Agents

Connect4Climate (C4C) is a social media campaign launched by the Bank in 2011, in collaboration with the Italian government and the Global Environment Facility (GEF). Its goal is to raise awareness about climate change issues around the world, with an initial focus on Africa. With the help of social media, the campaign is promoting an interactive dialogue on climate change in order to tap into the rich potential of Africa's youth as powerful agents for social change. C4C has garnered the support of dozens of CSOs, international agencies, universities, and youth groups. C4C's initial media campaign was a photo and video competition for African youth. Entrants were invited to share their personal stories and solutions for climate change in six categories: agriculture, energy, forests, gender, health, and water. The competition attracted more than 700 entries, from every African country. The 54 winners were announced at the December 2011 UN Conference on Climate Change (COP17) in Durban, South Africa. Prizes included solar backpacks, video cameras, and computer tablets.

This effort was followed by the Apps for Climate competition, which challenged participants to develop smart phone applications on climate change using data from the Bank's Open Data catalogue (including the Open Data Resources for Climate Change) and the Climate Change Knowledge portal. Some 52 apps were submitted. Seventeen finalists were invited to participate in a closing ceremony at the Newseum in Washington in July 2012. The winning app, Ecofacts, was developed by a young Argentinian developer and it provides emissions levels and electricity usage by country and calculates how individual actions such as using compact fluorescent light bulbs or taking public transportation can help reduce carbon emissions.

climate change poses to global development. It consists of a set of financing instruments, including grants, highly concessional financing, and risk mitigation instruments that give developing countries an urgently needed jump-start toward achieving climate-smart development. The CIF is composed of two trust funds—the Clean Technology Fund and the Strategic Climate Fund—each with its own program goals. The Strategic Climate Fund maintains three subprograms: the Pilot Program for Climate Resilience (PPCR), the Forest Investment Program (FIP), and the Program for Scaling Up Renewable Energy in Low Income Countries (SREP).

Each fund and program has its own governing body, on which donor and borrowing government representatives have equal representation, and decisions are made by consensus. A number of multilateral development banks serve as implementing agencies for CIF-funded projects and contribute additional grant funding and concessional financing. These institutions include the African Develop-

ment Bank, the Asian Development Bank, the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank, and the World Bank. The CIF organizational structure also includes an administrative unit, which is housed at the Bank.

From the outset, the CIFs have actively reached out to civil society and the private sector to consult them on policies, involve them in the governance structure, and support their climate change adaptation efforts. They have invited representatives from NGOs, indigenous people's organizations (IPOs), and companies to serve as "active observers" on the funds' governance bodies. Seventeen NGO and indigenous people's observers sit on steering committees and subcommittees of the Clean Technology Fund, the SREP, the PPCR, and the FIP. Indigenous people's observers were selected through the UN Permanent Forum on Indigenous Issues (UNPFII), an advisory body to the UN Economic and Social Council. The UNPFII oversaw a regional selection process that led to the selection of nine indigenous representatives.

The NGO observers were selected through a competitive and public selection process that involved online voting by civil society representatives. The first step of the process was the gathering of names of potential candidates through the CIF website. These candidates were then vetted and shortlisted by a selection advisory committee composed of NGO representatives, which posted their names on the website. Registered CSO representatives were invited to vote online for their top two candidates. The eight NGO candidates who received the most votes were selected as CIF observers, and they serve three-year terms. This innovative selection process, the first of its kind at the Bank, is managed by an independent consultancy firm, RESOLVE, which has extensive experience implementing consensus-building and strategic planning processes.

NGO and IPO observers attend all official meetings of the CIF funds and subfunds, and CIF covers the travel expenses of those from developing countries. Although they do not have voting power, they can speak at the meetings, recommend outside speakers, and suggest agenda items. The CSO representatives coordinate the views and perspectives of their constituencies, so that they can provide a unified position to governments and other stakeholders, and report back to their constituencies on the outcomes of the CIF meetings.

The CIFs also engage the NGO and IPO communities by organizing regular forums geared at both

disseminating their work and eliciting the views from the broader civil society community. The most recent forum was the CIF 2012 Partnership Forum, held in Istanbul in October 2012. Co-hosted by the Bank and the EBRD, it brought together a diverse set of stakeholders from government, civil society, indigenous groups, and the private sector to focus on the implementation of CIF-financed projects at the country level. CSO representatives also organized their own daylong forum, which was held before the Partnership Forum, to discuss ways to improve external stakeholder participation in the CIFs. The interactive format provided a platform for forum participants to present their perspectives, experiences, and reflections on CIF strategic direction, results, and impacts.

### Disaster Risk Management

The Bank has emerged in recent years as a leading supporter of disaster-prone countries in their efforts to better manage disaster risks and respond to their impacts. The Global Facility for Disaster Reduction and Recovery (GFDRR), which is housed in the Bank, was established in 2006 to leverage new investment, generate knowledge and expertise, and build a global multistakeholder partnership for disaster risk management. It has grown to 41 countries and 8 international organizations committed to helping developing countries reduce their vulnerability to natural hazards and adapt to climate change. In October 2010, donor agencies asked the GFDRR Secretariat to scale up its engagement with civil society, as CSOs were seen as important actors in both advocating for sustainable disaster risk management policies internationally and promoting community responses to disasters at the local level. Since then, the GFDRR has launched a multi-pronged approach that has included drafting a civil society engagement strategy, hosting policy dialogue sessions, providing training, and piloting grant funds to CSOs.

In 2011, the secretariat launched a process to draft a civil society partnership strategy. The process involved an extensive consultation process with representatives from governments, donor agencies, the International Federation of Red Cross and Red Crescent Societies, and a range of CSOs. The purpose of the consultation was to receive feedback on the strategy paper draft and to identify areas of potential collaboration for civil society and government engagement in disaster risk management. The first phase of consultations began with the launch of an

online consultation. That consultation was followed by meetings in 11 countries with more than 300 representatives of international CSOs and local community leaders. The GFDRR also formed a joint working group, consisting of representatives from CSOs, governments, and UN agencies to assist the secretariat in developing the final strategy paper. The working group highlighted the key issues and areas it believed the strategy should focus on to support and facilitate civil society engagement with government on disaster risk management. The GFDRR Civil Society Partnership Strategy was presented and endorsed at the 12th meeting of the GFDRR Consultative Group, held in Washington in April 2012.

The GFDRR also hosted several important seminars with CSOs. One was the GFDRR Policy Forum held in Jakarta, Indonesia, in November 2011. The “Community Action for Resilience Forum,” organized in partnership with the UN International Strategy for Disaster Reduction Secretariat, brought together 120 representatives from CSOs, national and local governments, and international organizations from more than 20 countries to showcase activities, encourage knowledge exchange, and highlight current challenges in civil society responses to disaster risk management at the local level. Another CSO outreach event was held in December 2011 in Durban, South Africa, as part of the COP17 Environmental Conference. The GFDRR organized a session that examined opportunities for strengthening policy dialogue between governments and civil society to ensure effective disaster risk management at the local level. Representatives from the government of South Africa, ActionAid, the Global Network of Civil Society Organizations for Disaster Risk Reduction, and the Intergovernmental Authority on Development of East Africa engaged in dialogue and knowledge exchange.

GFDRR has provided both face-to-face and online training to CSOs. In May 2012, it partnered with InterAction and several Bank units, including the World Bank Institute and the Civil Society Team, to organize a half-day workshop on free and open source Geographic Information System (better known as GIS) mapping tools. Some 200 representatives from more than 70 CSOs attended the “Mapping for Disasters and Development” workshop. A number of organizations, including the American Red Cross, Institutionalizing GIS, and OpenStreetMap, gave talks and hands-on demonstrations on mapping projects in Haiti, Indonesia, and Kenya. The GFDRR also launched an online training program in 2010



GFDRR Policy Forum in Jakarta, Indonesia (November 2011)

on basic concepts and implementation of disaster risk management, preparedness, mitigation, and climate change adaptation. It offered 32 courses, ranging from three to six weeks in duration, to more than 1,400 professionals involved in disaster risk management activities.

As part of a pilot initiative to provide grants to CSOs involved in disaster risk reduction, in October 2010 the GFDRR's South-South Cooperation Initiative awarded grants to three Southern CSOs to strengthen women's role in disaster risk management. The CSOs—Fundación Guatemala (Guatemala), Comité de Emergencia Garífuna (Honduras), and Swayam Shikshan Prayog (India)—received funding to organize workshops for policy makers and practitioners from Central America and South Asia. The purpose of these technical workshops was to share experiences and exchange information on disaster reduction and recovery practices with community-based women's groups and local governments; empower grassroots women's groups to engage in effective partnerships with local and national

governments to scale up innovative, locally led disaster risk management initiatives; and foster collaborative local partnerships that reduce the vulnerability of poor families to the devastating impacts of disaster and climate change in high-risk areas.

### Corporate Responsibility Program

The Bank is committed to pursuing and promoting programs, policies, and projects aimed at advancing environmental quality, economic vitality, and social equity. For this reason, it collaborates with international reporting CSOs on its environmental, social, and governance policies and practices. The web-based Sustainability Review, prepared by the Bank's Corporate Responsibility Program, follows the Global Reporting Initiative Index, the international standard of reporting on sustainability, which includes 150 indicators. In addition, in 2009, the Bank became the first multilateral development bank to report its greenhouse gas emissions to the Carbon Disclosure Project, the world's

largest database of primary corporate information on climate change. In 2012, it joined 40 Washington-based diplomatic missions in signing the District of Columbia Diplomatic Missions and International Institutions Environmental Performance, Climate, and Sustainability Pledge.

The Bank reduced its consumption of paper, water, and electricity in the last five years by adopting new policies and upgrading its equipment (box 4.10). It also reduced greenhouse gas emissions from its daily operations. To maintain carbon neutrality, it purchases offsets for the corporate emissions it cannot reduce (verified emissions reduction credits for facilities and travel and renewable energy certificates for electricity consumption). In 2011, the Bank maintained carbon neutrality with the purchase of verified carbon credits from a composting and methane capture project in Pakistan.

#### **BOX 4.10** Reducing the Bank's Environmental Footprint

The World Bank Group achieved significant reductions in the environmental footprint of its Washington facilities between 2006 and 2012:

- It reduced greenhouse gas emissions by 7 percent.
- It reduced paper consumption by 47 percent, by adopting double-sided printing, electronic publishing, and more efficient print-shop policies. Paper use declined by 18 percent in 2012 alone.
- It reduced water consumption by 54 percent, by installing more efficient water fixtures and adopting conservation measures for cooling towers.
- It reduced electricity consumption by 4 percent—a savings of 6 million kWh and more than \$750,000 a year—through the use of office light sensors and improved ventilation.
- It increased its waste diversion rate by 60 percent, by improving recycling and composting practices.

Advances were also made in staff diversity and inclusion. In 2012, the Bank Group achieved both the 50 percent target for women in managerial posts and the 45 percent target for women within its technical ranks. The institution achieved other diversity targets as well: 10 percent of headquarters-appointed technical staff come from Sub-Saharan Africa or the Caribbean, and 45 percent of managers come from developing countries.



Visit us at the  
**MC ATRIUM** on  
Wednesday, May 23, 2012  
at 11.30am-2.00pm

## SHOWCASING NGOs



The participating  
NGOs are associated with  
Members  
of The World Bank Group Alumni  
in their individual capacity

Sponsored by: **THE WORLD BANK GROUP ALUMNI**  
(The 1818 SOCIETY)

# 5

## Programmatic Partnerships

The period between 2010 and 2012 represented a watershed in terms of the Bank's information disclosure and transparency policies. The new Access to Information Policy constitutes a substantive shift in the Bank's approach to information disclosure, transparency, global knowledge sharing, and accountability. The new Open Development Policies not only make Bank data available free of charge for the first time, they also increase access to budget data, project maps, and phone apps. This section will highlight partnerships with CSOs in these areas as well as with joint training and bank governance.

### Access to Information

The Bank's Access to Information Policy, which took effect July 1, 2010, provides the public with access to virtually all Bank documents unless they are listed on a short list of exceptions that includes internal Board documents and personnel files. The new policy also established an appeals mechanism with an independent appeals board, which document seekers can use if their requests are denied. By providing timely and accurate information, the new policy contributes to good governance and development effectiveness.

To promote the policy, the Bank launched a document request website on which the public can search, browse, find, and freely download routinely disclosed information, project documents, data, statistics, publications, and much more. The website recorded a significant increase in the number of unique visitors to the Bank's site in the first five months of implementation—from 44,081 visitors to 99,520 visitors, an increase of 126 percent (box 5.1).

CSOs played an important role in both the consultation and implementation phases of the Access to Information Policy. The Global Transparency Initiative, for instance, helped the Bank design the consultation process and conduct some of the consultation meetings in 2009. The Bank took advantage of a regional meeting convened by the Carter



Bank-CSO technical meeting on implementing the Access to Information Policy in Washington, DC (May 2010)

Center to hold a consultation meeting on access to information with CSO representatives meeting in Lima, Peru. In Africa and the Middle East, CSOs such as BIC helped disseminate information about the country-based consultation meetings and encouraged their local partners to attend. CSOs also cosponsored policy dialogue sessions with the Bank during the 2010 Annual and Spring Meetings to discuss the policy implications of the new policy. The Access to Information consultation process involved more than 50 meetings and videoconferences with multiple stakeholders in 33 countries.

During the implementation phase, three CSOs—BIC, the Center for Human Rights and Environment, and the International Budget Project—attended meetings of the Bank's Access to Information Working Group (AIWG) and several of its subgroups to provide technical advice on how to more effectively promote the new policy within civil society. They provided detailed feedback on the draft staff handbook and other documents, tested the usability of the new website, and provided suggestions on the proposed translation policy. The CSOs also disseminated regular reports on the implementation process to its broad international civil society network. Bank members of the AIWG felt that CSO input and

### BOX 5.1 Surge in Document Searches in Response to New Information Policy

The Bank disclosed an unprecedented number of documents during the first 18 months (July 2010–December 2011) after it implemented its Access to Information Policy:

- 247,786 documents were released to the public.
- 6.8 million pages were viewed on the external website.
- 1.6 million visits were made to the Documents and Reports website.
- 1.3 million documents were downloaded by the public.
- 950 public information requests were received.

Several CSOs have recognized the value of this policy and the Bank's performance in implementing it. In 2010, the Center for Global Development and the Brookings Institution ranked the Bank the top-performing donor in aid transparency out of 30 major donors. In 2011, Publish What You Fund rated the Bank the best of 58 donors in terms of sharing aid information. The Bank's adoption of its Access to Information Policy has affected the broader donor community by prompting other international financial institutions to adopt similar transparency initiatives. The Inter-American Development Bank, for example, recently adopted similar disclosure policies. Although assessment of the Bank's efforts has been positive overall, some CSOs continue to call for disclosure of some of the documents included in the Bank's list of exceptions, such as Board documents.

involvement was valuable in helping them fine-tune the website and test their dissemination procedures.

### Open Development

Building on the successful implementation of the Access to Information Policy, the Bank launched the Open Development Initiative in 2011. The central rationale for Open Development is to make development more transparent, participatory, and accountable. The goal is to provide citizens with the information, tools, and knowledge platforms to assess their own development and to catalyze partnerships and opportunities for innovative solutions. For the first time, the Bank opened its treasure trove of documents to the general public through several data initiatives.

The results have been impressive:

- The Open Data initiative provides access to more than 7,000 indicators, including data on gross domestic product and development statistics.

- The World Bank Finances initiative placed information on all Bank project budgets since 1945 online.
- The Mapping for Results website shares geospatial information on more than 2,500 Bank-funded projects.
- The Open Government Initiative has led the Bank to partner with countries like Kenya and Moldova to help them open up their own data and information to citizens.
- The Open Aid Partnership and AidFlows provide information about how much aid is distributed around the world.
- The Climate Change Knowledge Portal and the Open Knowledge Repository provide data and information on climate change and general development challenges.

CSOs co-sponsored several policy discussion and training sessions on the new initiative. For example, Publish What You Fund and AidInfo co-organized policy sessions during the 2011 Annual and Spring Meetings to discuss the rationale and policy implications of Open Development. The Bank and BIC organized a hands-on training workshop for Washington-based CSOs in March 2012 to explain the initiative. The session featured presentations on several Open Development tools and platforms. A more in-depth technical training session was offered during the 2012 Spring Meetings for CSO and youth leaders from developing countries, many of whom were hearing about Open Development for the first time and found it useful for their work. To extend this outreach and training to CSOs at the country level, in 2012, the Bank conducted learning events in India, Indonesia, Nepal, the Philippines, Sri Lanka, Thailand, and Vietnam on how to use these Open Development tools and resources.

### Joint Training

The Bank continued to partner with CSOs to carry out joint training efforts geared at improving relations with civil society. It continued its partnerships with CSOs to deliver courses for Bank staff on engaging civil society and offering an orientation session on the Bank for CSOs during the Annual and Spring Meetings.

The Civil Society Team continued to partner with World Learning, a CSO that works in more than 60 countries, to deliver a one-day course for Bank



World Bank Institute Workshop with Southern Sudanese CSOs on geomapping software in Washington, DC



Training on Open Data instruments for CSOs in Washington, DC (March 2012)

staff—“Civil Society: Why and How to Engage Effectively”—interested in improving their engagement with civil society. The course, which is offered several times a year, combines theory on the origins, definition, and characteristics of civil society with practice on how to effectively engage through dialogue, consultations, and operational collaboration. Participants learn to use engagement tools such as stakeholder mapping, take part in a simulation of an adversarial Bank-CSO dialogue meeting, and carry out group work on actual Bank-financed projects. World Learning assists with course design and provides the course facilitator and a content expert on engagement tools.

Several CSOs helped the Civil Society Team deliver four training sessions on engaging civil society to operational staff from the Middle East and North Africa region. The training sessions were part

of the Regional Action Plan devised in response to a Yemeni Inspection Panel case. The half-day sessions were offered to some 60 operational staff based in Washington. Representatives from BIC, World Learning, and the ITUC participated in panel discussions in which they shared insights about their interactions with the Bank and discussed the approaches and practices that worked best to elicit trust and collaborative relations.

The Bank also continued to partner with the IMF to provide an orientation session during the Annual and Spring Meetings on the history, organizational structure, policies, and operational instruments of both institutions. As part of these sessions, it has invited representatives of leading international CSOs (BIC, New Rules, Oxfam) to provide their perspectives and experiences in engaging the Bank and IMF.

### Civil Society Participation in Bank Governance Mechanisms

Beyond policy dialogue and operational collaboration, CSOs are, for the first time, claiming a seat at the Bank policy table. Over the years, the Bank experimented with different approaches to including CSOs in its governance structure, ranging from advisory to deliberative roles.

The Bank has incorporated CSOs as advisors in a number of funding mechanisms over the years. The Global Environment Facility (GEF), for instance, has 30 CSO and indigenous people’s observers, who participate in semiannual Council Meetings.



NGO Fair at the Bank in Washington, DC (June 2012)

## Engagement in Civil Society Organizations after Retirement from the Bank

Over the past decade, Bank retirees have either joined or helped establish a number of Washington-based and international CSOs. The 1818 Society, an organization of World Bank retirees, decided to showcase this role by organizing two “NGO Fairs” in Washington in the past three years. These fairs featured CSOs established by Bank retirees or that have retirees working as consultants, board members, or fundraisers. The first fair, held in April 2011, attracted 20 NGOs, which mounted displays of their work in the James Wolfensohn Atrium. The second fair, held in May 2012, brought together 27 CSOs. It included several “how to” presentations on starting up and running a nonprofit, including information on new tax rules.

These CSOs work in a variety of areas, including assisting the homeless, protecting the environment, and promoting transparency. Examples of CSOs with which Bank retirees are working include the following:

- New Futures provides career advisory services and financial and mentoring support to low-income youth from the Washington area, in order to help them complete postsecondary education and find productive employment.
- The Partnership for Transparency Fund fights corruption and supports effort to improve transparency and accountability in governments around the world. It provides grants to CSOs in developing countries to promote citizen demand for good governance.
- Solar Household Energy promotes the use of solar cooking stoves in developing countries in order to contribute to improved health, women’s empowerment, and environmental protection. It is active in 10 countries in Africa and Latin America.
- Friendship Place is a leader in addressing homelessness in the Washington, DC, area. It empowers homeless men and women to rebuild their lives with the involvement of the community. In 2013, it will provide shelter and transitional and permanent housing to more than 1,000 people.

The CIFs have 19 CSO representatives (chosen competitively through online voting), who serve as “active observers” on its five committees and sub-committees. The World Bank–Civil Society HNP Consultative Group includes 18 CSO leaders, who advise the Bank on its health, nutrition, and population agenda.

Between 2010 and 2012, however, CSOs were invited for the first time to serve in a decision-making capacity in several new large funding mechanisms managed by the bank. The first is the Global Agriculture and Food Security Program (GAFSP), which has three CSO representatives (from Africa, Asia, and North America or Europe) on the steering committee. Established in April 2010 to promote food security in low-income countries, it is governed by a 26-member steering committee composed of government, donor agency, and CSO representatives. The most recent and promising case of providing CSOs with decision-making authority is the GPSA. CSOs have 3 seats (1 from a developed country and 2 from developing countries) on its 10-member steering committee, the same number allocated to governments and donor agency representatives. The CSOs have the same voice as government and donor agency representatives to set overall policy direction, make budget allocations, and select projects for funding.

# 6

## Funding Mechanisms

Important developments in Bank funding of CSOs took place between 2010 and 2012. The Japan Social Development Fund (JSDF) reported that for the first time in its 12-year existence, it provided most of its funds directly to CSOs rather than channeling them through governments. The Bank also established the GPSA, which will channel funds directly to CSOs engaged in promoting improved government services through greater transparency and accountability (see page 14, box 3.2).

An internal review conducted in 2011 found that 26 funding mechanisms across the Bank provide grants directly to CSOs. The largest is the Development Grant Facility, which provided more than \$48 million to CSOs between 2008 and 2010. The oldest fund is the Civil Society Fund, which provided an average of \$6,000 to hundreds of local CSOs. Between fiscal 2008 and 2010, Bank-managed sources provided \$197 million in grants directly to CSOs. Some of the most important funds are described below.

### Japan Social Development Fund

The JSDF is a trust fund administered by the Bank that was established by the government of Japan in 2000 in response to the Asian financial crisis. The JSDF provides support for innovative and multisectoral poverty alleviation programs in developing countries. Its community development activity programs not only provide essential financial aid to the poorest and most vulnerable populations, they also help empower them by stimulating community participation and developing the skills and confidence necessary to improve their lives. By bringing together various actors, including policy makers, CSOs, and local governments, the JSDF aims to leverage available expertise and maximize effectiveness.

To date, the JSDF has disbursed more than \$500 million in grant funds to thousands of local governments and CSOs around the world. Unlike most Bank-financed projects, which are implemented by central governments, most JSDF-funded projects are



Women participate in community meeting as part of JSDF-funded project in Indonesia

implemented by CSOs. Between 2010 and 2012, CSOs implemented 34 of 61 approved grants (55 percent), with total financing of \$82.6 million.

In addition to supporting poverty reduction efforts, the JSDF provided funding to strengthen community enterprises through capacity building and training. A grant to World Vision International in war-ravaged Northern Uganda, for instance, provided vocational skills training and toolkits that enabled 3,152 youths to earn incomes and improve their livelihoods. The grant contributed to community reconciliation and conflict management and built the capacity of NGOs, community groups, and businesses to respond to the needs of youth. In India, JSDF funding allowed a CSO to provide management training to hundreds of thousands of poor women (box 6.1)

The JSDF also broadened its antipoverty agenda to support enhanced accountability and transparency in local governance. A project in Honduras helped build citizens' trust in public institutions by enhancing the capacity of communities to access information on government programs and to use social auditing tools. In the Philippines, a JSDF grant

### BOX 6.1 Supporting “Barefoot” Management Training in India

The Self Employed Women’s Association (SEWA) based in Gujarat State, India, is one of the largest CSOs in the world, with more than 1 million members. When SEWA realized that its members needed particular skills to bridge the gap between being producers to becoming owners or managers of their own enterprises, it requested funding from the JSDF. SEWA developed an innovative “barefoot management training” approach, which serves as the curriculum of its Manager’s School, established using JSDF grant resources. The school has provided training to more than 777,000 women.

The impact of this training has been well documented by independent evaluators, who have highlighted the inclusionary and empowering aspects of its activities. Seventy percent of trainees reported that their annual incomes had increased by 80 percent or more. The impact of the project has gone beyond SEWA’s membership as training activities have been extended to CSOs in other parts of India, as well as to Afghanistan, Sri Lanka, and Turkmenistan.

allowed CSOs to establish performance standards geared at improving the delivery of local poverty reduction projects and basic services. The grant established systems of sanctions and rewards, as well as feedback and grievance mechanisms.

In order to better understand the impact of its increased channeling of funds through CSOs, in 2011 the JSDF commissioned a study of its CSO project portfolio. The report found that the JSDF is the second-largest funding mechanism within the Bank, having channeled more than \$41 million to CSOs between 2008 and 2010. In its first 10 years of operation, it supported 261 projects, more than three-quarters of them involving CSOs either as direct grant recipients or as implementing agents contracted by recipient governments. More than 100 CSOs have acted as free-standing implementing agencies, 80 percent of them national and 20 percent of them international or local affiliates of international CSOs.

The report found that in many projects, the implementing CSO allocated local activities to community-based organizations, youth groups, village organizations, and other grassroots organizations operating within the communities. As a result, the total number of CSOs that have participated in JSDF-funded projects is estimated to be as high as 8,500. Projects implemented by CSOs had higher disbursement rates, faster implementation, and better ratings for achieving development objectives. The report also noted that encouraging communities to

engage in the planning, implementation, and monitoring of their own activities through participatory methodologies increased project sustainability.

### Civil Society Fund

Established in 1983 as the Small Grants Program, the Social Development Civil Society Fund (CSF) was one of the few Bank grant mechanisms that directly funded projects implemented by CSOs. Administered by Bank Country Offices in more than 60 countries, it provided grants of \$3,000–\$7,000 to a range of CSOs, including community groups, NGOs, faith-based organizations, charitable organizations, labor unions, and foundations. It funded a range of activities, including rural development, gender mainstreaming, education, human rights, community health, and environmental protection. In recent years, it took on a more thematic focus by funding civic engagement and social accountability activities.

In 2010, the CSF allocated \$2.3 million to CSOs in 52 countries. It supported 356 projects, which reached an estimated 400,000 beneficiaries. The overall theme of the CSF was social development, but the activities funded reflected each country’s unique development context and the Bank’s Country Assistance Strategy priorities. Activities supported included good governance and social accountability, environment and social dimensions of climate change, gender and social inclusion, and youth empowerment. Some examples of activities supported include the following:

- Funding to the National Federation of Ecuadorians with Physical Disabilities (FENEDIF) to conduct capacity-building of three “citizen observatories” to monitor the rights of people with disabilities in Ecuador
- Provision of job search and skills training for internally displaced youth in Georgia
- Establishment of water and sanitation committees by rural women in Ghana, in order to enhance the accountability and transparency of municipal service delivery
- Skills training, counseling, and support for marginalized urban youth in Jordan, in order to prevent crime and violence
- Hands-on training of farmers in Maldives in new agricultural methods for adaptation to climate change, to ensure food security and restore livelihoods

- Inclusion of community-based disaster risk management goals in municipal disaster plans in the Philippines and the creation of disaster response teams, to manage disaster risks and build resilience in poor communities
- Competitions and sports activities in the Republic of Yemen, to raise awareness and reduce youth consumption of *qat*.

In addition, the CSF provided funds through an emergency window in response to the Haiti earthquake of January 2010. The Dominican Republic Country Office funded 13 CSOs that provided disaster reconstruction assistance to thousands of displaced people (box 6.2).

During 2011, the CSF funded CSO projects in 37 countries. It also opened two new governance-themed funding windows, in response to the growing emphasis on good governance within the Bank. It provided \$40,000 each to six CSOs working on budget transparency and nine CSOs working on third-party monitoring of government services. The funding also supported work on budget monitoring, anticorruption legislation, and environmental litigation.

During 2012, a decision was made to further focus CSF funding on social accountability efforts in countries in the Africa and the Middle East and North Africa (MENA) regions. The thematic focus had two objectives: to facilitate constructive CSO engagement with governments and other stakeholders and to improve transparency, accountability, and participation in priority sectors and services. Grants were awarded to 8 CSOs in MENA and 16 CSOs in the Africa region. Each grantee organization received a grant of \$66,000–\$100,000, for a total of \$2.2 million. Activities supported included participatory monitoring, promotion of the concept of social accountability, capacity building, and procurement monitoring. In June 2012, the CSF organized a workshop that brought together regional experts, Bank staff, and CSF grant winners and runners-up from the MENA region to network and participate in training on project management and implementation of social accountability activities.

The CSF experience showed that by supporting CSOs directly, the Bank (a) enhanced awareness among citizens of their rights and responsibilities, leading to inclusion of disenfranchised populations into the policy-making process; (b) increased knowledge sharing and networking among CSOs; (c) improved relations with Bank Country Offices and increased participation in Bank consultations and operations; and (d) promoted closer civil society

### BOX 6.2 Emergency Support after the Earthquake in Haiti

After the January 2010 earthquake, centered in Haiti’s capital Port au Prince, the Bank’s Dominican Republic Country Office established a fund to provide assistance to Haitians who had sought refuge in the Dominican Republic. The CSF provided \$181,000 to 12 Dominican Republic CSOs, including research centers and small NGOs working in the border region.

Activities supported included identifying and raising awareness of the rights and needs of displaced people, building capacity for community-based disaster mitigation and management, strengthening binational social networks in border communities, and improving access to information and health services to improve the sexual and reproductive health of women and prevent gender-based violence. Oxfam/Italy organized training workshops on project management and monitoring tools, conducted field visits, and produced monthly bulletins that disseminated lessons learned and promoted operational collaboration among CSOs.

