

# World Bank– Civil Society Engagement

---

Review of Fiscal  
Years 2007 to 2009



THE WORLD BANK



# World Bank– Civil Society Engagement

---

Review of Fiscal  
Years 2007 to 2009



©2009

The International Bank for Reconstruction and Development/The World Bank  
1818 H Street, NW  
Washington, DC 20433 USA

All rights reserved

This volume is a product of the staff of the International Bank for Reconstruction and Development / The World Bank. The findings, interpretations, and conclusions expressed in this volume do not necessarily reflect the views of the Executive Directors of The World Bank or the governments they represent.

The World Bank does not guarantee the accuracy of the data included in this work. The boundaries, colors, denominations, and other information shown on any map in this work do not imply any judgment on the part of The World Bank concerning the legal status of any territory or the endorsement or acceptance of such boundaries.

#### **Rights and Permissions**

The material in this publication is copyrighted. Permission is hereby given to copy, translate, and disseminate it, as long as no profit is derived therefrom.

For further information or to order printed copies of the Civil Society Review, contact the Civil Society Team at [www.worldbank.org/civilsociety](http://www.worldbank.org/civilsociety)

or by e-mail at  
[civilsociety@worldbank.org](mailto:civilsociety@worldbank.org)

or by mail at  
Civil Society Team  
The World Bank  
1818 H Street, NW  
Mail Stop: MC9-903  
Washington, DC 20433  
USA

Phone: (202) 473-1840  
Fax: (202) 522-2241  
E-mail: [civilsociety@worldbank.org](mailto:civilsociety@worldbank.org)



CIVIL SOCIETY TEAM

# Table of Contents

Foreword	vii
Preface	ix
Abbreviations and Acronyms	xi
Executive Summary	xv
<b>1. World Bank Engagement with Civil Society</b>	<b>1</b>
Policy Dialogue at the Global Level	2
Annual and Spring Meetings	2
Food and Financial Crises Roundtables	6
Engagement with Global Civil Society Networks	7
Thematic Engagement	8
Accountability and Transparency	8
Urban Water and Sanitation	9
Seeking Common Definitions on Odious Debt	11
<b>2. Consultation on Bank Research, Strategies, Policies, and Operations</b>	<b>13</b>
Global-Level Consultations	13
Governance and Anticorruption Strategy	13
World Development Report on Agriculture	14
Strategic Framework on Climate Change	14
Information Disclosure Policy Review	16
Country-Level Consultations	17
Country Assistance Strategies	17
Poverty Reduction Strategies	19
<b>3. Operational Collaboration and Institutional Partnerships</b>	<b>21</b>
Civic Engagement and Social Accountability	21
Governance and Anticorruption	23
Mainstreaming Civil Society Involvement in Bank-Funded Projects	24
Community-Driven Development	26
Supporting Civil Society Organization Initiatives through Grant Funding	28
Civil Society Fund	28
Development Marketplace	29
Global Environment Facility	30
Multi-Country HIV/AIDS Program for Africa	31
Extractive Industries Transparency Initiative Fund	31
Community Connections Campaign	32
Operational Collaboration and Institutional Partnerships	34

Climate Change Partnerships with Civil Society	34
Joint Training and Capacity Building	35
<b>4. CSO Engagement across the World Bank Group</b>	<b>39</b>
International Finance Corporation	39
Multilateral Investment Guarantee Agency	40
Inspection Panel	41
Compliance Advisor and Ombudsman	42
World Bank Institute	43
Information Disclosure	44
Web Development	45
Development Communications	45
Liaising with Multilateral Development Banks and UN Agencies	46
<b>5. Civil Society Engagement at the Regional and Country Levels</b>	<b>49</b>
Africa	49
East Asia and the Pacific	51
Eastern Europe and Central Asia	52
Latin America and the Caribbean	54
Middle East and North Africa	56
South Asia	57
North America	59
United States	59
Canada	60
Europe	61
France	61
Germany and Austria	62
Italy and Portugal	62
The Netherlands	63
Nordic Countries	63
Spain	63
Switzerland	64
United Kingdom and Ireland	64
Japan	64
<b>6. Outreach to Civil Society Constituencies</b>	<b>65</b>
Children and Youth	65
Persons with Disabilities	66
Faith-Based Groups	67
Foundations	68
Gender Groups	68
Labor Unions	69
Parliamentarians	70
<b>7. Conclusion</b>	<b>73</b>

## Figures and Table

Figure 1. Civil Society Involvement in Country Assistance Strategies, Approved in Fiscal Years 2007–09	18
Figure 2. Participation Approaches and Strategy Components as Reported in CAS Documents, Approved in Fiscal Years 2007–09	18
Figure 3. Civil Society Involvement in Poverty Reduction Strategies, Approved in Fiscal Years 2007–09	20
Figure 4. Participation Approaches and Strategy Components as Reported in PRSP Documents, Approved in Fiscal Years 2007–09	20
Figure 5. Civil Society Involvement in World Bank Projects, Fiscal Years 1990–2009	25
Figure 6. Bank–Civil Society Engagement Continuum	36
Table 1. Bank–Civil Society Engagement Levels and Characteristics	36

## Boxes

1. Strengthening Relations with Civil Society CEOs	5
2. Incorporating Civil Society Views into Global Health Planning	10
3. Consulting on IDA 15 Replenishment	15
4. Civil Society Consultations in Peru’s Partnership Strategy	19
5. Promoting Social Accountability and Transparency in Madagascar	22
6. Local Excellence-in-Governance Competition in Burkina Faso, Guinea, and Rwanda	23
7. Engaging CSOs on the Demand-for-Good-Governance Agenda	24
8. Participatory Development in Northeast Brazil	26
9. Good Practice in Indonesia’s Kecamatan Development Program	27
10. Supporting CSO Transparency and Anticorruption Efforts	32
11. Bank-CSO Collaboration in Food Crisis Response Efforts	35
12. World Learning Training Study Recommendations	37
13. IFC Expands Civil Society Engagement at the Country Level	40
14. Increased Role for CSOs in African Regional Dialogue	50
15. Regional Bank–CSO Meeting Expands Engagement in Asia	51
16. Bank Maintains Close Relations with CSOs in Turkey	53
17. Promoting Transparency and Governance in Honduras	55
18. Improving Relations through Information Exchange in Egypt	56
19. Community Development for Economic Growth in Sri Lanka	59
20. Bank-InterAction Workshops Promote Technical Exchange	60
21. Engaging Pan-European CSOs in Brussels	62
22. Welcoming Youth Voices at the Annual Meetings	66
23. Strengthening Community Foundations around the World	68
24. World Bank–Trade Union Perceptions Point to Growing Synergies	70

## Annexes

I. Consulting Civil Society on Country Assistance Strategies, Fiscal Years 2007 to 2009	77
II. Civil Society Participation in the Poverty Reduction Strategy Papers, Fiscal Years 2007 to 2009	121



# Foreword

We are pleased to present the latest report on the World Bank's interaction with civil society worldwide. The *World Bank–Civil Society Engagement: Review of Fiscal Years 2007 to 2009* highlights the many tangible benefits this collaboration generates for the Bank's poverty reduction mission and global development efforts where civil society brings its unique experience and expertise to bear.

During the last three fiscal years, World Bank–civil society relations have grown in breadth and depth in several important areas. The extensive and thoughtful policy dialogue carried out during the high-level roundtables on the food and financial crises was clear evidence of growing mutual interests. This was further reflected in the increasing number of civil society organizations (CSOs), and especially CEOs, attending our Annual and Spring Meetings in Washington, DC. This period also witnessed extensive consultation efforts with a wide array of CSOs on the review of governance, climate change, and information disclosure policies. At the country level, dialogue and consultations also continued to expand around country assistance strategies and poverty reduction strategy papers.

This report also highlights the increasing number of examples of civil society involvement in Bank operations across the institution. CSOs benefited as recipients from such grant funds as the Civil Society Fund, Development Marketplace, and Extractive Industries Transparency Fund. CSOs were also involved in different ways in the design and preparation of 792 of the 1,059 projects funded over the last three years. The report highlights many vivid examples of Bank–government–CSO collaboration at the country level, such as the close cooperation on post-tsunami reconstruction in Aceh, Indonesia, and the rural poverty project in Northeast Brazil. Relations with specific constituencies, such as foundations, trade unions, faith-based organizations, youth groups, people with disabilities, and parliamentarians intensified during the last three years.

Over the coming years we hope to further strengthen our collaborative efforts with CSOs in order to more effectively meet global development challenges and help improve development outcomes at the country level.



**Marwan Muasher**  
Senior Vice President  
External Affairs  
The World Bank



# Preface

This review synthesizes the experience of the World Bank Group<sup>1</sup> (hereafter referred to as the Bank) in engaging and interfacing with civil society during fiscal years 2007 to 2009, which is the period from July 1, 2006, through June 30, 2009. The review is produced with inputs from staff members across the Bank and is distributed to a broad range of stakeholders, such as civil society representatives, government officials, business leaders, World Bank executive directors and managers, other 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 and from the country to the regional and global levels. It summarizes and highlights some of the most significant activities, results, and trends. We welcome your comments and suggestions on this report, and request that you e-mail them to [civilsociety@worldbank.org](mailto:civilsociety@worldbank.org).

This publication was produced by John Garrison and Carmen Monico of the Bank's Civil Society Team. Edith Grace Ssempala provided management oversight. Special thanks to Hui Mien Tan for assisting in the review of projects approved in fiscal year 2007, Mamata Pokharel for doing the same for fiscal years 2008 and 2009 portfolios, and Soniya Mitra for assisting with the review of strategy documents. David Anderson carried out the copyediting. Naylor Design, Inc., provided design and copy desk services, and Aziz Gokdemir of the Bank's Publications Unit managed the publishing process.

We also wish to thank numerous staff across the Bank for providing information and data for the report, or reviewing the various drafts: Akiko Ishii, Alexandra Brunais, Aliyah Husain, Ana Bellver, Anabela Garcia-Abreu, Anwar B. Ravat, Barbara Genevaz, Brady Walkinshaw, Chaira Bronchi, Christian Hofer, Chulie de Silva, Columkill Garrity, Daniel Owen, David Steel, Dennis Drew Harton, Diana Ya-Wai Chung, Dilek Barlas, Dilya Zoirova, Dina Mohamed El Naggar, Douglas Ramage, Edith Wilson, Eduardo

Abbott, Eleanor Fink, Elisaveta Kokotanova, Elizabeth Jane Mealey, Elizabeth Littlefield, Eman Fouad Wahby, Esther Pierelli, Francine Coscolluela, Frank Drees-Gross, Galina Sotirova, Graciela Sanchez Martinez, Guggi Laryea, Hannah George, Herbert Boh, Ida Mori, Imogen Wade, Irina Tsoy, Jakob Kopperud, Jan Erik Nora, Jeffrey Brez, Jeffrey Thindwa, John Murray McIntire, Judith Pearce, Juraj Mesik, K. Amarendra, Karen Peffley, Karen Sirker, Koichi Omori, Kriz Zedler, Kumar Amarendra Narayan, Kury Cobham, Lena Karaban, Lester Dally, Madakini Kaul, Maja Andjelkovic, Makhtar Diop, Malcolm Ehrenpreis, Mandaki Kaul, Marco Nicoli, Marco Scuriatti, Marcos Mendiburu, Maria Elizabeth Dasso, Maria Fernanda Miralles Gasparini, Maria Gonzalez de Asis, Maria Laura Sanchez Puerta, Marisa Browyn Van Saanen, Mark Lundell, Markus Repnik, Martin Raiser, Meena Munshi, Melissa Williams, Michele Bailly, Mohamad Al-Arief, Mona Sur, Muthukumara S. Mani, N. Singh, Nehal Hassan El Kouesny, Nia Sarinastiti, Peter Louis Lallas, Pia Rockhold, Poonam Gupta, Rachel Winter Jones, Randall Purcell, Rebecca Carter, Reginaldo Magalhaes, Sanja Nneka Okerke, Sarah E. Mattingly, Sarah Keener, Sebastian Trenner, Serge Selwan, Stevan Jackson, Steven Jouy, Sudip Mozumder, Tatiana Tassoni, Theresa Bradley-Fiscella, Tunya Celasin, Valerie Hufbauer, Vanja Frajtic, Viengsamay Srithirath, Walter Woods, and Wendy Cunningham. The authors would also like to thank Aaron Rosenberg, Andrea Engel, and Cynthia Gears from the International Finance Corporation, Judith Pearce from the Multilateral Investment Guarantee Agency, and Jennifer Bisping and Tilla McAntony from the International Monetary Fund for providing information on civic engagement in their operations. Adriana Weisman and Erika Jorgensen of Operations Policy and Country Services (OPCS) kindly reviewed the accuracy of the CAS review results, and Dae In Chong, Mary G. Titus, and Shirley Skorbiansky furnished essential loan information for the project and strategy reviews.