The projects were implemented in 20 communities. Over a six-month period, some 300 community health promoters were trained and more than 12,000 displaced people assisted. One of the most important outcomes of the local projects was the empowerment of local leaders and the establishment of eight CSO networks, which engaged local governments to influence the scope and pace of reconstruction efforts. CSOs carrying out the women’s health programs, for instance, worked closely with local authorities to ensure that community health services were focused and effective.



Reconstruction effort in Haiti (March 2010)

engagement with governments and enhanced their ability to advocate for improved government services.

After 29 years of operation, in July 2012 the CSF was converted to the GPSA, which will build on its track record to scale up and broaden support to local CSOs. The GPSA will provide larger and longer-term grant support to CSOs promoting social accountability and good governance through research, capacity building, programmatic activities, and networking. (For more information on the GPSA, please visit its website, <http://www.worldbank.org/gpsa>.)

### Development Marketplace

The Development Marketplace is a competitive grant program that identifies and funds innovative, early-stage development projects that are scalable or replicable and have high potential development impact. Most of the grants are geared at creating jobs or delivering a range of social and public services to low-income groups. Each global, regional, and country-level competition focuses on specific themes or sectors, depending on the local context and development priorities.

Since its inception in 1998, the Development Marketplace has awarded more than \$60 million in grant funding to more than 1,200 innovative projects implemented by CSOs, local governments, or small businesses. Individual CSOs received up to \$200,000 in seed money, as well as guidance, training, and technical support for implementation. The most recent global competition, held in November

2009, called for projects focusing on innovative and scalable approaches to climate change adaptation. The Development Marketplace partnered with the International Fund for Agricultural Development (IFAD), the GEF, and the government of Denmark to award \$4.8 million dollars to 26 CSOs and local governments from 19 countries. Activities supported included the recuperation of prehistoric Andean terraces, the desalination of water using solar power, the construction of portable wind-powered greenhouses, and the drafting of environmental management plans.

Two regional Development Marketplace competitions were held between 2010 and 2012. The South Asia competition held in Dhaka, Bangladesh, in August 2009 focused on nutrition. The Bank partnered with Gesellschaft für Technische Zusammenarbeit (GTZ), the Micronutrient Initiative, the United Nations Children's Fund (UNICEF), the World Food Programme, GAIN, and PepsiCo to award \$840,000 to 21 CSOs from a pool of 1,000 applicants and 60 finalists. The 60 finalists were invited to showcase their ideas at the competition. Winning organizations received grants of up to \$40,000.

The Development Marketplace for the Latin America and the Caribbean region was held in 2011. It was supported by the Young Americas Business Trust, and the Multilateral Investment Fund of the Inter-American Development Bank. The competition focused on youth entrepreneurship and 44 finalists selected from 530 proposals met in Bogota, Colombia, to showcase their ideas to panels of international judges and the



Development Marketplace global competition in Washington, DC (October 2009)



Development Marketplace global competition co-sponsored by the GEF in Washington, DC (October 2009)

general public. Grants of up to \$35,000 each were awarded to 14 CSOs from 8 countries.

Between 2010 and 2012, the Bank also sponsored five country-based competitions. These included: Albania (improving governance and accountability); Cameroon (strengthening community participation for improved governance); and Vietnam (innovation for social equity and sustainable growth, climate change, and governance and anticorruption).

The vision and strategy of the Development Marketplace evolved over the past few years and the focus shifted to supporting financially viable social enterprises in their efforts to go to scale and secure additional financing. In line with this shift, the Development Marketplace is piloting a range of next-generation tools and partnerships to support a more sustained engagement with social enterprises throughout their life cycles. This work will focus on two regions: South Asia (India) and the Middle East and North Africa (Egypt).

The Development Marketplace India program worked in close collaboration with the IFC and the Indian government to identify a pipeline of 175 financially viable and scalable social enterprises in the low-income states of Bihar, Orissa, and Rajasthan. In 2011, the Bank awarded grants of \$50,000 to 14 organizations, along with 18 months of business incubation support. Some grant winners have already received expansion finance commitments from funders, totaling more than \$3 million. In 2012, the Development Marketplace extended coverage of the program to three additional low-income states: Chattisgarh, Jharkhand, and Madhya Pradesh. In Egypt, the program aims to promote job creation among young men and women by providing financial and technical assistance to social enterprises and inclusive businesses within the agriculture supply chain and handicraft makers. The national competition to be held in 2013 is expected to support at least 30 social enterprises, enabling them to create more jobs as they continue to grow.

## Global Environment Facility

The GEF is an independent financial mechanism established in 1991 that provides grants to countries for projects that benefit the global environment. It supports projects in biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. The GEF works closely with its 182 member governments, CSOs, Convention Secretariats, and various

international agencies. The Bank serves as the trustee of the GEF Trust Fund and houses the secretariat. The most recent GEF replenishment process culminated in a record \$4.25 billion for 2010–14.

Cooperation with CSOs has been a hallmark of the GEF, whose projects and policies have greatly benefited from the diversity of views, experiences, and perspectives they bring. CSOs engage with the GEF on many levels: through the GEF CSO Network; by participating in national dialogues and extended constituency workshops; by providing input to policies of the GEF through their participation in Council and Assembly meetings; through the execution of GEF Small Grants Program projects; and by participating in the design, implementation, and co-financing of full and medium-size projects.

The GEF CSO Network was established in May 1995, following the GEF Council's decision to establish a formal role for CSOs with the GEF Council, Assembly, and Secretariat. CSOs in the network serve as observers at the biannual council meetings. The GEF Secretariat sponsors about 30 CSO members to attend each large council meeting. It also assists the CSO observers to organize a daylong CSO consultation meeting before each council meeting. The CSO Network is funded by the GEF and managed independently by its CSO members.

In November 2010, the GEF Council approved a strategy for "Enhancing the Engagement of Civil Society Organizations in Operations of the GEF." Under this strategy, the GEF is strengthening cooperation with CSOs at the local level as well as seeking more effective inputs from CSOs. The GEF Secretariat has taken significant steps in implementing the strategy and extending outreach to CSOs at the local and regional levels. It has organized 20 extended constituency workshops and fully or partially covered the expenses of about 200 CSOs. In 2011, the GEF published *The A to Z Guide to the GEF for CSOs*, which provides updated information and guidance on how to participate in the policy-making process and operational programs.

The GEF Small Grants Program continues to provide significant support to CSOs by providing financing to innovative projects in 126 developing countries. Since its inception, it has made more than 16,000 small grants directly to CSOs and community-based organizations, totaling \$653.2 million. Its worldwide community-based, intersectoral, and multilevel approaches have proven to be an efficient mechanism for channeling funds for supporting sustainable development projects. Activities sup-

ported include environmental conservation, biodiversity protection, climate change adaptation, water management, sanitation services, and disaster risk reduction and response. The grant program has helped strengthen the civil society sector by providing funding for CSO capacity building and institutional development.

The GEF held its 42nd Council Meeting on June 4–7, 2012. The meeting included a detailed discussion of the principles and guidelines for engagement with indigenous peoples. For the first time, the council accepted the GEF Secretariat’s recommendation to accredit five CSOs— the Brazilian Biodiversity Fund (FUNBIO), Conservation International, the International Federation of the Red Cross, the International Union for Conservation of Nature, and the World Wildlife Fund—as GEF project agencies. The five CSOs will be assessed for compliance with the GEF’s social and environmental safeguards and fiduciary standards before they begin channeling GEF funds.

### Extractive Industries Transparency Initiative

A key objective of the oil, gas, and mining operations financed by the Bank is to ensure that countries and communities receive the maximum development benefits from their extractive industries. To achieve this goal, the Bank supports techni-

cal assistance and capacity building to strengthen governance systems and accountability standards throughout the extractive industry value chain. For this reason, the Bank is one of the signatories and implementers of the Extractive Industries Transparency Initiative (EITI), established in 2002 to promote good governance and transparency in resource-rich countries. The key feature of the EITI is the publication of payments and revenues from oil, gas, and mining explorations. Thirty-six countries have formally committed to implement the EITI. To help them do so, donor countries established the EITI Multi-Donor Trust Fund (MDTF), which is administered by the Bank. To date, 15 countries have donated \$60 million to the fund.

Civil society is a key element of the EITI process—the third pillar alongside companies and governments in ensuring transparency and promoting accountability in extractive industries. For this reason, the Bank’s Sustainable Energy, Oil, Gas, and Mining Department (SEGOM) established several funding mechanisms within the MDTF to support civil society capacity building, networking, and funding all related to the EITI process. In the area of capacity building, SEGOM partnered with Revenue Watch to provide capacity building and technical assistance on EITI implementation to CSOs at the country level. In June 2010, the Revenue Watch Institute (RWI) was selected by the Bank through a

#### BOX 6.3 Empowering Civil Society Organizations to Track Extractive Industries

The Revenue Watch Initiative (RWI) program conducted baseline assessments and stakeholder analysis of CSO involvement in EITI processes in Afghanistan, Burkina Faso, Liberia, Mozambique, Peru, and the Republic of Yemen. It then drafted strategies of engagement, which outlined the activities planned in each country to address the issues identified. Engagement strategies were developed using a collaborative approach in which the RWI worked closely with local CSOs to ensure that the planned activities reflected their priorities. Local CSOs were then invited to submit grant proposals to the RWI based on these engagement strategies. The following CSOs and activities were funded:

- *Afghanistan*: Integrity Watch Afghanistan strengthened knowledge and advocacy by training CSOs in the technical aspects of the EITI process and their role as advocates.
- *Burkina Faso*: ORCADE, which serves as Publish What You Pay’s administrative secretariat, presented information from the first government EITI report in an accessible and organized fashion through a public session.
- *Liberia*: Publish What You Pay–Liberia built the capacity of CSOs to understand the second government EITI report and supported implementation of its findings and recommendations in the national legislature.
- *Mozambique*: Kuwuka facilitated CSO engagement in EITI, mainly in communities in which the extractive industry activities take place, and engaged civil society in the capital through several roundtable discussions.
- *Peru*: CooperAcción advocated for codification of EITI into Peru’s legal structure and raised public awareness of EITI at the regional and national levels.
- *Republic of Yemen*: The Yemeni Transparency Coalition for Extractive Industries Watch increased awareness of EITI through training workshops, dissemination of materials, and seminars with local communities in extractive sites.

competitive process to implement a one-year \$1 million contract to provide support to civil society in six countries preselected by the MDTF. The overall objective of the grant was to empower and strengthen civil society's ability to engage in national level EITI consultations in order to improve transparency and accountability (box 6.3).

In the area of networking, the Bank collaborated with the Publish What You Pay coalition and the RWI to organize regional and global workshops with leading CSOs, which shared their experiences and lessons learned about monitoring extractive industries at the country level. The first workshop, held in Burkina Faso in January 2010, brought together representatives of CSOs from 13 francophone African countries. A second workshop, held in March 2011, in France, brought together two civil society representatives from each EITI implementing country to discuss the findings of the latest country reports and forge common positions before the EITI Global Conference in Paris. At the country level, networking efforts have included the establishment of accountability platforms in Burkina Faso, Cameroon, and the Democratic Republic of Congo. These platforms create a space for government, civil society, and industry to discuss transparency, accountability, and participatory monitoring in the extractive and forestry sectors.

Finally, in the area of funding, SEGOM used the MDTF to initiate a new program geared at broadening financial support for CSOs involved in the EITI process, as well as leveraging increased civil society ownership. Funding totaling \$2 million was approved for 2011–13, which supports activities that strengthen civil society engagement in the EITI process in 13 countries including Guatemala, Indonesia, Kazakhstan, Mongolia, Niger, and the Solomon Islands. In each country, a consultation is held with CSOs, including representatives of the EITI multi-stakeholder working group, to identify challenges and opportunities for increased civil society engagement in EITI. The Bank then contracts local CSOs to address the priorities identified. Activities undertaken to date included training CSOs on engaging with local media and analyzing and disaggregating EITI data and strengthening local networks.

### Partnership for Transparency Fund

The Partnership for Transparency Fund (PTF) is an independent CSO established in 2000 with the goal of helping citizens fight corruption and meeting



Extractive Industry Transparency Initiative (EITI) meeting in Liberia (October 2009)

citizen demand for good governance. The fund was launched and continues to be managed largely by retired Bank officials, who volunteer their time. Several Bank funding mechanisms, such as the Development Grant Facility, have provided core support to the PTF. The PTF supports CSO projects across the developing world that give voice to civil society, demonstrate the value of constructive partnerships between government and civil society, and build capacity through action learning. Since its launch, it has funded more than 200 projects, totaling almost \$5 million.

During 2011, the PTF approved 42 grants in the areas of education, health, legal reform, procurement, and knowledge sharing, totaling \$1.5 million. In Kenya, it is working with ACT! to support five transparency and accountability projects. In West Africa, its projects have focused on education. In Uganda, active projects are attempting to quell leakages in the disbursement of antimalarial medicines, monitor schools at the village level, track abuses in the agriculture sector, and support the national anticorruption court. In Eastern Europe and Central Asia, the PTF is supporting 14 anticorruption projects. PTF advisers are building country programs in Serbia and Moldova while continuing to improve grassroots actions to reduce corruption in education and government procurement. In East Asia, the PTF has six active projects. Its main focus is on Indonesia and the Philippines, where anticorruption activities have increased significantly. In South Asia, the PTF has consolidated its long-standing partnerships with the Public Affairs

Center in Bangalore, India. It is pushing to move grassroots actions up the policy ladder to have an impact on administrative decisions. In Latin America, the main focus is Argentina, where PTF is in the process of reviewing the Bank's country program.

The PTF has made strides in developing its information base and knowledge-sharing efforts. Over the past five years, it has sponsored or hosted workshops in Argentina, Bangladesh, Cameroon, India, Kenya, Nepal, the Philippines, Tanzania, and Uganda. In December 2011, it hosted its largest workshop, in Jaipur, India, bringing together representatives of 38 CSOs from 8 Asian countries to discuss approaches to fighting corruption and using traditional and social media to achieve impact. The PTF also helped launch the Citizen Action for Results, Transparency, and Accountability (CARTA) Program in Bangladesh and Nepal, which is piloting independent third-party monitoring of seven Bank-financed development projects. Using a \$1.9 million grant from the JSDF, this program aims to build a body of knowledge and good practice in the demand for good governance while promoting civil society engagement in local and national development objectives.

### Community Outreach

Since its inception in 1997, the Bank's Community Outreach Program has focused on putting the Bank's core mission of reducing poverty into action



IFC staff volunteering at Food and Friends in Washington, DC

in Washington and its surrounding metropolitan area. The program recently expanded to support international CSOs working in developing countries. The program provides support through grants, in-kind donations, internships, and volunteerism.

### Grants Program

Every December, the Bank encourages staff and retirees to contribute to its annual Community Connections Campaign, which solicits donations for more than 250 Washington-based nonprofit organizations and international CSOs, all nominated by Bank staff. Fund recipients include local organizations such as DC Central Kitchen, the Whitman-Walker Clinic, and Planned Parenthood, as well as international CSOs such as Amnesty International, Oxfam, and the WRI. The campaign raised more money than ever in 2012, as over 60 percent of staff and retirees pledged more than \$1.8 million. Bank management agreed to provide a one-to-one dollar match of all staff contributions. The total amount disbursed—to some 250 CSOs—was thus \$3.6 million.

The Community Outreach Grants Program also provided grants to nonprofit institutions that work with education and youth services in the greater Washington area. These organizations included the Washington AIDS Partnership and the Collaborative for Education Organizing. The program also provided matching funding for three Social Innovation Fund organizations that are part of a larger regional collaborative.

Some of the Bank's Country Offices also participate in the campaign. During 2012, Bank staff in Argentina, Colombia, Egypt, India, Indonesia, Paraguay, the Philippines, the Russian Federation, South Africa, Turkey, Uruguay, and Ukraine raised more than \$45,000. These funds—together with the corporate match—benefited 100 nonprofit charities based in those countries.

### In-Kind Donations

The Community Outreach Program provides access to Bank facilities and recycles Bank office equipment, supplies, and furniture by donating these items to local charities and schools. In 2012, the value of donated goods and services was \$700,000. Bank staff also offered their own in-kind charitable donations to local charities. Some of the charity drives organized by staff through Community Outreach include the following:

- *Cell Phone Drive*: Bank staff donated more than 250 cell phones in 2012. The phones were given to abused women in shelters in the Washington area.
- *Bikes for the World Drive*: Every June, the Inter-American Development Bank, the IMF, and the World Bank sponsor a bike donation drive. Donations go to the nonprofit organization Bikes for the World, which partners with local CSOs in developing countries to train and employ bike mechanics to recondition donated bikes to either sell at low cost or donate to low-income people.
- *Giving Tree Initiative*: Every December, the Bank sponsors a Giving Tree Initiative for poor and disadvantaged youth in the greater Washington region based on specific gift wishes presented by charities. Bank staff donated more than 500 gifts to these children in 2012.
- *Help the Homeless Drive*: A drop-off box at Bank headquarters allows staff to donate unused toiletry kits and other everyday items to benefit the homeless. More than 5,000 items were collected in 2012 and donated to Miriam's Kitchen.

#### Disaster Relief

Bank staff has a tradition of responding to natural disasters around the world by launching money-raising campaigns to support recovery efforts. It is common for staff from those countries affected by disasters to set up collection tables outside the main

cafeteria, or encourage staff to make donations through eGive. In 2012, for instance, staff raised funds for disaster relief in Central America, the Horn of Africa, the Philippines, Thailand, and Turkey. Together with the 50 percent corporate match, staff donations totaled about \$173,000.

#### High School Summer Internship Program

Now in its 14th year, the Community Outreach Program manages a paid summer internship program at the Bank that brings in local public high school students from low-income neighborhoods and gives them the opportunity to learn about international development work. In 2012, 25 students worked as interns in 22 units. The program has recently been expanded to include a few year-long internships.

#### Staff Volunteerism

Bank staff provide thousands of hours of community service to charities in Washington and many Country Offices. Volunteer activities range from hands-on construction work (painting classrooms) and providing services (serving meals) to leadership roles, such as serving on boards of directors of nonprofit organizations. The Bank's Volunteer Day policy allows staff to take one day a year off to volunteer. The Community Outreach team works with various departments across the Bank to organize community service projects and integrate team-building activities with these projects.



# 7

## Engagement at the Regional and Country Levels

The Bank continued to actively engage civil society in more than 100 countries in the six regions in which it works: Africa, East Asia and Pacific, Eastern Europe and Central Asia, Latin America and the Caribbean, the Middle East and North Africa, and South Asia. As this section demonstrates, it is at the country level that civil society engagement is the most intense and wide ranging.

### Africa

The Bank launched new initiatives to cultivate and strengthen partnerships with CSOs in Africa between 2010 and 2012, in line with its updated regional strategy. The major themes included fostering transparency, curbing corruption, promoting social accountability, and stimulating demand for good governance. Activities undertaken included dialogue and consultations, training, monitoring projects, and grant financing.

#### Dialogue and Consultations

Policy dialogue and consultations with civil society increased between 2010 and 2012. The Regional Vice President, Obiageli K. Ezekwesili, met regularly with CSOs during her visits to countries throughout the region as well as during the Annual and Spring Meetings. She also hosted several videoconferences a year with CSOs from five to six countries at a time to hear their concerns and discuss Bank policies for the region. Prompted by the Bank, a coalition of leading mining companies in Ghana granted a long-standing request by CSOs working on the Governance for Extractive Industries Program to discuss how Ghana can sustainably and equitably manage its oil and gas resources wealth. The dialogue set the stage for a regional summit on contract transparency.

The Bank consulted on a number of global policies, including the Energy and Social Protection Strategies, Access to Information Policy, and the



Community meeting in South Kivu, Democratic Republic of Congo

Global Partnership for Social Accountability. These consultation processes involved numerous country-based meetings, regional videoconferences, and online exchanges. The Bank consulted CSOs on the Africa Regional Strategy as it was being drafted in 2011. More than 1,400 CSO representatives from more than 30 countries participated in face-to-face dialogues, workshops, and seminars on the strategy. CSOs made a number of recommendations during this process. They urged the Bank to increase funding for CSOs, support CSO knowledge sharing and networking, provide training and capacity building for CSOs to more effectively engage governments, and appoint a regional focal point for civil society engagement.

The Bank also carried out consultations at the country level on Country Assistance Strategies (CASs) in numerous countries. CSOs participated in the consultation of CASs, CAS Progress Reports, or Interim Strategy Notes in 20 countries, including Botswana, Chad, Ethiopia, and Zambia (see appendix A).

## Training

Training remained a core demand from African CSOs and a key area of focus for the Africa Region, which organized a series of demand-driven training courses in 2012. In Malawi, the Bank trained 10 CSO leaders to monitor projects for development effectiveness in education, agriculture, HIV/AIDS, and governance. In Mali, training focused on sharpening the capacity of CSOs to monitor and advocate for greater transparency in the management of public funds and the state budget. In Mauritania and Tanzania, training helped CSOs contribute to the design of the new CASs and introduced them to the Bank's Open Data and Access to Information Policies. In Mauritania, training led to the establishment of a local anticorruption network. In Tanzania, it led to the creation of a third-party monitoring program. In Uganda, a multitopic training session benefited 1,500 local NGOs.

## Monitoring Bank Projects

The Africa Region took the lead in inviting CSOs to monitor Bank contracts and projects in order to promote greater transparency and enable citizens' groups to more effectively hold the Bank and governments to account. It launched several programs that built CSO monitoring mechanisms into Bank contracts and projects.

In the area of contracts, the Bank launched Contract Watch, a program geared at improving efficiency, fostering transparency, promoting accountability of public procurement, and curbing corruption by monitoring contracts in various sectors, including the extractive industries (oil, gas, and mining), education, health, road paving, and power. The approach brings together public, private, and civil society stakeholders to build multistakeholder coalitions to monitor contracts for sustainable results. The Africa Region and the World Bank Institute initiated the program in nine countries, including Ghana, Liberia, Nigeria, and Rwanda. In June 2012, the Contract Watch program was launched in francophone Africa, beginning with a kick-off event bringing together stakeholders from Benin, Burkina Faso, Cameroon, the Democratic Republic of Congo, Côte d'Ivoire, Guinea, Niger, Senegal, and Togo.

In the projects area, the Bank launched the External Implementation Status and Results Reports Plus Program, which enlists the support of CSOs in monitoring the implementation status and results of Bank-financed projects (box 7.1).

Recent innovations in information and communications technology (ICT), including better access to the Internet and mobile phones, provide new opportunities to engage with civil society and citi-

### **BOX 7.1** Enlisting Civil Society Organizations to Monitor the Results of World Bank-Financed Projects

The External Implementation Status and Results Reports Plus (E-ISR+) Initiative is based on the principle that informed citizens can improve development effectiveness. It is a systematic way to inform the true owners of a project—citizens of a country—about what the project is and what it is meant to accomplish and to solicit citizen reactions to the pace and value-added of project implementation. The purpose of the initiative is twofold: to strengthen the overall monitoring and development effectiveness of government-implemented projects and to enhance the Bank's engagement with civil society as part of its broader social accountability agenda. Following initial pilots in fiscal 2010, the initiative has been implemented in more than 50 projects across the Africa region.

In Nigeria, for instance, the Bank partnered with the Civil Society Consultative Group (CCG), a network of 25 national and local CSOs, to carry out E-ISR+. The CCG received funding from the Bank to monitor four large projects—the Fadama Agriculture Project, the Commercial Agriculture Development Project, the

Community and Social Development Project, and the Malaria Control Booster Project—being implemented in 36 states. Aspects monitored included the quality and inclusiveness of community participation, beneficiaries' satisfaction with service delivery, levels of gender inclusion, and the socioeconomic impact of the project on beneficiaries. Findings from the CSO monitoring reports were incorporated into the Aide-Memoires and Implementation Status Reports of the projects covered.

The CSOs involved in the E-ISR+ program cited several benefits of the program, including increased communication between project implementation staff, beneficiary population, and CSOs; enhanced understanding of the project by beneficiaries; and improved gender participation in project implementation. The initiative also strengthened the capacity of CSOs to engage the Bank and monitor government projects. Among the challenges cited was resistance from some government officials, limited funds for supervision, and the need to ensure that the E-ISR+ approach is scaled up within the Bank's Nigeria project portfolio.

zens in Bank-financed projects. ICT can complement existing ways of engaging with civil society and citizens, creating new avenues for citizen feedback and allowing for broader representation of the population to be given a voice. The goal of linking E-ISR+ with ICT feedback tools is to enable broader and more regular feedback, allowing citizens to provide actionable and timely feedback on project results in an open and transparent manner.

### Financing Civil Society Organizations

The CSF was used in several African countries to support CSO development efforts. Below are several highlights:

- *Ethiopia*: Funding enabled CSOs to enhance the social accountability component of the Protection of Basic Services Project, which broadens the provision of basic services. CSOs worked with local municipalities to ensure transparency during both the preparation and the execution of public budgets.
- *Madagascar*: A livelihoods improvement project benefited poor urban residents. Under one component, citizens' groups provided access to water and sanitation to 15,000 beneficiaries in five cities.
- *Nigeria*: Six youth-led groups received \$5,000–\$7,000 each to implement initiatives geared at improving transparency, fighting corruption, and promoting job creation for youth. Funding also facilitated third-party monitoring of Bank-funded projects by youth groups.
- *Zimbabwe*: CSO groups worked on rehabilitating community water points in the peri-urban city of Norton.

### East Asia and Pacific

The Bank continued to effectively engage civil society in the East Asia and Pacific Region through various modalities. It increased its engagement through policy consultations and operational collaboration, and it used social media to engage in real-time interactions with local citizens. Bank-CSO engagement occurred in two principal areas: consultations and knowledge sharing, and operational collaboration.

### Consultations and Knowledge Sharing

Systematically seeking input from civil society on global policy reviews and country strategies has



Community meeting about IFC-funded Airport Development Project, Cambodia

become common practice in the region. At the regional level, the Bank consulted CSOs in a number of countries on its new Social Protection Strategy and Access to Information Policy. It posted feedback received from these consultations on its external website and considered all comments in finalizing the strategies. In Indonesia, the Bank partnered with the Paramadina Public Policy Institute to prepare for consultations on the Governance and Anticorruption Strategy. In the Lao People's Democratic Republic, it held consultations during the research phase of the *Development Report on Natural Resource Management and Sustainable Development*. In Vietnam, it held consultations with the government, CSOs, private sector representatives, and donor agencies in 2011 to develop the Country Partnership Strategy for 2012–16.

The Bank expanded its efforts to promote dialogue and knowledge sharing with civil society on development issues through knowledge partnerships with universities, policy institutes, and research institutions in a dozen countries, including Cambodia, China, Papua New Guinea, and Timor Leste. The partnerships—managed by local Knowledge for Development Centers, Development Information Centers, or Public Information Centers—have allowed the Bank to conduct hands-on training sessions with representatives from CSOs, governments, academia, and the media as well as with local citizens on Open Development tools. Partner universities, located in strategic locations around the region, serve as online resource centers on Bank data for students and citizens.

In Indonesia, the Bank partnered with the Indonesian Tempo Institute, an advocacy group that works closely with grassroots communities, to cohost a series of knowledge-sharing forums on how to promote media coverage of poverty issues. In the Philippines, CSOs are actively involved in working groups and plenary meetings of the Philippine Development Forum, a multistakeholder forum that brings together representatives from national and local governments, civil society, the private sector, and donor agencies to promote substantive policy dialogue on such issues as macroeconomic policy, service delivery, social protection, and anticorruption.

In Thailand, the Bank invited bloggers and other active “netizens” to a hands-on workshop on the Bank’s Access to Information Policy and Open Data Initiative. Participants included ThaiPublica, a group of investigative journalists and lawyers that use the free flow of information to counter corruption, and the Southeast Asian Press Alliance, which advocates for press freedom in the region. Social innovation web developers, such as Change Fusion Thailand and Open Dream, also participated. They developed free educational games for students and CSOs based on the Bank’s development data.

The Bank partnered with the Australia-based Praxis Discussion Series to broadcast debates and discussions on the most pertinent development issues via live video links in Papua New Guinea, the Solomon Islands, and Timor-Leste. Praxis brought together representatives of the Australian government, CSOs, the private sector, academia,

and local citizens to address the most pressing development issues. The Bank also partnered with the Solomon Islands Development Trust to organize a forum on mining. This effort led to the government’s endorsement and participation in the Extractive Industries Transparency Initiative (EITI).

### Operational Collaboration

The Bank increased its operational collaboration with civil society through CSO participation in Bank-funded government programs and direct funding of CSOs. In Cambodia, about 60 CSOs were directly involved in Bank-supported projects geared at implementing health equity funds for the poor, upgrading sanitation services, reducing HIV infection, and addressing mining issues. This collaboration resulted in measurable improvements in the quality of these projects, including better service delivery, greater access to information, and increased citizen participation. In another project in Cambodia, the CSO Poor Family Development delivered health services, complementing government services by conducting follow-up visits with hospital staff and management to ensure that low-income patients received good care. In the Philippines, the Bank supported several CSO initiatives geared at improving government services by increasing citizen oversight (box 7.2).

In China, the Bank provided support to the National Development and Reform Commission to improve policy design and strengthen the capacity for CSO’s work in education, health, and other social sectors. The commission devised a policy framework to establish an urban commu-

#### **BOX 7.2** Improving Government Services through Citizen Oversight in the Philippines

Among the initiatives supported to strengthen citizen oversight of public programs was the Transparency and Accountability Network, which seeks to improve the quality and responsiveness of public spending in poor communities through localized procurement reform. Together with the Government Procurement and Policy Board, it produced field manuals and other tools to promote the adoption of transparent and participatory procurement mechanisms.