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



# Abbreviations and Acronyms

ADB	Asian Development Bank
AFD	French Development Cooperation
AfDB	African Development Bank
ASEAN	Association of Southeast Asian Nations
BIC	Bank Information Center
CAO	Compliance Advisor and Ombudsman
CAS	Country Assistance Strategy
CASCR	CAS Completion Report
CASPR	CAS Progress Report
CBO	community-based organization
CDD	Community-Driven Development
CEIF	Clean Energy Investment Framework
CEO	chief executive officer
CEPF	Critical Ecosystem Partnership Fund
CGAC	Country Governance and Anticorruption Strategy
CIDA	Canadian International Development Agency
CommGAP	Communication for Governance and Accountability Program
CPS	Country Partnership Strategy
CRPD	Convention on the Rights of Persons with Disabilities
CSF	Civil Society Fund
CSO	civil society organization
CST	Civil Society Team
DDVE	Development Dialogue on Values and Ethics
DECIM	Donor Exchange, Coordination, and Information Mechanism
DevComm	Development Communication Team
DFGG	Demand for Good Governance
DM	Development Marketplace
D-MADE	Development Marketplace for the African Diaspora in Europe
DPO	Disabled Persons Organization
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EGCG	External Gender Consultative Group
EITI	Extractive Industries Transparency Initiative
EXT	External Affairs Department
EXTIA	International Affairs Unit
FAN	Freshwater Action Network
FAO	Food and Agriculture Organization
FOI	freedom of information
G-8	Group of 8
G-20	Group of 20

GAC	Governance and Anticorruption
GAR	Global Accountability Report
GDF	Development Grants Facility
GDLN	Global Development Learning Network
GEF	Global Environment Facility
GFDRR	Global Facility for Disaster Reduction and Recovery
GFRP	Global Food Crisis Response Program
GFYI	Global Fund for Youth Investment
GLOBE	Global Legislators Organization for a Balanced Environment
GPDD	Global Partnership for Disability and Development
GPYI	Global Public-Private Partnership for Youth Investment
GRI	Global Reporting Initiative
HIPC	Heavily Indebted Poor Countries Initiative
IADB	Inter-American Development Bank
IBRD	International Bank for Reconstruction and Development
ICFTU	International Confederation of Free Trade Unions
ICRW	International Center for Research on Women
IDA	International Development Association
IDF	International Development Fund
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFI	International Financial Institution
IFPRI	International Food Policy Research Institute
IHP+	International Health Partnership Plus
IMF	International Monetary Fund
IP	Inspection Panel
I-PRSP	Interim Poverty Reduction Strategy Paper
IPU	Inter-Parliamentary Union
ISN	Interim Strategy Note
ITUC	International Trade Union Confederation
JSA	Joint Staff Assessment
JSAN	Joint Staff Advisory Note
M&E	monitoring and evaluation
MAP	Multi-Country HIV/AIDS Program
MDB	Multilateral Development Bank
MDTF	multidonor trust fund
MIGA	Multilateral Investment Guarantee Agency
NGLS	Non-governmental Liaison Service
NGO	nongovernmental organization
OECD	Organisation for Economic Co-operation and Development
OPCS	Operations Policy and Country Services
PAD	Project Appraisal Document
PIC	Public Information Center
PNoWB	Parliamentary Network on the World Bank
PRS	Poverty Reduction Strategy
PRMGE	Gender and Development Group
PRSC	Poverty Reduction Support Credit
PRSP	Poverty Reduction Strategy Paper

RBI	Results-Based Initiative
SFCCD	Strategic Framework for Climate Change and Development
TFESSD	Norwegian-Finnish Trust Fund for Environmentally and Socially Sustainable Development
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
USAID	U.S. Agency for International Development
WBI	World Bank Institute
WCL	World Confederation of Labour
WDR	World Development Report
WFDD	World Faiths Development Dialogue
WSF	World Social Forum
WTO	World Trade Organization
WWF	World Wildlife Fund



# Executive Summary

Several trends became more apparent during the last three years in terms of broader Bank–civil society relations. Civil society engagement in Bank operations is evolving from being *institutionally based* to being more *issue oriented*. Most civil society organizations (CSOs) interacting with the Bank seem to be shifting their advocacy stance from a *do-no-harm* to a *do-good* approach that seeks to influence the Bank to further adopt socially just and environmentally sustainable development approaches. Engagement with specific constituencies, such as indigenous peoples, labor unions, parliamentarians, persons with disabilities, and youth, also continued during this period, with a shift toward mainstreaming this work within Bank operations.

Bank–civil society policy dialogue at the global level continued to both expand and become more consolidated over the period under review. This expansion was reflected in the growing number of CSOs attending the Annual and Spring Meetings and the expansion of policy sessions during the Civil Society Policy Forum. In a bid to ensure greater participation by CSO representatives from developing countries at the meetings, the Bank and the International Monetary Fund instituted the Civil Society Sponsorship Program and began inviting civil society chief executive officers to attend the meetings. President Zoellick also convened a series of policy roundtables with civil society leaders on the food and financial crises, which were characterized by a frank, substantive, and constructive exchange of views.

Dialogue occurred on several important policy areas that were emerging during the last three years, including urban water, odious debt, and health policy. Important global policy review consultations also took place on issues such as governance, climate change, and information disclosure. Consultations on the governance and anticorruption (GAC) strategy involved more than 3,200 representatives from government, parliaments, civil society, media, private sector, and other stakeholders in 48 countries, and was considered one of the most

extensive and substantive stakeholder policy consultations to date. At the country level, dialogue and consultations also continued to expand in country assistance strategies (92 percent of full Country Assistance Strategies [CASs] approved), and poverty reduction strategy papers (84 percent of full Poverty Reduction Strategy Papers [PRSPs] approved).

The International Finance Corporation (IFC) also intensified its dialogue and relations with civil society over the past three years. Dialogue with civil society occurred on topics such as the IFC’s Annual Reports and performance standards. IFC also expanded its civil society engagement work to the country level by hiring a civil society specialist in the Brazil Office. The Multilateral Investment Guarantee Agency’s (MIGA) engagement with civil society has largely focused on consultations about proposed new global policies on social and environmental sustainability and disclosure of information, as well as on individual projects.

The Inspection Panel (IP) for the World Bank and the Compliance Advisor/Ombudsman (CAO) for IFC and MIGA are independent recourse mechanisms for affected people by projects supported by the World Bank Group. Both the Panel and CAO maintained close contact with the complainants, affected communities, and local CSOs. During the last three years, the IP received 12 requests for inspection, and the CAO received 45 complaints. Members and staffs of these institutions participated regularly in outreach events geared to CSOs.

World Bank commitment to broaden and deepen civil society engagement has also led to scaling up civic engagement and social accountability. New opportunities for partnerships at the global level emerged at the corporate and sectoral levels with the adoption of the GAC program and initiatives such as the Climate Investment Funds. Civil society involvement in Bank-financed operations continued to be on an upward trend during fiscal years 2007–09 with 75 percent of International Bank for Reconstruction and Development (IBRD)



Reception with CSOs during the 2008 Spring Meetings in Washington, DC (April 2008)

and IDA loans reporting civil society engagement. Participation in the Bank's development policy lending is also on an upward trend. International and local NGOs and community-based organizations (CBOs) have been key partners in the Bank's efforts to respond to the global food crisis at

the country level. Under the World Bank's \$2 billion Global Food Crisis Response Program, international or local CBOs are supporting project implementation in 13 countries.

Bank funding of civil society development efforts through various funding mechanisms (such as the Civil Society Fund and Development Marketplace) continued strong during this period. The Extractive Industries Transparency Fund partnered with an international CSO to fund strategic revenue transparency initiatives in 15 countries. Working with NGOs is a prime feature of the Multi-Country HIV/AIDS Program for Africa, which has funded nearly 49,000 grassroots CSOs. Successful examples of Bank-funded, government-civil society, operational collaboration at the country level include the Northeast Rural Poverty Reduction Project in Brazil and the Kecamatan Development Project in Indonesia.

As the World Bank Group's unit for knowledge sharing, the World Bank Institute organized and delivered a number of training and capacity-building programs with a strong civil society component over the last three years. Most of the programs were geared to generating grassroots demand for better accountability, transparency, and governance at the local level. The Development Communications Division continued to improve the capability of governments to communicate and engage more effectively with civil society on reform programs and projects. The Bank has extended electronic outreach on the Internet through the development of a multilingual Web program, including the Civil Society Web page, which continues to expand its international readership. The Civil Society Team collaborated with World Learning to offer training to the Bank staff on how to engage civil society and to CSOs on Bank Group structure, policies, and projects.

The Bank continued to intensify its relations with civil society at the regional and country levels. At the regional level, the new Vice President for Africa facilitated policy dialogue between CSOs and regional intergovernmental bodies; the Vice President in East Asia hosted a regional workshop with CSOs to discuss Bank regional strategies; and, in Eastern Europe, the Bank worked with donor agencies to promote the consolidation of civil society. In the United States, the Civil Society Team (CST) continued to work closely with advocacy-based CSOs while launching a series of technical workshops with InterAction to exchange information and lessons on local-level service provision.

In Europe, the Bank continued to have ongoing policy dialogue with leading civil society networks and CSOs in Belgium, France, the Netherlands, the United Kingdom, and many other countries. The programmatic partnership with Coordination Sud in France was renewed, and the Bank is supporting the establishment of the International NGO Forum, an initiative representing over 100 national NGO platforms from some 80 countries. In Japan, the Bank organized a series of high-level policy dialogues with Japanese CSOs on climate change, Africa, and disabilities.

Engagement with specific constituencies, such as labor unions, parliamentarians, persons with disabilities, and youth, also continued during this period, with a shift toward mainstreaming this work within Bank operations. This was apparent in the renewed efforts to integrate disability, youth, social inclusion, and gender perspectives in Bank research and projects. A Youth@Annual Meetings program was held during the 2008 Annual Meetings, culminating in a draft "work plan" to guide future collaboration. A week-long series of meetings with the trade unions on the heels of the food and financial crises underscored the importance of working closely together in tackling global challenges. The Bank is supporting the Global Partnership for Disability and Development Secretariat and working to build awareness of the groundbreaking UN Convention on the Rights of Persons with Disabilities.

Although the Bank and CSOs have developed more effective instruments and venues for policy exchanges, the challenge continues to find ways to streamline and scale up institutional partnerships and funding mechanisms. To address existing constraints and to assess the quality of Bank-civil society relations, the CST is currently undertaking a

review to produce a strategic priorities paper. The new review process has involved an initial internal and external consultative process for the drafting of the strategy paper. On the basis of this initial feed-

back, a Strategic Priorities Paper has been drafted that will provide what is hoped to be a useful roadmap for working to both intensify and scale up Bank–civil society relations in the coming years.



High School students performing the *Poverty Requiem* during Annual Meetings in Washington, DC (October 2007)



# World Bank Engagement with Civil Society

The World Bank's relations with civil society continued to evolve in terms of both policy dialogue and operational collaboration during the three fiscal year periods from July 1, 2006, to June 30, 2009. Policy dialogue at the global level became more frequent and consistent, with increased civil society participation at the Annual and Spring Meetings and new opportunities for dialogue on the food and financial crises. Important global policy review consultations also took place on issues such as governance, climate change, and information disclosure.

Several trends became more apparent during this period in terms of broader Bank–civil society relations at the global level. Civil society engagement by the Bank seems to be evolving from being less *institutionally based* and structured to being more informal and *issue oriented*. This is reflected, for instance, in the change from general civil society campaigns (for example, Fifty Years Is Enough) centered on the Bank in the 1990s to specialized advocacy focused on such issues as transparency, education, and climate change today.

In addition, most civil society organizations (CSOs) that interact with the Bank seem to be shifting their advocacy stance from a *do-no-harm* to a *do-good* approach that seeks to influence the Bank to further adopt socially just and environmentally sustainable development approaches. Engagement with specific *constituencies*—such as indigenous peoples, labor unions parliamentarians, persons with disabilities, and youth—also continued during this period, with a shift toward mainstreaming this work within Bank operations. This was apparent, for instance, in the renewed efforts to integrate disability, youth, and gender perspectives in Bank research and projects.

At the regional level, important regional policy dialogue events were held, including a regional planning process for the Singapore Annual Meetings and a follow-up workshop in East Asia, as well as policy consultation workshops in Africa and

Latin America on climate change and information disclosure. At the country level, the participation by civil society in Country Assistance Strategies (CASs) and Poverty Reduction Strategies (PRSs) continues to grow. For example, 92 percent of full CASs involved CSOs during fiscal years 2007–09. The preparation of the Afghanistan National Development Strategy, for instance, involved consultations with more than 17,000 people, of whom nearly 50 percent were women, from the 34 provinces. Similarly, civil society participation in Poverty Reduction Strategy Paper (PRSP) drafting processes continued to be significant during the period, with 84 percent of full PRSPs reported having some form of CSO involvement.

In the operational area, new opportunities for partnerships emerged with the adoption of the Governance and Anticorruption (GAC) program and climate change initiatives, such as the Climate Investment Funds. At the global level, operational collaboration has been centered in the development of institutional partnerships with leading civil society networks (for example, Coordination Sud and InterAction) geared to intensifying technical exchanges, carrying out joint research, and building capacity. At the country level, civil society involvement in Bank-financed projects remains high, with about 75 percent of new Bank projects approved during the past three years experiencing some form of CSO participation in the design and planning phases. Bank funding of civil society development efforts through various funding mechanisms (such as the Civil Society Fund and Development Marketplace) also continued during this period. Of special note is the Extractive Industries Transparency Fund, which partnered with an international CSO to fund strategic revenue transparency initiatives in 15 countries. Many successful examples of Bank-funded government–civil society operational collaboration at the country level can be identified, such as the Kecamatan Development Project (KDP) in Indonesia (see box 9).

## Policy Dialogue at the Global Level

As noted above, Bank–civil society policy dialogue at the global level continued to both expand and become more consolidated over the past three years. The principal venue for this dialogue has become the Annual and Spring Meetings, with an increasing number of both civil society representatives attending and development topics addressed. The emergence of the global food and financial crises also generated an impetus for heightened dialogue between the Bank president and CEOs of major international CSOs. Dialogue also occurred concerning several important policy areas that emerged during the last three years, including urban water, odious debt, and health policy. The details and outcomes of each of these dialogues are described below.

### Annual and Spring Meetings

Over the last three years, the number of CSO representatives at the Annual and Spring Meetings has steadily grown. By the 2009 Spring Meetings, the number of CSO representatives present was more than 300, which is double what the attendance was a few years ago. Although this increase has occurred because of the growing interest by policy advocacy CSOs in influencing Bank policies, the Bank and the International Monetary Fund (IMF) have taken several steps to stimulate this growing participation.

First, in a bid to address a traditional imbalance in the participation between northern and southern CSOs, the Bank and the IMF initiated a Civil Society Sponsorship Program geared to ensuring greater presence by developing-country CSO representa-

tives. Beginning with the 2003 Annual Meetings in Dubai, the Bank and the IMF invited CSO representatives from developing countries to attend the Annual Meetings and covered their travel expenses (air fare, hotel, and per diem). The Civil Society Teams (CSTs) of both institutions raised matching funds from several donor governments such as, Japan, Norway, and the United Kingdom, and asked for names of potential invitees from the Bank and IMF country offices, donor agencies, and leading international and regional CSO networks. The criteria used to select the CSO leaders were geographic coverage, thematic diversity (for example, environment, governance, and human rights), institutional complementarity (for example, nongovernmental organizations and trade unions, youth), and gender balance. Sponsored CSO representatives were then encouraged to participate fully during the Civil Society Policy Forum and Program of Seminars, often as panelists, as well as to attend an orientation session on the Bank and the IMF. An average of about 25 CSO representatives has been sponsored to attend the Annual Meetings since the Singapore Annual Meetings in 2006.

The second step taken by the Bank and the IMF to encourage greater civil society participation at the Annual and Spring Meetings was to start inviting the heads or CEOs of leading international and developing-country CSOs (see box 1). The third action undertaken was to better organize the policy discussions and attempt to raise the profile of CSOs during the high-level semiannual events. The Civil Society Policy Forum was clearly branded as a permanent civil society “space” geared to promoting substantive policy dialogue between CSO representatives, Bank and IMF managers, government offi-



Kazakhstan youth participate in discussion with Bank staff in Almaty on global financial crisis (April 2009)

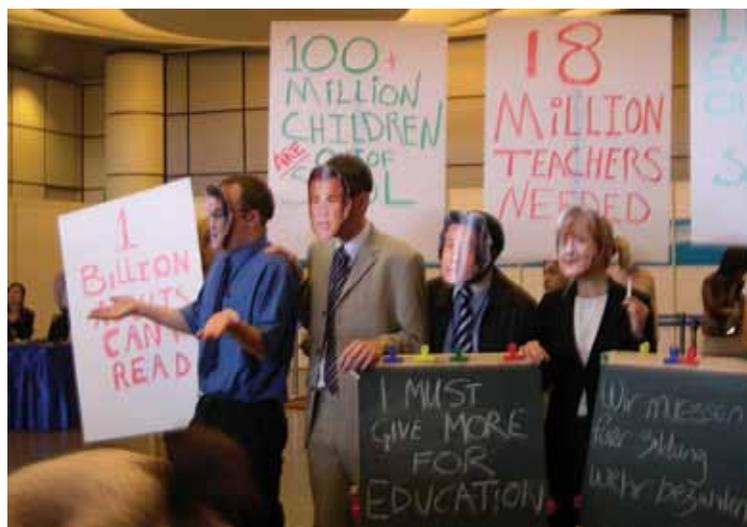
cials, donor agency representatives, academics, and others. A “townhall” meeting and/or a reception with the heads of the Bank and the IMF also became permanent features of the Policy Forum. The fourth step was to encourage CSOs to organize their own policy sessions by selecting the topic, determining the panelists, and setting the agenda. As a result of these initiatives, the Forum has grown to hosting between 35 and 40 policy sessions that span four-to-five days and cover a wide variety of topics, including macroeconomic policies, governance and transparency, education and health, agriculture and environment, and specific projects.

The following section provides a short description of the six Annual and Spring Meetings that occurred during this period.

### *2006 Annual Meetings*

The 2006 Annual Meetings were held in Singapore. For the first time, the Bank and IMF decided to convene a planning group composed of CSO representatives from the Asia region to help plan the civil society events at the meetings. It was also hoped that this initiative would help generate greater Bank-CSO engagement in the Asia region. As part of this process, the Bank and IMF organized a Bank-CSO planning workshop on March 28–29, 2006, in Singapore. Representatives of 20 CSOs from 11 Asian countries, and staff from the World Bank, the IMF, the Asian Development Bank, the Association of Southeast Asian Nations (ASEAN) Secretariat, and the government of Singapore participated in the two-day workshop. They not only defined topics for the Civil Society Policy Forum, but also helped to identify CSOs to be “sponsored” to attend the Annual Meetings.

Unfortunately, the decision by the Singaporean government to bar several dozen CSOs from entering the country led to many CSO representatives being questioned at the airport and to a number of deportations. However, the number of CSO representatives prevented from entering the country was kept lower than expected because of a public appeal by Bank President Paul Wolfowitz who called on the Singaporean government to respect the right of CSOs to attend the Annual Meetings. Despite these problems, nearly 300 CSOs attended the Annual Meetings. Of these, the Bank and the IMF sponsored the attendance of 42 representatives from Africa, Asia, Eastern Europe, and Latin America. A similar number of CSOs attended a parallel event held in Indonesia to protest Bank and IMF policies.



**Demonstration by the Global Campaign for Education calling for increased education funding at the Annual Meetings in Singapore (October 2006)**

The Civil Society Policy Forum was held on September 14–20, 2006, and comprised more than 30 sessions on a range of topics including: governance; social accountability; women and trade; sustainable energy; debt sustainability; odious debt; and CSO accountability. The Bank, the IMF, or CSOs either separately or jointly convened policy sessions. A townhall meeting of the heads of the Bank and the IMF was also held, as well as policy breakfasts with the vice presidents for the East and South Asia regions.

### *2007 Spring Meetings*

Three hundred CSO representatives were accredited to the 2007 Spring Meetings, and approximately 220 attended the meetings, representing a 47 percent increase from the previous year. CSOs came from 34 countries, although the majority were from the United States and Western Europe. To ensure greater participation from developing countries, the Bank and the IMF also partnered with InterAction to bring 12 CSO leaders from Africa to attend the Meetings.

The 2007 Civil Society Forum was held on April 12–17, 2007, and included 26 policy sessions. Several Bank vice presidents hosted sessions, including Lars Thunell (International Finance Corporation [IFC]), Yukiko Omura (Multilateral Investment Guarantee Agency [MIGA]), and Marwan Muasher (External Affairs [EXT]). Bank President Wolfowitz and IMF Managing Director Rodrigo de Rato also hosted a reception. For the first time, two of the sessions sponsored by CSOs were Web cast live: a dis-



Discussion with CSOs on the G20 Summit during the 2009 Spring Meetings in Washington, DC (April 2009)

cussion on governance reform at the IMF and a panel on financing education in countries undergoing social conflict. Other topics discussed included the: role of the IMF in Sub-Saharan Africa; Debt Sustainability Framework; Bank's health, nutrition, and population strategy; Bank's GAC strategy; climate change; and the International Development Association's 15th replenishment process (IDA 15).

#### *2007 Annual Meetings*

The 2007 Annual Meetings attracted 243 civil society representatives, out of 542 who were accredited. Many more CSOs, particularly from developing countries, generally request accreditation than are able to participate due to cost constraints and U.S.

visa restrictions. The Bank and IMF sponsored 25 CSO representatives from Africa, Asia, and Latin America. The Bank and IMF Media Teams sponsored an equal number of journalists from developing countries. This was the first year that CSOs were sponsored to attend an annual meeting held in Washington, DC, and the practice now has become a standard feature of all annual meetings.

The Civil Society Policy Forum, held on October 18–22, 2007, comprised 31 policy sessions on a wide range of topics: agriculture; climate change; social safety nets; Africa regional integration; PRSPs; extractive industry; private-public partnerships; and race inequality in Latin America. The Civil Society Townhall Meeting held between Bank President Robert Zoellick and IMF Managing Director Rodrigo de Rato attracted the participation of 80 CSO representatives. The issues brought up by CSOs included the Bank's forestry project in the Democratic Republic of Congo, disability policies, and IDA replenishment, as well as the IMF's fiscal adjustment policies and approach to climate change. The Vice President for Africa also held a meeting between CSOs and regional intergovernmental bodies to discuss regional development issues (see box 2).

#### *2008 Spring Meetings*

The 2008 Spring Meetings attracted some 220 CSO representatives from 400 who were accredited. The Civil Society Forum was held on April 10–13, 2008, and featured 25 policy dialogue sessions. Reflecting a growing trend, most of the sessions were organized by CSOs themselves. For instance, Transparency International organized sessions on the India Detailed Implementation Review and on GAC strategy implementation. The Bank Information Center (BIC) held a session on the advisability of adopting country systems for environmental and social safeguards at the country level. The Heinrich Böll and Friedrich Ebert foundations each hosted their own sessions on climate change, underscoring the attention this issue is receiving. Oxfam GB cosponsored a session with the Bank on the International Health Partnership Plus (IHP+) initiative and how CSOs can be involved in this global coordinating mechanism.

Although these sessions did not generally result in consensus, they allowed Bank, IMF, and CSO staff to exchange views, clarify differences, and in some cases find common ground on major issues. They also evidenced how substantive and comprehensive these policy dialogues have become. Reflecting the evolving and "real time" nature of social media, for the first time CSO bloggers reported on the content of the discussions from within the meetings.

#### *2008 Annual Meetings*

Three hundred and fifty CSO representatives from more than 50 countries, out of 570 accredited, attended the 2008 Annual Meetings. This was the highest number ever and represented a sizable increase over the previous year. Of those present, the Bank and IMF sponsored 28 CSOs from developing countries to attend. Although the majority of the sponsored CSOs belonged to NGOs, there were also representatives from trade unions, foundations, and faith-based organizations. The Bank and the IMF also specifically invited two new civil society constituencies to attend the Annual Meetings: CEOs and youth leaders. The 30 CEOs who attended had a breakfast meeting with Mr. Zoellick, and several spoke on some of the Program of Seminars panels (see box 1).

The Bank sponsored 18 youth leaders from 14 countries to participate in the Annual Meetings. Many of them had previously participated in the Bank's Youth for Development, Peace Networks,

and Youth Advisory Groups initiatives at the country level. They participated in a Youth@Annual Meetings program that comprised a series of sessions on youth-related topics, such as youth citizenship and school-to-work transition, and culminated in a draft “work plan” to guide future collaboration and coordination. The objective was to provide a space to discuss major development concerns from the perspective of youth, increase youths’ knowledge of the Bank’s work, and strengthen relations between the Bank and youth groups (see box 21).

The Civil Society Policy Forum was held on October 10–13, 2008, and comprised more than 30 dialogue sessions, covering such topics as climate change, role of the state in agriculture, and mainstreaming disability in Bank and civil society programs. Highlights included a roundtable on the global food crisis and a “political café” sponsored by Both Ends, which brought together CSO advocates, the World Bank Group Water Director, and the Bank Dutch Executive Director discuss the issue of the “right” to water and sanitation. There was also a townhall meeting and reception with the heads of the Bank and the IMF chaired by the CEO of CIVICUS: World Alliance for Citizen Participation.

### *2009 Spring Meetings*

Approximately 300 CSO representatives participated in the 2009 Spring Meetings, out of 371 accredited, which represented a 36 percent increase over the previous year. One of the reasons for this increased participation seems to have been the concern generated by the financial crisis and the enhanced financial rescue role being projected for the IMF. The Civil Society Policy Forum, which was held on April 23–26, comprised 25 policy sessions on a wide range of topics. These sessions were organized by different Bank, IMF, and IFC units (for example, Inspection Panel, Compliance Advisor and Ombudsman, and Independent Evaluation Group), or jointly with CSOs such as Action Aid, BIC, CARE, Center for Environmental Law, Center of Concern, and EURODAD. Forum highlights included sessions on broad community support in IFC-financed projects, protecting the poor from the food crisis, and a consultation meeting on the Bank’s revised information disclosure policies.

Reflecting the times, the session that attracted the largest audience focused on the financial crisis and the G-20 summit. Participants also attended a reception hosted by Mr. Zoellick and IMF Managing Director Dominique Strauss-Kahn, who made infor-

## **BOX 1. Strengthening Relations with Civil Society CEOs**

A concerted effort was made during the last two years to reach out and engage the chief executive officers (CEOs) of leading international CSOs. In the past, a few CEOs met with the president of the Bank to discuss specific policy issues, but these meetings were sporadic and ad hoc. Much of the contact between senior Bank management and CSOs was with policy activists in what were often adversarial advocacy sessions during the Annual and Spring Meetings. As a consequence, Bank leadership had limited knowledge of the work of the broader civil society community, particularly of the large segment that provides humanitarian assistance, delivers social services, and strengthens civil society capacity in developing countries. Similarly, the leadership of most large CSOs had rarely been to the Bank and seemed to lack a broader understanding of the Bank’s work.

To address this longstanding institutional and leadership gap, the Senior Vice President for External Affairs invited more than 60 CEOs of leading U.S.-based and international nongovernmental organizations (NGOs) and foundations to the 2008 Annual Meetings. They were invited to attend a roundtable on the food crisis, participate in a large townhall meeting and reception with Robert Zoellick and Dominique Strauss-Kahn (managing director of the IMF), and take part in an exclusive breakfast meeting with Mr. Zoellick. Several were also invited to speak on panels of the Program of Seminars alongside senior government officials, leading academics, and business executives. In addition, Mr. Zoellick convened four roundtables on the food and financial crises during fiscal years 2008 and 2009 (see details on page 6), which were geared to civil society CEOs and included high-level leadership from the IMF and several United Nations (UN) agencies.