Another initiative supported was the De La Salle Institute of Governance, which received funding to partner with selected universities to provide CSOs

with training on monitoring and evaluating the quality of local public service delivery. The Bank also funded the Check My School Program, in partnership with the Affiliated Network for Social Accountability East Asia and the Pacific. This interactive online database of government budget and education services allows parents, students, and educators from across the country to monitor school budgets and services. Through this platform, they can report problems, such as teacher absenteeism or school supply shortages, and request corrective action.

nity service system. Friends of Nature, a Beijing-based environmental CSO, recruited 50 students from Tsinghua University to participate in the testing of an online urban transport platform that was jointly developed by the Bank and the Beijing Transport Research Center. When this online platform is officially launched, it will allow citizens to submit comments based on their user experience via the Internet, by mobile phone, or through other social media platforms.

The Bank also continued to support CSO activities directly through grant funding, through the JSDF and the CSF. In China, the CSF awarded grants to eight local CSOs carrying out activities that included rural finance, assistance to people with disabilities, inclusion of ethnic Mongolian women in grassland ecosystem restoration, and capacity building for migrant workers. In the Lao People's Democratic Republic, the fund was mobilized to strengthen local citizens through small grants to nonprofit associations that empowered local communities to build a more conducive environment for CSO participation. The Bank also established a partnership with several international CSOs to raise public awareness of wildlife and environment conservation through the Global Tiger Initiative. In the Philippines, the Bank administered a grant fund of more than \$361,000 from the JSDF to complement the Kalahi-CIDSS, a flagship antipoverty program of the government of the Philippines. The project Strengthening NGOs' Efficiency and Accountability in Service Delivery to the Poor enhanced the accountability and efficiency of CSOs in delivering basic services to low-income regions. The project was implemented by the Philippine Council for CSO Certification, which certifies that service-delivery CSOs meet basic criteria for financial management and accountability.

### Eastern Europe and Central Asia

Engagement with civil society organizations in the countries of Europe and Central Asia continued to grow between 2010 and 2012. The Bank involved civil society on a range of activities, including policy dialogue and consultation, governance reform, research, and grant funding.

#### Policy Dialogue and Consultation

The Bank and the IMF engaged with a broad range of CSOs in the run-up to the Annual Meetings in Istanbul in October 2009. The CSO Planning

Group which was formed to plan the Civil Society Policy Forum included leading CSOs from Turkey and other countries in the region. Some 500 CSOs attended the meetings, more than half of them from Turkey. Turkish CSOs organized nearly a dozen policy dialogue sessions on such issues as youth employment, response to the financial crisis, and the strengthening of civil society.

The Bank actively consulted with CSOs in the region during its review of global policies and programs. It consulted with them on the Energy Strategy, the Education Strategy, Access to Information, the Program for Results, and the GPSA. Consultations on the GPSA held in Almaty, Kazakhstan, in March 2012 included CSOs from Kazakhstan, the Kyrgyz Republic, Tajikistan, and Uzbekistan. CSOs also participated in country-based consultations on Country Assistance Strategies in most countries. The input received from CSOs was recorded and posted online, and their views and suggestions were often incorporated into the strategies (box 7.3).

#### Governance Reform

CSOs continue to be one of the most active partners the Bank has in the Eastern Europe and Central Asia Region for promoting good governance and fighting corruption. In Albania, the Bank partnered with the British Council to host a Development Marketplace grant competition focused on governance. Ten winning proposals were selected from some 140 applications. Implementation of their innovative projects is now under way. In Russia, in cooperation with the Office of the Ombudsman in Perm,



Roma school children in Romania ( May 2013)

### **BOX 7.3** Civil Society Participation in CAS Consultations in the Eastern Europe and Central Asia Region

Consultations with CSOs on CASs became more comprehensive and inclusive between 2010 and 2012. In Bulgaria, the Bank reached out to more than 80 representatives from CSOs, Roma groups, research centers, private sector associations, and the media in its consultations on the new Country Partnership Strategy (CPS) in April 2011. It heard about the need for more infrastructure investments, especially for roads, rail, and water; more progress on education and health care sector reforms; better integration of ethnic minorities; and scaling up of the green environmental agenda to improve the energy efficiency of public and residential buildings.

In the Kyrgyz Republic, the discussion of the Interim Strategy came in the wake of the social unrest that took place in April and June 2010, which resulted in a change in government leadership. CSOs actively participated in a series of consultations in early 2011 organized by the Forum of Women's NGOs of Kyrgyzstan. In Russia, the Bank is preparing a new Country Partnership Strategy (CPS) for 2012–15. In June 2011, the Bank Country Office in Moscow facilitated a number of consultation sessions with key regional civil society representatives. One video conference brought together some 60 representatives from 40 regional CSOs to share their views on the Bank's proposed country development priorities. Economists from some 20 economic research centers and academia also provided input into the draft CPS paper.

the Bank has supported CSOs, youth parliaments, lawyers associations, and municipalities to promote citizen participation in local governing processes through public education efforts and the opening up of space for civic engagement. In Ukraine, the Bank established a network of CSOs to forge strategic partnerships, improve dialogue, and help strengthen the Bank's effectiveness in governance and anticorruption activities.

#### **Research**

The Bank increased its collaboration with CSOs on its research and knowledge-sharing agenda in the region. It is working to incorporate CSO input into the Bank's Poverty and Social Impact Analysis research, in an effort to link poverty analysis with civic engagement and participatory governance, in order to open reform policies to public scrutiny and debate. In Poland, Demos Europa, a prominent CSO that focuses on energy and climate change, contributed to the preparation of the report *Transition to a Low Emission Economy in Poland* and partici-

pated in the report launch at the Krynica Economic Forum. In Romania, CSO researchers and economists actively participated in the preparation of the latest Country Economic Memorandum.

Preventing and mitigating the effects of climate change is a strategic priority in the region, on which the Bank is engaging with civil society on many fronts. In Azerbaijan, Armenia, and Moldova, the Bank has partnered with a network of local CSOs to carry out activities related to the Social Dimensions of Climate Change Program. Together with its partners, the Bank conducted a participatory needs assessment of climate vulnerability and resilience factors and organized workshops on climate change scenario development that involved local communities and governments. In the former Yugoslav Republic of Macedonia, the Bank is working closely with a network of local CSOs on the social dimensions of the Green Growth Strategy, through awareness workshops and participatory green growth scenario development. In Tajikistan, the Bank joined the United Nations Development Programme and the Tajikistan Pilot Program for Climate Resilience (PPCR) to support CSO-led research on participatory climate change scenarios, work with local communities to identify climate resilience approaches, and provide input into the design of the country's PPCR program.

#### **Grant Funding**

In Poland, the Bank's Social Inclusion Program awarded more than 7,500 contracts to local service providers and spurred the development of new CSOs to help address social inclusion issues in 500 rural municipalities. During 2010–11, the CSF made 266 grants totaling about \$1.62 million in the region. The grants funded a range of activities geared at increasing civil society engagement in the development process, empowering vulnerable groups, and strengthening their role to ensure greater government accountability.

Strengthening youth groups continues to play an important role in the grant-making agendas of many countries in the region. In Georgia, the overarching theme for the CSF grant program in the past several years is reflected in its title, "In Support of Youth Development." Every year, the fund allocates a number of small grants to support internally displaced and disabled youth, children living on the streets, and other categories of vulnerable youth. In Russia, CSOs have been important project partners within the North Cau-

casus Youth Empowerment and Security Project, which is helping young people develop leadership skills, promote interethnic dialogue, and develop targeted livelihood activities for vulnerable youth in the region.

## Latin America and the Caribbean

The Bank's engagement with CSOs in Latin America and the Caribbean was increasingly framed by issues such as social accountability and the role of public interest media in governance. The Bank's engagement with CSOs focused on policy dialogue and consultations, operational collaboration, and grant funding.

### Policy Dialogue and Consultations

The Bank met informally with CSOs to discuss a range of regional topics of common interest. During the 2011 and 2012 Spring Meetings, regional Bank managers met with CSO representatives from Bolivia, Brazil, Colombia, Mexico, Peru, Uruguay, and República Bolivariana de Venezuela to discuss the Bank's regional development priorities. During the 2012 Annual Meetings, the Bank's Vice President for Latin America and the Caribbean met with members of the parliamentarian network GLOBE to discuss climate change-related issues in the region. At the Rio+20 Summit in June 2012, the Bank's regional team increased its engagement with youth groups on sustainable development issues. Ahead of the summit, a group of young Bank professionals participated in the UN Youth Forum and hosted a roundtable breakfast with youth leaders to explore collaborative ways for youth groups to increase their involvement with inclusive green growth initiatives. The team also organized a workshop for Brazilian students and civil society representatives to identify innovative ways to engage in the development process.

The Bank held regional and country-based consultations with CSOs on several major policies under review, including the Education Strategy, the Social Protection and Labor Strategy, and the GPSA Program. In 2010, a CSO from Argentina, the Center for Human Rights and Development, actively worked with the Bank on the new Access to Information Policy.

### Operational Collaboration

The Bank undertook several collaborative initiatives with CSOs in the region. The first was geared to raising the visibility of public interest media in the



Pop singer Shakira speaking at the Bank about the Early Childhood Initiative in Colombia (February 2012)

Dominican Republic, El Salvador, Paraguay, and Peru. The goal was to draw attention to the importance of independent reporting around the efficacy of government programs. The Bank is also a founding member of the COM+ Alliance of Communicators for Sustainable Development, a global alliance of organizations committed to scaling up the impact of communications on sustainable development through strategic partnerships. Through this alliance, the Regional Team organized capacity-building training sessions for journalists and communicators, supported the production of media products for global and regional distribution, and helped launch platforms for dialogue in many countries in the region.

The Bank worked with foundations in Colombia on a number of activities, ranging from the implementation of Bank-funded projects by local foundations to undertaking joint research and promoting public awareness programs. In April 2012, the Bank and Colombia's Mi Sangre Foundation, led by Colombian singer Juan Esteban Aristizabal (a.k.a. Juanes), joined forces to draft and sign a Memorandum of Understanding to promote peace education. The partnership features a plan to open community centers where Colombian youth can develop character-building skills and participate in after-school activities to help rebuild lives disrupted by violence. In 2010, the Bank partnered with Colombian pop singer Shakira's ALAS foundation to launch the Early Childhood Initiative: An Investment for Life, which seeks to expand youth development programs in the region.

In Ecuador, it worked closely with the government and local civil society groups to help improve the well-being of people with disabilities. It supports citizen observatories and citizen-led working groups that help raise awareness and mobilize civil society representatives to work on legal and social issues that affect people with disabilities. In June 2012, the government of Ecuador, in collaboration with the Bank, co-organized the first continent-wide conference on disabilities, *América Solidaria*, which was attended by government and civil society representatives from 34 countries. The conference highlighted Ecuador's achievements and lessons learned in caring for people with disabilities and presented options to advance this work across the region. In the Dominican Republic, the Bank supported efforts to strengthen the oversight role of civil society (box 7.4).

#### Grant Funding

In Argentina, the Bank's Country Team promoted social inclusion and strengthened the voice of marginalized and vulnerable groups by conducting

#### **BOX 7.4** Strengthening the Oversight Role of Civil Society Organizations in the Dominican Republic

The Bank's Country Office in the Dominican Republic has developed a program to strengthen the role of civil society in enhancing social accountability and improving service delivery to extremely vulnerable people. The Strengthening Civil Society Program aims to help achieve the fourth strategic objective of the Country Partnership Strategy (2010–13): to build capacity and constituencies for reforms. Based on the experience and projects carried out during the past two fiscal years, the Country Office prepared a Country Strategy for Engaging Civil Society, which will serve as a reference document for operations in the Dominican Republic. The focus is on social accountability, transparency, and good governance.

Within this strategy, the Country Office has undertaken several initiatives to enhance transparency and good governance. With the support of the Spanish Trust Fund and the citizen observatory of the Participatory Anticorruption Initiative, it helped establish a coalition of 12 CSOs to monitor the progress of 30 recommendations for improving the country's governance. Other key initiatives include the Municipal Participatory Budgeting with Mobile Technology Project, supported by the Korean Trust Fund; the Civil Society Budget Oversight Project funded by the Governance Partnership Facility; and the Project for Improving Access to Information in Very Poor Communities, funded by the Japanese Social Development Fund. All these initiatives help strengthen the country's institutional reforms and empower civil society efforts to demand good governance.

capacity-building workshops and approving small grants for local civil society groups. During 2010 and 2011, more than 220 civil society representatives participated in capacity-building workshops aimed at strengthening social participation through better project design. In 2010, the competition Bridges to Inclusion resulted in the funding of 10 projects across the country. In 2011, Communities with Voices helped fund four local community projects that empowered youth, women, and minority groups. The CSF supported the response of CSOs in the Dominican Republic to the 2010 earthquake in Haiti and supported their social accountability efforts (see box 6.2).

#### Middle East and North Africa

The history-making events in Tunisia, Egypt, Libya, and the Republic of Yemen created an unprecedented space for citizen activism and increased discussion about social accountability, transparency, and governance. The Bank took advantage of this historic context by focusing on dialogue and consultation, training and capacity building, and grant-funding activities.

#### Dialogue and Consultations

The Bank organized a series of open dialogue sessions on the nature and impact of the political changes brought about by the Arab Spring. The first was the Arab Voices and Views online conference held in March 2011, in which Arab scholars, CSO leaders, and other stakeholders discussed social accountability and jobs for youth. The event, held in Washington, drew a wide audience from across the world via webcasts, twitter, and other social media. During the 2012 Annual Meetings, the president of the World Bank led a session entitled "Towards a New Social Contract in the Arab World: Global Lessons in Citizen Voice and Accountability," which brought together high-level government officials and CSO leaders from Egypt, Tunisia, Turkey, Indonesia and the Philippines to discuss ways to increase citizen's voices.

In January 2012, the regional vice president hosted a live chat on how to reform education and foster political freedom while maintaining stability. Another online discussion—on jobs in the region—was held in September 2012. The most recent online chat, in March 2013, was held in honor of International Women's Day. It focused on what is holding women back from economic empowerment in the region. This ongoing dialogue has continued via the

MENA blog and Facebook platforms. The Bank also held numerous dialogue meetings with a range of stakeholders, especially women's groups and civil society representatives, on the regional flagship report on gender *Opening Doors: Gender Equality in the MENA Region*.

Consultations were held at the regional level on the Access to Information Policy and Social Protection and Labor Strategy, as well as on the GPSA Program. At the country level, Bank Country Offices carried out consultations on Interim Country Strategy Notes (ISNs) in Egypt, Morocco, Tunisia, the West Bank and Gaza, and the Republic of Yemen. In the Arab Republic of Egypt, it held numerous conversations with CSOs on the ISN in the context of conflict, security, and development issues. The Cairo Office also met with Egyptian bloggers and young entrepreneurs to discuss the latest trends in grassroots job creation efforts. In Iraq, the Bank maintained ongoing consultations with CSOs on the Country Partnership Strategy, which focuses on strengthening Iraq's economic management and fiduciary capacity, supporting private sector-led economic diversification and employment generation, and improving power and water service delivery. Consultations were also held on country-based gender analysis studies in Jordan, the West Bank and Gaza, and the Republic of Yemen.

### Training and Capacity Building

The Bank carried out a number of training and capacity-building activities in collaboration with CSOs in the areas of governance reform, access to information, and social accountability. In Iraq, the Bank brought national government auditors together with international tax and revenue experts to discuss ways to reach out to CSOs and keep them abreast of government programs and objectives. In Jordan, the Bank convened a regional conference in June 2012 that brought together public and private sector experts and CSO representatives to discuss challenges, opportunities, and constraints for public procurement reforms. In Morocco, the Bank helped build the capacity of citizen groups involved in the preparation of a "people's budget"—a simplified version of the government's budget document geared at fostering public debate on budget choices. In Tunisia, the Bank worked with the government and the European Commission to host a training workshop for CSOs and other stakeholders on open government and access to information. In March 2012, it co-convened a meeting with CARE Egypt in Lebanon to launch the Affiliated Network for Social



CSOs at ANSA launch meeting in Rabat, Morocco (March 2012)

Accountability—Arab World. This regional network aims to support constructive engagement and partnership between CSOs, governments, media, and the private sector (box 7.5).

### Grant Funding

In the West Bank and Gaza, Palestinian CSOs have a long history of providing social services. Since 1997, the Bank has invested \$33 million in the civil society sector and leveraged an additional \$36 million from other donor agencies. A long-standing project supported by the Bank has been the Palestinian NGO Project (PNGO), now in its third stage, which provides grants and technical assistance to CSOs working on education, health, social protection, and agricultural social services, thus benefiting some 268,500 Palestinians. It also strengthened the capacity of the CSO sector to become more responsive, transparent, and accountable. A clear example of this maturation process was the development of the Palestinian NGO Code of Conduct, the first of its kind in the Arab world, which sets out principles and guidance for local CSOs to develop good governance practices.

Several Country Offices supported CSOs through the CSF during 2010–12:

- In Egypt, the CSF focused on youth employability and entrepreneurship in 2009 and 2010. Ten Egyptian NGOs and community development associations were awarded grants totaling \$85,000 to implement projects on vocational training and the education-to-work transition.
- In Morocco, five CSOs were awarded \$433,815 in 2012 to implement projects geared to improving local governance through citizen scorecards and other participatory tools.

### BOX 7.5 Promoting Social Accountability in the Arab World

In 2006, the Bank, in partnership with CSOs, created the Affiliated Networks for Social Accountability (ANSA) to support social accountability efforts worldwide. Social accountability refers to the ways and means through which citizens, CSOs, and other nonstate actors hold public institutions, programs, and services accountable for their performance. Regional ANSAs have been established in the Sub-Saharan Africa, South Asia, and East Asia and Pacific regions. These networks carry out research and knowledge sharing, provide training and capacity building, and support local advocacy efforts to improve government services.

The Bank decided to partner with a number of CSOs in the MENA region to launch the ANSA–Arab World in the wake of the Arab Spring. It seeks to enhance the capacity of CSOs and government on participatory governance and social accountability tools through training and action-learning programs; strengthen networking and information exchange among CSOs, the media, the private sector, and government; and raise awareness of the concepts and values of participatory governance and social accountability. The Bank provided CARE Egypt with an initial \$3.5 million, three-year grant to initiate activities in Egypt, Jordan, Lebanon, Morocco, Tunisia, the West Bank and Gaza, and the Republic of Yemen.

Country consultations involving civil society, government, the media, and the private sector led to agreement on the four network pillars for ANSA: access to information, service delivery, budget transparency, and freedom of association. Following the network launch, in March 2012, network members developed and adopted a charter in June 2012. The network has since created a transparently elected governance structure headed by a board of trustees, and established country advisory teams tasked with setting the strategic direction of the network.

- In Tunisia, the CSF granted \$92,000 to an NGO to support anticorruption measures by building the capacity of CSOs and empowering civil society to support the country's transition to democracy, transparency, freedom of expression, and the rule of law.
- In the Republic of Yemen, 10 CSOs were awarded a total of \$85,000 in small grants in 2010 and 2011. The funds supported the development of innovative ideas for reducing *qat* consumption by youth. Grantees organized youth competitions and a football tournament and produced a television documentary and short public service announcements on the dangers of *qat* use.

## South Asia

South Asia needs to create more than 1 million new jobs a month over the next two decades to sustain employment for young people. The views of young people are thus critical. To solicit them, the Region sponsored several dozen youth leaders from all eight countries to participate in the Annual and Spring Meetings in 2011 and 2012. The sponsored CSOs participated actively in the Civil Society Program activities, in some cases organizing their own sessions on youth employment and leadership development.

The South Asia region is home to more than 800 million women. They make up just 44 percent of the total labor force and just 22 percent of the labor force outside of agriculture. The Bank's rural livelihood projects in Afghanistan, Bangladesh, India, Nepal, Pakistan, and Sri Lanka have mobilized more than 12 million poor households through strategic partnerships with women's organizations and community groups. These programs have demonstrated the effectiveness of empowering women and other marginalized groups to improve incomes, growth, and socioeconomic development, even in conflict, postconflict, and postdisaster situations. They have helped women organize, build capacity, access finance and markets, enhance their livelihoods, and gain the skills they need to access new job opportunities.

Unfortunately, most of these CSO programs have been operated largely in isolation, with little collective learning among the practitioner community. To address the problem, the Bank created a peer-to-peer learning network focusing on self-employment for women in South Asia. Launched in May 2011, the network provides a forum for knowledge sharing and training, as well as collective action and advocacy for women's economic empowerment. Good practices will be identified and scaled up. The network includes CSO representatives from Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka.

Below are highlights of civil society engagement efforts undertaken in several of the countries in the region.

### Bangladesh

In order to promote greater accountability of its work in Bangladesh, the Bank initiated a third-party monitoring program for its portfolio in the country. It began by requesting that the Manusher Jonno Foundation conduct an assessment of the results

achieved under the Bank's Country Assistance Strategy. It then partnered with the foundation to pilot third-party monitoring in seven Bank-financed projects by using accountability tools such as community scorecards, public hearings, focus group discussions, and social audits to generate firsthand information on citizens' views on the delivery and quality of public services. The foundation reached out to its extensive network of partners in civil society to ensure that citizens affected by Bank-financed operations, particularly vulnerable and disadvantaged populations, could participate in assessing the quality of the services being provided.

### India

The Bank's new Country Program Strategy (CPS) for India was informed by extensive consultations with CSOs during 2011. More than 200 CSOs representing a range of sectors participated in consultation meetings, held in Assam, Chhattisgarh, Karnataka, Mumbai, and New Delhi. Participants provided useful perspectives and suggestions on India's development challenges and opportunities and the role of the Bank. The consultations were unique in both the large number of geographic areas and organizations included, and in the transparent manner in which the consultations were held. Discussions at each center were audio-recorded, and detailed reports were prepared on the input received. A web page for the CPS consultation process was created on which CSOs and other visitors could access all information related to the process. One of the suggestions made by CSOs and incorporated into the CPS was to strengthen accountability institutions and mechanisms at the national, state, and local levels through e-governance platforms, citizens' scorecards, fiduciary controls on financial management, and procurement decentralization.

### Nepal

Strengthening civil society by supporting CSO capacity-building efforts was a clear emphasis of the Bank in Nepal in 2010–12. Numerous international and Nepalese CSOs supported by the Bank organized events, training sessions, and mentoring programs for hundreds of local groups. Pro Public organized a five-region symposium series for 60 CSOs on applying social accountability measures. The Program for Accountability in Nepal supported the social accountability efforts of local CSOs throughout the country (box 7.6).

## BOX 7.6 Building Capacity for Citizen Involvement in Nepal

The Program for Accountability in Nepal (PRAN) was officially launched in November 2010 with funding from the Bank. It is designed to enable civil society practitioners in Nepal to promote and implement social accountability by providing training, funding pilot initiatives, supporting practitioner networking, and monitoring and evaluating social accountability approaches. PRAN partnered with international CSOs to identify more than 300 CSOs to participate in its training efforts. It enlisted the expertise of several Indian CSOs—CUTS/Rajasthan, PRIA/Delhi, CBGA/Delhi—to conduct training on community scorecards, public financial management, and other participatory governance approaches.

PRAN also partnered with the Centre for International Studies and Cooperation (CECI) to provide \$630,000 in grant funds to 35 local CSOs from 25 districts of Nepal to carry out social accountability programs and activities. The grants were selected through a transparent and merit-based process led by an independent selection committee. CECI even established an association of CSO grant-making agencies in order to share knowledge and avoid duplication. PRAN also partnered with the South Asia Partnership to set up an online portal and five regional resource centers, which provide books and other materials on social accountability to CSOs throughout the country.

### Pakistan

The Bank organized a series of development forums to help address and improve key development issues in Pakistan. In July 2012, it invited CSOs and academics to a discussion on poverty and inequality at the Pakistan Institute of Development Economics led by François Bourguignon, a director at the Paris School of Economics and former chief economist of the World Bank. The Bank's Gender Team organized a session on gender issues in Pakistan as part of a regional seminar series on mainstreaming gender issues in Bank projects. The Bank also launched a training program for youth on using social media to strengthen social accountability efforts.

### Sri Lanka

In 2010, the Bank awarded grants of \$10,000 each to five CSOs in the dry zone of Sri Lanka to implement projects geared at raising awareness and to provide training on strategies for adapting to climate change. These projects also supported efforts to help people displaced by conflict restart their livelihoods through agriculture, home gardening,



Women participating in SEWA meeting, India

and solid waste management activities. In 2011, the CSF awarded grants to five CSOs working to raise the awareness of policy makers and the general public on issues related to pension reform, health care financing, and support services for the elderly.

In 2012, the Bank awarded two CSOs \$50,000 each. Both projects were tied to existing Bank loans and were geared at improving government services through government CSO collaboration. One project allows communities living alongside road-building projects to provide feedback and mitigate potential risks related to road construction work. The second project, piloted in the Eastern Province, trained citizens to read and understand budgets and budgeting processes. It led to the establishment of a taxpayers association composed of journalists, senior citizens, and housewives that has become an effective link between local government officials and the public on tax policies.

## Europe

Many of the most active policy advocacy CSOs that engage with the Bank are based in Europe. These CSOs influence Bank policies and actions not only through direct engagement with the Bank but also in their interactions with European governments, parliaments, and European Union (EU) institutions. The Bank's interaction with European CSOs takes the form of policy dialogue, consultations, and operational collaboration on Bank programs. In addition to country-based CSO engagement, the Bank sponsored several regional initiatives. The most prominent was the Development Challenges Series, multistakeholder roundtables organized in many countries across the region. Activities by country are described below.

## Belgium

The Belgium Country Office is a hub of engagement with European CSOs, because many CSOs that cover EU institutions are located in Brussels. Policy dialogue on the IDA16 replenishment process involved the Vice President for Concessional Financing and such CSOs as CIDSE, EURODAD, and Oxfam/Brussels. The consultations took place at the onset of negotiations (in December 2009) and at the close of negotiations (in December 2010). The Bank also hosted a global roundtable on health-related issues in 2010. The Brussels Office continued to facilitate the annual meetings between European CSOs and Bank Executive Directors from Europe. These meetings, co-organized with the European Commission and EURODAD, are important because they allow EU members of the Bank's Board to regularly exchange views with European CSOs on Bank policies and projects. The Bank also collaborated with leading Brussels-based research centers Brueghel and Friends of Europe to organize conferences and seminars on health care in Africa, the changing nature of aid development, and sovereign debt. The European Foundation Centre, a network of European foundations, played an active role in the first meetings of the Bank's Advisory Council for Foundations, held in Washington in October 2010 and April 2012.

Consultation meetings were held in Brussels on most of the Bank's major policy reviews over the 2010–12 period, including reviews of the Environment, Energy, and Education Strategies and the Procurement Policy. Two important sessions were held with assistance from the Confederation of European Development NGOs (CONCORD) on the proposed Global Partnership on Social Accountability. An informal brainstorming session (October 2011) and a formal consultation (March 2012) were held with CSOs from Belgium, France, Italy, the Netherlands, Switzerland, and the United Kingdom. The Brussels Office also increased its outreach to youth groups, cohosting a video conference on the Environment Strategy with the Brussels-based World Organization of the Scout Movement. Seven countries, including Egypt, Ethiopia, and Guyana, participated in the conference. Bank President Robert Zoellick exchanged views with young people at the Young Professionals Summits organized by the German Marshall Fund in March 2010 and March 2011. In March 2012, the Brussels Office supported the German Marshall Fund in broadening participation by sponsoring five young leaders from the South to participate in the event.

## France

The Paris Office continued to actively engage French CSOs through policy dialogue and consultation on important international development and Bank policy issues. CSOs were invited to participate in a number of roundtables and discussions, including the Food Security Roundtable videoconferences with Mr. Zoellick, briefings on Bank governance reform with the Vice President for External Affairs, a discussion of the role of education and health in the Millennium Development Goals with the Vice President for Human Development, and the “Arab Voices and Views” online conference. Leading French CSOs participated in the Development Challenges Series, which in Paris focused on anti-corruption. CSOs also participated in consultation meetings on numerous policies being proposed or under review, such as the IBRD capital increase, IDA16 replenishment, Social Protection and Labor Strategy, and the GPSA Program.

As part of the Memorandum of Understanding signed in May 2007 between the Bank and Coordination Sud (the civil society platform of 130 French development, relief, and advocacy CSOs), the Paris Office facilitated policy dialogue between French CSOs and their developing country counterparts. The Bank hosted several videoconferences organized by Coordination Sud with its regional partners in Africa and Latin America.

## Germany and Austria

The Bank’s Berlin Office maintained active engagement with German and Austrian CSOs on both policy dialogue and consultations. It hosted several discussions and briefings with CSOs, think tanks, and foundations on a variety of issues, including climate change and environment, IBRD governance reforms, Haiti’s reconstruction, engagement in fragile and conflict states, and IDA replenishment. CSO representatives were also invited to participate as panel discussants at a number of high-level events, such as the launch of the Bank’s Golden Growth report, which was cohosted by leading German and Austrian economic research centers; the launch of the Georgia anticorruption report; the discussion of the inclusive green growth report at the German Foreign Ministry; and presentations of the World Development Reports. The Berlin Office also facilitated speaking engagements for Bank staff at conferences organized by CSOs on such topics as the evolution of aid policies, solar energy, fragile states, and debt.

The Berlin Office coordinated consultation meetings on numerous Bank strategy reviews and proposed programs, including the Trade, Africa Region, and Social Protection strategies; the Program for Results; Procurement Review; and the Global Partnership for Social Accountability (GPSA). It maintained close relations with German political foundations, strengthening its links with the Deutsche Stiftung Weltbevölkerung and the Bertelsmann and Körber Foundations. German CSOs participated at a roundtable discussion on private sector investments in fragile and conflict-affected countries together with representatives from the private sector, government, and think tanks.