The attendance of these CEOs at the Annual Meetings helped raise the profile of CSOs as development actors. It is also hoped that the presence of CSO leaders from developing countries, who can mingle with executive directors and other government officials during the Annual Meetings, will help raise their profile in their respective countries. By cultivating relations with senior and seasoned civil society leaders, the Bank Group can lay the foundation for finding common ground on policy issues and promote greater operational collaboration in such areas as food security and climate change.

mal remarks and responded to questions on the multilateral responses to the financial crisis. For the first time, simultaneous interpretation was offered in four languages (Arabic, English, French, and Spanish) for three of the Civil Society Policy Forum sessions.

#### Food and Financial Crises Roundtables

As the global food crisis emerged in 2007 and later was overtaken by the financial crisis in mid-2008, the Bank convened a series of high-level policy roundtables in Washington, DC, with international CSO leaders. The purpose of these meetings was threefold: to exchange views and perspectives on the crisis, to explain what actions were being taken by the respective institutions to address the crisis, and to explore areas for possible collaboration on responding to the crises.

The first roundtable was held on May 23, 2008, and included 30 CSO leaders from Africa, Asia, Europe, Latin America, and the United States. The meeting was led by Mr. Zoellick and included Mr.

Straus-Kahn and Ann Veneman (United Nations Children's Fund [UNICEF] Executive Director) and Ngozi Okonjo-Iweala (Bank Managing Director). Civil society leaders present and those participating via video conference from seven country sites stressed the urgency of the crisis, its adverse impact on vulnerable groups, and proposed practical responses to both immediate and longer-term needs. Summary notes produced by the UN were posted on the Bank's Civil Society Web site.

A second roundtable was held on July 15, 2008. The purpose of the meeting was for Mr. Zoellick to report on a recently held G-8 meeting, and for the Bank, CSOs, and donor agencies to talk about the actions they had undertaken in recent months to address the food crisis. Once again, the meeting brought together more than 30 leaders of developed and developing-country CSOs and senior IMF, UN, and Bank Group officials. CSOs in eight locations, from Geneva and Paris to Delhi and Kiev, were linked by videoconference. CSOs raised a number of issues and recommendations, includ-



Fertilizer distribution program in Ethiopia (2008)



School feeding program in Liberia (2008)



Cash for work program in Sierra Leone (2008)

ing the need to close the gap between donor financing commitments and action at the country level, encourage greater media coverage of the food crisis, and better integrate CSOs in UN and donor coordination efforts.

The third roundtable occurred during the 2008 Annual Meetings and was held on October 11. It was cosponsored by the Bank, IMF, and InterAction and its purpose was to broaden the debate on the food crisis with the CSOs attending the Meetings. The session was co-chaired by Sam Worthington (CEO of InterAction) and Ms. Okonjo-Iweala, and included panelists from Action Aid, Bank Information Center, Consortium of Indian Farmers Associations, Latin American Center for Rural Development (RIMISP), and Malawi Civil Society Agriculture Network. The three-hour workshop was divided into two sessions, with the first half focused on the World Bank's emergency response to the food crisis, and the second half on the IMF's macroeconomic policies enacted to stem the crisis.

As the global financial crisis worsened, a fourth roundtable was held on March 26, 2009, to discuss the impacts of the economic recession on low-income countries, with continued attention given to food security issues. Civil society leaders representing NGOs, farmers organizations, faith-based organizations, and research centers participated via video conference from Brussels, Dakar, Johannesburg, and Paris; and by phone from Atlanta, Cape Town, Hyderabad (India), London, and Santiago. The roundtable was cochaired by Ms. Okonjo-Iweala and David Beckmann (CEO of Bread for the World). Mr. Zoellick, recently back from the G-20 summit in London, talked about the initiatives the Bank had taken to address the food crisis through a rapid disbursing financing facility, a boosting of agricultural research, and the promotion of policy dialogue.

These roundtables have represented an unprecedented level of policy engagement between the Bank and CSO leaders. Although the Bank president and CSO leaders have had many policy dialogue sessions over the years, they have never been as extensive and regular as these roundtables. The sessions were characterized by a frank, substantive, and constructive exchange of views. There was also a clear recognition that civil society brings valuable expertise and experience to the table, particularly related to the impact of the crises on low-income and vulnerable populations, and has been a key actor in both providing humanitarian assistance and successfully advocating for appropriate policy respons-

es. The crises have, in fact, provided the Bank and civil society with a platform on which to find common ground on such issues as: scaling up development assistance; providing needed economic stimulus aid to low-income countries; and pushing for governance reform of the international financial institutions.

### **Engagement with Global Civil Society Networks**

The Bank Group continued to engage with leading international civil society movements and networks. This has included attending the World Social Forum and CIVICUS Global Assemblies, and the launch of the International NGO Forum. Bank Group staff members attended, as observers, the World Social Forums (WSFs) held in Nairobi, Kenya, (January 2007) and in Belem, Brazil (January 2008). During the 2007 WSF, the Bank staff also participated in several dialogue sessions related to the debate on the right and access to water. At the WSF in Belem, members of the Inspection Panel were invited to hold an information session, and a Civil Society Specialist from the IFC spoke on a panel on environmental sustainability in the Amazon basin. A number of the Bank Group staff from various units including the CST, Compliance Advisor and Ombudsman (CAO), and Inspection Panel attended the annual CIVICUS Global Assemblies, which were held in Glasgow, Scotland over the past three years. The Bank staff organized several sessions to showcase Bank work and participated as speakers in several panels. In addition, the CEO of CIVICUS attended several Annual and Spring Meetings, at which she was invited to chair the townhall meeting with the heads of the Bank and the IMF.

The Bank engaged regularly with major national CSO networks in developed and developing countries. Although most of this engagement occurred at the country level (for example, Brazil, India, Nigeria, the Philippines, and Tajikistan), the Bank also made contact with an emerging international network of NGOs. The International NGO Forum is an initiative geared to establishing the first global network of NGOs, which would comprise more than 100 national NGO platforms from some 80 countries. The Forum was launched during the International Conference of National NGO Platforms, held in Paris on October 27–29, 2008. This is a significant development because it will allow developmental NGOs to participate in global fora with a more unified voice. This initiative has been led by



Representative from the Global Call to Action Against Poverty Campaign during 2008 Annual Meetings in Washington, DC (October 2008)

national NGO networks from Brazil (ABONG), France (Coordination Sud), India (Voluntary Action Network of India), Senegal (CONGAD) the United States (InterAction), and others. As part of this process, the heads of these networks visited the Bank twice and met with the EXT senior vice president to discuss possible Bank support of this initiative as it moves forward.

### Thematic Engagement

The Bank and civil society engaged in policy dialogue around several ongoing or emerging development themes over the past three years. These included accountability and transparency, access to water, odious debt, and global health systems (see box 2).

#### Accountability and Transparency

During this period, the Bank Group engaged extensively with a number of CSOs on the issues of transparency and accountability. This engagement includ-

ed being “assessed” for the Global Accountability Report (GAR), and Bank staff participated in a working group of the Global Reporting Initiative (GRI). There was also ongoing dialogue and collaboration with well-known CSOs in this area. Transparency International collaborated closely to help organize a consultation meeting on the new GAC strategy in 2006 and continues to monitor its implementation. The Government Accountability Project advised the Legal Department on the adoption of the Bank’s whistleblower policy in 2008. The Global Transparency Initiative assisted the Bank in organizing a series of consultation meetings for the information disclosure policy review in 2009.

#### Global Accountability Report

The GAR, which is produced by One World Trust, represents a groundbreaking approach to assessing accountability across three distinct sectors: intergovernmental organizations, international NGOs, and transnational corporations. Since 2006, these reports have assessed 90 leading global organizations from each of these sectors (for example, ActionAid, Exxon Mobil, IMF, Microsoft, Oxfam, Wal-Mart, World Bank, World Wildlife Fund, and World Trade Organization [WTO]). The report focuses on institutional policies concerning four main dimensions of accountability: *transparency*, *complaint mechanisms*, *program evaluation*, and *stakeholder participation*. Overall the annual assessments found that global organizations across all sectors need to improve their transparency and accountability, particularly to external stakeholders and the general public. On average, however, intergovernmental organizations scored highest on transparency and evaluation, international NGOs scored higher on participation, and corporations scored highest on complaint mechanisms.

Two Bank Group agencies were assessed in different years, the Bank in 2006 and the IFC in 2008. The Bank was one of only three intergovernmental organizations that scored more than 50 percent in three areas (the other two organizations being the Global Environment Facility [GEF] and Organisation for Economic Co-operation and Development [OECD]). On transparency, the Bank scored 60 percent, or third among all 30 organizations. On evaluation, the Bank scored second with 91 percent. On complaint mechanisms, the Bank had the highest score of all 30 organizations with 89 percent, and the Inspection Panel was cited as a “good practice” mechanism. However, in the area of participation



(Above) Session on Accountable Global Governance at the IMF in Washington, DC (2008)

(Left) Book signing by Oxfam/GB Research Director Duncan Green in Washington, DC (February 2009)

the Bank did not score well, being nearly at the bottom of the group with 30 percent. The reason for the low score on participation seems to have been determined by the power imbalance between developed and developing countries on the Bank's Board (11 countries own over 50 percent of the shares) and because the Bank's civil society participation policies are not mandatory.

The IFC also scored quite high in the 2008 report. It came in second among 10 international organizations assessed that year (behind only the International European Investment Bank) and scored above 70 percent in three of the four transparency categories. Similar to the Bank, the IFC was found to lag behind all other assessed organizations in "equitable member control" because of the rich country-poor country power imbalance in its Board. Finally, the IFC's innovative use of an information disclosure portal was highlighted as a good practice.

### *Global Reporting Initiative*

The GRI is the world's most widely used global reporting framework for performance on human rights, labor, environmental, anticorruption, and other corporate citizenship standards. The World Bank and the IFC are among many organizations worldwide, including more than 1,500 companies, that have published *sustainability reports* based on the GRI guidelines. The Bank also provided grant funding to the GRI when it was first launched in the late 1990s.

The GRI is now in the process of developing a special supplement for the NGO sector and assembled a multistakeholder Working Group to participate in the drafting process. The NGO indicators are

organized around five areas: organizational profile, governance, program effectiveness, economic activities, and social development. The Working Group consists of 20 representatives from leading NGOs (for example Development Alternatives/India, Greenpeace International, InterAction, and Oxfam/GB), companies (for example, Novartis, Petrobras, and Unilever), as well as sustainability experts. The Bank was also invited to participate and hosted one of the planning meetings over the course of the two-year drafting process. The fourth meeting of the Working Group was held at the Bank in Washington, DC, on December 8–9, 2008. In addition to an internal working meeting on the draft indicators, the GRI held a stakeholder consultation meeting that brought together Washington-based CSO representatives, donor agency officials, and Bank staff.

### **Urban Water and Sanitation**

The World Bank's Water Unit has intensified its engagement over the last three years with a variety of policy advocacy CSOs on the issues of access, rights, and ownership of urban water and sanitation programs. Of particular concern to CSOs have been the issues of water privatization, cost-recovery approaches, and lack of water services for low-income populations in Bank-financed water and sanitation projects. For its part, the Bank has welcomed this dialogue because it clearly shares with civil society the goal of extending universal coverage to the poor in developing countries.

Within this context, the Bank has undertaken important meetings and joint research projects with leading NGOs, trade unions, and research centers during this period. This builds on a major work-

shop on water issues the Bank held with international CSOs in London in November 2004. The key CSO interlocutor to emerge during this period was Freshwater Action Network (FAN), which is an international coalition of several dozen CSOs in Africa, Asia, and Latin America who work on water and sanitation issues. The World Bank and FAN held a two-day workshop on urban water and sanitation during the World Bank Water Week in February 2007 in Washington, DC. Participants included 16 representatives from the World Bank and donor-funded water programs, 12 representatives from the FAN Advisory Group, and 9 other CSO representatives. The workshop produced two initiatives geared to promoting improved Bank–civil society engage-

ment on water issues. The first was to generate funding requests to finance policy dialogue and operational collaboration on water issues at the country level. The second initiative was to carry out a “scoping study” on how to promote more systematic dialogue on water and sanitation issues.

The first initiative generated 36 proposals geared to promoting policy dialogue on water issues between the Bank, government, and civil society, and several were geared to promoting operational collaboration on local water projects. Unfortunately, because of a lack of available funding and support from Bank Task Team Leaders, none of these proposals ended up being funded. The second initiative, undertaking a scoping study, was carried out by Public World, a UK-based research center, during the first half of 2007 through a literature review and interviews with Bank and CSO interlocutors. The resulting report, “FAN–World Bank Scoping Study about Developing Dialogue between the World Bank and Civil Society Organizations about Urban Water and Sanitation Services,” was a thorough and thoughtful analysis of the characteristics, constraints, and opportunities for Bank–CSO engagement on the issue of water. It also analyzed why the call for proposals initiatives did not move forward, discussed how both the Bank and CSOs misjudged the challenges, and included recommendations for moving forward.

This engagement also led one of the institutional members of FAN, Dutch NGO Both Ends, to orga-



“Political Café” panelists debate the “right to water” during the Annual Meetings in Washington, DC (October 2008)

## BOX 2. Incorporating Civil Society Views into Global Health Planning

The World Health Organization, World Bank, and other international health agencies established the International Health Partnership Plus (IHP+) in May 2008 to promote greater institutional synergies and strengthen health programs at the country level. The IHP+ Secretariat, partly based at the Bank, was approached in 2008 by a number of international policy advocacy and health provider CSOs requesting participation in the design and implementation of this global health initiative.

A workshop was held in Geneva in December 2008 to discuss ways to incorporate CSOs into the IHP+ process. More than 80 representatives from a broad range of countries, particularly from developing countries, met with Bank and WHO officials to discuss mechanisms for encouraging civil society engagement in IHP+ policy discussions and programs. CSO

representatives stated their support for increased health aid, improved donor coordination, and improved health outcomes for the poor. IHP+ officials, for their part, expressed their commitment to ensuring meaningful engagement by civil society as a key stakeholder in the program.

In addition, following concerns that CSOs were not adequately involved in many health planning and implementation programs at the country level, the IHP+ Steering Group agreed to produce a policy paper and to develop a detailed plan for strengthening civil society engagement in national health planning exercises. This agreement is now being implemented, with oversight provided by four selected CSO representatives, two from northern and two from southern countries. CSOs also carried out a self-selection process for the formation of a CSO Advisory Group for IHP+.

nize a “Political Café” during the 2008 Annual Meeting to discuss issues related to the “right to water.” Panelists included the Bank’s Infrastructure Director, Bank’s Netherlands Executive Director, and several CSO leaders. The session produced surprisingly more consensus than was expected on this still contentious topic by recognizing that while the Bank may not explicitly advocate the “right” to water, it does in practice follow this principle when it funds projects geared to extending universal coverage to low-income communities. More recently, FAN and the Bank have been working on several concrete initiatives, including developing a “handbook” on the World Bank’s water policies and carrying out a portfolio review of Bank water projects to determine the levels of civil society involvement. Both are geared to generate lessons and encourage greater Bank, government, and CSO engagement on water initiatives.

### Seeking Common Definitions on Odious Debt

Building on their successful advocacy attempts over the years to promote debt relief for low-income countries, which contributed to the adoption of the Heavily Indebted Poor Countries (HIPC) and Multilateral Debt Relief Initiative (MDRI) programs, some international CSOs have more recently initiated a campaign to push for forgiveness of “odious” debt. After numerous informal conversations with staff from the Bank and European governments, CSOs proposed that the Bank organize a more structured dialogue on this contested topic to clarify differences and seek common ground.

A roundtable on Conceptual and Operational Issues of Lender Responsibility for Sovereign Debt was held on April 14, 2008, in Washington, DC. The roundtable followed the publication of the draft World Bank discussion paper “Odious Debt: Some Considerations” in September 2007. Approximately 40 participants attended the event, including representatives from the World Bank, the IMF, CSOs,



Roundtable with civil society on global food crisis in Washington, DC (March 2009)

Paris Club banks, donor governments, and universities. The roundtable focused on historic, legal, institutional, and financial aspects related to odious debt and sustainable lending issues. One session focused on the concepts of “odious” and “illegitimate” debt and what they mean to different actors, and whether they have legal jurisprudence. Another session examined how these concepts could be applied in practice, and whether adoption of this concept by the international community would constrain future lending. The Bank also presented its experience with the Stolen Assets Recovery initiative (StAR) and explained how sizable amounts of stolen funds were recovered from corrupt officials in Nigeria, Peru, and the Philippines. At the conclusion, several CSO representatives requested that the World Bank hold a follow-up workshop with legal experts to discuss different approaches to dealing with the problem. World Bank staff informed attendees that the final draft of the discussion paper on odious debt would be posted on the Internet and that CSOs were invited to attend a large conference on debt sustainability to be held in October 2008.





## 2 Consultation on Bank Research, Strategies, Policies, and Operations

### Global-Level Consultations

The Bank undertook extensive consultation processes with a broad array of CSOs during the past three years during the review of several major policies. These included governance and anticorruption, agriculture, IDA replenishment (see box 3), climate change, and information disclosure.

#### Governance and Anticorruption Strategy

At a speech given by then President James Wolfensohn at the 1996 World Bank–IMF Annual Meeting, he made a reference to how corruption undermines efforts to promote poverty reduction, and he pledged action by the Bank to curb it. This speech began a process within the Bank to not only create policies and establish mechanisms to intensify the fight against corruption, but also to start supporting efforts to improve governance at the global and country levels. This culminated with the drafting of the Governance and Anticorruption (GAC) Strategy in 2006, which was developed after years of policy dialogue between Bank staff, governments, donor agencies, and CSOs.

Consultations on the GAC strategy, which began in July 2006 and lasted through January 2007, represented an extensive global multistakeholder process. The purpose of the consultation was threefold: (1) to inform multiple stakeholders about the Bank's work in GAC; (2) to seek feedback on the strategy paper draft; and (3) to identify areas of potential collaboration for promoting good governance practices.

More than 3,200 representatives from government, parliaments, civil society, media, the private sector, and other stakeholders participated in consultation meetings held in 48 countries. There were also four global dialogue meetings (connected through a video link), as well as electronic feedback via the Bank's Web site. The consultation process was carried out in two phases. The first phase (July–August 2006) was a more limited consultation process based on a set of guiding questions and a draft



Consultation on governance and anti-corruption strategy in Mongolia (January 2007)

concept note. The second phase (November 2006–January 2007) was broader and based on the draft strategy paper titled “Strengthening the World Bank Group’s Engagement on Governance and Anti-Corruption.” Summary reports from both phases were posted on the Bank’s Web site. The Bank’s Board approved the revised strategy in March 2007.

The GAC process was considered one of the most extensive and substantive stakeholder policy consultations to date. Extensive collaboration was undertaken with CSOs such as Transparency International, which helped organize consultation meetings and provide expert feedback on the draft strategy. Lessons learned through the process have been applied to subsequent consultation processes at the Bank, including the need to have clarity about consultation objectives, to ensure as much transparency as possible, to provide sufficient time for each step in the process, and to provide feedback on the input received. For details on the implementation of the GAC strategy, see page 23.

### World Development Report on Agriculture

A wide range of consultations with civil society were held in preparation of the World Development Report (WDR) 2008 "Agriculture for Development." The WDR 2008 team consulted with representatives from government, universities, civil society, the private sector, and other stakeholders. CSOs were actively consulted through a number of technical workshops, regional and global meetings, and an online forum from July 2006 to December 2007.

The Bank held numerous multistakeholder consultation meetings throughout the world. Here is a sampling:

- A seminar series was organized with the International Food Policy Research Institute (IFPRI) on biofuels in Washington, DC, with more than 20 organizations, including CSOs.
- A Regional Consultation was held in New Delhi, India, in November 2006, in collaboration with IFPRI, which had the participation of more than 50 government officials, private sector representatives, small-farmer leaders, and academics.
- The Latin American Center for Rural Development (RIMISP) convened a consultation workshop on the WDR 2008 in Canada in January 2007 with more than 30 well-known rural development and agriculture social movements and NGOs. The meeting had the support of the International Development Research Center (IDRC) and the Interchurch Organization for Development Co-operation (ICCO).

- Consultations in Washington, DC, were held in February 2007 at the development ACDI/VOCA with 28 CSOs participating.
- A Western Africa Regional Consultation took place in April 2007 in Bamako, Mali, with 40 participants from governments, CSOs, and donor agencies.
- In Brazil, the Bank consulted with Northern and Northeastern networks of small-farmer organizations and NGOs, including the Coalition for the Brazilian Semi-Arid.

The WDR 2008 team also held a two-week electronic consultation in April 2007 that was moderated by RIMISP. Over 160 participants from 35 countries contributed to the discussion. Issues brought up during the online discussion included agrarian reform, the importance of smallholder farming, fair trade, genetically modified organisms, global agribusiness, and corporate governance. These comments were posted on the Bank Web site alongside a report that showed which contributions were incorporated into the WDR.

### Strategic Framework on Climate Change

During the period from 2005 to 2007, the World Bank Group joined other Multilateral Development Banks to develop and implement the Clean Energy Investment Framework (CEIF). The CEIF was geared to supporting efforts by developing countries to (1) increase access to energy, especially in Sub-Saharan Africa; (2) undertake country-led actions to lower the carbon intensity of growth; and (3) adapt to climate variability and change. At the 2007 World Bank-IMF Annual Meetings, the Development Committee welcomed the progress made in implementing the CEIF and called on management to develop a comprehensive strategic framework for World Bank Group engagement on climate change while retaining the focus on overcoming poverty.

The formal consultation process was launched following the Board's discussion of the Concept and Issues Note, "Toward a Strategic Framework on Climate Change and Development for the World Bank Group," in March 2008. Global consultations were undertaken in two phases to allow stakeholders to provide input on both the concept note and the draft framework paper itself. A "rolling process" was employed to consider comments on the note as they were received throughout the global consultation process. Consultations were held globally



Bank-financed fertilizer distribution program in Ethiopia to address global food crisis (2008)

### BOX 3. Consulting on IDA 15 Replenishment

The Bank consulted widely with civil society on the 15th replenishment of the International Development Association program. The process began in February 2007 when the IDA Board discussed the "Fifteenth IDA Replenishment: The Platform for Achieving Results at the Country Level" paper. As part of IDA's efforts to make its replenishment discussions more transparent and inclusive, the draft IDA 15 Report was disseminated widely to elicit input from civil society. It was placed on IDA's Web site, and approximately 20 CSOs, such as DATA, EURODAD, and Oxfam/GB provided substantive comments on the draft report.

Consultation meetings were held with a variety of CSOs during the replenishment process to solicit their views on challenges confronting IDA countries. CSO meetings were held in Washington, DC, during the World Bank and Fund Spring Meetings (April 2007); in Maputo, Mozambique, during an IDA

Deputies Meetings (June 2007); in Washington again during the Annual Meetings (October 2007); and in Dublin, Ireland, during the final IDA Deputies Meeting (November 2007).

A summary report was then produced based on the comments received, and those recommendations that were considered useful and relevant were incorporated into the draft IDA paper. Comments incorporated in the report included greater emphasis on the need to support low-carbon development, adopting measures to improve the monitoring of results at different stages of the project, acknowledging the importance of agriculture to promote broad-based growth and sustainable poverty reduction, and including adherence to core labor standards within the Country Performance and Institutional Assessment (CPIA) criteria. The final IDA 15 Report was approved by the Board of Executive Directors and publicly disclosed in March 2008.

with a wide array of stakeholders, including representatives from government, civil society (NGOs, youth, and indigenous peoples), parliamentarians, academia, donor agencies, and the private sector. Consultations were also held at the regional and country levels. For instance, in South Asia, consultations were held in New Delhi in February 2009 with a broad cross section of stakeholders from across the region, including CSOs. Among the recommendations made was that the Bank support indigenous solutions to the problems of adapting to climate variability and change as well as identify effective local approaches that can be scaled up. Participants also expressed disappointment with the lack of funding available to address climate change challenges in the South Asia region.

Phase I of the consultation on the Concept and Issues Note, held from April to July 2008, involved 71 consultation meetings and briefings with more than 1,800 participants through global, regional, and national meetings, as well as video conferences. A dedicated Web site was established so that stakeholders could download the document (available in Arabic, Chinese, French, Portuguese, Russian, Spanish, and Vietnamese), provide comments, and monitor the consultations process. The Web site also allowed stakeholders to view the summary notes, transcripts, and photos of the consultation meetings. Forty-three percent (833) of participants were from developing countries, and



Meeting with CSOs in the Bank's Board Room to discuss forestry program in the Democratic Republic of Congo (April 2007)

36 percent (652) were from developed countries, whereas 21 percent (397) came from multilateral institutions, including the World Bank Group. In Africa, the Bank partnered with the African Development Bank (AfDB) to promote three regional meetings, which reached 37 countries.

Phase II of the process, held during August and September 2008, also involved numerous meetings and online consultations on the draft Strategic Framework full paper. A year later, at the 2008 Annual Meetings, the Development Committee

endorsed the report “Development and Climate Change: A Strategic Framework for the World Bank Group.”

### Information Disclosure Policy Review

Public interest in transparency has been growing in the last decade. Many countries have adopted freedom-of-information legislation, and the transparency standards of international financial institutions are subject to increased public scrutiny. Although the Bank Group’s information disclosure policies have advanced considerably through several reviews in the last 15 years, it was felt that existing guidelines on what documents could be released were ambiguous and overlapping, making the disclosure policies difficult for Bank staff to implement and for the public to understand. For this reason, the Bank decided to launch a comprehensive review of its disclosure policy.

The guiding principles and the key elements of the proposed policy were presented in the approach paper “Toward Greater Transparency: Rethinking the World Bank’s Disclosure Policy.” The paper proposed a paradigm shift in the Bank’s disclosure policy from maintaining a *positive* list that identifies which documents the Bank can disclose, to an approach under which the Bank would disclose any information not on a list of *exceptions*. The new policy reflects a shift toward the “presumption of disclosure” which is not only more consistent with the Bank’s business model, but recognizes the importance of transparency as a critical tool for

enhancing good governance, accountability, and development effectiveness.

The disclosure consultation process was launched in March 2009. It has included meetings, video conferences, and Internet-based consultations in about 25 countries. The regional breakdown of the meetings was the following: Africa (seven meetings), East Asia and the Pacific (four meetings), Europe and Central Asia (four meetings), Latin America and the Caribbean (five meetings), Middle East and North Africa (three meetings), and South Asia (two meetings). Three large global meetings were also held with CSOs, including a meeting in Washington, DC, during the 2009 Spring Meetings, in which 42 CSO representatives from throughout the world participated. Several CSOs, notably the Bank Information Center and the Carter Center, collaborated closely with the Bank review team to help set up these meetings. The Bank created a Web site to serve as an informational and feedback portal for the consultation process.

At the end of the consultation process, the Bank will summarize the comments received and post a summary report on the Web indicating what inputs were incorporated into the final policy paper. The final paper will be posted on the Bank’s Web site to give stakeholders an opportunity to view how their inputs were considered. At the end of this period, the Bank’s executive directors are expected to consider the proposed revision to the policy in the fall of 2009.



Consultation meeting with CSOs on the Bank’s Information Disclosure Policy in Washington, DC (April 2009)

## Country-Level Consultations

Civic engagement in country-level operations is critical to the development effectiveness of Bank-supported operations. During fiscal years 2007–2009, this engagement has been mainstreamed in Country Assistance Strategies (CASs) and in Poverty Reduction Strategies (PRSs). Civil society involvement in the development of these strategies has included: consultations; information sharing; research work; and monitoring and evaluation. This section is the result of a desk review that the Bank's civil society team conducted of CAS and PRS documents approved during these three fiscal years. Annex 1 and Annex 2 describe in greater detail the engagement of civil society in the preparation of these documents, and in the implementation of the Bank and country strategies.