## Italy

Bank engagement with Italian civil society expanded between 2010 and 2012, in terms of both the number and the nature of interlocutors as well as the range of issues addressed. In 2010, several briefing sessions were held on the progress of the IDA16 replenishment negotiations. Visits to Italy by Bank officials included meetings with CSOs and think tank representatives on a number of issues, including the global financial crisis, food security, disaster recovery and reconstruction, the regional strategy for Latin America, and immigration and remittances. CSOs also participated in seminars on major Bank reports, such as the *World Development Report* and the *Global Economic Prospects Report*, as well as



The Bank, the Christian Blind Mission, and World Health Organization present the World Report on Disability at European Parliament in Brussels, Belgium (December 2011)

on the GFDRR. The Italian leg of the Development Challenges Series, held in February 2012, focused on the whole-of-country approach to development. It brought together leading CSOs, diaspora groups, researchers, and development practitioners.

### The Netherlands

As in other parts of Europe, sector strategy consultations were the main feature of Bank engagement with CSOs in the Netherlands. CSOs provided valuable input into the drafting of Bank strategies on the environment, education, palm oil, social protection, and labor. Dutch CSOs also provided feedback on the IDA16 replenishment report. The Bank partnered with Dutch CSOs Both Ends on the energy strategy, and WO=MEN and HIVOS to organize some of the consultation meetings on the *World Development Report 2012* on gender. The Dutch National Committee for International Cooperation and Sustainable Development hosted Managing Director Sri Mulyani Indrawati as a key-

note speaker at its 40th anniversary celebration in February 2012.

Dutch CSOs participated in consultative groups for the 2010 and 2011 *World Development Reports* on climate change and conflict. Cordaid, which is a member of the World Bank–Civil Society Consultative Group on Health, Nutrition, and Population, maintained regular contact with Bank teams in developing countries, particularly in the health care sector in Africa. It also organized workshops on disaster reduction and social accountability in resource-rich countries at the Bank's 2011 Annual Meetings and 2012 Spring Meetings and signed up as a partner organization of the GPSA.

### Nordic Countries

The Bank held consultation meetings with CSOs in the Nordic countries on its strategies on education, energy, environment, social protection, and labor. It organized several major policy dialogue meetings with Danish CSOs. The Vice President for Sustainable Development discussed the Rio+20 Summit agenda with them, and a senior Bank economist met with them to discuss the 2010 *Global Monitoring Report*.

### Spain

The Rome Office, which is responsible for civil society engagement in Spain, stepped up information exchange, policy dialogue, and consultation with leading Spanish CSOs in 2010–12. Regular information was provided on IDA16 replenishment negotiations, the response to the financial crisis, and postearthquake recovery efforts in Haiti. Policy dialogue with CSOs included a discussion of social protection programs in Mexico and Columbia, a technical session on the Education-for-All's Fast-Track-Initiative with the multistakeholder Council for Development Cooperation, a meeting on food security, and a briefing on Bank policies in Latin America. Consultations were held on several Bank policies under review, such as the Environment Strategy and the *World Development Report 2013* on jobs. Cooperation with Spanish research centers also increased in this period, with Bank experts speaking at several conferences and workshops organized by think tanks, including the Spanish Impact Evaluation Fund.

### Switzerland

The Bank's Geneva Office interacted with international CSOs based in Geneva, and the Berlin Office

## BOX 7.7 CSO Engagement Intensified in the United Kingdom and Ireland

The Bank expanded its engagement with civil society in the United Kingdom and Ireland through policy dialogue and consultation meetings. Representatives from the BWP, CAFOD, Christian Aid, ONE, Oxfam, Results UK, Save the Children, and Trócaire were frequently invited to meet with or attend technical briefings by senior Bank staff visiting London. In February 2011, CSOs met with Mr. Zoellick for a general discussion on Bank policies. In February 2012, they met with Managing Director Sri Mulyani. They also held informal sessions with several vice presidents to discuss Bank governance reform efforts, plans for the Rio+20 summit, and health and education policies. CSOs were also invited to participate in the U.K. leg of the Development Challenges Series (September 2011) to discuss the future of aid.

The London Office hosted consultation meetings on key policy review processes, including the Reproductive Health Action Plan, the environment and energy strategies, and the Program for Results Lending. It provided information on policies and projects as requested and replied to letters and position papers by a number of CSOs including the BWP, Oxfam, and Save the Children. U.K. CSOs participated actively in the Annual and Spring Meetings during 2010–12, organizing numerous policy sessions.

CSO engagement in Ireland was strengthened in June 2012, when new Bank Managing Director Caroline Anstey met with a broad spectrum of Irish CSOs, including the Debt and Development Coalition, Oxfam, Plan Ireland, and Trócaire for a general discussion of Bank policies.

interacted with Swiss CSOs based in Berne. Policy dialogue at the Geneva Office focused on disaster risk management, trade, health, labor, and migration. Important CSO engagement events held in Geneva included the hosting of a two-day video conference sponsored by the Bill & Melinda Gates Foundation and UNAIDS on health; an Aid for Trade Facilitation workshop, run in cooperation with the United Nations; discussion of IDA16 replenishment; and a presentation on the Bank's trade strategy. The Geneva Office also helped organize the World Reconstruction Conference, which brought together CSOs from throughout the world.

Book launches and discussions in Geneva included discussants and participants from civil society and academia, who addressed border management and modernization, the sovereign debt crisis, trade openness, the *World Development Report 2012* on gender, and the *Doing Business* report. In Berne, the Bank organized IDA16 replenishment meetings; consultations on the Program for Results instrument; and presentations of the Georgia anticorruption report, the inclusive green growth report, and the *World Development Reports*. The umbrella organization Alliance Sud participated in all roundtable discussions on private sector investment in fragile and conflict-affected countries.

## Other Country Offices

### Japan

The Tokyo Office actively engaged Japanese civil society during 2010–12, organizing policy consultations for leading Japanese CSOs on all of the major policy review processes, including the environment, energy, social protection, and labor strategies; the Program for Results lending mechanism; and the GPSA. It reached out to major CSO networks, such as the Japan NGO Center for International Cooperation, and helped establish a CSO Working Group on the Annual Meetings and the Development Japan Youth Network.

The Tokyo Office hosted numerous meetings with senior Bank officials visiting Japan. Topics included global health, social protection, disaster risk management, climate change, biodiversity, safeguards, and Program for Results lending. CSO leaders were also invited as discussants at a series of public seminars on a range of topics, including the *World Development Report*, the *Global Monitoring Report*, and *Doing Business*. In order to keep



Bank and CSO staff celebrating 1st year of Access to Information implementation in Washington, DC (June 2011)

CSOs informed of Bank policies and programs, the Tokyo Office sends out a weekly electronic newsletter to 5,200 subscribers.

The Tokyo Office also collaborated with Japanese CSO networks to cohost policy discussions on various topics. With the Japan Civil Network for Convention on Biological Diversity, it cohosted the Road to COP10 Series, in preparation for the Convention on Biological Diversity held in Nagoya in October 2010. It cohosted the Nature Conservation Series with the Nippon Keidanren Nature Conservation Fund and the Disability and Development Series with the Japan NGO Network on Disabilities and the Nippon Foundation. It also hosted events in collaboration with the Global Compact Japan, Zero Hunger Network Japan, and Earth Summit 2012 Japan.

### United States

Bank engagement with civil society in the United States is concentrated in Washington and to a lesser extent along the Northeast corridor. This interaction included frequent dialogue meetings with advocacy CSOs, growing collaboration with InterAction (box 7.7), and increased participation by CSOs in Bank events, such as weekly book launches sponsored by its InfoShop.

U.S.-based CSOs continued to spearhead civil society participation at the Annual and Spring Meetings. More than 20 advocacy CSOs, including the Center for International Environmental Law, InterAction, New Rules, Oxfam, Transparency

### **BOX 7.8**    **Scaling Up Operational Collaboration with InterAction**

As the largest network of U.S.-based international development NGOs, with nearly 200 members, InterAction shares many of the same development goals and challenges as the Bank. After years of occasional contact, the two institutions scaled up their policy dialogue and operational collaboration between 2010 and 2012. The president of InterAction, Sam Worthington, and the CEOs of Bread for the World, CARE, Oxfam, and Save the Children, were frequently invited to speak at high-level events at the Bank, such as the Food Roundtables. Mr. Zoellick was invited to speak at the InterAction Forum in 2011 and 2012, and he headlined an international conference on “Scaling Up Nutrition” organized by Bread for the World in 2011. InterAction also hosted several sessions for its member agencies on Bank reports and studies, such as the 2012 *Global Monitoring Report*, Bank responses to the famine in the Horn of Africa, and the Bank’s urban development strategy. InterAction cohosted a day-long workshop on Open Data policies and applications. It hosted a consultation meeting at InterAction to discuss the GPSA Program and attended several planning workshops at the Bank.

It was around operational collaboration, however, that InterAction and the Bank were able to intensify relations. InterAction played an important role in selecting a representative from Action Aid to serve on the steering committee of the GAFSP, which has disbursed more than \$400 million to support food programs in developing countries. Its senior vice president, Lindsay Coates, was appointed to serve on the steering committee of the GPSA, which allocates funding to CSOs to support greater government transparency and accountability in developing countries. In both instances, InterAction played a significant liaison role, which will allow civil society to influence Bank operations in the key areas of food security and social accountability.

International, and the WRI, regularly organize policy sessions at the Civil Society Forum. BIC continued to take the lead in planning CSO events, posting a CSO schedule on its website and sponsoring developing country CSOs to attend the Annual and Spring Meetings. It also took the lead in organizing CSO meetings with Executive Directors during the Annual and Spring Meetings and throughout the year, including organizing meetings with Executive Directors from Latin America and the Caribbean and East Asia.

Daily interaction occurred between Washington-based advocacy CSOs and staff across the Bank on climate change, access to information, safeguards, education, and other issues, in the form of meetings, brown-bag lunches, workshops, and participation in staff training sessions. In the past, access to the Bank’s buildings and staff was limited, and the Civil Society Team was the key conduit into the Bank. Today, contacts with CSOs have become mainstreamed. The Civil Society Team has evolved from exercising a gatekeeper role, in which it was expected to steer CSOs through the Bank bureaucracy, to serving as a gateway or entry point for CSOs wishing to engage staff across the Bank on a range of issues, countries, and projects.



## 8 Engagement with Specific Constituencies

The Bank continued to engage with specific civil society constituencies—foundations, gender, indigenous peoples, labor unions, people with disabilities, and youth—during 2010–12. This engagement was characterized by policy dialogue, consultations, and operational collaboration.

### Foundations

The Bank took steps to revitalize its relations with foundations between 2010 and 2012 through a number of outreach activities. Foremost among these efforts was the establishment of the Bank Group Advisory Council of Global Foundation Leaders, in 2010. The Council is composed of 20 leading international development foundations, such as the Ford Foundation, the Bill & Melinda Gates Foundation, the William and Flora Hewlett Foundation, the Aga Khan Foundation, the Charles Stewart Mott Foundation, and the Rockefeller Foundation. The Council, which is chaired by the president of the World Bank, meets once a year to exchange information and discuss opportunities for partnership. Strategic priorities discussed at the Council meeting are integrated into the Bank's Foundations Program and guide outreach activities for the coming year.

Foundations played a key role in working with the Bank to develop the GPSA Program, established in 2012 (see box 3.2). A number of foundations, including the Ford Foundation, the Aga Khan Foundation, and the Charles Stewart Mott Foundation, participated in conceptualizing workshops to discuss such issues as governance structure, grant-making mechanisms, and the knowledge-management framework. Foundations also participated actively in the consultation phase of the GPSA, and they are expected to continue to play a key role as the GPSA moves to the operational phase. The Ford Foundation and the Open Society Foundation agreed to contribute to the GPSA and Ford has a seat on its 10-member steering committee.

Foundations and the Bank have a long history of collaborating on specific development programs. More than 40 foundations are currently working with the Bank in areas as diverse as health and education, support to fragile states, governance reform, gender mainstreaming, agriculture and food security, environment and climate change, and water and sanitation. Cooperation between foundations and the Bank can involve the pooling of resources, the exchange of knowledge, or collaboration on a global advocacy campaign or research. The best examples of partnership successfully integrate the comparative strengths of the Bank and foundations, producing creative strategies for solving some of the thorniest challenges in development. Some examples of current partnerships are described below.

#### The William and Flora Hewlett Foundation: Service Delivery Indicators in Sub-Saharan Africa

An innovative partnership between the Bank and the Hewlett Foundation, the African Economic Research Consortium, and the African Development Bank has produced a new set of indicators to track service delivery performance in education and health across 15–20 countries every two to three years. The indicators help governments monitor results and citizens monitor governance. The Bank is playing a crucial role in scaling up the initiative and working with governments to use the indicators in their health and education systems. The initiative started with a pilot phase in Tanzania and Senegal in 2011. It has been expanded to Kenya, with Mozambique, Nigeria, and Togo is expected to join soon.

#### The MasterCard Foundation: Financial Inclusion in Sub-Saharan Africa

In December 2011, the IFC and the MasterCard Foundation signed a \$37 million agreement to promote financial inclusion in Sub-Saharan Africa. The partnership will scale up the IFC's greenfield micro-finance institutions in the region and use mobile technology to broaden access. The goal of the partnership is to provide access to financial services to

more than 5 million people who do not have bank accounts. The partnership builds on the IFC's expertise, thought leadership, and client base, and on the MasterCard Foundation's growing network and reputation as a global philanthropic leader in financial inclusion, particularly in Sub-Saharan Africa.

### The Aga Khan and Bernard van Leer Foundations: Early Childhood Development in Africa

The Aga Khan and Bernard van Leer Foundations have been instrumental in pulling together a network of foundations committed to early childhood development and piloting service delivery models. The Bank brought governments into the conversation and has helped bring the program to scale by strengthening efforts to provide services to large numbers of children and to train teachers. The early childhood development program that was developed in Kenya more than 10 years ago has been expanded to Mozambique and is in the planning stages in Ethiopia and Tanzania.

## Gender

The Bank paid increasing attention to gender equality issues between 2010 and 2012, as exemplified by two important institutional developments. The first was the decision by IDA to select gender as one of the special themes for the 16th replenishment, which raised \$49.3 billion for the three years beginning in fiscal 2012. The second was the publication of the *World Development Report 2012: Gender Equal-*

*ity and Development*, the Bank's first thematic report on gender mainstreaming. These gender commitments have led to strengthened engagement with both local and international CSOs on policy dialogue, consultations, and numerous other events.

During the preparation of the World Development Report, the team held consultations with representatives from CSOs, governments, research centers, and donor agencies from more than 40 countries. Dozens of CSOs participated in consultation meetings or report launch sessions. The team also benefited from discussions with UN Women and UNICEF. It held consultative sessions with government and CSO partners during the annual meetings of the Commission on the Status of Women, hosted by the United Nations. In March 2012, the Bank—in partnership with the Leadership Conference Education Fund, the Nordic Trust Fund, and the United Nations Foundation—organized a special event in honor of International Women's Day, the Convention on the Elimination of All Forms of Discrimination against Women, and women's rights. Representatives from a number of CSOs participated, including the Afghanistan Independent Human Rights Commission, Amnesty International, the Committee on the Elimination of Discrimination against Women, the Center for Global Development, the Ethiopian Women Lawyers Association, the Potohar Organization for Development Advocacy, and the Women's Learning Partnership.

CSOs also continued to participate actively in the Bank's Advisory Council on Gender and Development, which meets twice a year to advise the Bank on its gender policies and work. The council is composed of government ministers, CSO representatives, academics, and business leaders from throughout the world. The council's most recent CSO members included representatives from Oxfam India, Women for Women International, and the Yemeni Women's Union. Bank representatives held regular collaborations with gender-focused CSOs and research centers, including the Association for Women's Rights in Development, BIC, Gender Action, the International Center for Research on Women, the Vital Voices Global Partnership, and Women for Women International. One of the outcomes of this consistent engagement was a panel discussion on gender hosted by BIC, as part of the Civil Society Forum during the 2012 Spring and Annual Meetings. The Executive Director for the United States and the head of the Bank's Gender Team were panelists during both of these sessions.



Drummers playing for Think Equal event during Annual Meetings in Washington, DC (October 2011)

## Indigenous Peoples

The Bank seeks to ensure that marginalized or excluded groups, such as indigenous peoples, have a voice in setting their own development agenda. It does so by strengthening and improving the policy and institutional frameworks affecting them and their relations with governments and other members of society and by building their capacity for self-development, based on their cultural heritage and knowledge. The Bank also attempts to demonstrate the important role indigenous peoples play in the management of fragile ecosystems and biodiversity conservation, as well as their role in efforts to adapt to climate change. With this in mind, the Bank continued to engage with indigenous peoples leaders and their representative Indigenous People's Organizations (IPOs) around three key activities: policy dialogue, applied research, and grant making.

In terms of policy dialogue, the Bank held the second High-Level Direct Dialogue with representatives of the global indigenous people's community in May 2011. A key recommendation from this discussion was the need to decentralize this engagement to the regional and country levels, where the Bank finances its projects and engages in dialogue with governments. Participants also agreed to establish a formal platform for regular dialogue between the Bank and indigenous peoples. The third High-Level Direct Dialogue was held in Durban, South Africa, during the COP17 climate change talks in December 2011. The Bank also participated in a number of high-level international forums, including the annual UN Permanent Forum on Indigenous Issues in New York.

In the area of research, in 2010, the Bank published *Indigenous Peoples, Poverty, and Development*, which provides a global snapshot of a set of indicators for indigenous peoples in relation to national demographic averages. The report considers how social conditions have evolved in seven countries, including the Central African Republic, China, and Vietnam, between 2005 and 2010. It found that indigenous peoples are among the poorest of the poor and continue to suffer from higher poverty, lower education, and higher incidence of disease and discrimination than other population groups.

The Trust Fund for Environmentally and Socially Sustainable Development funded a number of applied research initiatives by Bank staff on such issues as regularization of Indian lands and the impacts of poverty on indigenous peoples. A research project on "Climate Change Impacts on Indigenous

Peoples and Traditional Knowledge" found that indigenous peoples are highly vulnerable to the impacts of climate change, because they often live in environmentally sensitive areas (such as the Arctic region, tropical forests, coastal zones, mountains, and deserts) and depend primarily on surrounding biodiversity for subsistence as well as cultural survival. At the same time, indigenous peoples hold traditional knowledge that may be critical to climate change adaptation. The research was carried out with the First Peoples Worldwide organization, with which the Bank has collaborated closely.

The Bank provides grants to IPOs to strengthen their capacity in forest preservation and climate change. The grants are provided through the Forest Carbon Partnership Facility, the Forest Investment Program, and the Development Marketplace. The Bank also provides funding to the Indigenous Peoples Assistance Facility, which was initiated and is managed by the International Fund for Agricultural Development.

## Labor Unions

The Bank maintains a close and ongoing engagement with the International Trade Union Confederation (ITUC), which represents more than 175 million workers worldwide. A protocol of engagement signed in 2002 by the Bank, the IMF, and the ITUC has served as a framework for substantive and frequent exchange of information, policy dialogue, and program collaboration. This engagement represents the most formal and extensive level of relations the Bank has maintained to date with any civil society constituency at the global level.



Bank-ITUC High Level Meeting in Washington, DC (February 2011)

The collaborative arrangement has encouraged ongoing exchange of information, in which the Bank and the IMF consult with the ITUC on their policy reviews and major research papers and the ITUC shares its position papers and statements with the Bank and the IMF. The protocol calls for high-level meetings involving the heads of all three organizations every two years and smaller technical workshops in the intervening years on topics of mutual interest, such as pension reform, labor policies, and social protection.

The protocol increased participation by ITUC staff in Bank events and policy discussions. ITUC's Washington representative was a member of the Bank's Jobs Knowledge Platform and regularly participated in policy discussions at the Bank. The ITUC General Secretary and other trade union representatives have been invited to speak on high-level panels during the Annual and Spring Meetings and are regular participants at Bank seminars throughout the year. Bank representatives have been invited to speak at regional labor union workshops in Africa, East Asia, and Latin America.

The protocol also led to program collaboration through the designation of Bank focal points and staff secondments. Focal points from several Bank units, such as transportation, social protection, external affairs, and procurement, were active in 2010–12, facilitating information exchange and collaboration with the ITUC. Perhaps the most innovative feature of this collaboration has been the secondment of labor union leaders at the Bank, seven of whom have been seconded to date.

Key events between 2010 and 2012 included a high-level meeting and two technical workshops on pension reform and social protection. The high-level meeting held in January 2011, in Washington, brought together Bank and IMF staff with some 90 union leaders from 35 countries. Trade union representatives met with the heads and Executive Directors of the Bank and IMF. The meeting was the fourth since 2002. Key topics discussed included global financial crisis recovery, food security, and social protection. The meeting produced several shared commitments to decentralize engagement practices from the global to the country level and to include union representatives in Bank training efforts. The unions also suggested that the Bank revise the Employing Workers Index, the part of the Doing Business database that includes a description of worker protection, and strengthen enforcement of core labor standards in its operations.

Some 40 trade union representatives attended the annual technical workshop on pension reform held

in March 2010 in Washington. The workshop—organized by the Social Protection and Labor Unit of the Bank, in collaboration with the Trade Union Advisory Committee and the International Labour Organization (ILO)—covered the Bank's pension reform framework, ways to ensure old-age income support in the postcrisis recovery period, and challenges and experiences of pension reform in low-income countries.

A second annual technical workshop on jobs and social protection, held in March 2012, brought together some 50 union leaders from more than 20 countries. The session on the World Development Report on jobs provided an opportunity for union representatives to share their views before the report was finalized. There was also a consultation session on the Bank's Social Protection and Labor Strategy, which was under preparation at the time.

The Bank's multifaceted engagement with labor has helped set a frank and constructive tone in which divergent views on key issues—such as pension privatization, labor reform, and the Doing Business report—have been discussed. Common positions have emerged on such issues as core labor standards, social protection, and job creation. Ongoing policy dialogue has also created opportunities for mutually beneficial collaboration in certain sectors and projects, including transport, HIV/AIDS, education, and social protection, where dialogue at the global level has led to collaboration on policies at the country and project levels. Interactions at the global level have also helped Bank staff better understand tripartite (labor, business, and government) institutional relations at the country level and improve relations with local labor unions in a number of countries.

## People with Disabilities

Engagement with people with disability focused on knowledge sharing, consultation, and networking with a wide array of representatives during 2010–12. The Bank partnered with the World Health Organization (WHO) to publish the first ever *World Report on Disability*, in 2011 ([www.worldbank.org/disability/worldreport](http://www.worldbank.org/disability/worldreport)). CSO representatives participated actively in both the consultation and dissemination phases of the report. More than 300 people, many from civil society, participated in consultation meetings held in every region of the world and helped organize report launches in more than 50 countries.

The report identified the lack of accurate and comparable data on disability at the national and



**Disabled CSO leader receiving grant from the Civil Society Fund in Cameroon**

international levels as one of the major impediments to understanding disability, developing evidence-informed policies, and monitoring their implementation. To address the problem, the Bank renewed its partnership with the WHO to develop a model disability survey, which provided data on country-level development plans and strategies for including people with disabilities. The Bank is also working with the United Nations on preparing the High Level Meeting on Disability and Development to be held in September 2013.

The Bank's Disability and Development Team supports mainstreaming disability within the Bank's work. To help do so, it offers a core course on disability and development. The inaugural course, offered in Washington in May 2012, brought together practitioners from 33 countries. Using the *World Report on Disability* as its textbook, the course provided technical information and good practices on mainstreaming disability.

The Bank also supported the creation of the Disability and Development Database, spearheaded by Leonard Cheshire Disability, a U.K.-based CSO. It is the first publicly accessible and searchable online database of government-funded projects that specifically includes people with disabilities and features projects in the fields of health, education, and livelihoods. The database was launched in March 2012 at the Conference on Disability-Inclusive MDGs and Aid Effectiveness, in Bangkok. The Disability and Development Team provides many other resources for mainstreaming disability into Bank operations—

such as a compilation of 84 national disability action plans and strategies—on its website.

The Bank also continues to administer the Multi-donor Trust Fund for the Global Partnership on Disability and Development (GPDD), a multistakeholder initiative composed of CSOs, businesses, foundations, governments, and donor agencies financed by the governments of Finland, Italy, and Norway. The Bank and the GPDD cohost the International Development Partners Forum on Disability and Development, which brings together CSOs, donor agencies, and governments to discuss their efforts in disability and development. Forums were held in Brussels in September 2010, in Oslo in March 2011, and in Buenos Aires in September 2011.

The Bank sponsored the GPDD's participation in various other partnerships and conferences, such as the Inclusive Poverty Reduction Strategy Planning Workshop, held in Maputo, Mozambique, in February 2010. This five-day capacity-building workshop for 80 representatives of Disabled Persons Organizations (DPOs) and CSOs from Mozambique and nearby countries focused on identifying entry points for mainstreaming and building alliances with major stakeholders and including disability as a crosscutting issue in all poverty reduction strategies.

The GPDD website contains materials and resources produced by the disability community, governments, and donor agencies. The GPDD maintains a public listserv featuring more than 1,000 email addresses of DPOs and disability experts, providing a venue for CSOs and individuals to exchange information on disability and development. Two thematic Facebook pages contain about 500 disability experts each.

## Youth

Bank investments in youth development have grown significantly since the publication of the *World Development Report 2007: Development and the Next Generation*. The Bank has continued to build its engagement with youth-led and youth-focused CSOs, in order to foster knowledge sharing and collaboration geared at improving the living conditions of young people worldwide. Engagement has centered on programmatic partnerships, knowledge exchange, and networking.

An area of major collaboration has been programmatic partnerships between the Bank, CSOs, and donor agencies. The Bank joined forces with the Arab Urban Development Institute, the International



**Bank Managing Director, Sri Mulyani Indrawati dialoguing with youth at Civicus Global Assembly in Montreal, Canada (August 2011)**

Youth Foundation, the Understanding Children's Work Initiative, and the Youth Employment Network to sponsor several events through the Global Partnership for Youth Employment (GPYE). The partnership seeks to conduct and disseminate research on youth employment approaches, with a special focus on Sub-Saharan Africa and the Middle East. The GPYE hosted a conference in Jordan in February 2012 that was attended by more than 400 representatives of CSOs serving youth, as well as governments and other regional stakeholders. It partnered with the Jacobs Foundation, based in Switzerland, to bring together experts from a variety of academic disciplines to exchange cutting-edge knowledge on the effects of crises on children and young people. Many partnerships between the Bank and CSOs at the country and regional levels complement the global engagement.

The Bank continued to actively support networking efforts and events of youth-led and youth-focused CSOs. It sponsored more than two dozen youth leaders from developing countries to attend the six Annual and Spring Meetings held between 2010 and 2012. These leaders spent a week in Washington attending or organizing policy sessions at the Civil Society Policy Forum, meeting with Executive Directors and other Bank officials, and networking with other youth leaders. The Bank also continued to support major CSO-led international conferences on youth. Every year, it is a key partner of the Global Youth Economic Opportunities Conference, and staff members serve on its Global Advisory Committee. The Bank was involved in Peace Child International's World Youth Congress in August 2010 and was a major supporter of the UN International Year

of Youth, which emphasized the interplay between governments, international institutions, and CSOs.

The Bank also maintains regular dialogue with dozens of international and local CSOs, including the International Rescue Committee, Junior Achievement, Restless Development, Save the Children, and Youth Business International, to name only a few. It has also been called on to advise a broad range of CSOs and organizations involved in youth programming, including Child Finance/Youth Finance International, the Commonwealth Youth Initiative, and FHI 360, as well as donors such as the Nike Foundation. The Bank's contributions to these organizations and events has helped raise the visibility of child and youth development issues globally and made the Bank one of the leaders in the field.

The Bank continued to provide a number of grant-making, knowledge-management, and network outreach programs for youth worldwide. Examples included the following:

- *Global Fund for Youth Investment (GFYI)*: The GFYI supported the economic advancement and social inclusion of marginalized youth through financial and technical support to small and medium-scale CSOs that operate youth-led or youth-focused initiatives.
- *Youth Innovation Fund*: The Youth Innovation Fund provided young Bank staff the opportunity to design and implement youth development projects in client countries through partnerships with local CSOs.
- *Youth and Anti-Corruption Network*: Established in 2010, Global Youth Anti-Corruption Network (GYAC) is a global network composed of young leaders, journalists, artists, and ICT experts from civil society who work to improve transparency and social accountability for better governance.
- *Youthink*: Youthink! is the Bank's website for youth and teachers. It provides information about global development issues and offers a platform for discussion and action.
- *International Youth Essay Competition*: The Bank and its global civil society partners organize an annual international essay competition on a selected development topic. The competition is open to all young people, students and nonstudents alike, between the ages of 18 and 25, from all countries.



## 9 Engagement across the World Bank Group

Units across the World Bank Group intensified their engagement with CSOs between 2010 and 2012. The IFC and MIGA, which interact with the private sector, consulted widely and adopted new performance standards over the three-year period. The Bank's four independent compliance and redress mechanisms—the Compliance Advisor Ombudsman, the Inspection Panel, the Independent Evaluation Group, and Integrity Vice Presidency—scaled up their engagement with civil society.

### International Finance Corporation

The IFC continued to actively engage civil society at the institutional level in Washington as well as at the project level in developing countries. CSO interlocutors included policy advocacy NGOs, community groups, nonprofit enterprises, and foundations. The IFC maintains ongoing dialogue about many aspects of its policies, strategies, and operations, and it collaborates with CSOs on a variety of initiatives. The Compliance Advisor Ombudsman (see page 77), in collaboration with IFC project teams, also maintains close contact with CSOs through its work.