### Country Assistance Strategies

The World Bank prepares a CAS for every country in which it has an active financing portfolio, identifying the key areas in which Bank Group support can best assist a country to achieve sustainable development and poverty reduction. The CAS is prepared in consultation with government officials, donor agencies, and other stakeholders inside and outside the country. The CAS starts from the country's vision of its development goals, which may be set out in a PRS or another country-owned strategy process. The CAS begins with the Bank's diagnosis of the country's development challenges and outlines the Bank's proposed development program that is tailored to the country's needs. The Bank's strategy is also framed within the government's development objectives and strategy, the Bank's ongoing portfolio, and the activities of other donor agencies. The CAS is grounded in a results framework that highlights the outcomes that are expected from the Bank's support during the implementation period.

A CAS is normally prepared every four years, although its timing is based on country characteristics, with smaller countries having shorter cycles. An integral part of the CAS is the CAS Completion Report (CASCR), which is an assessment by the Bank of progress achieved as measured against the expected results in the original CAS. At the mid-point of the implementation of a CAS, the Bank prepares a CAS Progress Report (CASPR), which focuses on key developments since the inception of the CAS and introduces midcourse corrections as necessary. An Interim Strategy Note (ISN) is pre-



Bank staff consulting CSOs and other stakeholders on governance and anti-corruption strategy in Cambodia (2007)

pared when a country is not yet ready for a CAS and covers a period of 12–24 months.

The Bank revised its procedures on CAS documents in June 2005, stressing the importance of stakeholder consultations and donor coordination during CAS preparation. The Bank seeks to hold consultations with a broad cross section of civil society stakeholders to expand the Bank's understanding of country development needs, as well as to promote public understanding of the CAS. CAS consultations for IDA-eligible countries are more closely linked to and build on the country's PRS consultations with civil society. The CAS is also increasingly being prepared in close coordination with other donor agencies to promote greater country-led donor coordination and reduce aid management and delivery transaction costs.

The Bank is adopting the use of opinion surveys during CAS preparations to better understand the perspective of various stakeholders about the relevance, efficacy, and timeliness of the Bank's programs. See box 4 for an example of extensive CAS consultations carried out in Peru. Public disclosure of final CAS documents after adoption by the Bank's Board, has become accepted practice. Although governments must agree to such disclosure, to date, there have been few exceptions to the general practice of disclosure.

The Bank's CST conducted a review of CAS documents approved by the Board during fiscal years 2007–09 to assess the Bank's efforts to consult CSOs in the preparation, implementation, and evaluation of CASs, ISNs, and CASPRs. This review was based on word searches for key terms such as *civil society*, *participation*, and *consultations* to determine the inci-

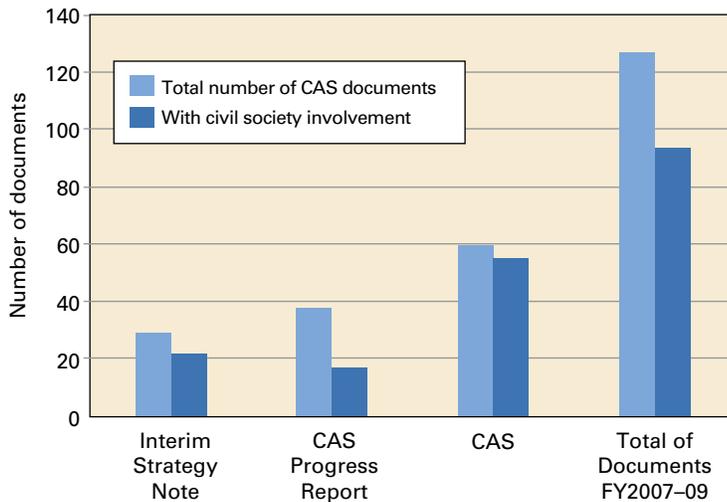
dence of civil society involvement in CAS preparation and implementation. The results of the CAS review for fiscal years 2007–09 are quite encouraging as they indicate an increasing level of civil society involvement. The review found that there was some form of civil society involvement in 92 percent of all 60 full CASs during the last three years. The review also demonstrated the growing trend of civil society involvement in the drafting of ISNs, which showed CSO involvement in 76 percent of all 29 notes. Even for the CASPRs, which do not require consultations, there was a significant level of civil society involvement of 45 percent in relation to the total amount of 38 Progress Reports. Figure 1 depicts

the findings of the review of all CASs during fiscal year 2007–09, as reported in the CAS documents.

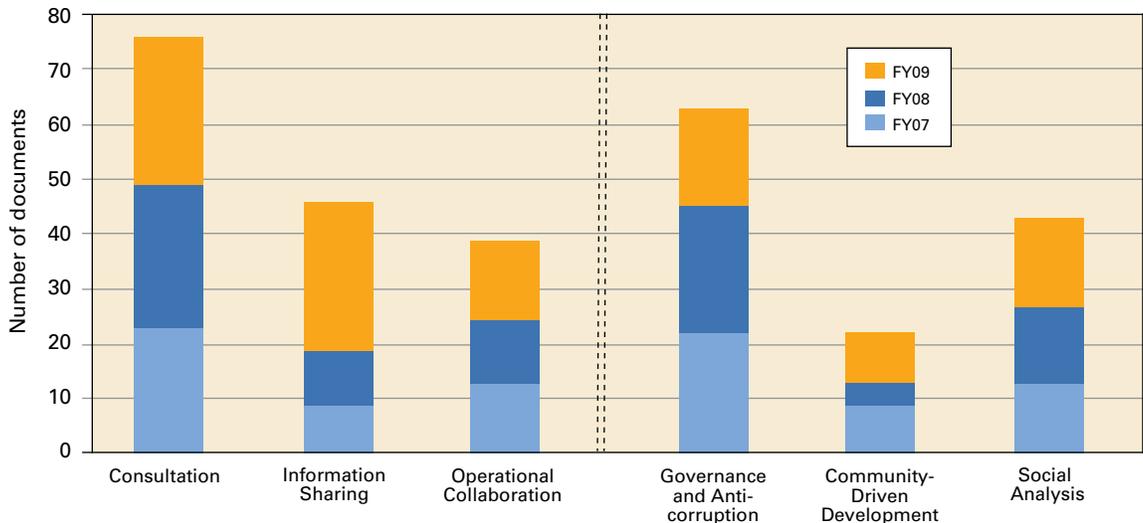
The CST also found that all CASs include several themes promoting civic engagement. A wide range of consultation methodologies were documented, such as meetings, seminars, focus groups, forums, online consultations, and opinion surveys. The review also highlighted common themes that CSOs emphasized during the CAS consultation process. These themes included the need for the Bank to emphasize governance and accountability issues, partner with other donor agencies, use community-driven development approaches, focus on development results, and employ more effective dissemination tools geared to the general public.

Figure 2 depicts the participation *approaches and strategy* components used in CAS formulation and implementation during fiscal years 2007–09. The Participation Approaches used to consult with CSOs cited in the CASs were three: consultation meetings; information sharing; and operational collaboration. Of these, consultation meetings were the approach most cited. The CASs also included three Strategy Components which are tied to civic engagement: governance and anticorruption, community-driven development, and social analysis. Of these governance and anti-corruption is the most often cited. Annex 1 of this progress report presents detailed narratives concerning civil society involvement in CAS development, as reported in CAS documents.

**Figure 1. Civil Society Involvement in Country Assistance Strategies, Approved in Fiscal Years 2007–09**



**Figure 2. Participation Approaches and Strategy Components as Reported in CAS Documents, Approved in Fiscal Years 2007–09**



#### BOX 4. Civil Society Consultations in Peru's Partnership Strategy

Consultations with civil society in the preparation of the Peru Country Partnership Strategy (CPS) were held from August to October 2006. The process was decentralized and organized at the community, district, regional, and national levels with a wide range of stakeholders. The participatory methodology included working groups for small discussion and plenary sessions for presenting results and general comments. Consultations involved 600 participants from civil society, private sector, donor agencies, and government. An all-day retreat was held with members of the incoming and outgoing governments in June, which was followed by six main consultation meetings with representatives of civil society. Here is a sampling:

- A three-day meeting with approximately 148 rural (peasant) entrepreneurs and small businessmen to discuss rural development issues.
- A meeting with 50 civil society representatives in Cajamarca with participants from throughout Peru to discuss

good practices in the areas of poverty reduction and decentralization.

- A dialogue with 72 members of the Yachaqchics indigenous/ethnic group which included plenary sessions and an exhibition similar to a Development Marketplace, during which each group presented their experiences with participatory governance.
- A joint Bank–IFC consultation meeting with private sector representatives in Lima, co-organized with the Center for Economic and Social Research (CIES) .
- A meeting with youth leaders co-organized with the New Voices program which gathered 33 youth organizations from Cajamarca, Cusco, Lima, and Piura.

These meetings generated diverse and useful information, analysis, and recommendations for the Bank's future policies and investments in Peru. Many of them were incorporated into the final CPS strategy paper.

#### Poverty Reduction Strategies

Poverty Reduction Strategy Papers (PRSPs) constitute the basis for assistance from the World Bank and the IMF as well as for debt relief under the HIPC initiative. PRSP documents strive to be prepared through a process that is country driven, comprehensive in scope, partnership oriented, and participatory. PRSP documents are submitted to the Bank and Fund boards for review every three years. Many countries have drafted Interim PRSPs (I-PRSP) when they are not yet ready to produce a full PRSP. When changes to the content of a PRSP are needed, these are included into the Annual Progress Reports (APRs). The APRs are submitted to the Bank and IMF Boards 12 months after preparation of the PRSP. These documents assess progress in relation to PRS goals and intended policy/program reforms, and are often integrated into regular government reporting mechanisms, such as annual budget reviews. A total of 54 PRSP documents were prepared during fiscal years 2007–09, with the majority (32, or 59 percent) from Africa.

Based on recommendations made in the “2004 Poverty Reduction Strategy Papers—Progress in Implementation,” paper some modifications have been made to the PRS process. The Joint Staff Assessment (JSA) has been replaced by the Joint Staff Advisory Note (JSAN), in part, to eliminate the evaluative nature of staff reports. For instance, JSANs describe the participatory process instead of

assessing its impact. Although fully updated PRSPs, and accompanying JSANs, will continue to be discussed by the Bank and Fund Boards, annual progress reports and accompanying JSANs will not be subject to discussion. These modifications do not change the fundamental underpinnings of the PRS initiative. The changes seek to enhance the candor and focus of staffs' feedback on a country's PRS, increase transparency in how the Bank's and IMF's concessional assistance is aligned with a country's PRS, and encourage better alignment of the PRS process with existing domestic processes.

The Civil Society Team conducted a review of all PRSP documents reviewed by the Bank and IMF Boards in fiscal years 2007–09 to determine the involvement of civil society in their preparation, implementation, and reporting processes. Full PRSP documents, as well as PRSP, APRs, and I-PRSPs, were searched through key words such as *civil society*, *participation*, and *consultations* to determine the level of civil society involvement. The results for fiscal years 2007–09 confirm that civil society participation continues to be high in the preparation of full PRSPs, with 84 percent of the 32 documents reporting civil society participation. A total of 71 percent of the 38 PRSP Progress Reports reported civil society involvement, and all of the 2 ISNs submitted to the Bank and IMF boards had some form of CSO participation engagement. Figure 3 shows the findings of the review of all PRSPs, as reported in the PRSP documents.

CST researchers also conducted a text analysis of PRSP documents and found that there are common consultation tools used, and common themes brought by CSOs across different countries and regions. A wide range of consultation approaches were used in the PRSP process including meetings, seminars, focus groups, forums, and online platforms. Governments also increased the use of sur-

veys among opinion leaders throughout the countries. In terms of common policy positions advocated by CSOs, these included recommending that governments establish permanent mechanisms to encourage citizens' participation and track results. As with the CASS, they also suggest that GAC goals be incorporated more clearly in the PRS, and that the government adopt more proactive information sharing approaches.