The IFC uses the biannual Civil Society Forum during the Annual and Spring Meetings to engage with CSOs on a variety of topics, including agribusiness, extractive industries, and the development results framework. Between 2010 and 2012, it held more than a dozen policy sessions with CSOs during the Civil Society Forum, including a session with the head of the IFC, Lars Thunell. The IFC also began a dialogue with CSOs on its growing portfolio of investments through intermediary financial institutions, including offshore financial centers. It also consulted CSOs on its moratorium on palm oil investments and ways of reengaging in the palm oil sector.

Engagement with civil society focused primarily on the review and update of the Sustainability Framework, which incorporates the Bank Group's policies on sustainability and access to information, as well as performance standards. The initial Sustainability Framework, which was launched in 2006,

represented a new global benchmark for environmental and social safeguards for the private sector. Many private companies have adopted the IFC's performance standards, which are recognized as the leading instrument for environmental and social risk management. They also serve as the basis for the Equator Principles, sustainability standards adopted by more than 70 major banks and other financial institutions worldwide.

Beginning in September 2009, the IFC launched an 18-month comprehensive consultation process to review its performance standards. The effort aimed to provide all stakeholders, particularly stakeholders affected by the IFC's projects, with the opportunity to voice their opinions, suggestions, and concerns. The review was divided into three stages, during which the IFC produced interim drafts of the framework for consultation. The consultation process received feedback—from interested stakeholders at large and more targeted groups—through both face-to-face consultation meetings and an online platform.

The IFC held 16 official consultation sessions involving CSOs during the performance standards



CSOs being consulted on IFC's sustainability framework in Lima, Peru (January 2011)

review. It also held dozens of bilateral meetings and five thematic sessions on issues ranging from biodiversity to indigenous peoples. The review helped the IFC address gaps in its coverage, taking into account a rapidly changing business environment. The new framework, which went into effect January 1, 2012, is expected to help the IFC continue to set international sustainability standards and promote economic growth in low-income countries. (For more information about the IFC, please visit its website, [www.ifc.org](http://www.ifc.org).)

### Multilateral Investment Guarantee Agency

MIGA continued to engage civil society between 2010 and 2012. It disseminated information, held regular policy dialogue sessions, and engaged civil society on specific investments. For all projects it insures, MIGA discloses summaries, including any expected significant environmental and social impacts.

MIGA senior staff held open houses for CSOs during the Civil Society Policy Forum during each of the Annual and Spring Meetings held between 2010 and 2012. These sessions provided an opportunity for CSOs to learn more about MIGA's support to developing countries and for MIGA to update CSOs on its policies, discuss policy issues, and listen to concerns about specific investments.

MIGA also engaged CSOs in policy dialogue at the country level. In 2012, MIGA and the Forestry Development Authority of Liberia cohosted a workshop on the challenges and opportunities facing Liberia's charcoal sector. NGOs were among the 50 participants attending the workshop. The workshop was supported through MIGA's Environmental and Social Challenges Fund for Africa. Liberia's Forestry Development

Authority has now taken the lead on the work required to address the challenges facing the sector.

MIGA also engaged CSOs on specific investments in response to their concerns and campaigns. For example, MIGA staff met with CSO representatives to discuss a complaint about a water privatization project in Ecuador that MIGA supported in 2001. After residents in the city of Guayaquil filed a complaint in 2008, the Compliance Advisor Ombudsman (CAO) worked with water companies, water users associations, and affected parties to create a debt-reduction plan that allowed the poorest customers to afford water service. The company used the lessons learned from the review process to strengthen its grievance mechanisms, in order to make it easier for users to resolve service provision problems going forward. This issue is now closed, following a final meeting with stakeholders in December 2010.

MIGA staff also engaged CSOs on an extractive project in Indonesia. It communicated extensively with CSOs about the agency's support of exploration and feasibility studies for the PT Weda Bay Nickel Project in Indonesia. In June 2010, MIGA held discussions with village leaders near the project site and CSOs in Ternate. It found that the local population was generally supportive of this project, because of the potential it represented for employment and other economic benefits. Nevertheless, in July 2010, Indonesian NGOs and concerned citizens filed a complaint with the CAO regarding the project's potential environmental impacts. Although the CAO concluded that the case did not merit an investigation and the case was closed in October 2011, MIGA staff held meetings with CSOs in Washington on the issue and posted information (in English and Bahasa Indonesian) on the project, including the CSO letters and MIGA's responses, on its website. (For more information about MIGA, visit its website, [www.miga.org](http://www.miga.org).)



Community leaders signing agreement on Interagua MIGA in Ecuador

### Bank Treasury

The Bank Treasury increased its engagement with civil society by reaching out to socially responsible investors and impact investors. Socially responsible investors represent an important constituency within the broad international civil society community. They are interested not only in securing high rates of return for their investments but also in ensuring that their investments have a positive social impact—by, for example, contributing to poverty reduction, environmental protection, or climate change mitigation and adaptation.

The purchase of World Bank bonds came to the attention of the international socially responsible investor community a decade or so ago. The Bank's Treasury Department has been actively engaging with these investors ever since to demonstrate that the Bank's mandate of poverty eradication and the transparent and accountable framework in which projects are financed mean that all of the bonds it issues are socially and environmentally sustainable investments that have a positive impact. This outreach includes responding to queries from research and ratings agencies that analyze issuers and their debt products based on environmental, social, and governance criteria; briefing groups of socially responsible and impact investors; and attending conferences. The Bank has also worked with leading members of the socially responsible investor community, in part coordinated by Calvert Asset Management. As a result of this dialogue, in 2009 Calvert announced that after careful analysis of the World Bank Group's social and environmental safeguards, compliance mechanisms, access to information policies, and project portfolio, it considered its bonds eligible investments for its portfolios.

A further development in this area, generated by investor demand, was the launch of World Bank Green Bonds. These bonds raise funds to support Bank lending for eligible climate change mitigation or adaptation projects in developing countries. Since 2008, the Bank has raised more than \$3.5 billion in Green Bonds through more than 50 transactions in 17 currencies. (For more information about the World Bank Treasury, visit <http://treasury.worldbank.org/>.)

### Compliance Advisor Ombudsman

The Office of the CAO is an independent accountability and recourse mechanism. Reporting directly to the president of the Bank Group, it responds to complaints from people affected by IFC or MIGA projects, with the aim of improving social and environmental outcomes on the ground and fostering greater public accountability of both institutions.

In its ombudsman role, the CAO has pioneered professional dispute resolution in the private sector, working to identify the causes of conflict and helping parties resolve disputes using a flexible, problem-solving approach. In its compliance role, the CAO provides independent oversight of the social and environmental performance of the IFC and MIGA, to ensure that both institutions meet their relevant standards and commitments. Through its

advisory function, the CAO provides advice to the president and senior management of the IFC and MIGA on broader environmental and social issues and trends. Insights from the CAO's project-level experiences are fed back to the institutions, with the aim of addressing underlying systemic issues in order to help prevent similar risks and negative impacts in future projects.

Between 2000 and 2012, the CAO addressed 103 complaints and requests for audits in 37 countries. Of these cases, 80 percent were related to the IFC's investments and 20 percent to MIGA. Projects in Europe and Central Asia accounted for 35 percent of all complaints since 1999. This number reflects the large number of complaints related to the Baku-Ceyhan-Tbilisi pipeline in Georgia. Latin America and the Caribbean accounted for 25 percent, Asia 20 percent, Sub-Saharan Africa 16 percent, and the Middle East and North Africa 1 percent of all cases. Larger shares of complaints from some regions may reflect the level of mobilization of civil society, awareness of the CAO, and the size of the IFC/MIGA portfolio. Four sectors—infrastructure, extractives, agribusiness, and manufacturing—have accounted for most complaints since 2000. This distribution is attributed to the resource intensity of these industries, specifically their use of land and water. Since 2009, the CAO has received a growing number of complaints related to IFC advisory services and projects and financial sector investments, two sectors that account for a growing share of the IFC's activities.

The CAO maintains close contact with project-affected communities and local, national, and international CSOs. Dispute-resolution processes facilitated by the CAO focus on building frameworks that allow companies and communities to jointly resolve their concerns in a practical and effective way. In Chad and



CAO-sponsored medical briefing with community leaders in Nicaragua

Cameroon, the CAO is working with communities located along a major oil pipeline to address multiple environmental and social concerns. In Nicaragua, the CAO convened a dialogue process between a large sugar producer and an association of 2,000 former sugarcane workers and their families affected by chronic kidney disease. The process helped address livelihood and health care needs of the community and led to research into the cause of the disease by an international medical team. In the Philippines, the CAO's intervention in a 60-year dispute over land expropriated for hydropower projects enabled some of the lands to be transferred back to community management. The case was documented in a film in 2011.

The CAO also conducts compliance audits of the environmental and social performance of the IFC and MIGA. A 2009 audit of the IFC's investments in the palm oil sector in Indonesia led to a Bank Group moratorium on investments in the sector and a global consultation that gathered recommendations from multiple stakeholders to inform the IFC's future engagement. This process culminated in April 2011 with the launch of the IFC's Palm Oil Strategy. As of early 2013, CAO's audit remains open while CAO monitors the IFC's actions in response to its findings. Given the overall growth of the IFC portfolio and the increasing significance of financial sector investments, the CAO vice president initiated a compliance audit of the IFC's financial sector investments in 2011 to provide assurance of its environmental and social performance in the sector. The

audit of 188 financial sector investments is expected for public release in fiscal 2013.

The CAO conducted a proactive outreach program to civil society to raise awareness about the CAO's services and improve its accessibility. Since 2007, it has met with some 800 CSOs from more than 50 countries. In addition to conducting regional and in-country outreach, it actively participates in international civil society events, such as the CIVICUS World Assembly and the UN Summit on Sustainable Development (Rio+20) in 2012. It regularly hosts policy dialogue sessions with CSOs during the Civil Society Policy Forum at the Annual and Spring Meetings. (All reports related to the CAO's ombudsman, compliance, and advisory work, including annual reports, operational guidelines, and informational brochures, are available on its website, [www.cao-ombudsman.org](http://www.cao-ombudsman.org).)

### Inspection Panel

The Inspection Panel is an independent "bottom-up" accountability and recourse mechanism established by the Bank in 1993. It was the first compliance mechanism established by a multilateral development bank and its example has been followed by other institutions (box 9.1). It has a mandate to investigate Bank-financed projects in response to complaints from communities affected by the projects in order to determine whether the Bank complied with its operational policies and procedures, including social and environmental safeguards. The

#### BOX 9.1 International Compliance Mechanisms Come of Age

Most multilateral development banks now have independent compliance mechanisms that provide recourse and redress to citizens and organizations that may have been negatively affected by projects financed by the institutions. The African Development Bank, the Asian Development Bank, the European Investment Bank, the Inter-American Development Bank, and the U.S. Overseas Private Investment Corporation all have such mechanisms. Although each of these compliance mechanisms has its own governance structure and program priorities, all followed in the footsteps of the World Bank's Inspection Panel.

Staff from these mechanisms meet regularly to exchange information, discuss challenges, and share lessons learned. The annual meetings of the Network of Independent Accountability Mechanisms were held in Tokyo in June 2010 and in Washington in June

2011. Representatives also participated in the Rio+20 Conference in June 2012 in Rio de Janeiro. That meeting had symbolic value, because the original Rio Conference is considered the touchstone event that set the policy and legal foundation for the establishment of the compliance mechanisms. Compliance mechanisms made a formal contribution to the summit through two reports, *Citizen-Driven Accountability for Sustainable Development: Giving Affected People a Greater Voice—20 Years On* and *Civil Society Engagement with the Independent Accountability Mechanisms: Analysis of Environmental and Social Issues and Trends*. The reports, produced jointly by the compliance mechanisms, describe the evolution and contributions of these citizen-driven accountability mechanisms, highlighting the importance of environmental justice, equal participation, and access to recourse for citizens.

Inspection Panel consists of three members appointed by the Bank Board of Executive Directors for a five year nonrenewable term. A small permanent secretariat provides operational and outreach support.

The Inspection Panel is undertaking a review and update of its operating procedures. The goal is to make its processes more user friendly, clear, and accessible to potential users. As a part of the effort, the panel initiated a consultation process in 2011 that included both online feedback and consultation meetings with a range of stakeholders, including Bank Executive Directors and managers, former requesters, CSO representatives, academics, and technical experts. Results of this review process are expected in 2013.

The panel regularly conducts outreach activities with civil society, academia, development practitioners, and other groups at the global, regional, and local levels. During the Annual and Spring Meetings, it sponsored a variety of events, including its Open House, which provided the opportunity for government officials, CSO representatives, and Bank staff to visit the panel offices, learn more about the panel, and exchange ideas. The panel also held policy discussion sessions with CSOs at the Civil Society Policy Forum on lessons learned from cases and how they could strengthen the Bank's development effectiveness and accountability. At the Tokyo Annual Meeting, in 2012, the panel cohosted a session with the Asian Development Bank and Japanese CSOs to discuss its compliance work in East Asia.

The Inspection Panel met regularly with CSOs throughout the world to disseminate their work and discuss the role of the panel. In May 2010, it participated in an outreach event for CSOs in Mexico City that was organized in partnership with the CAO, the Inter-American Development Bank, and the Overseas Private Investment Corporation. The event, hosted by the Centro Mexicano de Derecho Ambiental, a leading Mexican environmental CSO, was widely attended by representatives from civil society and government agencies. In May 2011, the Executive Secretary of the Inspection Panel made a presentation at the UN Permanent Forum on Indigenous Peoples. Panel secretariat staff also met frequently with students and faculty of numerous universities to introduce the Inspection Panel and its work, discuss the panel's role in improving development effectiveness, and join the debate about the role of human rights in development. In 2011, staff participated in a symposium on the "Challenges of International Accountability and Lessons from Independent Accountability Mechanisms," cohosted by the American University Washington College of Law and the Inspection Panel.



Inspection Panel session at the Rio+20 Conference in Rio de Janeiro, Brazil (June 2012)

### Institutional Integrity

The Integrity Vice Presidency (INT) was established in 2001 as the independent arm of the Bank responsible for investigating allegations of fraud and corruption in Bank-financed projects (external investigations) and allegations of staff misconduct (internal investigations). It is staffed by more than 100 professionals, with backgrounds in prosecution, law enforcement, forensic accounting, and preventive services. By combining investigation with an enhanced focus on compliance, prevention, and detection of red flags in Bank-financed projects, INT promotes a proactive approach to managing fraud and corruption risks that affect development resources, particularly in fragile contexts and high-risk sectors. It receives allegations of fraud and corruption via its phone hotline, email, and its newly launched integrity app, which enables users to report fraud or corruption as well as quickly access information about Bank-financed projects based on location, type of activity, or keyword. All allegations received are treated confidentially, and some are made anonymously.

Between 2010 and 2012, INT investigated 91 cases of fraud and corruption, many of which it referred to national judicial agencies for further investigation. Since mid-2007, the Bank Group has debarred 167 companies. INT's Office of Integrity Compliance works closely with debarred companies to ensure that the Bank's Integrity Compliance Guidelines are enforced before they may recommence work on Bank-financed projects. INT also provided "red flag" detection training to more than 2,700 Bank professionals in 2012. Its preventive services built precautions against fraud and corruption into 84 high-risk projects with a combined lending volume of \$21.2 billion.

INT also played a leadership role internationally by signing a cross-debarment agreement in April

2010 with the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, and the Inter-American Development Bank. It also helped establish the International Corruption Hunters Alliance, which brings together more than 250 international development organizations, multilateral development banks, and international enforcement entities from six regions to work together on strengthening anti-corruption laws and policies worldwide.

INT increased its outreach to civil society during 2010–12. It attended the Annual International Anti-corruption Conferences organized by Transparency International in 2011 and 2012, joining regional development banks in holding workshops on implementation aspects of their joint cross-debarment agreement, and engaged with CSOs involved with anticorruption work throughout the world. INT staff meet frequently with CSO representatives in Washington and participate in workshops and conferences organized by research centers. Together with the Center for Strategic and International Studies, in 2012 INT organized the Global Fight against Corruption conference, which focused on the challenges and lessons learned from the Bank's efforts in this area.

### Independent Evaluation Group

The Independent Evaluation Group (IEG) generates lessons from evaluations to contribute to the Bank's learning agenda and improve the outcomes of its projects. Independent of Bank Group management and reporting directly to the Board of Executive Directors, the IEG provides advice on the relevance, sustainability, and impact of operations. The goal of the IEG's evaluation is to improve the Bank's ability to achieve development outcomes by providing impartial, evidence-based assessments and lessons on the drivers of success and failure. With better monitoring and evaluation capacity, governments and their partners are able to better manage their development programs and improve the delivery of basic services to their citizens.

In July 2011, the IEG implemented its own Access to Information Policy, which offers greater transparency and access to Bank, IFC, and MIGA information. This policy provides the foundation for greater accountability and the disclosure of documents, which allows for more knowledge sharing within the Bank Group and the broader development community. IEG also supports evaluation capacity building in recipient countries. It has partnerships with the International Program for Devel-

opment Evaluation Training, the Regional Centers for Learning on Evaluation and Results (CLEAR), and the Evaluation Cooperation Group.

During 2012, the IEG conducted evaluations on numerous Bank policies and programs, including the response to the 2008 global economic crisis, the Afghanistan country program, climate change policies, and the role of the private sector in poverty reduction. The IEG shares the findings and recommendations from its evaluations through a variety of channels, including reports and policy discussions. Its annual flagship report, *Results and Performance of the World Bank Group*, synthesizes the evidence and findings of evaluations carried out each year.

The IEG has carried out a number of evaluations in the past to assess the role of civil society in Bank operations. In 1999, the Operations Evaluation Department (as IEG was called then) issued *Nongovernmental Organizations in Bank-Supported Projects*, one of the first comprehensive attempts to assess the impact of civil society participation in Bank operations. The report analyzed the nature and impact of CSO participation in 37 projects in five countries: Bolivia, India, Mali, Brazil, and Kenya. This report was followed by a note in 2002 entitled "Non-Governmental Organizations and Civil Society Engagement in World Bank Supported Projects: Lessons from OED Evaluations." It identified various factors contributing to successful Bank-CSO collaboration and included recommendations on ways to solidify these relations.

The IEG increased its engagement with civil society between 2010 and 2012. During the Annual and Spring Meetings, it hosted more than a dozen policy sessions at the Civil Society Policy Forum, on a range of topics, including safeguard policies, HIV/AIDS, anticorruption policies, and youth employment. Some of these sessions were cosponsored with advocacy CSOs, including BIC, the Heinrich Boell Foundation, and Ugerwald. The IEG has also reached out to international and local CSOs when undertaking its evaluations. For instance, the team for the "Managing Forests for Sustainable Development: Lessons Learned from a Decade of World Bank Group Experience" evaluation interviewed international and national CSO representatives during meetings in Washington and field visits carried out in 13 countries, including Brazil, China, the Democratic Republic of Congo, and Indonesia.

(For evaluation findings, lessons learned, and recommendations, please visit the IEG's website, at <http://ieg.worldbankgroup.org/content/ieg/en/home.html>.)

## 10 Conclusion

As this review documents, relations between the Bank and civil society continued to deepen between 2010 and 2012. Policy dialogue, strategy consultation, operational collaboration, grant funding, and governance inclusion all improved over this period. A number of challenges remain, however.

Because of the decentralized nature of the Bank and the continued adversarial nature of relations between civil society and government in some countries, engagement with civil society remains uneven across the Bank. In some countries and sectors, Bank-CSO relations are intense and productive; in others, they remain distant or nascent. The scope and thoroughness of consultations improved over the 2010–12 period, but greater consistency and quality control are still needed. The Bank is currently working on practice consultation guidelines that will strengthen consultation efforts going forward.

Another challenge regards the scaling up of financing for CSOs in a way that complements and supports rather than competes with the development efforts of governments or other donor agencies at the local level. With increasing shares of funding now going directly to CSOs, the Bank will continue to promote government–civil society collaboration and to streamline its fundraising procedures.

The Bank also needs to find ways to increase CSO representation in its governance structure while taking into account civil society’s distinct institutional and representational role as a nonstate actor. Several



Bank President Jim Kim with ONE Board Chair Bono in Washington, DC (October 2012)

funding mechanisms, particularly the GPSA, have the potential to both scale up funding and demonstrate the effective decision-making role CSOs can play in Bank governance structures.

The appointment of Dr. Jim Yong Kim as the Bank’s president, in July 2012, provides a new opportunity to strengthen relations with civil society even further. As the first president to have worked in and helped establish a CSO (Partners in Health, based in Boston), Dr. Kim is expected to bring the needed understanding and commitment to finding ways to both accelerate and scale up operational collaboration and institutional partnerships with CSOs going forward.



# Appendix A

## Consultations with Civil Society on Country Assistance Strategies, 2010–12

Civil society participation in the Country Assistance Strategy (CAS) process varied in scope, intensity, and duration, depending on the country context. The Bank used a wide range of consultation formats, including opinion surveys, focus group meetings, large public forums, and online feedback. In most countries, the Bank consulted with a wide range of civil society constituencies, including community groups, nongovernmental organizations (NGOs), labor unions, professional associations, faith-based groups, and foundations. Consultations also occurred at different phases of CAS research, preparation, and implementation. They occurred around full CAS documents, CAS Progress Reports, and CAS Interim Strategies.

**Table A.1 Country-Level Consultations with Civil Society on Country Assistance Strategies, 2010–12**

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>ALBANIA</b>	Country Partnership Program, July 15, 2010	<p>The formal multistakeholder consultation process was launched in January 2010, with a workshop chaired by the Ministry of Finance and the Department of Strategy and Donor Coordination (DSDC). After gathering proposals from various line ministries, the DSDC and the Office of the Prime Minister held broad consultations with the Parliament, the central bank, and representatives from the private sector, civil society, and donor agencies. These consultations led to substantive discussions with a variety of stakeholders on the proposed strategy and the role of the Bank in supporting improvements in governance and government transparency.</p> <p>Feedback from civil society challenged the Bank to foster more public debate on governance, macroeconomic issues, and broader development concerns. Civil society organization (CSO) representatives suggested a cross-sectoral approach in addressing key challenges, such as the impact of transport on school enrollment or the role of forestry management on poverty in mountainous regions. Representatives from environmental organizations welcomed the focus on addressing climate challenges but warned that without greater investment in solid waste management, Albania stood to permanently damage its natural heritage. They also welcomed the new Access to Information Policy and the Bank’s plans to engage CSOs in monitoring project implementation and results.</p> <p>To determine general perceptions of the Bank and its work in Albania, the Bank conducted an opinion survey in 2010. Two hundred opinion leaders responded, representing a 73 percent response rate. Respondents included representatives from government, civil society, the media, the private sector, and academia. Overall results suggested that stakeholders were satisfied with the work of and relations with the Bank, its relevance and alignment with country development priorities, and the effectiveness of its interventions. Just over half of respondents indicated that the Bank should be more involved in Albania’s development strategies; 44 percent reported that it was currently involved at an optimum level. Respondents suggested that the Bank’s overall strategy in Albania should focus on growth, property rights, education, and governance. These findings are consistent with the Bank’s current country priorities: poverty reduction, growth, government effectiveness, and infrastructure.</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>ALGERIA</b>	Country Partnership Program, February 10, 2011	<p>Preparation of the County Partnership Strategy (CPS) benefited from an extended and careful process of consultations with government counterparts and stakeholders. Formal consultations with representatives from civil society, the private sector, research centers, and universities were held in February 2010 to kick off the CPS preparation process. The objectives of this session were to discuss Algeria's development challenges, share the proposed partnership strategy, and collect feedback on the relevance of the program.</p> <p>This consultation meeting was preceded by ongoing policy dialogue the previous year. Entrepreneurs, academics, journalists, and CSO representatives were regularly invited to attend numerous events hosted by the Bank Country Office and the government to discuss current government strategies, development challenges, and the policy gaps Algeria faces. Each session began with a brief presentation of the Bank's current strategy, policies, and portfolio. Representatives of the Algerian government also made presentations on government programs and their results for each of the major thematic areas, such as education and rural development. That introduction was followed by sessions based on the three pillars of collaboration to be developed in the new strategy: growth enhancement and economic diversification; sustainable development; and support for the framework for economic policy implementation, assessment, and outlook.</p> <p>Two main messages emerged from these consultations. First, CPS priorities were in line with what both government and civil society suggested, even if their views on past policies differed. All agreed on the need to diversify the economy and strengthen growth, particularly in agriculture, industry, and tourism. Improved policy formulation and evaluation capacity, including statistical capacity and better information sharing, were also themes that were repeatedly highlighted as priorities during these consultations. Second, private sector representatives were largely critical of past economic policies related to investment and trade.</p>
<b>AZERBAIJAN</b>	Country Partnership Program, October 21, 2010	<p>Multiple consultations on the proposed CPS were held in Baku in July and August 2010, with inputs from representatives from donor agencies, CSOs, and the business community. Stakeholders endorsed the strategic objectives of the CPS, which was to build a competitive non-oil economy and strengthen social and municipal services. Representatives from civil society and the business community also agreed with the focus on governance reform and institutional capacity building. Participants presented examples from outlying regions where lack of transparency and accountability represented significant obstacles to economic growth and social development. They acknowledged, however, that measuring improved governance would be a challenge. As good governance is essential for continued donor funding, the Bank will explore expanding the scope of its research work in Azerbaijan as a way of building societal consensus with the broader public and civil society.</p> <p>Participants also identified the low level of tertiary education (university and vocational) as a major structural deficiency. CSOs called for profound changes in social attitudes and decisive measures by the government to improve the educational system. In addition, CSOs recommended that the International Finance Corporation (IFC) invest only in businesses with transparent ownership and financial reporting that meets international standards.</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>BANGLADESH</b>	Country Partnership Program, July 8, 2010	<p>Consultations were held with the government, civil society, and donor agencies in June 2009 to begin the 2011–14 CPS preparation process. More extensive consultations were held in March 2010 to discuss the emerging storyline and results framework for the CPS. The Bank’s CPS team divided itself into cross-cutting and multisectoral teams to lead consultations in Dhaka, Chittagong, Jessore, and Rangpur. Consultations involved a range of stakeholders, including high-level government officials, business leaders, bilateral and multilateral agency representatives, CSO leaders, academics, and journalists. The consultations in June 2009 engaged stakeholders to identify the key challenges and desired goals of the new CPS. The key messages and recommendations from those early consultations provided the basis for the first draft of the strategy.</p> <p>Five consultations were held in Dhaka to discuss the proposed CPS with representatives from civil society, universities, research centers, the private sector, donor agencies, and the media. During these consultations, the Bank team presented the results of the previous CPS in order to help identify the priorities for the new country strategy.</p> <p>This team also held a number of bilateral meetings with retired government officials. The consultation with academics and research centers was organized by the Policy Research Institute of Bangladesh. The Metropolitan Chamber of Commerce and Industry in Dhaka hosted the consultations with CSOs and donor agencies. After completion of the review and development of the CPS pillars, the Bank held six other consultations during March 2010, three in Dhaka and one each in Chittagong, Jessore, and Rangpur.</p> <p>Governance surfaced as a cross-cutting theme during all the consultation meetings, manifested through weaknesses in the service delivery system, the rule of law, and overcentralization. A wide range of recommendations were made including strengthening local government systems; developing an independent judicial system and anticorruption unit; increasing investment in human capital; scaling up investment in agricultural technology; using alternative sources of energy, including coal and nuclear power; and focusing more attention on equity and poverty reduction.</p>
<b>BHUTAN</b>	Country Assistance Strategy, November 30, 2010	<p>Two rounds of in-country consultations were carried out during the preparation for the CAS. The first round took place in September 2009 and it included bilateral discussions with government line ministries. A second round was held in December 2009 and it engaged a broad range of stakeholders at the municipal and district levels. These consultations included a field visit to Bhutan’s second-largest urban center, Phuntsholing, to discuss urban development with municipal governments, private businesses, and parastatal companies. A full-day discussion was also held in Chhukha Dzongkhag; it included the participation of all dzongkhag-level sector officers (agriculture, education, health, engineering, administration, finance) and dzongkhag planning officers. Meetings were also held with local CSOs, including the Royal Society for the Protection of Nature, the Worldwide Fund for Nature, the Center for Media and Democracy, and representatives of the media.</p> <p>During these discussions, Bank staff presented the proposed strategy and listened to the views and recommendations of stakeholders. Key points included the importance of (a) addressing the growing problem of youth unemployment caused by shifting settlement patterns characterized by increasing urban drift and (b) ensuring the provision of quality services and</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>BHUTAN, continued</b>		<p>infrastructure to rural populations, especially access roads. Another priority issue that emerged was the youth delinquency problem in secondary, peri-urban, and dzongkhag headquarter towns. CSOs expressed interest in playing a greater role in the development process and deepening engagement through regular consultations and better information sharing. CSO and donor agency representatives reiterated the value of the Bank's research work and technical expertise, which is crucial to identifying issues that other donor agencies seek to address.</p>
<b>BULGARIA</b>	<p>Country Assistance Strategy, May 17, 2011</p>	<p>The Bulgarian CAS was developed in a highly participatory fashion, with objectives, principles, and pillars jointly developed with the government and widely endorsed by a broad range of stakeholders. The CAS preparation process included meetings with all sector ministries; outreach to national stakeholders, including Parliament, political parties, and the private sector; consultation with civil society representatives through individual meetings, web consultations, and a public discussion event; and continued dialogue with the European Commission and international donor agencies.</p> <p>The consultation process brought together more than 40 representatives from Bulgaria's most important CSOs for a discussion with the government and the Bank that outlined areas where the Bank could add the most value to Bulgaria's development process. Participants included representatives from CSOs, research centers, private sector associations, and Roma organizations. They stressed the need for more progress on education and health care sector reforms; better integration of all ethnic minorities, including Roma; and increased efficiency and effectiveness of public administration.</p> <p>Participants also called on the Bank to use its regional knowledge and expertise to promote structural reforms in key sectors as well as to ensure coordination with European Union (EU) funding. They noted the need for complementary Bank financing to support the design and implementation of sector reforms.</p>
<b>BURKINA FASO</b>	<p>Country Assistance Strategy, September 8, 2009</p>	<p>The Bank Country Team engaged in extensive consultations during the preparation of the CAS. Consultations involved a four-stage process. The first stage involved a two-day planning retreat, in October 2008, that included representatives from government, CSOs, donor agencies, the media, and the private sector. Participants reviewed the outcomes of the 2006 CAS and discussed what the priorities of the new strategy should be. The second stage occurred between October 2008 and June 2009 and involved a core CAS team composed of government representatives and Bank staff that convened regularly to develop the strategy. The third stage involved extensive multistakeholder consultations in Ouagadougou and eight provinces (Yatenga, Sourou, Sono, Soum, Houet, Koudougou, Sissili, and Nahouri) in March 2009. About 2,000 participants from CSOs, rural communities, local municipalities, universities, the media, Parliament, and the private sector were consulted on the proposed strategy country diagnosis and development challenges.</p> <p>Participants agreed on a number of issues. The first was the need to promote diversification and growth across regions, which should be selected based on socioeconomic research. The second was the need to decentralize social service delivery. Participants cited the need for capacity development of and direct funding to local communities based on their own priorities. Opinions differed as to the instruments envisaged in the draft strategy. Civil society, local communities, and parts of the private sector expressed con-</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>BURKINA FASO, continued</b>		<p>cern that budget support did not reach intended beneficiaries or the private sector. For their part, donor agency and government representatives stressed the importance of increasing budget support in the context of the global financial crisis. The overall consensus was that the Bank should attempt to maintain an appropriate balance between general budget support and project lending, including direct support to local communities.</p> <p>The consultations also highlighted the need for the Bank to adopt a better communication strategy in Burkina Faso. Although its outreach activities have included public university lectures, open-house sessions with journalists, and consultations with CSOs, most citizens remain uninformed about the Bank's work in Burkina Faso. Perceptions of largely negative structural adjustment policies continue to dominate overall impressions of Bank performance. Improvements in information dissemination on particular projects are needed to enhance the monitoring and evaluation of Bank projects in the field through CSO and local community participation.</p>
<b>BURUNDI</b>	Country Assistance Strategy Progress Report, May 19, 2011	<p>During the 2009–12 CAS implementation period, the Bank strengthened its working relations with civil society groups, the media, and parliamentarians. It met quarterly with CSOs to discuss issues related to its research, project design, and program implementation. It offered training to journalists on how to report on economic and governance issues. It briefed parliamentarians on the Bank's project cycle and on the role they can play in monitoring project implementation in their districts. These efforts helped build confidence between citizens and the government, thereby facilitating the transition out of fragility.</p> <p>Engagement of civil society in CAS implementation has taken many forms. Partnerships have been a strong element in activities related to the demobilization and reintegration of ex-combatants. A disaster reduction and resilience project financed by the Bank brought together four bilateral donor agencies and the government. Activities have been implemented with 15 CSOs, representing a broad spectrum of civil society. These implementing agencies represent regional CSOs working on the ground in Burundi as well as specialized agencies providing medical and psychosocial support services to disabled ex-combatants.</p> <p>Significant advances have been made in the area of transparency and social accountability. The ministry responsible for good governance, the anticorruption brigade, and CSOs such as the Burundian League of Human Rights (ITEKA) and the Anticorruption and Economic Malpractice Observatory (OLUCOME) are collaborating to set up local committees for good governance. Officials of public enterprises such as Société Sucrière du Moso (SOSUMO) and the Office des Transports en Commun (OTRACO) have been arrested for suspected embezzlement. High-profile cases, however, such as the sale of the presidential plane (2007) and corruption within Interpetrol (2006) remain unresolved.</p>
<b>CAMEROON</b>	Country Assistance Strategy, March 30, 2010	<p>The CAS preparation process involved sustained and substantive discussions with government officials, CSO representatives, business leaders, and legislators. Capitalizing on a joint need to prepare new strategies, the Bank undertook a collaborative CAS preparation process with the African Development Bank (AfDB) to coordinate their proposed strategies during a joint mission in May and June 2009. The two institutions shared diagnostics of the country context, development challenges, and the government vision in their respective strategy documents. Both institutions made concerted efforts to identify synergies on investments, research work, and policy dialogue with the government.</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>CAMEROON, continued</b>		<p>The Bank carried out broad consultations with a wide range of sectors as it prepared for the CAS. In May 2009, it held eight brainstorming sessions based on proposed CAS themes. These sessions involved more than 250 representatives from government, CSOs, the National Assembly, and academia. In early June 2009, the IFC spearheaded consultations with the private sector and worked closely with Bank colleagues to use the strategy preparation process as an opportunity to identify interinstitutional synergies. The Bank also worked in close collaboration with the Comité Multi-Bailleurs, a Yaoundé-based group consisting of officials from major multi-lateral and bilateral donor agencies.</p> <p>In March 2009, the Bank conducted an opinion survey of 258 stakeholders, drawn from different organizations and sectors. The results of the survey informed and confirmed the strategic directions set in the strategy paper—namely, a focus on governance and anticorruption. The survey also demonstrated that strengthening the private sector and improving the business climate are high priorities for stakeholders. Based on feedback from the survey and the consultation process, the Bank committed to focusing on supporting governance and anticorruption initiatives in Cameroon.</p>
<b>CAPE VERDE</b>	Country Assistance Strategy Progress Report, February 10, 2011	<p>A multistakeholder consultation meeting was held in Praia in May 2010 to disseminate the CAS document, report back on the first year of progress under the CAS, and invite feedback for consideration in the preparation of the CAS Progress Report. The Ministry of Finance hosted the meeting, which was attended by grassroots CSOs, leading business associations, and other stakeholders. The Ministry of Finance committed to report back to civil society after a year of implementation and to adopt a strategic approach to focusing donor assistance in key areas. It agreed to continue supporting the small and medium enterprise capacity-building program through matching grants and acknowledged CSO requests to scale it up. Efforts will be made to increase CSO engagement through the Bank's operations and grant assistance.</p> <p>CSO participants expressed appreciation for the consultation and stated their interest in establishing a deeper partnership with the Bank. They also stressed the importance of direct funding to grassroots CSOs. Participants inquired about Bank support for capacity building and requested greater financing of small-scale renewable energy projects. CSOs noted, however, that projects tend to be short term and do not foster continuity and that a longer focus was needed in order to produce results before the Bank moves on to other priorities.</p>
<b>CENTRAL AFRICAN REPUBLIC</b>	Country Partnership Strategy, September 3, 2009; Country Partnership Strategy Progress Report, July 5, 2011	<p>The CPS was prepared using a participatory approach based on the partnership principles of the Paris Declaration on Aid Effectiveness. Representatives from the Bank and the AfDB visited the Central African Republic in November 2008 to discuss the main areas and expected outcomes of joint support under the CPS. An opinion survey was carried out in May 2009 to provide complementary input for CPS monitoring. Consultations were held between the Bank and the government, CSOs, the private sector, Parliament, and donor agencies in early May 2009.</p> <p>At the conclusion of the consultations, the participants affirmed that the CPS addressed the country's main development challenges and provided a sound basis for the AfDB and the Bank to achieve desired results. In addition, based on emerging good practice from the Bank's Governance and Anti-Corruption Initiative (GAC-in-Projects), innovative approaches for stakeholder participation were used to strengthen the quality of project</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
CENTRAL AFRICAN REPUBLIC, <i>continued</i>		<p>monitoring and evaluation, and deepen national ownership of development efforts. Such efforts included participatory budgeting, systematic public expenditure tracking by beneficiaries, and independent monitoring by CSOs.</p> <p>In line with the Bank's new Africa Regional Strategy, the CPS emphasized partnerships to help meet huge unmet needs for reconstruction and development. In this context, the Bank has coordinated with other donor agencies and implemented Development Policy Loans (DPLs) and technical assistance projects. These efforts have played an important role in supporting transparency and accountability and promoting institutional development, including enabling mechanisms for improving government efficiency. In fact, one of the CPS progress indicators has been to strengthen the capacity of regulatory bodies in the mining sector and increase civil society monitoring, and improving community participation through community development and services. Forty percent of village-level projects achieved their targets for increased access to social and infrastructure services by end 2012.</p>
<b>CHAD</b>	Interim Strategy Note, <i>July 22, 2010</i>	<p>Consultations with civil society and the private sector were undertaken in the preparation phase of the CAS. In-country consultations to develop the Interim Strategy Note (ISN) took place in April 2010. Key stakeholders in Chad, including representatives from government, civil society, the private sector, and donor agencies, provided input to the ISN. Donor agencies consulted included the International Monetary Fund (IMF); the IFC; the United Nations (UNDP, UNICEF, UNFPA, WHO); the AfDB; the European Union; and bilateral agencies from France, Germany, Switzerland, and the United States.</p> <p>The Bank developed and implemented a communications strategy during the ISN period. Communications work was geared to strengthening the demand side of governance by establishing a stronger feedback loop between project beneficiaries, development actors, and the Bank in Chad. Continued communication is needed to ensure broad participation and stakeholder confidence.</p> <p>The Bank set up regular roundtable discussions and dialogue forums with key stakeholders, such as CSOs, the media, Parliament, the private sector, and local communities to monitor the Bank's portfolio and implementation of the country strategy. The purpose was to capture beneficiary feedback before, during, and after project implementation. The program included field visits by journalists to project sites to establish communication between the press and Bank-financed project beneficiaries. The Bank planned to produce a quarterly report with information on projects and CAS implementation that would be distributed to all stakeholders. Other communication initiatives included the establishment of a mechanism for communicating and disseminating information with the National Assembly and disseminating governance, budget, and poverty data through the media. These efforts will form an essential part of the governance program in terms of social accountability and public financial management.</p>
<b>CHILE</b>	Country Assistance Strategy Progress Report, <i>October 29, 2009</i> ; Country Assistance Strategy, <i>February 15, 2011</i>	<p>The CAS Progress Report stresses the government's progress in implementing its "equality of opportunity" agenda by developing a broad national consensus through the participation of civil society in a series of citizen commissions. These commissions produced recommendations that served as the basis for initiatives that led to the approval of important legislation on reforms of the pension system and the education sector, as well as expansion</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>CHILE, continued</b>		<p>of the childcare system. The Bank played an active role in providing advice to the commissions and, in some cases, support in implementing the reforms. Substantial progress was also achieved in the area of transparency and access to public information, including the recent approval of a public information law, as part of an effort to bring government closer to the people.</p> <p>The CAS for Chile was developed with intensive consultations with key stakeholders. The Bank's dialogue was developed as part of its participation in high-level presidential commissions involving substantial citizen involvement. The Bank produced several Policy Notes and a Development Policy Review in order to provide contextual data and analysis for the CAS.</p> <p>An opinion survey was carried out between June and July 2010. Respondents were from government agencies (39 percent), the private sector (20 percent), and academia (19 percent). The input included a number of important recommendations such as the need to improve competitiveness and achieve sustainable growth while reducing inequities and poverty. Stakeholders noted that a key factor in achieving this vision was the quality of education and the development of adequate labor skills.</p> <p>Concerns were raised regarding protecting the environment, particularly the country's scarce water resources, and striking a balance between the expansion of the mining sector and the need to meet sustainable development goals. Although stakeholders acknowledged advances in public sector reforms, they recommended a new stage of state modernization and decentralization to achieve more efficient use of resources and ensure voice and accountability at various levels of government. Based partly on the results of the consultations, the government will develop information and communications technology (ICT) platforms to promote greater transparency and integrity of public services. These efforts will include responding to information requests at the municipal level, improving records management practices in the Chilean public administration, and strengthening the communications office of the Supreme Court.</p>
<b>COLOMBIA</b>	Country Assistance Strategy, July 21, 2011	<p>The Bank began the consultation plans for the new CAS in August 2010. A set of thematic policy notes was prepared, in preparation for an all-day meeting with President Santos and government officials. The purpose of the meeting was to discuss the new government's proposed priority areas for a national development plan and to seek feedback on the Bank's proposed new CAS. Following these discussions, the government began formulating the plan, which was then subject to an extensive national consultation process. The exercise involved 16 administrative departments and a wide range of representatives from academia, CSOs, the private sector, labor unions, media, and indigenous peoples groups.</p> <p>To complement the government's consultation efforts, the Bank carried out a national opinion survey in February and March 2011. Respondents were from government agencies (60 percent), CSOs (18 percent), the private sector (10 percent), academia (10 percent), and the media (2 percent). Respondents identified the following top development priorities for Colombia: poverty reduction, enhanced economic growth and employment generation, improved education access and quality, and peace building. The survey also suggested that the Bank is perceived to be involved in key development areas such as poverty and economic growth but less so in education, where many respondents would like to see more Bank involvement.</p> <p>As a result of this feedback, Bank country assistance will focus on strengthening human resource development, financial management, and coordina-</p>

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<b>COLOMBIA, continued</b>		<p>tion with public and private organizations, including civil society, at the local level. The Bank is also providing advisory services on the implementation of the Citizen's Visible Audits Methodology, which promotes civil society participation and control in the execution of public investments. In addition, knowledge and advisory services will seek to strengthen territorial development through improved management capacity in departments and municipal governments.</p>
<b>COMOROS</b>	Interim Strategy Note, June 1, 2010	<p>Consultations on the ISN took place at various levels and with a diverse range of stakeholder groups. Consultations with civil society focused on marginalized segments of Comorian society, including human rights groups as well as women groups, including women entrepreneurs. The consultations occurred in two phases. The first phase was carried out in November 2009. It focused on all three islands and included representatives from CSOs, community groups, local governments, and the private sector. The second phase, in February 2010, was carried out at the national level with high-level government representatives and other stakeholders on key elements of this strategy. Stakeholders expressed support for the proposed Bank strategy as well as the major areas of engagement envisaged under the ISN.</p> <p>The Bank also intends to engage in regular consultations throughout the implementation period of the ISN, with help from local staff based in Comoros and country economists based in Nairobi.</p>
<b>CÔTE D'IVOIRE</b>	Country Assistance Strategy, May 4, 2010	<p>The CAS was prepared in coordination with the government, CSOs, and the main donor agencies in Côte d'Ivoire, notably the IMF, the EU, the United Nations, and the AfDB. Between July 2009 and February 2010, the Bank held national consultations with the national government and CSOs in Abidjan, with stakeholders from the western region in Daloa, and with stakeholders from the northern region in Bouaké. Consultations were organized in close coordination with the Ministry of State, Planning, and Development; the Ministry of Economy and Finance; and the PRSP Permanent Technical Secretariat.</p> <p>In addition to financing operations, the Bank has also been strengthening partnerships with civil society and the private sector through a "Dialogue Series on Development in Côte d'Ivoire." This series provides a forum for debate and the exchange of views among community and national leaders on issues critical to recovery and peace-building efforts.</p> <p>The Country Office in Abidjan implemented an outreach program targeting a broad array of stakeholders to support a smooth political transition and economic recovery during and following the electoral period. These efforts sought to raise awareness and understanding of the reform program with opinion leaders while providing a platform for exchanging views on the country's priorities. As part of this effort, the Bank prepared a civil society outreach strategy, which included establishing a group of CSO representatives from a broad array of sectors, with whom the Bank held regular consultations on its programs.</p>
<b>DEMOCRATIC REPUBLIC OF CONGO</b>	Country Assistance Strategy, June 16, 2010	<p>Under the leadership of the government, the Bank joined the AfDB, the EU, and the United Nations to hold a one-day consultation in Kinshasa on the mid-term review of the CAS in March 2011. The meeting was attended by representatives of the central government, provincial administrations, civil society, the private sector, and donor agencies. The consultation resulted in agreement on the following areas: (a) investments should be made in infrastructure, human development, and governance, and</p>

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<b>DEMOCRATIC REPUBLIC OF CONGO,</b> continued		<p>regional integration should be prioritized; (b) UN agencies should concentrate on peace and security and human development, while the EU, the AfDB, and the Bank should focus on infrastructure and private sector development; (c) use of country systems and presence of field-based technical staff should be increased; (d) members of the diaspora should be used in capacity-building programs, and the use of trust funds should be increased; (e) participation of CSOs and provincial administrations in the design and implementation of programs should be increased, with a focus on social accountability and the monitoring of results; and (f) the government and donor agencies should communicate more effectively by reporting on program results and building consensus around needed critical reforms.</p> <p>The Bank will build on existing constructive relations between the government and CSOs to increase operational collaboration with faith-based organizations and other international and national CSOs in order to improve the delivery of health and education services. In addition, it intends to continue working on strengthening accountability at various levels. It will increase support to provincial governments and assemblies to strengthen the transparency of resource allocation decisions. It will also work closely with CSOs to promote social accountability through the use of citizen report cards and initiatives geared to improving transparency in the management of natural resources sectors through active CSO participation on the Board of the Extractive Industries Transparency Initiative. The Bank will also seek to support the enhancement of civil society and parliamentary capacity to monitor the impact of government programs.</p>
<b>DOMINICAN REPUBLIC</b>	Country Assistance Strategy, September 17, 2009	<p>The Bank held a series of consultations on the CAS in January 2009. More than 200 organizations participated in four countrywide consultations, in La Romana, Santiago, Santo Domingo, and Barahona. These meetings were highly productive. Civil society participants provided important inputs to the Bank, and consultations proved to be an effective way to reach out to a number of nontraditional partners.</p> <p>In early 2009, the Bank administered an opinion survey to 300 key stakeholders. Its results reinforced the Bank's focus on poverty reduction and the need to strengthen education and governance. During the consultation process, civil society participants raised a number of key issues. They requested assistance from the Bank to strengthen the rule of law and encourage more accountability from the government. They emphasized the need to improve the quality of education and health, particularly by addressing governance issues within these sectors. They mentioned ecotourism as an important priority for the country. Most CSOs consulted recognized the valuable role played by the Bank as a strategic partner of the country and requested more channels for sustained and systematic dialogue. They also recommended that the Bank increase its engagement with civil society by supporting capacity-building activities and providing direct funding.</p>
<b>EASTERN CARIBBEAN COUNTRIES</b>	Country Assistance Strategy, June 8, 2010	<p>The Bank's strategic objectives were consistent with the framework for medium- and long-term subregional development defined by the Organization of Eastern Caribbean States Secretariat. A broad in-country consultative process was implemented during 2009 and the first quarter of 2010; governments, subregional organizations, donor agencies, the private sector, and CSOs discussed the Bank's planned regional strategy. Participants supported the Bank's diagnosis of the subregional challenges and priorities, the benefits of the subregional and multicountry approach to implementing the proposed strategy, and the focus on crisis response interventions in the short term.</p>

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<b>EASTERN CARIBBEAN COUNTRIES, continued</b>		<p>During the consultations, participants raised concerns about the energy crisis, disaster risk reduction, and crime and violence. They suggested promoting sustainable agriculture, improving health and education, and strengthening other safety nets. They also encouraged greater access to credit by youth and by small and medium-size enterprises. The Bank stressed its comparative advantage and proven track record and committed to discuss and meet with other donor agencies to ensure that priority areas are addressed. CSOs recommended that Bank engagement occur not only when a strategy is being drafted but consistently throughout the implementation phase, in order to ensure that the most vulnerable populations benefit from Bank-funded development assistance.</p>
<b>EL SALVADOR</b>	<p>Country Partnership Strategy, November 24, 2009; Country Partnership Strategy Progress Report, August 3, 2011</p>	<p>The Bank held a series of meetings during August 2009 to obtain feedback on its proposed program in El Salvador. About 50 participants, including members of Congress and representatives from CSOs, research centers, universities, the media, and business associations, participated in consultation meetings in San Salvador. Several stakeholders were concerned about the impact of the financial crisis on unemployment and security. Some indicated that the crisis represented an opportunity to create more efficient public policies; others expressed concern over the fiscal situation and the implications for longer-term debt sustainability, suggesting the need for fiscal reform. Some participants highlighted the role the IFC could play in bolstering the private sector by promoting public-private partnerships. Participants expressed broad support for enhancing transparency and public access to information.</p> <p>Stakeholders also expressed concern with public and civil society engagement in Bank operations, particularly in the current political and economic environment. They called on the government to make reduction of violence a priority for the national agenda. Participants also highlighted the risks of a polarized political environment and suggested that more could be done to expand consultations during CPS implementation to promote greater political dialogue and consensus building around country development priorities. Participants noted that constructive policy dialogue with the government, the opposition, and civil society in the context of the Bank's development policy lending helped set the stage for needed fiscal reform.</p> <p>In light of the demand for increased engagement, the Bank informed participants that it will continue to regularly consult with stakeholders, including in the preparation of specific projects. A Civil Society Consultative Council composed of representatives of the private sector, labor unions, CSOs, and academia was established and started to discuss the government's plan as well as the prospects of a fiscal pact. In addition, the Bank announced that it will continue to engage more broadly with key stakeholders in the legislature, the private sector, and civil society.</p>
<b>GEORGIA</b>	<p>Country Assistance Strategy, September 10, 2009; Country Assistance Strategy Progress Report, April 19, 2011</p>	<p>Consultations with representatives from CSOs, academia, research centers, the private sector, and the media were held in late May 2009. They included a series of downstream presentations of the proposed CAS to various audiences. The response indicated widespread agreement with the assessment of the difficult economic situation stemming from the 2008 conflict, the global economic downturn, and the tense domestic situation, all of which undermined investor confidence and growth. Stakeholders consulted indicated support for the two-pillar Bank approach of addressing immediate vulnerability as well as long-term competitiveness. Stakeholders identified a number of sectoral priorities, including rural development; health, social protection, and education; the role of the private sector in</p>

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<b>GEORGIA, continued</b>		<p>energy and environment; transportation and infrastructure; and trade and investment. There was strong interest in including governance as a cross-cutting theme in the country strategy.</p> <p>During the implementation of the CAS, the Bank expanded its external communications, civil society outreach, and partnership approach. Regular consultations with government, CSOs, and academic institutions became a priority. The approach was operationalized through various workshops and events on such policy areas as business environment, health sector performance, regional development, agriculture, higher education, social protection, and road safety.</p> <p>At the same time, donor coordination continues in the context of the Progress Reports on the Joint Needs Assessment as well as through a broad range of Bank research, technical assistance, and investments related to roads, health, public financial management, agriculture, and poverty. Several donor agencies, including the Dutch government, the EU, and the Swedish International Development Cooperation Agency, actively cofinance projects with the Bank, while many other projects have parallel donor financing. The Bank team is constantly engaged in expanding donor financing and in providing fee-based services through the Millennium Challenge Corporation.</p>
<b>JAMAICA</b>	Country Partnership Strategy, <i>March 23, 2010</i>	<p>The Bank held extensive stakeholder consultations in July 2009, consulting 116 people, including members of Parliament and representatives from government, the private sector, NGOs, labor unions, youth groups, and other donor agencies. CSO participants included representatives from the University of the West Indies, Jamaicans for Justice, RISE Life Management Services, the Violence Prevention Alliance, PACT, Youth Opportunities Unlimited, the Dispute Resolution Foundation, Children First, the Women's Resource and Outreach Centre, the Bustamante Industrial Trade Union, the Trade Union Congress, the Jamaica Confederation of Trade Unions, the Jamaica Youth Advocacy Network, and the West Indies Guild of Students. Participants identified priority areas for Bank support and made specific suggestions for their improvement. Areas mentioned included debt and fiscal sustainability, crime and violence, the environment and disaster management, rural development, human capital development, and reducing the cost of energy.</p> <p>The Bank worked to coordinate its assistance during CAS implementation with other donor agencies, such as the Inter-American Development Bank, the Department for International Development, and the Caribbean Development Bank. It also held joint consultation meetings with these donor agencies to inform CSOs about the implementation of their country strategies.</p>
<b>KENYA</b>	Country Partnership Strategy, <i>April 20, 2010</i>	<p>The preparation of the Kenya CPS was based on an opinion survey carried out in September 2009. This survey was followed by rounds of consultations with a wide cross-section of CSOs from September 2009 to January 2010. Consultations in Nairobi included meetings with representatives of CSOs, research centers, the private sector, universities, labor unions, human rights organizations, and donor agencies. Consultations were also held with local government representatives, local CSOs, and the local business community in Garissa (northeastern Kenya) and Kisumu (Nyanza Province). The consultations provided a venue for a meaningful exchange of views on critical development challenges, as well as policy options and programs to address them. The sessions also helped increase government and stakeholder understanding of the Bank's work in Kenya.</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>KENYA, continued</b>		<p>Stakeholders generally placed governance, accountability, and transparency at the top of their policy priorities. In the discussion of poverty, they identified two specific problems: poor governance and lack of livelihood and employment opportunities. A wide range of solutions were recommended, including undertaking electoral reforms, strengthening local governments, streamlining government bureaucracy, decentralizing and improving monitoring of community development funds, and increasing investment in human capital. The priority areas recommended for the new CPS included governance, electoral reforms, transparency, and improving local governance. CSOs in particular sought stronger links between the Millennium Development Goals and the Bank country program. Support was expressed for demanding accountability from political parties and providing better understanding of ongoing constitutional reforms.</p>
<b>MALDIVES</b>	<p>Country Assistance Strategy Progress Report, June 7, 2010</p>	<p>Consultations involving a broad spectrum of stakeholders were held in August 2009 and January 2010. Participants included a large number of government ministries, including officials from the ministries of finance, economic development, agriculture, housing, education, and tourism. Private sector representatives came from business associations, such as the Maldives National Chamber of Commerce and the Construction Industry Association, as well as private companies and commercial banks. CSOs included Transparency Maldives, the Maldives NGO Federation, and the Society for Women against Drugs.</p> <p>The consultations confirmed that the CAS framework and sectoral priorities were aligned with national priorities. The Bank also signaled that the program would continue to support economic governance and investment, human development and social protection, environmental management, and the government's Strategic Action Plan (2009).</p> <p>During the progress report consultation process, the government expressed interest in Bank research and advisory support in the tourism sector. Proposed research would focus on the linkages between the tourism sector and the broader economy. This work would complement more specific support, such as the IFC's investments and clean energy initiatives within the industrial sector. Consultation participants also encouraged the Bank to provide research and technical services to the fishery sector in order to inform future policy choices.</p>
<b>MOROCCO</b>	<p>Country Assistance Strategy, January 26, 2010</p>	<p>The Bank engaged in regular consultations with the government and numerous other stakeholders over the three-year period of the CAS. Consultations were conducted at strategic planning meetings, during the preparation and supervision phases of projects, throughout the preparation and dissemination of research work, and during the monitoring and evaluation of projects. Consultations were geared to obtaining feedback from various constituencies to discuss development priorities and the role of the Bank in Morocco.</p> <p>Broad consultations for preparing the strategic partnership framework were held in Rabat, Sale, Skhirat, Mohammedia, Tangier, Fez, and Marrakech over an 18-month period. Specific consultations on CAS preparation took place during May and June 2009. More than 330 people were consulted, including 60 CSO members; 30 representatives from the private sector; 60 youth; and 150 university officials, professors, and students. A number of issues were raised during these consultations, including concerns about government reforms and broad skepticism about the poverty impact of such reforms, as well as concerns about reform fatigue. Participants made a</p>

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<b>MOROCCO, continued</b>		<p>number of recommendations for the CAS, including the need to ensure greater results from educational investments, reform of the justice sector, stronger evaluation of government programs and sector strategies, and the inclusion of territoriality as a cross-cutting theme. Other suggestions included more analysis on gender and youth issues and support for the private sector and public-private partnerships.</p>
<b>NIGERIA</b>	<p>Country Partnership Strategy, July 28, 2009</p>	<p>In preparation for the Nigeria CPS, the Bank held consultations with federal and state-level officials and CSO representatives in September 2008. Participants called for greater participation in the public sphere through the involvement of CSOs, community-based organizations, and other stakeholders in the governance reform process. Specifically, they called for participation in monitoring budget expenditures and service delivery at the state and federal levels. Stakeholders raised a number of priority issues. The first was to improve governance and capacity at the state and local government levels. Stakeholders stressed that donor agencies should focus on ensuring effective use of oil revenues, as well as greater accountability of government agencies. The second priority was to review how states are selected for financing, exploring options such as ranking states on the quality of their policies and ability to deliver on their commitments. The third priority was to encourage donor agencies to focus on energy, implementation of the MDGs, and enactment of recently passed laws. The fourth priority was to improve communication between government and civil society, government and the private sector, and donor agencies and civil society.</p> <p>In response to stakeholder recommendations, the final CPS emphasized strengthening governance in five areas: (a) transparency and accountability in the use of public resources; (b) participation of communities in decision making and oversight of public resources; (c) diversification of the economy through growth of non-oil sectors, increased private sector participation in the economy, and promotion of human development programs; (d) building the capacity of public service agencies; and (e) judicial reform and democratic governance. The Country Office also plans to hold regular consultations with representatives of CSOs, universities, research centers, and the private sector going forward on the design, implementation, and supervision of the Bank's research work and financed projects. Other donor agencies also expressed support for initiatives to strengthen the capacity of community-based organizations, CSOs, and the media in order to strengthen their monitoring of public services.</p>
<b>PAPUA NEW GUINEA</b>	<p>Country Assistance Strategy Progress Report, April 29, 2010</p>	<p>During CAS implementation, the Bank initiated new partnerships with the private sector and civil society, including new outreach efforts through the Global Development Learning Network and the Public Information Center, and a "listening program" of lunchtime meetings led by the Country Manager. The Bank also met frequently with business associations, CSOs, and research centers on issues related to Bank policies, research work, and project design and implementation.</p> <p>This outreach was used to gather information for the CAS Progress Report. Three simultaneous channels of consultation were undertaken, each seeking to create opportunities for candid and substantive feedback. The Country Manager conducted one-on-one strategic conversations with key government counterparts and donor agencies, and group meetings were held with current and prospective project implementing partners. At the same time, the International Development Association (IDA) Country Manager and the IFC Country Coordinator jointly held meetings with private sector representatives and business associations, and similar roundtable meetings</p>