**Figure 3. Civil Society Involvement in Poverty Reduction Strategies, Approved in Fiscal Years 2007–09**

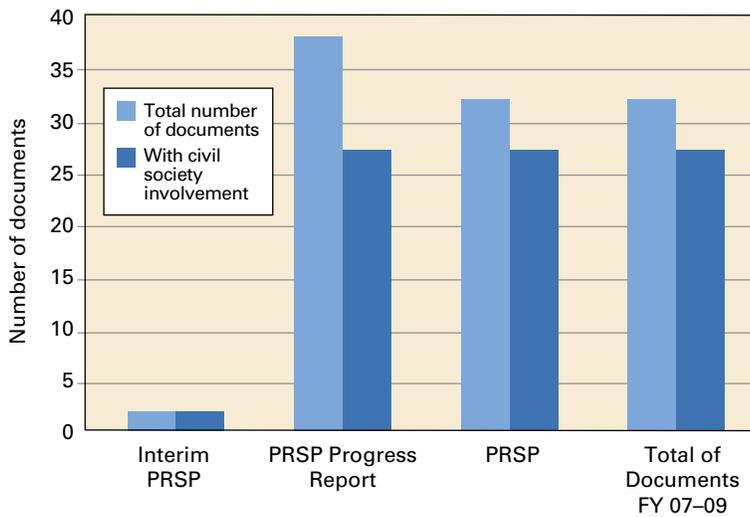
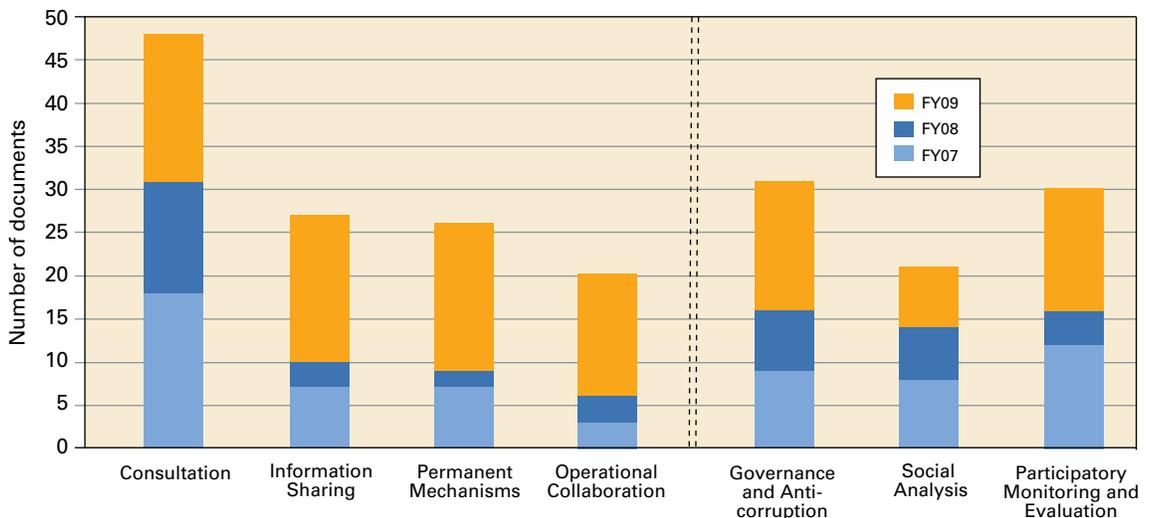


Figure 4 depicts the *participation approaches* and *strategy components* in PRSP processes during FY 2007–09. The Participation Approaches most often cited to elicit input from civil society were: consultation meetings; information sharing; permanent participation mechanisms; and operational collaboration. Of these, consultation meetings were the most common instrument used by governments over the past three fiscal years. Three Strategy Components were cited as mechanisms to encourage civil society participation in the implementation and monitoring of the PRSP. They were: governance and anticorruption; social analysis; and participatory monitoring and evaluation. Of these the two most frequently included in the country strategy were governance and monitoring.

**Figure 4. Participation Approaches and Strategy Components as Reported in PRSP Documents, Approved in Fiscal Years 2007–09**



# 3

## Operational Collaboration and Institutional Partnerships

### Civic Engagement and Social Accountability

Civic engagement is a term that describes the capacity of citizens and CSOs to engage governments to be actively involved in development processes in a sustained and effective manner, whether at the policy, program, or project levels. Civic engagement mechanisms promote conditions that enable civil society to participate effectively in development policies and projects. The World Bank has supported civic engagement through the development of conceptual and methodological frameworks for assessing the range of conditions impacting civic engagement, and has given guidance and training to Bank country teams to identify priorities and develop strategies promoting effective civic engagement. The Bank has also provided funding for mainstreaming civic engagement in its operations through grant mechanisms, such as the Civil Society Fund (see page 28).

Social accountability is an approach toward building accountability that relies on civic engagement and citizen participation in demanding accountability from service providers and public officials. Often referred to as the demand side of better governance, social accountability relies on tools and mechanisms such as participatory budgeting, public expenditure tracking, citizen report cards, community scorecards, social audits, citizen charters, and right to information acts. These tools provide systematic and direct feedback from citizens and users to policy makers and implementers to help them redesign programs and reallocate resources. Mechanisms involving participation of citizens in the process of managing public resources have proved to be particularly effective in the implementation of community-driven development (CDD) projects as well as in development policy lending.

After years of extensive and largely successful pilot programs, the World Bank is now taking a scaled-up approach to social accountability. The Bank's major institutional and sectoral strategies increasingly rec-



CSOs providing training to Cambodian sex workers on the risks of HIV/AIDS with Bank-supported project

In Cambodia, for example, the CGAC process strengthens domestic accountability by engaging civil society and the private sector to monitor the implementation of the government's five-year development strategy. In Paraguay, the CGAC process supports government capacity to engage civil society through the Community and Rural Development initiative; in Peru, social accountability is an important part of the government's and the Bank's approach to the social development programs.

Between 2002 and 2006, approximately \$7 million of funding, provided mainly by the Norwegian-Finnish Trust Fund for Environmentally and Socially Sustainable Development (TFESSD), went toward 25 social accountability country pilot projects scattered across a range of countries and sectors. These pilots have developed and tested innovative social accountability tools, and they resulted in the creation of partnerships and networks, as well as inclusion of social accountability approaches in several government programs and Bank projects. Examples of these pilots are presented below.

In Kenya, a pilot set up a consumer feedback mechanism for municipal drinking water supply

services in three cities using citizen advisory boards, public hearings, and citizen reports. The consumer feedback mechanism was linked with annual action plans for improving low-performing services and is now being scaled up to other cities. In Madagascar, pilot activities led to scaling up of social accountability to other sectors and integration of a national social accountability program in the Country Assistance Strategy. Moreover, the Second Governance and Institutional Development Project funded by the World Bank now contains a social accountability component focused on participatory monitoring of key economic sectors, such as mining, forestry, and services (see box 5).



Village meeting to discuss sustainable development program in Yemen (2007)

#### BOX 5. Promoting Social Accountability and Transparency in Madagascar

The Madagascar Second Governance and Institutional Development Project, approved in June 2008, includes a component on transparency and social accountability (\$4 million). The component's main objective is to create synergy between government reforms and civil society by complementing, mutually reinforcing, and addressing shortcomings of "supply side" reforms carried out by the government through its Governance and Institutional Development Program.

A key social accountability activity held in Madagascar in February 2008 informed the project design. The activity was a national training conference on social accountability tools, which brought together a large number of CSOs from several different regions, together with social accountability practitioners from the World Bank, Africa, and Latin America. The conference provided in-depth training sessions for civil society on participatory budgeting, monitoring mine revenues, and community scorecards. It also provided input for the projects' approach to enhancing civil society involvement in social accountability.

The project is geared to strengthening local oversight in the environmental sector and quality of municipal services (such as solid waste and tax collection) and monitoring the introduction of service standards for the lower courts. A grant-funding mechanism will be set up to finance innovative social accountability and governance initiatives by CSOs and other nonstate actors. These Social Accountability Grants will pilot, develop, and scale up approaches that are focused on supporting civil society to monitor and provide oversight, in particular, in key areas such as natural resource management, local service delivery, and public financial management.

In India, the Bank's Governance and Accountability Plan is supporting stakeholder consultative processes and strengthening demand-side accountability, transparency, and grievance redressal. In addition, the Bank's country office used the funds made available under the GAC-in-Projects initiative to undertake two reviews of select projects to map, document, deliberate, and develop guidelines for better governance of projects through civic engagement. One of the reviews is studying seven infrastructure projects across the globe to learn from their experiences on improving transparency and accountability through civic engagement.

In Uganda, a citizen report card pilot effort was launched in nine districts aiming to enhance the ability of rural communities to hold providers of primary health care accountable. Important results were noted within a year. These included large increases in utilization of services (16 percent higher than in the control communities), and improved health outcomes such as reduced child mortality (a 33 percent reduction in child deaths) and increased child weight.

The TFESSD has also supported participatory budgeting in Eastern and Southern Africa, Eastern Europe, Central Asia, and Latin America. Mayors and civil society have started using participatory budgeting. For example, in Albania and the Kyrgyz Republic, mayors from four pilot areas set aside resources to conduct participatory budgeting. In Latin America and Africa, the regional participatory budgeting knowledge and action centers have created networks and coalitions on participatory budgeting. Other piloted social accountability tools have been integrated into Bank operations and have had a strong influence on client strategies in Ethiopia, Honduras, India, Nicaragua, Madagascar, Mozambique, Peru, Sri Lanka, and other countries. The government of India has taken the step of institutionalizing social audits by mandating them in the National Rural Employment Guarantee Scheme. Social accountability pilots in South Asia also helped inform the Social Investment Program in Bangladesh, and the Maharashtra Rural Water Supply and Sanitation and Bihar Rural Livelihoods Projects in India.

TFESSD-funded activities have created and strengthened networks of social accountability practitioners in the Africa, East Asia, Latin America and South Asia regions. These networks have contributed significantly to local capacity development and dissemination through South-South

learning. For example, the Affiliated Network for Social Accountability (ANSA) exists in Africa, South Asia, and East Asia and the Pacific; each is supported by a Development Grant Facility from the Bank, working to build the capacity of civil society groups that strive for open and transparent governance. At the World Bank, a Bank-wide community of practitioners, the Demand for Good Governance (DFGG) Peer Learning Network, has been created to promote social accountability approaches within Bank projects (see box 7). Other network initiatives supporting civil society in demand-side governance include the Partnership for Transparency Fund, the South Asia Social Accountability Network, the Cambodian Program to Enhance Capacity in Social Accountability (PECSA), and the Communication for Governance and Accountability Program (CommGAP).

Examples of how social accountability contributes to local development and good governance in several African countries are provided in box 6.

### Governance and Anticorruption

The World Bank Group's Governance and Anticorruption (GAC) strategy approved by the Board of Executives in March 2007 involved extensive civil society consultations (see page 13). The GAC strategy identifies multistakeholder engagement as a key principle at every step of the Bank project cycle through mainstreaming of demand-for-good-governance efforts in CASS, sector-specific work, project design, and implementation. One of the GAC guiding principles is to encourage systematic engagement with a broad range of government, business, media, and civil society stakeholders to promote adequate reforms and sound development outcomes, including scaling up existing good practice in engaging with multiple stakeholders in the Bank's operational work, and promoting transparency, participation, and third-party monitoring in Bank operations.

A GAC Implementation Plan was discussed by the Board in October 2007 and launched by Mr. Zoellick in December of that year. The plan is focused specifically on how the Bank will work with governments and other stakeholders in making the GAC Strategy operational and outlines provisions for capacity building and training for civil society. CSOs have mostly focused on what their role will be in creating and maintaining demand for good governance. In fiscal years 2008–09 the Bank's support

#### **BOX 6. Local Excellence-in-Governance Competition in Burkina Faso, Guinea, and Rwanda**

The *Compétition pour l'Excellence dans la Gouvernance Locale* (COPEGOL) is part of an ongoing Bank initiative geared to improving local government transparency and accountability in Africa. The competition was launched in 2008 in close collaboration with government ministries and national local government associations in Burkina Faso, Guinea, and Rwanda. In each country, the project has received technical and financial support from World Bank lending projects as well as other donors, such as U.S. Agency for International Development (USAID), French Development Cooperation (AFD), and United Nations Development Programme (UNDP). COPEGOL seeks to discover and reward innovative practices by local governments engaged in constructive partnerships with CSOs and communities working together to improve local governance performance.

Good governance awards given by COPEGOL focus primarily on participatory and successful approaches to program planning, budgeting, service delivery, procurement, monitoring and evaluation (M&E), and auditing. In each country, urban and rural local governments are encouraged to participate in the competition and submit their good practices. The six highest-scoring local governments were recognized during a reward ceremony in Rwanda (November 2008) and in Burkina Faso and Guinea (January 2009). Prizes for the winning local governments ranged from a financial budget contribution to technical and in-kind support, as well as study tours. The competition is open to all local governments, and decisions were made by a selection committee comprising representatives from government, academia, and civil society.

for scaling up governance implementation was \$92 million, with \$27 million provided by the Bank and \$65 million by donor agencies.

The approval of the GAC Strategy has created a major opportunity for scaling up the Bank's work and brings to the fore the need for strengthened engagement with civil society. CSOs not only participated actively in the strategy consultation process, but have increasingly been involved in GAC policy discussions, research, and projects. Numerous examples can be cited of CSO involvement in participatory budgeting, transparency revenue, citizen scorecards, civic engagement, and social accountability programs at the community level (see page 22 for several examples). At the global level, CSOs are actively participating in the DFGG Network, which promotes policy dialogue, research, and capacity building (see box 7).

## BOX 7. Engaging CSOs on the Demand-for-Good-Governance Agenda

The DFGG Peer Learning Network was established by the Bank's Social Development Department in 2008 to promote information exchange and learning around the governance agenda. It brings together more than 700 individual and institutional members representing international CSOs, governments, donor agencies, and academia. Some of the better known CSOs who belong to the network include CIVICUS, Transparency International, World Learning, South Asia Social Accountability Network, Grassroots Organizations Operating Together in Sisterhood, and the Huairou Commission—Grassroots Women and Governance. The network's core activities include a Web site and e-mail list server, a seminar series, and ongoing research projects.

The electronic resource portal created for the DFGG within the Bank's Social Development Web site provides a space for governance experts and practitioners from within and outside the Bank to exchange information, discuss topics, and share technical information. There is also a database of sourcebooks, case studies, and other tools on governance and social accountability. The bimonthly DFGG seminar series was launched in October 2008. The series combines Bank and non-Bank presentations to capture DFGG approaches, tools, and lessons learned. The largest research effort undertaken to date is a stocktaking of demand for good governance policies and activities within the Bank's project portfolio. The 2008 "Demand for Good Governance Stocktaking" found some form of governance elements in 155 Bank projects. Although many of these operations were pilot programs or projects funded by trust funds, they constitute important building blocks toward mainstreaming GAC in operations at large.