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<b>PAPUA NEW GUINEA, continued</b>		<p>were held with CSOs and research institutions. Sectoral and task teams conducted structured interviews about Bank performance with their government project counterparts. The results of all three streams of consultation were brought together at a workshop in December 2009, which underpinned the CAS Progress Report.</p> <p>The Bank fostered a multifaceted relationship with the Papua New Guinea Sustainable Development Program (PNGSDP), an independently governed trust fund that receives most of its revenues from mines and allocates them to development interventions. Working with central and provincial governments, other stakeholders, and the PNGSDP, the Bank introduced important changes to how services are delivered in rural development programs. One example is the IFC's support of the Papua New Guinea microfinance program. The Bank's unique ability to work with the government to strengthen mechanisms cofinanced by the PNGSDP offered an opportunity to reverse the historical decline in government effectiveness in Papua New Guinea's poorest rural provinces.</p>
<b>ROMANIA</b>	<p>Country Assistance Strategy, July 16, 2009; Country Assistance Strategy Progress Report, December 20, 2011</p>	<p>The CAS for Romania was prepared by drawing on intensive dialogue and feedback mechanisms. Stakeholder consultations, held in May 2009, were the main instrument for identifying key challenges and possible CAS themes. The workshops involved national and local governments, CSOs, business associations, universities, labor unions, youth groups, and other donor agencies. The goal of these discussions was to listen to a wide spectrum of voices and to incorporate the most relevant views and recommendations into the CAS. Detailed feedback was posted on the Bank's Romanian website to inform the public about the ideas and recommendations received.</p> <p>Consultation participants suggested that the Bank's strategy should more clearly reflect the country's needs and expectations. Feedback from the consultations generated several recommendations, including the need to scale up successful policy reforms piloted in Bank-financed projects, increase information dissemination and communication on government policies and projects, improve coordination among donor agencies and with the government, and better coordinate across ministries and at the local level. Participants called on the government and donor agencies to hold sectoral discussions on such areas as education, which is in most need of reform by linking teachers' pay to broader reform objectives and outcomes. Participants pointed to the lack of professionalism and management skills within the public sector and expressed concerns about implementation capacity in central and local administrations.</p> <p>The CAS Progress Report went through a participatory consultative process with stakeholders in different sectors, including CSOs, research centers, labor unions, business associations, the government, and donor agencies. An opinion survey was conducted between December 2009 and February 2010 to assess the perceived performance of the Bank in implementing the CAS in the first two years. The survey was sent to government officials, CSO leaders, consultants, researchers, and foreign investors. A second survey was conducted with beneficiaries of Bank-financed projects. In addition, eight sectoral roundtables were held between April and May 2011 to discuss the Bank's role in shaping future development in Romania. More than 45 participants discussed key policy sectors such as agriculture and rural development, climate change, education and health, governance reform, public finance and smart growth, and ICT.</p>

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<b>SIERRA LEONE</b>	Joint Assessment Strategy, April 6, 2010	<p>Comprehensive stakeholder consultations with both government and civil society, including at the community level, were held for the Sierra Leone Joint Assessment Strategy (JAS). Nearly 1,000 participants attended the numerous consultation meetings.</p> <p>Before holding formal consultation meetings, the Bank conducted a national opinion survey to inform the country strategy review process. A questionnaire was sent to 700 individuals, 365 of who responded. The results indicated that the Bank is generally viewed as responsive to the needs of the country. A notable change from the previous CAS was a significant increase in the emphasis on governance, as well as calls for stressing anticorruption efforts in government and donor agency country strategies.</p> <p>The opening JAS consultation workshop was held in Freetown, in January 2009. Chaired by the minister of finance, the workshop included 135 participants. Thematic sessions focused on gender equality, youth employment, governance, and agriculture. Most participants regarded economic empowerment of women as the key path to equality. They supported the provision of maternal health and education services and the lifting of cultural barriers to women's participation in areas such as public works. Calls were made for innovative programs to expand youth employment and to ensure equitable support to farmers' organizations, such as cooperatives. Many participants raised concerns about governance, particularly during the preparation of projects, and the abuse of power and diversion of public resources to private use. CSOs made a strong case for vigorous grassroots engagement to ensure transparency in resource use, especially in the distribution of benefits from mining.</p> <p>The second consultation round was held in Freetown in September 2009. Like the first consultation, it included ministers and heads of government agencies and representatives from civil society, the private sector, the media, and donor agencies. The workshop discussed the draft JAS in light of the PRSP and feedback received during the first round of consultations. The consultations reconfirmed that the PRSP-II priorities resonated with the public at large, particularly on agriculture, electrification, health, governance, gender issues, and private sector growth.</p>
<b>SOLOMON ISLANDS</b>	Interim Strategy Note, April 29, 2010	<p>The Solomon Islands ISN was informed by consultations with representatives from government, civil society, the private sector, and donor agencies. Discussions focused on broad country challenges and the Bank's strategic engagement. People consulted noted that the Bank's role should be to provide high-quality analysis and advice on economic development; help governments develop a comprehensive growth strategy; and increase the equitable and transparent allocation of revenues from natural resource extraction, particularly mining. Government participants requested that the Bank deepen its engagement in the infrastructure sector, specifically energy, but also maintain its emphasis in rural development, health, and education. The Bank also drew on extensive consultations and research with other donor agencies, such as the Asian Development Bank, NZAID, and AusAID, particularly in the design of the Rural Development Project.</p> <p>A number of lessons emerged from the post-2003 crisis period, during which the international community supported projects that bypassed government to produce quick results but disconnected communities from government. This experience confirmed the importance of a strategy anchored on the principle of long-term engagement, as rebuilding formal</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>SOLOMON ISLANDS, continued</b>		<p>institutions, carrying out service delivery, and building infrastructure takes time. Consultation participants noted that communication, outreach, and transparency were vital to promoting confidence and managing risks. Establishing linkages between the national and provincial governments with rural communities thus became an essential element of the strategy.</p>
<b>TAJIKISTAN</b>	<p>Country Partnership Strategy, May 25, 2010</p>	<p>In preparing the Tajikistan CPS, the Bank Country Team conducted a series of consultations with key stakeholders in the national and local governments, Parliament, civil society, the private sector, and the media. Initial consultations were held in September 2009, in Dushanbe, Kurgan Tyube, Khujand, and Khorog. The second round of consultations with the government was held in December 2009 and February 2010. These consultations focused on the Bank's involvement in hydropower development and the use of the IDA Pilot Crisis Response Window.</p> <p>CPS outreach was broad, and discussions with stakeholders were highly participatory and interactive. Consultations sought to test the findings of sectoral research carried out in preparation for the CPS, share lessons learned from implementation of the previous CPS, and seek stakeholder inputs on the CPS strategic objectives and proposed program priorities. A second consultation on the revised CPS was held with CSOs in March 2010. More than 40 civil society representatives participated alongside representatives from research centers and donor agencies.</p> <p>The feedback received varied by sector. Government representatives noted that they valued the Bank's emphasis on short-term initiatives to reduce the impact of the financial crisis and agreed on the proposed prioritization of agriculture, energy, the private and financial sectors, and social development over the medium term. Donor agencies agreed with the overall strategy and its approach to governance and stressed the need to continue strengthening donor cooperation in the context of the CPS. Parliamentary representatives called for improved collaboration at the project level. Stakeholders from civil society and the media stressed the need to strengthen transparency and accountability in the implementation of Bank-financed projects. They advocated for closer civil society involvement in the implementation, monitoring, and evaluation of government programs, particularly programs related to migration, the food crisis and seed imports, gender equality, health and education, and anticorruption. They raised concerns about the development of the Rogun hydropower dam and requested that the Bank work closely with the government to ensure transparency of government operations. CSOs also noted that the civil society small grant program was too small given the scale of problems needing to be addressed in Tajikistan.</p>
<b>TANZANIA</b>	<p>Country Assistance Strategy Progress Report, March 30, 2010; Country Assistance Strategy, July 7, 2011</p>	<p>Preparation of the Tanzania CAS reflected the Bank's Africa Regional Strategy, which emphasizes local collaboration to achieve development outcomes through partnerships with the domestic and international private sector, civil society, the Tanzanian diaspora, and donor agencies, including non-traditional agencies. Extensive consultations were planned over 8–12 months to review the Bank's country strategy and determine whether any adjustments were needed for the upcoming CAS.</p> <p>In preparation for the CAS consultation process, the Country Office conducted an opinion survey during October–December 2010. A total of 348 stakeholders responded to the survey (a 43 percent response rate). Respondents were primarily from civil society (19 percent), ministry and regional</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>TANZANIA, continued</b>		<p>administrations (15 percent), and the private sector (13 percent). Respondents indicated that the Bank performs relatively well in key areas such as education and agriculture. Ratings were low for many other key priority areas, however, including poverty reduction, governance, anticorruption, and growth. Participants indicated that the Bank should focus on strengthening basic infrastructure, improving government effectiveness, supporting education and agriculture development, generating employment, and addressing corruption. These recommendations align with the Bank's priorities of promoting government effectiveness and basic infrastructure.</p> <p>Consultations were held with multiple stakeholders in Zanzibar, Mwanza, and Mbeya in December 2010 and in Dar-es-Salaam from December 2010 through February 2011. CSOs highlighted a number of priority areas for continued Bank support, including health system strengthening, infrastructure investments, increased employment and vocational training, participation of youth and vulnerable or marginalized groups in government programs, support to people with disabilities, increased support to early childhood development, and governance reform. CSOs also requested Bank assistance in improving their capacity to monitor public sector performance, as well as to plan and implement projects. Representatives welcomed the proposal to create a civil society mechanism for third-party monitoring of CAS implementation.</p>
<b>TIMOR-LESTE</b>	Interim Strategy Note, September 15, 2009	<p>The Bank team conducted a series of consultations on the ISN, including bilateral meetings with government, donor agencies, CSOs, and the private sector. Since the previous CAS and under the multidonor Country Strategy Paper (CSP), the Bank developed and maintained strong relationships with CSOs working in key program areas. Civil society consultations have become a regular part of CSP design and appraisal missions.</p> <p>During the ISN consultations, all parties expressed support for a strategy that emphasized stabilization and a smooth transition to medium-term development. The government expressed its support for the multilateral perspective provided by the Bank and indicated that it valued the global experience that the Bank brought to bear on complex technical and multisectoral issues. Consultation with Parliament and CSOs revealed interest in a continued partnership with the Bank in areas in which it has a comparative advantage. The Bank also strengthened its engagement with Parliament, especially with the committees on the economy, finance, and anticorruption. Since beginning work in Timor-Leste, the IFC has developed close ties with Timor-Leste's private sector and has worked actively to support private engagement with government through the Better Business Initiative.</p> <p>Timor-Leste was one of five countries that volunteered to be monitored for the implementation of the Principles for Good International Engagement in Fragile States and Situations, and it was the first country to hold in-country consultations on this program in March 2009. These consultations were well attended and reflected a comprehensive outreach approach by the government. They focused on the challenge of transitioning from immediate postconflict status into a phase of sustainable growth. Participants agreed that development should move away from the capital city and that a more realistic medium-term framework is needed to ensure greater donor agency alignment with government priorities and donor agency coordination. The strongest consensus was to set state building as a core objective of the strategy.</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>TUNISIA</b>	Country Partnership Strategy, December 17, 2009	<p>The Bank consulted various stakeholders in Tunisia in preparation of the CPS, greatly enriching its knowledge base and understanding of the country. CPS discussions were launched in November 2008 with government ministries and agencies. These meetings were followed by consultations with a wide range of stakeholders in June 2009. The Bank team met with 67 representatives from CSOs, business associations, labor unions, professional associations, research centers, and donor agencies. Consultations were held in Tunis and in the northwest town of Beja. Beja was chosen because it is located in one of the poorest regions of Tunisia and is a region where the Bank has had long-term engagement through the Northwest Development Project. Background materials tailored to the specific audiences were provided to all participants.</p> <p>The first phase of the consultation session involved a roundtable with local stakeholders from the agriculture and environment sectors in Beja. The discussions concerned financial sustainability and the difficulties farmers' organizations or Groupements de Développement Agricole face accessing microcredit. The Bank was asked to step up its work on microfinance in the region through existing projects or new partnerships. Another important issue identified was improving the lives of rural women, particularly with respect to universal water accessibility and improved hygiene. Participants cited the persistent problem of brain drain toward urban centers and the need for regional development strategies that provide incentives to local graduates and young people to return to their communities of origin.</p> <p>The second consultation session was held in Tunis, with CSO representatives who work with social services, rural development, and women's rights. Participants agreed on priority activities for the country's sustainable development. They suggested the Bank improve communication at the local, regional, and national levels; raised concerns over the issue of transparency and access to information; and mentioned the absence of a social dialogue on good governance. CSO participants asked the Bank to conduct regular impact assessments of projects and hold consultations every time they consider changing the country strategy.</p> <p>The CPS consultations reaffirmed the importance of reaching out and listening to different audiences. CSOs asked the Bank to reach out regularly by hosting conferences and workshops, disseminating information, and improving its website. They also called for strengthening the Public Information Center (PIC) housed within the University of Tunis library.</p>
<b>TURKEY</b>	Country Partnership Strategy Progress Report, January 7, 2010; Country Partnership Strategy, March 27, 2012	<p>During the preparation of the CPS Progress Report, the Bank team met with Turkish CSOs to learn more about Turkey's development challenges, share with them the progress in CPS implementation, and consult on future collaboration. The Bank also held a consultation meeting with a wide range of CSOs participating in the Annual Meetings held in Istanbul in October 2009. CSO participants made a number of recommendations, including the need to strengthen coordination between the government and CSOs within Bank operations and engage in more dialogue with CSOs. They also recommended increasing CSO participation in Bank operations through more upstream CSO involvement in the preparation of Bank-financed projects and discussion of the findings of Bank studies.</p> <p>The Bank conducted an opinion survey in 2011 with a broad range of opinion leaders from various sectors, including the government, civil society, the private sector, and academia. Respondents criticized bureaucratic slowness and the complexity of its procedures as the Bank's greatest weaknesses</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>TURKEY, continued</b>		<p>in Turkey and called for greater engagement with nongovernmental stakeholders. Respondents also perceived the Bank's work as not being particularly effective in reducing poverty in Turkey. In addition to the findings of this opinion survey, the CPS consultation efforts benefited from previous engagement with civil society and other stakeholders in the preparation and implementation of Bank-financed projects such as the Health Transformation Program and the Istanbul Seismic Risk Mitigation and Emergency Preparedness Project.</p> <p>During 2011, the Bank consulted with representatives from CSOs, universities, business associations, and donor agencies at events in Ankara, Erzurum, and Istanbul. Participants included KAGIDER (the Women Entrepreneurs Association of Turkey), TUSIAD (the Turkish Industry and Business Association), the Middle East Technical University, Ankara University, Sabanci University, and UNDP. The Bank committed to seek new avenues for engaging with civil society, including engagement with the TEPAV (the Training and Research Institute for Public Policy), which aims to support Turkey in sharing knowledge and expertise regionally and globally.</p>
<b>UGANDA</b>	Country Assistance Strategy, May 25, 2010	<p>The Bank carried out CAS consultations with stakeholders in Kampala in December 2009 and March 2010. CSOs highlighted key issues, including the low level of education and technical skills, youth unemployment, urbanization and associated challenges, the lack of infrastructure investments, and regional inequalities. CSOs called for the Bank to increase its work in the areas of oil management, governance reform, agricultural markets, land reform, and access to energy. They encouraged the Bank to provide more information about projects, enhance its communication strategy, and involve CSOs more in Bank operations. Participants urged the Bank to maintain its focus on poverty reduction and to stress improved governance in its relations with the government. They also called on the Bank to use Bank-financed projects as entry points to third-party monitoring, encouraging government transparency.</p> <p>The Bank acknowledged the recommendations but emphasized the need to temper expectations given the political economy challenges, upcoming national elections, continued weaknesses in public institutions, and limited citizen engagement. It also noted the potential for government to be less responsive to external advice from donor agencies with the recent discovery of the oil reserves.</p>
<b>UZBEKISTAN</b>	Country Partnership Strategy, December 6, 2011	<p>CPS technical discussions were held with representatives of the private sector and civil society during March–April 2011. CSOs were represented by a wide variety of organizations, both by organizational type (from self-governing bodies [makhalla] to strong national NGOs and movements) and by spheres of activities (economic issues, business, ecology, health, and education). Events were held in Tashkent, Bukhara, Fergana, Kashkadarya, Navoi, and Samarkand, and in the Karakalpakstan Autonomous Republic. In total, about 300 people participated in discussions.</p> <p>These consultations validated the importance of the goal of achieving growth with equity in Uzbekistan and provided support for the CPS's four strategic objectives. The discussions yielded several important insights for the design and preparation of the CPS. Civil society expressed its support for increasing the efficiency of infrastructure, improving access to social services, and achieving the CPS governance and transparency objectives. Many of the CSO representatives commented on their willingness to be more involved in implementation and monitoring of Bank projects.</p>

Country	Strategy and Bank Board Approval Dates	Civil society participation
<b>VIETNAM</b>	Country Partnership Strategy Progress Report, December 12, 2009	<p>Stakeholder consultations on the 2012–16 CPS were held in three stages: before drafting, at the concept stage, and at the review stage. The Bank country strategy benefited from and was based on the overall objectives of the government’s Socio-Economic Development Plan for the 2011–2015 period.</p> <p>The round of consultations before the drafting process was initiated included representatives of the government, including the central government and the National Assembly, as well as representatives from international and local CSOs, academia, ethnic minority groups, disability groups, women’s groups, the international and local private sector, the media, and multilateral and bilateral donor agencies.</p> <p>The first CPS visioning consultation workshop was held with stakeholders in January 2011. Participants discussed what they thought the Bank’s five key priority areas should be for the next five years, identifying the following areas: macroeconomic growth, infrastructure investments, human capital development, disaster risk management, and governance reform. Nearly all civil society representatives emphasized the value of the research and technical advice the Bank can provide, as well as the role the Bank should play as an independent reviewer of economic and other policies.</p> <p>In June 2011, the Bank disseminated the CPS Concept Paper, which contained a number of recommendations from stakeholders. These recommendations included the need for an oversight mechanism to monitor and supervise government agencies and the private sector and help the government improve the use of public funds and service delivery. They also stressed the need to broaden the participation of civil society in public policymaking.</p> <p>In October 2011, the Bank hosted three consultation meetings on the draft CPS. CSO participants expressed broad support for the document and the proposed framework. They also urged a greater role for CSOs in the preparation, implementation, and monitoring phases of Bank-financed projects and the strengthening of the notion of citizenship. As a result of the consultation process, the Bank will continue to explore ways of working with CSOs as independent third-party monitors of Bank-financed projects.</p>



## Appendix B

### Consultations with Civil Society on Poverty Reduction Strategy Papers, 2010–12

Civil society participation in the Poverty Reduction Strategy Paper (PRSP) process varied in scope, intensity, and duration, depending on the local country context. A wide range of consultation formats were used, including opinion surveys, focus group meetings, large public forums, and online feedback. In most countries, the government consulted with a wide range of civil society constituencies, including community groups, nongovernmental organizations (NGOs), labor unions, professional associations, faith-based groups, and foundations. Consultations occurred at various points in the PRSP process, including the research, preparation, implementation, and monitoring phases. They occurred around the full PRSP documents and PRSP Progress Reports.

**Table B.1 Country-Level Civil Society Consultations on Poverty Reduction Strategy Papers, 2010–12**

Country	Bank Board review date	Civic society participation
<b>AFGHANISTAN</b>	Poverty Reduction Strategy Paper Progress Report, <i>January 26, 2010</i>	<p>The progress report of the Afghanistan National Development Strategy assesses the implementation of the strategy since its launch in 2008. One of the key features of the previous strategy was to decentralize funding to the provincial level. The government undertook extensive consultations with a wide range of stakeholders at the subnational level to assess development needs and capabilities. Consultations were held with local government officials, provincial council members, members of ethnic groups, and civil society organizations (CSOs). During these meetings, representatives from 14 line ministries informed participants about the Provincial Development Plans for each province and recorded their feedback.</p> <p>One of the key messages that emerged from the consultation phase was the important role civil society has played in implementing the strategy, in part because of the fiscal and capacity constraints of provincial governments. During the preparation of the National Action Plan for Women of Afghanistan, for example, CSOs and other key stakeholders were involved in a number of high-level consultations. The outputs of these consultations included the establishment of gender working groups in 12 ministries and endorsement of a Memorandum of Understanding that called for supporting gender-mainstreaming projects within both government and civil society programs.</p>
<b>BANGLADESH</b>	Poverty Reduction Strategy Paper, <i>May 13, 2010</i>	<p>The government undertook intensive consultations with a wide range of stakeholders in formulating Bangladesh's Second Poverty Reduction Strategy Paper (NSAPR II). The first consultation was held with academics, community groups, researchers, and NGOs on the structure of the policy document. After the draft thematic reports were prepared, a three-day national-level consultation was held in Dhaka in March 2008 with these stakeholders. A two-day regional consultation was held in Barisal in March 2008 with representatives of the Chamber of Commerce and Industry, professional associations, NGOs, the media, local governments, and research centers. The recommendations from these consultations were reflected in the final thematic reports.</p> <p>The second round of nationwide consultations was then carried out on the content of the draft NSAPR II, which was crafted with input from the 18</p>

Country	Bank Board review date	Civic society participation
<b>BANGLADESH, continued</b>		<p>thematic reports produced during the first phase. A two-day long consultation that involved academics, researchers, and representatives from the Chamber of Commerce and Industry, professional organizations, community-based organizations, NGOs and government ministries was held in Dhaka in June 2008. Two more consultations on the draft were held at Rangamati and Rajshahi. The participants in these local consultations included government officials and a wide range of local stakeholders. The final draft NSAPR II incorporated written comments provided by CSOs and other stakeholders.</p> <p>The government intends to continue involving civil society in the implementation of NSAPR II, particularly on programs related to good governance, social protection, and disaster management strategies. On the governance strategy, the government plans to implement a number of cross-cutting initiatives to ensure greater transparency in government service delivery systems. One of these initiatives is to build alliances with the media and civil society to strengthen their watchdog role and undertake public awareness campaigns and advocacy programs around service delivery. The government is also encouraging CSOs to expand their contributions to the social safety net programs in order to protect the poor from social, economic, and natural shocks. In the area of disaster management, NSAPR II is focusing on facilitating collective action between the government, NGOs, and community organizations to reduce the risk of disasters in Bangladesh. The strategy is also geared at strengthening coordination among government agencies and CSOs at the grassroots level to maximize the efficient utilization of resources and ensure community participation.</p>
<b>BENIN</b>	Poverty Reduction Strategy Paper, September 13, 2011	<p>The PRSP-III in Benin was the result of a broad participative process that engaged all levels of government, the private sector, civil society, and donor agencies. The strategy originated from long-term plans envisioned in the National Study of Long-Term Perspectives (ENPLT) and Benin 2025 Alafia. It also built on the Strategic Development Orientations (OSD) paper outlined by the government in 2006. The PRSP-III operationalized the OSD through the preparation of the associated Priority Action Plan and the Medium-Term Economic Framework.</p> <p>The ENPLT and the OSD strategic documents were themselves the products of extensive consultations at the national and departmental levels. Thematic groups were established with government officials and representatives of civil society, the private sector, and donor agencies. Workshops were held to evaluate, consider, and incorporate cross-cutting themes such as gender, HIV/AIDS, demographics, environmental considerations, and human rights. The feedback from these groups informed the formulation of the PRSP-III. A participatory process was sought and clear efforts made to engage civil society and other societal groups outside the government, though some participants felt that the level of engagement could have been broader.</p> <p>Two committees were planned to strengthen implementation and monitoring of the PRSP. A national high-level committee (conseil d'orientation), comprising key central and line ministries, will be set up to oversee broad implementation and provide high-level engagement with the donor community. A steering committee (comité de pilotage) will monitor PRSP-III implementation and work closely with the National Assembly, civil society, and the donor community through regular monitoring and evaluation reporting.</p>

Country	Bank Board review date	Civic society participation
<b>BURKINA FASO</b>	Poverty Reduction Strategy Paper, July 26, 2011	<p>The Strategy for Accelerated Growth and Sustained Development (SCADD), adopted by the government in December 2010, provides a framework for achieving the government's goals for 2011–15. Building on progress under the Poverty Reduction and Growth Strategy (PRGS) implemented from 2000 to 2010 and consistent with the country's long-term development strategy, as outlined in the Burkina Faso Vision 2020, the SCADD prioritizes economic and social policies to support broad-based growth, sustained poverty reduction, and progress toward the MDGs.</p> <p>In the aftermath of the April 2011 wave of unrest, consensus was reached among the government, donor agencies, and other stakeholders on the need for broader and legitimate venues for citizens to express their voice. For this reason, the SCADD was prepared based on the outcome of an extensive consultation process and thematic studies. A website was set up to gather public contributions to the strategy's preparation, and civil society was invited to provide comments on various draft SCADD documents. A number of studies informed the SCADD's preparation, most notably a study of socioeconomic conditions and sources of growth in Burkina Faso.</p> <p>The SCADD formulation process lasted 19 months and saw the participation of a large spectrum of actors at the national and local levels. An initial workshop was organized in May 2010 to identify the country's development challenges for 2011–15. Sectoral and thematic consultations took place in February and March 2010. These consultations consisted of working sessions with government ministries. They assessed achievements and shortcomings and provided insight on the status of the policies, strategies, and action plans that had already been implemented.</p> <p>Regional consultations took place in March 2010. They included some 50 regional development actors, representing government, the private sector, civil society, and donor agencies. These workshops served as a forum for identifying regional development priorities while ensuring consistency with projected regional sector strategies and development plans. CSO input helped shape the framework for future collaboration around the implementation of the SCADD and local strategies aligned with it. In addition, civil society played an important role in the National Steering Committee of the SCADD, which supervised the implementation of the plan as well as its monitoring and evaluation.</p>
<b>CAMEROON</b>	Poverty Reduction Strategy Paper, February 16, 2010	<p>The Cameroon government revised the PRSP of April 2003 to produce a second-generation PRSP covering the five-year period 2008–12. The Growth and Employment Strategy Paper (GESP) followed a participatory approach involving many societal actors at every stage of the formulation process. The government organized countrywide participatory consultations in March 2008 in order to enlist the participation of civil society and the general public in identifying economic and social problems, as well as providing inputs into strategy formulation.</p> <p>After an inaugural seminar held in Yaoundé in March 2008, under the supervision of the minister of economy, planning, and regional development, 18 teams composed of facilitators and rapporteurs fanned out across the country. These consultations involved more than 6,000 people from different segments of society. An estimated 25 percent of the participants were women and 20 percent were youth. The consultation meetings were held in provincial capitals and small villages. They involved CSOs, local government officials, and citizens. Separate consultations were held with</p>

Country	Bank Board review date	Civic society participation
<b>CAMEROON, continued</b>		<p>marginalized or vulnerable groups, such as youth and people living with HIV/AIDS.</p> <p>The GESp calls for the government to seek significant civil society participation in the implementation stage of specific programs geared at reducing poverty at the grassroots level. The government will also carry out participatory monitoring of public investments, as well as of overall implementation of the GESp. Resources aimed at strengthening CSO response capability, representation, and governance will be expressly provided in each program in which they are involved.</p>
<b>CHAD</b>	<p>Poverty Reduction Strategy Paper, May 25, 2010</p>	<p>The Chadian government started the preparation process for the Second National Poverty Reduction Strategy (NPRS-2) in 2006, through the establishment of five thematic groups. These groups brought together representatives from civil society, the government, technical experts from the Poverty Observatory, and opinion leaders. The government tried to ensure systematic involvement of civil society representatives during the preparation process.</p> <p>National consultations with CSOs on the revision of the NPRS took place in N'Djamena in May 2007. Participants included CSO representatives, government officials, and technical experts. In September 2007, the Poverty Observatory teams organized several consultations with civil society in some key regions of the country. Participants in the regional consultations included religious leaders and representatives from NGOs, women's associations, and farmers associations. These consultations opened discussions between government officials and CSOs regarding various aspects of economic and administrative management of government agencies in different regions. The discussions enabled CSOs to candidly express their views on poverty and well-being issues. Following the consultations, CSO views were fully integrated when setting up priority areas of the revised NPRS.</p> <p>The government set up an institutional framework to implement, monitor, and evaluate the poverty reduction programs outlined in the NPRS-2. In addition to the high-level oversight committee, it will set up a government partners committee to facilitate ongoing consultations with CSOs and other stakeholders. In addition, a steering committee composed of representatives of civil society, the private sector, and political parties will continue to participate in NPRS-2 activities with support from the Technical Secretariat and sectoral government authorities.</p>
<b>COMOROS</b>	<p>Poverty Reduction Strategy Paper, April 8, 2010</p>	<p>During the preparation process of the Comoros Poverty Reduction and Growth Strategy Paper (PRGSP), the Committees for Development Planning, Monitoring, and Evaluation (COPSEDs) carried out preparatory studies on the actions needed for Comoros to achieve the MDGs. The COPSEDs were chaired by representatives from civil society and the private sector and received technical advice from the island planning directorates.</p> <p>The PRGSP defines "strengthening governance and social cohesion" as one of the country's core strategies for the next five years. The government intends to use the core strategy to build institutional capacity for democratic governance and social cohesion based on the promotion of human rights and the transparent management of public affairs. Two consultations were held in 2007 to collect recommendations from CSOs and other development actors to incorporate human rights principles into the PRGS. These recommendations included the identification of vulnerable groups and supporting capacity-building efforts to incorporate human rights-based approaches in PRGS implementation. CSOs recommended the adoption of</p>

Country	Bank Board review date	Civic society participation
<b>COMOROS, continued</b>		<p>regulations geared to protect vulnerable people and the establishment of an accountability mechanism to monitor these policies.</p> <p>The government also intends to strengthen civil society involvement in PRGS monitoring and evaluation. CSOs will be invited to participate in various surveys assessing government services related to the PRGS. They will be encouraged to participate in organizing, promoting, and reporting on public perceptions about implemented programs and projects, as well as to attend informational meetings and share lessons learned with other development stakeholders.</p>
<b>CÔTE D'IVOIRE</b>	<p>Poverty Reduction Strategy Paper, Progress Report, June 26, 2012</p>	<p>The 2012–15 National Development Plan was based on a process of countrywide consultations. It reflects the country's postconflict conditions. The immediate priority was to foster confidence in peace and reconciliation efforts, as well as to promote economic growth among all population groups. Consultation processes included a wide array of CSOs, including those representing opposition political parties.</p> <p>The plan articulates five principles: (a) building a secure society in which good governance is assured; (b) sustaining increases to national wealth, with equitable distribution; (c) providing equal access to quality social services, especially for women, children, and vulnerable groups; (d) creating a healthy environment with adequate living conditions; and (e) repositioning Côte d'Ivoire in the international arena.</p> <p>In the context of consolidating peace and social cohesion, the government committed to restore the level of trust and collaboration among people. A number of workshops and training seminars involving CSOs, community groups, faith-based organizations, and women leaders were held in various parts of the country with the support of the United Nations Operation in Cote d'Ivoire (UNOCI). These training programs covered various aspects related to building social cohesion, managing conflicts, and avoiding political manipulation. An awareness campaign on social cohesion was also conducted by the National Community Reintegration and Rehabilitation Program in Abidjan and in the interior for target populations. A national dialogue forum was organized by the Ivorian Civil Society Convention in May 2009. Some 350 recommendations and 50 resolutions were passed, including the creation of a national council on crisis recovery composed of representatives from the government, political parties, and civil society.</p>
<b>DEMOCRATIC REPUBLIC OF CONGO</b>	<p>Poverty Reduction Strategy Paper, July 1, 2010</p>	<p>The Poverty Reduction and Growth Strategy (PRGS) 2006–10 was geared at strengthening and diversifying the economy and reducing poverty. The strategy derived much of its strength from its broad-based participatory preparation process, which involved a series of consultations with stakeholders in different provinces of the country. Opinion surveys were undertaken countrywide, and extensive grassroots consultations were held in order to reflect the reality on the ground and the views of stakeholders in the design and implementation of the strategy.</p> <p>CSOs also formed working groups to compile their assessments with respect to implementation of the PRGS according to priority sectors, such as health, education, water and sanitation, agriculture, and rural development. The results of these evaluations were presented at the general review of the PRGS in March 2010. In addition, donor agencies conducted a mid-term assessment of the Country Assistance Framework and the conclusions of their evaluation were also incorporated into this report.</p>

Country	Bank Board review date	Civic society participation
<b>DEMOCRATIC REPUBLIC OF CONGO,</b> <i>continued</i>		<p>Thematic groups were instituted in 2008 to serve as a framework for consultations between the government and CSOs on aspects of PRGS implementation. For instance, the government revised its national health strategy based on findings from research and recommendations made by CSOs, provincial and district health workers, and donor agencies. The government took action to strengthen local leadership by promoting capacity building for provincial deputies, decentralizing government personnel, and continuing to actively engage CSOs in four provinces (Bandundu, Katanga, Maniema, and South Kivu).</p> <p>The government also empowered local communities to monitor forest management plans in the provinces of Equateur, Bandundu, and Orientale. Seminars and consultations were arranged as part of the participatory zoning process to support implementation of the forest code. The government also conducted informational and awareness campaigns regarding its social protection strategy, community development, and wealth creation. Key actions implemented included provincial consultations and development of a document on child protection in case of divorce or family separation, training of public workers, and policy strengthening.</p>
<b>REPUBLIC OF CONGO</b>	Poverty Reduction Strategy Paper Progress Report, <i>January 26, 2010</i> ; Poverty Reduction Strategy Paper, <i>May 29, 2012</i>	<p>The second report on the implementation of the Growth and Poverty Reduction Strategy Paper (GPRSP) was prepared in March 2010, using a participatory approach. Several working groups, made up of more than 500 representatives from national and provincial governments, CSOs, donor agencies, and the private sector, were formed to carry out sector reviews. CSOs formed separate working groups to compile their assessments on GPRSP implementation. The results of these evaluations were presented at a strategy review meeting in March 2010 and later integrated into the report. They emphasized the need to involve CSOs, women, minority groups, and the media in the strategy formulation and implementation process.</p> <p>Several permanent mechanisms created to support GPRSP implementation involved civil society. The National Poverty Reduction Committee (CNLP), created to monitor GPRSP implementation, comprises representatives of government ministries, donor agencies, and CSOs involved in poverty reduction activities. A Permanent Technical Secretariat and thematic and sectoral groups were also established to assist the CNLP. Representatives from various civil society constituencies, including NGOs, professional associations, labor unions, and faith-based groups, participated in these bodies.</p> <p>The GPRSP-2 was launched in March 2011, with a stakeholder consultation workshop attended by representatives of civil society, political parties, and research centers from various regions. The workshop focused on six thematic groups: governance, the economy, infrastructure, development and social inclusion, training and scientific research, and sustainable development. After the thematic reports were adopted, in July 2011, the permanent technical secretariat of the CNLP produced a draft of the PRSP-2. Participants advised the government to be more concise and reader friendly, in order to create a document that is accessible to civil society and the international community.</p> <p>Suggestions for strengthening the strategy included setting clear, realistic targets that allow all stakeholders to work toward the same goals and integrating civil society and social accountability provisions within the strategy and Bank-financed projects. Other suggestions included creating an independent PRSP consultative committee to monitor PRSP progress. Despite these inclusive approaches, some participants, including CSO representatives, expressed concern that their views had not been included.</p>

Country	Bank Board review date	Civic society participation
<b>ETHIOPIA</b>	Poverty Reduction Strategy Paper, <i>September 8, 2011</i>	Ethiopia's Growth and Transformation Plan (GTP) is a medium-term strategic framework for 2010–15. Preparation within Ethiopia began in September 2009, with consultations at the regional and local levels led by senior officials and consultations at the federal level chaired by the prime minister. Consultative meetings were also held with representatives from the private sector, universities, civil society (including women and youth organizations), religious institutions, professional associations, and donor agencies. These consultations provided an opportunity for stakeholders to comment on the parameters and architecture of the poverty reduction strategy. The GTP was finalized in November 2010 and sent to donor agencies in early 2011 for their final approval.
<b>GAMBIA, THE</b>	Poverty Reduction Strategy Paper, <i>May 31, 2012</i>	<p>The Gambian authorities launched the Program for Accelerated Growth and Employment (PAGE) for 2012–15 in December 2011. Consistent with the Bank's Africa Strategy, PAGE was organized around five pillars: accelerating and sustaining economic growth; improving and modernizing infrastructure; strengthening human capital and enhancing access to social services; improving governance and increasing economic competitiveness; and reinforcing social cohesion. Findings from the United Nations Development Programme's 2011 Poverty Assessments and the 2010 Integrated Household Budget Survey were incorporated into the PAGE poverty strategy.</p> <p>During the preparatory process for the strategy, the Ministry of Finance and Economic Affairs facilitated thematic group meetings composed of representatives from public sector institutions, private sector entities, donor agencies, and CSOs. Topics included public financial management, tourism, land use planning, agriculture, energy, information and communication infrastructure, and social protection. The groups set goals for service delivery, identified annual performance targets, developed a monitoring framework, established timelines, and prioritized interventions. In addition, stakeholder consultative workshops and focus group discussions were held with representatives from government, the private sector, and civil society. CSOs participated in drafting some chapters of the PAGE, and consultations involved local communities.</p>
<b>GHANA</b>	Poverty Reduction Strategy Paper, <i>August 25, 2011</i>	<p>The Ghana Shared Growth and Development Agenda (GSGDA) for 2010–13 involved broad participation of a cross-section of the population. The role of civil society as a key stakeholder in the development process was considered critical to addressing social concerns, as well as to achieving transparency and accountability of the public sector. The GSGDA consists of policy, budget, and monitoring and evaluation frameworks. The first two were published in December 2010 by the National Development Planning Commission (NDPC); the third was published in 2011.</p> <p>Policy formulation involved the formation of Cross-Sectoral Planning Groups (CSPG)—technical working groups organized around thematic areas. Their activities were coordinated by the technical staff of the NDPC. A consultative group meeting was held in September 2010 with CSPG members, including representatives from government ministries and implementing agencies, professional associations, universities, research centers, NGOs, community-based organizations, labor unions, people with disabilities, business associations, and donor agencies. In addition to this participatory process, there was extensive CSO participation in monitoring and evaluating the poverty strategy.</p> <p>A critical issue identified by CSOs through this consultation process was poverty among women. To address the problem, the planning process will</p>

Country	Bank Board review date	Civic society participation
<b>GHANA, continued</b>		<p>involve multisectoral consultative meetings with critical stakeholders, such as political parties, CSOs, women’s advocacy groups, and government ministries. Efforts will focus on empowering women economically by increasing access to land, labor, credit, markets, information, technology, and business services as well as social protection. In addition, a social accountability framework will be established through the review of existing participatory processes within the policy cycle, and effective communication channels will be established between the government and civil society. The flow of information will enhance civil society engagement in the policy process and build CSO capacity to promote greater social accountability in the policy process.</p>
<b>GUINEA-BISSAU</b>	<p>Poverty Reduction Strategy Paper <i>December 16, 2010</i>; Poverty Reduction Strategy Paper-II, <i>October 18, 2011</i></p>	<p>Preparation of the Guinea-Bissau PRSP-II involved key stakeholders to ensure broad participation and national ownership. It was designed based on the experience from the PRSP-I consultation process. Preparation began in April 2010, through several seminars to discuss the findings of several studies carried out to guide the process. A technical committee and a steering committee were established to facilitate the strategy formulation process. The prime minister chaired the steering committee, which comprised members of the government and representatives of civil society, the private sector, and donor agencies.</p> <p>Nine thematic working groups were set up to begin the drafting process. The themes were reform of the defense and security sector; reform of the public administration, institutional capacity, and decentralization units; agriculture and food security; macroeconomic management and growth-generating sectors; population, human capital, and social sectors; poverty, vulnerability, and inequality; economic infrastructure, energy, and telecommunications; the private sector and employment; and monitoring and evaluation. Working group sessions, which took place from May to September 2010, produced a diagnosis of each area, identified problems to be addressed, and proposed the core program priorities for the PRSP-II. Efforts were made to involve women in all stages of the process and the Ministry of Women, which oversees the Institute for Women and Children, chaired the sixth thematic group. Women accounted for 14 percent of the members of working groups preparing the thematic reports, a clear improvement over the first PRSP.</p> <p>Following the thematic workshops, two regional consultations in each of the country’s eight regions and two national consultations were held between October 2010 and May 2011. The regional consultations served as a platform to solicit citizen opinions, as well as to ensure greater ownership of the strategy contents. Two national consultations provided the opportunity for the private sector and civil society to express their views on the proposed priorities, as well as their expectations on strengthening their collaboration with the government. The steering committee met in November 2010 to assess progress made in the preparation of the PRSP II and present the second report on the implementation of PRSP-I. In May 2011, the committee gathered again for the final discussion and approval of PRSP-II.</p>
<b>KENYA</b>	<p>Poverty Reduction Strategy Paper, <i>March 23, 2010</i></p>	<p>The Kenya Vision 2030 and First Medium-Term Plan (MTP) for 2008–12 was prepared in early 2007 but submitted to donor agencies in October 2009. The MTP was prepared through a broad-based consultation process that reflected a general consensus around the country’s broad goals for growth, social equity, and governance reform. By the time it was issued in</p>

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<b>KENYA, continued</b>		<p>2008, however, Kenya had experienced the 2007 postelection violence and a grand coalition government had been established.</p> <p>The Vision and the MTP were structured around three economic, social, and political pillars. The economic plan focused on six sectors: tourism, agriculture, manufacturing, trade, information technology, and financial services. Under the political pillar, MTP identified strategies to strengthen democracy and public participation in order to promote a “people centered and politically engaged open society.” Accordingly, a goal for 2012 was to enact and operationalize a policy, legal, and institutional framework to enhance democratic participation. The specific strategies included increasing engagement between the government, civil society, and the private sector; pursuing the constitutional and legal reforms necessary to decentralize power and support local governance; encouraging formal and informal civic education programs; and promoting the free flow of information.</p>
<b>LAO PEOPLE’S DEMOCRATIC REPUBLIC</b>	Poverty Reduction Strategy Paper Progress Report, <i>January 12, 2012</i>	<p>The Seventh National Socio-Economic Development Plan (NSEDP) for 2011–15 provides a comprehensive strategy for development. It includes a range of medium- and long-term policies aimed at sustaining growth and reducing poverty. Formulation of the plan followed a comprehensive and inclusive process. The Ministry of Planning and Investment and line ministries led the consultations with local communities, focusing on the poorest districts. The private sector, donor agencies, and civil society were consulted through roundtable meetings. Additional participants included members of the National Assembly and organizations such as the Lao PDR Women’s Union.</p> <p>The NSEDP describes the participatory process, but it does not report on the comments provided, making it difficult to determine how consultations shaped the plan. The NSEDP is currently posted on the roundtable meeting website, and the government has disseminated it through the media and local government workshops. Dissemination of the plan could be improved by translating it into minority languages, creating an NSEDP-dedicated website, and seeking regular stakeholder feedback during implementation.</p> <p>An important priority of the NSEDP is to encourage the participation and initiative of local communities based on a participatory development approach. The strategy proposed participatory planning at the village, local council (Kumban), and district levels to implement poverty reduction projects in the most effective ways, and to enhance participation at the village and Kumban levels by building the capacity of local project staff. The strategy will also strengthen organizations responsible for implementing rural development and poverty alleviation programs at the national, provincial, and local levels, enabling them to supervise, monitor, and report on the results.</p> <p>In the education sector, for instance, the strategy encourages citizen involvement by creating an enabling environment for parents and citizens to participate in implementing educational policy. Private schools are to be expanded and regarded as important components of the national education system. To promote gender equality, the strategy will ensure that the rights and benefits of women and children are protected. Favorable conditions will be created to allow women to upgrade their professional and technical knowledge, and they will be encouraged to participate in self-development and national development. The program will attempt to eliminate all forms of discrimination and violence against women and children, especially women belonging to minority ethnic groups.</p>

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<b>LIBERIA</b>	Poverty Reduction Strategy Paper Progress Report, June 29, 2010	<p>The First Annual Progress Report on the Liberia PRSP is based primarily on qualitative and quantitative information gathered over a seven-month period from key stakeholders, including government ministries and implementing agencies, donor agencies, business associations, and CSOs.</p> <p>Liberia reports having made slow progress on implementing the PRSP. The impact of the global economic crisis affected implementation and slowed the pace of growth. Although the government did not meet the expected implementation rate during the period under review, it established clear ownership of its development agenda and laid the groundwork for sustainable and equitable development.</p> <p>One of the priority areas identified in the PRSP is to enhance citizen participation and strengthen civil society participation in governance. To this end, the government initiated several priority interventions. In the energy sector, it focused on improving the legal, institutional, and regulatory frameworks. A draft of the national energy policy and the strategic plan for the energy sector were developed and submitted to the Cabinet for approval. As part of this process, consultative and validation workshops were held with CSOs, business associations, and donor agencies in Monrovia, Gbarnga, and Zwedru.</p> <p>During the first year of implementation, the government expanded and strengthened the country-level monitoring and evaluation (M&amp;E) framework. The M&amp;E working group developed monitoring indicators based on input from multiple stakeholders, including line ministries, CSOs, and donor agencies. Baseline data were generated from indicators of the Core Welfare Indicator Questionnaire and Liberia Demographic and Health Survey.</p>
<b>MAURITANIA</b>	Poverty Reduction Strategy Paper Progress Report, August 4, 2010	<p>The process of drafting Mauritania's PRSP action plan was participatory and involved extensive consultations with a broad range of stakeholders. The participatory approach emphasized four levels of broad-based consultation processes: (a) engagement of the Interministerial Poverty Reduction Committee, which provided space for dialogue and exchanging ideas on leadership, and oversaw the formulation, execution, monitoring, and evaluation of the PRSP; (b) involvement of technical committees, such as the Sectoral Technical Committee and Thematic Technical Group, which provided a broad framework for technical dialogue; (c) establishment of a permanent consultative mechanism that includes the Government-Private Sector-Civil Society Consultative Committee, and the Government-Donor Agencies Consultative Committee; and (d) the holding of a National Consultative Conference in February 2011 in Nouakchott, which set the consultative framework for discussing key economic and social development problems. Participants included national and regional government (wilayas) officials, parliamentarians, local officials, and representatives from political parties, business associations, universities, the media, civil society, and donor agencies.</p> <p>Stakeholders made a number of important recommendations to the government geared to promoting pro-poor growth. They called, for instance, on the government to support the diversification of income sources in rural areas to better meet food needs, implement appropriate natural disaster prevention and crisis response mechanisms, accelerate the improvement of slum areas, and provide microfinance services. In order to improve health and nutrition, participants recommended the revitalization of the primary health care system with community participation in health centers. They also suggested the equitable distribution of water</p>

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<b>MAURITANIA, continued</b>		<p>infrastructure across regions and greater efforts to implement the gender strategy and capitalize on the achievements made under the PRSP-II.</p> <p>CSOs in particular stressed the importance of improved governance, including the inclusion of national languages, the promotion of civil liberties and human rights, the adoption of conflict-prevention policies, the review of the electoral system, and greater decentralization reform to promote democratic practices. Participants called on donor agencies to consider a recent review of the environmental sector and to explore environmental financing mechanisms for integration in development projects. They also proposed enhancing the monitoring and evaluation of PRSP implementation and increasing the involvement of CSOs in the design, monitoring, and implementation of government development programs.</p>
<b>MOZAMBIQUE</b>	<p>Poverty Reduction Strategy Paper, January 10, 2012</p>	<p>The Third PRSP (Plano de Acção para Redução da Pobreza or PARP) for 2011–14 was prepared in a participatory manner. It benefited from broad consultations at the national and district levels with representatives from government, civil society, the private sector, and donor agencies. It reflected key findings from a high-level conference, held in Maputo in February 2011, designed to allow government officials to learn from international experience and successful strategies to promote inclusive growth and sustained poverty reduction. The prime minister presented the PARP to stakeholders and donor agencies in April 2011 and it was endorsed by the Council of Ministers in May 2011.</p> <p>The PARP consultation process produced a number of recommendations that were incorporated in the strategy. In the area of human rights, the government and civil society were urged to strengthen institutional and informal mechanisms for discouraging acts of violence of any kind, human trafficking, and all practices that run contrary to the values of solidarity, equality, and tolerance. The Central Office for Combating Corruption is already playing a key role in strengthening procedural processes, improving measures for preventing and combating corruption, and increasing the number of people prosecuted and the number of sentences managed.</p> <p>One of the strategic objectives of the PARP is to improve dialogue between the public and private sectors on employment and business trends. Toward that end, the strategy proposes the establishment of an Employment and Training Observatory, which would lead the discussion and consultation with government on the current situation and outlook for the labor market and vocational training. It would also assess and present the results of various employment support programs or funds.</p>
<b>NICARAGUA</b>	<p>Poverty Reduction Strategy Paper, July 27, 2010</p>	<p>The national consultation process for the National Human Development Plan (NHDP) began in 2006, during the presidential electoral campaign. It reached broad-based sectors and communities. The National Economic and Social Planning Council consolidated the nationwide consultation process, which involved meetings with communities around the country. These meetings, which emphasized integrating local priorities into the NHDP, brought together citizens, labor unions, CSOs, and local and national government officials. The ideas and recommendations raised during these meetings were recorded and incorporated into the strategy.</p> <p>In April 2008, President Daniel Ortega called a meeting with donor agencies to present the NHDP. Sectoral roundtables were subsequently established with donor agency representatives to discuss a wide range of topics, including energy, health, education, production and competitiveness, infrastructure, governance, and social development. These roundtables</p>

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<b>NICARAGUA</b> , <i>continued</i>		<p>became a space for dialogue between the government, the private sector, and civil society. Many organizations—including political parties, business associations, labor unions, citizens movements, churches, universities, and research centers—thus contributed their views and expertise to the drafting of the NHDP.</p> <p>The consultation process produced a number of important recommendations regarding governance and transparency. The strategy proposes speeding up implementation of the Freedom of Information Law approved in 2007 and further strengthening the Comptroller General’s Office (CGO), which the National Assembly strengthened in July 2009. As stipulated by both laws, CSOs should be informed and encouraged to exercise a greater role in overseeing and guaranteeing the selection of independent and qualified professionals to the CGO. Moreover, the CGO should pursue new regulations that would allow it to begin auditing binational entities in which the public sector has a stake. These actions and reforms are necessary to guarantee information integrity, promote accountability for public resources, and deter corruption.</p>
<b>SIERRA LEONE</b>	Poverty Reduction Strategy Paper, <i>October 20, 2009</i>	<p>Preparation of Sierra Leone’s Second PRSP-II went through a participatory process involving representatives from national and local governments, civil society, Parliament, and donor agencies. Contributions from key ministries and agencies were shared with development partners, CSOs, and parliamentarians. After a series of consultations and regional workshops, the PRSP-II was validated at a national stakeholders’ meeting, approved by the Cabinet, and endorsed by the Parliament. The government disseminated the strategy widely in order to broaden citizens’ awareness, ensure continued ownership and support for the reform program, and enlist citizens in monitoring PRSP-II implementation.</p> <p>A Core Committee comprising the Office of the President, the Bank of Sierra Leone, the Ministry of Finance and Economic Development, Statistics Sierra Leone, and the Development Assistance Co-ordination Office met regularly throughout the development of the strategy. In March 2009, the Core Committee developed an outline of the PRSP-II, which was circulated to all key stakeholders for consultation. The Core Committee also met with seven CSO umbrella organizations at the national level to discuss the outline and the process. At this meeting, CSOs reiterated their commitment to working closely with the government in preparing the final strategy. At the regional level, the government met with village elders, religious leaders, women’s groups, CSOs, civil servants, farmers associations, and youth groups.</p>
<b>TANZANIA</b>	Poverty Reduction Strategy Paper, <i>February 22, 2011</i>	<p>Tanzania’s Second National Strategy for Growth and Reduction of Poverty (MKUKUTA-II) for 2011–15 was developed through a broad-based consultation process led by the government and involving a wide range of stakeholders. The process began with in-depth sectoral reviews of MKUKUTA-I, as well as several preparatory diagnostic studies, the results of which helped shape the policy priorities of MKUKUTA-II. Consultations involved representatives from government ministries and implementing agencies, local governments, Parliament, CSOs, universities, and the private sector. The African Peer Review Mechanism and the National Social Protection Framework greatly influenced the approach taken for the consultations, which involved stakeholder-led and national-level consultations. The objectives of these consultations were threefold: to identify gaps in the draft, enhance national ownership of development initiatives, and build the capacity of national stakeholders.</p>

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<b>TANZANIA, continued</b>		<p>The consultations produced a number of recommendations that were included as priorities in MKUKUTA-II. The proposed core reforms, for instance, will address weaknesses in public service and finance management, public goods and services delivery systems, local-national government relations, the business and investment environment and financial services, stakeholders' participation, and enforcement of the rule of law and order. Efforts will also be made to deepen democracy through further electoral reforms, expanded freedom of expression, enhanced transparency, local participation, and access to information. The strategy considers promoting the use of information and communications technology in public service delivery and complete installation of e-government. It will also seek to promote gender equity and broaden women's participation in planning, budgeting, and implementation.</p> <p>Specific goals of MKUKUTA-II include (a) developing awareness campaigns, disseminating information, and providing selected training to the general public, media, and CSOs on the roles of the state; (b) enhancing independence, transparency, and stakeholder participation, in accordance with regulations, procedures, and legal provisions; and (c) building the capacity of oversight and watchdog institutions, including the media and CSOs, in order to enhance domestic accountability.</p>
<b>TAJIKISTAN</b>	Poverty Reduction Strategy Paper, May 25, 2010	<p>Preparation of the third PRSP used a participatory approach that included public dissemination and discussion of the strategy, participation in the PRSP monitoring process, and transparency and accountability in the implementation process. The National Development Council is chaired by the president of Tajikistan, who appointed other council members, including representatives from government, Parliament, and civil society. The council determines the overall reform strategy. It was established to ensure collaboration between government agencies, the private sector, and civil society. A coordinating group was established to oversee the process of drafting the PRSP and hold regional consultations. In addition, sector working groups, composed of representatives from government, civil society, private sector, academia, and donor agencies, were established to detail the strategy.</p> <p>The PRSP serves as the basis for establishing cooperation between the government and civil society, which is a priority for implementation of the poverty strategy. In order to improve the investment and business climate in the country, for instance, plans have been developed to provide training to entrepreneurs. Because poverty reduction depends on the effectiveness of the social assistance system, the PRSP calls for increasing access to social services. This effort will be carried out by local councils (jamoats) in cooperation with CSOs. The participation of civil society in PRSP monitoring and evaluation processes will also be encouraged. The jamoats will provide information on how the strategy is being implemented, as perceived by the population, particularly with regard to local problems. The public will have access to the results of PRSP monitoring and evaluation, and suggestions and comments will be collected from citizens and public organizations. CSOs will be involved in conducting research on PRSP implementation problems, particularly in areas not covered by official statistics.</p>

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<b>TOGO</b>	Poverty Reduction Strategy Paper, Progress Report, December 8, 2009; Poverty Reduction Strategy Paper, December 14, 2010	<p>Preparation for the full PRSP (FPRSP) started in May 2008, with a national forum chaired by the prime minister. The draft paper was validated at a national workshop held in April 2009, attended by a range of stakeholders, including representatives of public institutions, the private sector, civil society, and donor agencies.</p> <p>The FPRSP was the subject of a special consultation with the National Assembly. It was adopted by the Council of Ministers. Working procedures were adopted at an interministerial meeting held in August 2010, which established a process for drafting and discussing the FPRSP annual progress report in a participatory manner. The institutional arrangements planned for strategy implementation included a national council, technical working groups, local participatory monitoring committees, and a CSO network.</p> <p>The government engaged relevant stakeholders at a workshop in September 2010, at which the PRSP Progress Report was disseminated and discussed. The report indicated satisfactory implementation of the PRSP in several areas, including greater engagement of political and civil society actors in the country's affairs; improved transparency and accountability, through the development of a communications strategy for putting an e-government platform in place; and adoption of a national program to support grassroots development. Various steps have been taken to set up a network of CSOs to monitor and evaluate the PRSP. They include briefing and training CSOs on development and poverty reduction topics and monitoring of the PRSP and conducting a review of legal, legislative, and regulatory frameworks for the organization and modus operandi of CSO activities, networks, and associations (faitières). A study on the contribution of CSOs to poverty reduction included local, regional, and national consultations.</p>
<b>UGANDA</b>	Poverty Reduction Strategy Paper, April 20, 2010	<p>Preparation of the National Development Plan (NDP) used an iterative, consultative, and participatory approach in order to increase support and ownership of the plan. The NDP expands on the vision of the earlier Poverty Eradication Action Plans. It was developed through an extensive and broad-based country-driven consultative process in 2008–09. The process took longer than expected, in part because it used a bottom-up approach through active consultations with grassroots stakeholders, including at the local government level. The process ensured ample participation by the government, civil society, and the private sector. The NDP thus largely reflects a broad national consensus on the country's strategy for growth, social progress, and governance.</p> <p>A stakeholders forum was created to present and address the views of multiple stakeholders, such as NGOs, community groups, business associations, and the media. These stakeholders play a vital role in representing the views and experiences of public service beneficiaries and in holding public officials accountable. The consultation process produced several recommendations to enhance the participation of civil society. The social development sector, for instance, identified strategies to partner with civil society to develop comprehensive community response programs for vulnerable groups such as orphans, widows, the elderly, and ethnic minorities; provide social protection for abused and neglected children and infants; promote gender equality and empower women through development plans, programs, and projects; and foster independence and transparency of the judicial process, among others.</p> <p>The NDP also identified a lack of information about CSOs and their contributions to development. For this reason, the strategy supported the effort by</p>

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<b>UGANDA, continued</b>		<p>the Uganda Bureau of Statistics and the Uganda National NGO Forum to undertake a comprehensive NGO sector survey to establish the value of NGOs' work to Uganda's economy and their contribution to national health and well-being. The strategy also identified the need to develop a framework to institutionalize government-CSO engagement at the national and district levels, including a reform of the NGO law to facilitate government-CSO cooperation and partnership. With this in mind, the NDP defined priority actions to create a more enabling operating environment for CSOs in the next five years in order to ensure better coordination of civil society initiatives to avoid duplication and the waste of resources. This effort includes working with CSOs to develop a comprehensive cooperation framework based on principles of mutual accountability by the government and CSOs. It also seeks to secure more sustainable sources of financing for CSOs in ways that will guarantee their autonomy but ensure public accountability for resources received from local and international sources.</p>





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