## Mainstreaming Civil Society Involvement in Bank-Funded Projects

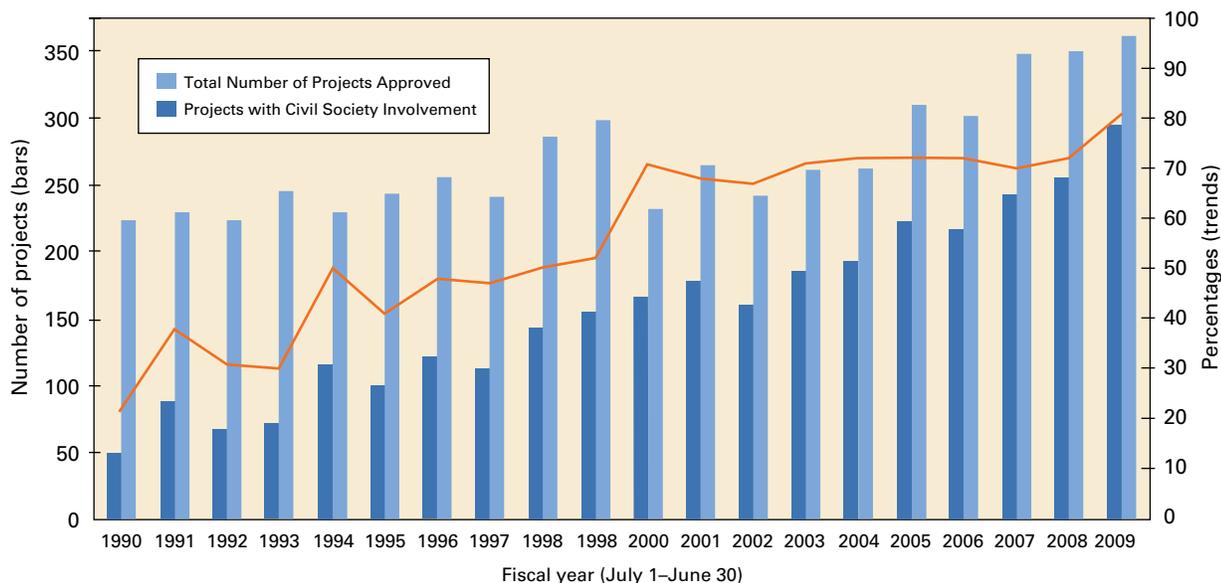
Civil society involvement in Bank-financed operations continued to be high during fiscal years 2007–09. As indicated in previous progress reports, civil society involvement in Bank-supported projects has increased substantially in the last 20 years. It has reached a plateau in percentage terms of around 70 percent in the last decade, despite the fact that Bank's portfolio continues to grow in the number of overall projects and there is growth in the percentage of policy-based loans. Not only were more projects found to have civil society participation, but also this involvement is now reported beyond the preparation (e.g., planning, design, appraisal) stage of the projects to also include the implementation and evaluation phases. As discussed below, the nature and quality of civil society involvement have improved over time, and across sectors and themes. This section describes the methodology used for conducting the annual review of projects to determine involvement of civil society in Bank operations. It presents the results of the assessment conducted during fiscal years 2007–09 and provides examples of good practice related to civil society involvement in Bank-financed projects.

The Civil Society Team (CST) conducted an annual review of projects approved during fiscal years 2007–09 building on the criteria used in previous years to carry out this type of assessment. This review involves the review of project documents—the Project Appraisal Documents (PADs) and Program Documents (used in development policy lending)—drafted during project preparation and appraisal for consideration by the Bank's Board during negotiations. Key words related to civil society such as *civil society*, *NGOs*, *community groups*, *consultation*, *social assessment*, *accountability*, and *transparency* were used to search the documents. The review identified text within the documents that would help determine if civil society involvement took place in project preparation or is planned for the implementation and evaluation phases. This text is collected and used to attribute the project with a score of "1" (there is ample evidence that civil society involvement has taken place in the preparation stage or is planned in future project phases) or "0" (there is not sufficient evidence to show civil society involvement).



Bank support for post-Tsunami reconstruction in Aceh, Indonesia (2007)

Figure 5. Civil Society Involvement in World Bank Projects, Fiscal Years 1990–2009



During the review, CST researchers also flagged prominent features related to key themes within the projects, including the following: the presence of institutional mechanisms for participation, social accountability initiatives, social analysis, community-driven development, gender integration, NGO contracting, and participatory monitoring and evaluation. On the basis of this text analysis, statistics were produced for overall incidence of civil society involvement in Bank-supported operations by fiscal year and by thematic category. The qualitative and quantitative data that were collected and analyzed, were then used to prepare reports for consideration by the Bank’s management and the board as well as for inclusion in Bank publications. The results of the fiscal years review for 2007–09 are presented below.

In absolute terms, the total number of projects approved over the course of the last three years has somewhat decreased, from 348 (in fiscal year 2007), to 350 (2008), to 361 (2009). Conversely, the number of projects with civil society involvement has somewhat increased, from 242 in (fiscal year 2007), to 256 (2008), to 294 (2009). Therefore, the annual percentage of civil society involvement has steadily increased over the course of the three years from 70 percent (2007), to 72 percent (2008), to 81 percent (2009), with an average for the three-year period of 75 percent. The reason for the noticeable increase experienced in fiscal year 2009 is best explained by several factors related to

important policy changes and institutional arrangements adopted recently that created a more enabling environment for civil society involvement in Bank-supported operations. These factors included the approval and implementation of the GAC Strategy, adoption of a best practice policy on participation in DPL, further mainstreaming of CDD operations, (including funding through CSOs), and increased gender integration into Bank-supported operations. To be sure whether these factors were indeed responsible for this upward curve, it will be necessary to track the trend for several years.

Figure 5 depicts this trend, which has been observed since 1990 and can be considered an important trend of the growing commitment of governments and the Bank to mainstream CSO involvement in Bank lending. It can also be indicative of a growing interest and willingness on the part of civil society to engage in Bank-financed operations. The review of projects approved by the Board in fiscal year 2009 found that civic engagement has increased not only in investment loans, but also in development policy loans (DPLs) and in additional financing. Of 283 investment loans approved, 233 (82 percent) had civil society involvement. Of 78 DPLs approved, 61 (72 percent) involved civil society. Of 32 special financing projects, 26 (81 percent) engaged CSOs.

The review results show that most projects with civil society involvement have some type of institutional arrangement set up to ensure CSO engage-

## BOX 8. Participatory Development in Northeast Brazil

The Northeast Rural Poverty Reduction Projects (PCPRs) are a cogent example of how civil society involvement has increased in Bank operations. First funded in the early 1980s through a top-down management approach controlled largely by state governments, PCPR adopted a Community-Driven Development stance in the mid-1990s and today represent an example of decentralized and participatory development. The project is managed with the direct participation of local community associations and other civil society organizations who sit on Municipal Councils. In addition to local community organizations, the project has the involvement of regional and national CSOs, such as the national confederation of small farmers (CONTAG), associations of indigenous peoples, associations of Afro-descendent communities (*quilombolas*), women's organizations, and development CSOs (Caatinga, Sabiá, and SEAPAC)

The PCPRs operate on a large scale in 10 states of the Northeast region (see map) in 1,500 municipalities (out of 1,683) funding various kinds of infrastructure, productive, and community development projects. Around 38,000 community associations have benefitted from the PCPRs so far.

The PCPRs have also adopted various measures to benefit women and indigenous and *quilombola* groups. Around 30 percent of the projects' beneficiaries are women, who are becoming increasingly active in community associations. All of the states with indigenous populations already have plans specifically designed for them, and *quilombola* communities have been singled out for special attention in the states where they live.

The PCPR has had a positive and sustainable impact on social capital. Participatory and locally controlled project councils and transparent funding mechanisms promote social control of the public sector and minimize political interference, corruption, and "elite capture" of the programs, as occurred in the past. The PCPR uses the social capital already existing in rural communities and is helping to leverage it into other areas such as promoting improved relations with local governments.



ment. The mechanisms defined in the project documents are not ad-hoc consultations, but institutional arrangements, such as steering committees, participation plans, and consultation bodies. The figure also observes an overall trend in the number and percentage of projects with the themes assessed in this review. This trend demonstrates a growing interest on the part of governments and the Bank staff in testing different and innovative modalities of civic engagement aimed at strengthening the demand side of governance, enabling more transparent public institutions, integrating social and gender analyses, using more CDD approaches and CSO contracting, and increasing participation in development policy loans.

Examples of civil society involvement in Bank-supported operations are numerous. A project signed in December 2008 with the government of Acre, Brazil's westernmost Amazonian state, was essentially based on mainstreaming social participa-

tion to strengthen government policies. Besides an ongoing consultation process during project preparation, project implementation aims, at all levels, to build long-term partnerships between the peoples of Acre and their government. As a result, this innovative approach brought together the rubber tappers, the indigenous leaders, and many other organized social movements of Acre to engage in partnerships for project implementation. This alliance will help bring project tangible benefits to distant communities located throughout the State. Another example are the multistate rural development projects in the Northeast region of Brazil (see box 8).

### Community-Driven Development

CDD programs are diverse in scope and range but share a number of common principles. They put poor people at the core of decision making and amplify their voice, while at the same time deliver

### BOX 9. Good Practice in Indonesia's Kecamatan Development Program

The KDP project being implemented by the Indonesian government and funded by the Bank and other donor agencies is one of the largest community-driven projects in the world. Among its many components are decentralized community grants to thousands of villages throughout Indonesia. The community grants include the Kecamatan Grants (\$104 million) and the Community Grants for Health and Education (\$49 million). Although the sheer size of the project is in itself noteworthy, the most unique feature of the KDP can be seen to be the policies and programs geared to participatory development at the local level.

The KDP has introduced several unique design features, which include the following: (1) clear focus on Indonesia's poorest rural communities; (2) boost to Indonesia's ambitious decentralization program through a mechanism that has introduced local-level planning, decision making, and management; (3) direct disbursement system, which channels funds to communities and seeks to minimize transfer loss (this system has now been adopted by all Indonesian CDD projects); (4) single mechanism to channel funds

from multiple donors (for example, Australia, Canada, Japan, the Netherlands, and the United Kingdom); and (5) robust and comprehensive anticorruption framework, which includes community participatory monitoring, financial reviews and audits, and a grievance and complaints resolution mechanism.

The KDP involves CSOs as formal partners to monitor, project implementation, and informally as a part of a community decision-making system that includes Public Accountability Meetings, through which project information, problems, and outcomes can be discussed openly. A further innovation has been the inclusion of journalists in the first years of KDP implementation to track its results. In addition, the KDP is the first Bank-financed project in Indonesia to send its audit summaries to civil society oversight groups. This is a national-level database, updated weekly, which is routinely shared with civil society watchdog groups, including the press. At the provincial level, reports by field staff, villagers, and the monitors are logged in, reported to local government and the national team, and then updated every two weeks until resolved.

key economic resources and services. They work on the basis of collective action, building local empowerment and strengthening social capital as community groups and local governments take responsibility for managing investment resources. By promoting transparency and accountability of decision making, CDD contributes to empower citizens and to encourage responsive government. CDD strengthens local government, improves delivery of public goods and services, and promotes sustainable community assets.

Overall lending in support of CDD operations was at a level of approximately \$2.1 billion in fiscal years 2007 and 2008. Lending toward CDD between fiscal years 2000 and 2008 totaled approximately \$16 billion (9 percent of IBRD/IDA lending), covering more than 630 activities across all regions. Recent CDD operations have tended to support government reforms, including decentralized local governance, financial management, transparency and accountability, and improved monitoring and evaluation. Another trend is toward increased policy dialogue and resource commitments allowing promising CDD approaches to operate at a national scale and across sectors. Examples of these are the Kecamatan Development Project (KDP) in Indonesia (see box 9), the Malawi Social Action Fund, the Initiative Nationale du Développement Humain in Morocco, and the Vietnam Poor Com-



Displaced villagers discussing land titling in Aceh, Indonesia (2006)

munes Infrastructure & Livelihoods Project. In fiscal year 2009, an electronic sourcebook on the theory and practice of scaling up Local and Community-Driven Development was completed to provide guidance to Bank staff.

In recent years, CDD approaches have proven especially useful in responding to natural disasters. After the 2005 Asian tsunami, for instance,

CDD approaches in India, Indonesia, and Sri Lanka provided rapid, front-line response to ensure that resources were being used transparently, and that the affected communities were involved in assessing their needs and designing recovery programs. Similar responses by flexible and adaptable CDD programs enabled rapid mobilization to address Hurricane Mitch in Honduras, a drought in Malawi, and the earthquake in Pakistan. The Provincial Government in Aceh received additional community investment block grants amounting to approximately \$100 million in 2009 alone, which represented one-eighth of the provincial budget. The CDD approach has also proven particularly useful in postconflict settings to help rebuild community infrastructure and services, strengthen social capital, and foster more cohesive forms of collective action. In fiscal year 2008, a global training workshop was delivered in Thailand about community-based disaster risk reduction. It was titled “Building Community-Based Preparedness for and Responses to Natural Disasters,” and international humanitarian NGOs participated and shared lessons.

The key challenges for CDD are ensuring impact and sustainability, which tend to improve when support becomes more consistent and long term. Developing strategies that more effectively promote social inclusion are critical. Monitoring and impact evaluation of these programs also remain a challenge. In this regard, the Bank has engaged across all regions with more robust and rigorous impact evaluation initiatives for CDD. As a result of these challenges and opportunities, program guidance continues to be directed to the following thematic areas: (1) citizenship, civic engagement, and integrating social accountability within a public sector decentralization agenda; (2) community-based risk reduction and recovery, postconflict, and disaster management contexts; (3) inclusion of youth in CDD; (4) linking with the private sector for both productive livelihood projects and public welfare interventions; and (5) impact evaluation.

### Supporting Civil Society Organization Initiatives through Grant Funding

The Bank continues to expand and innovate its practice of directly providing grants to CSOs at the international, regional, and country levels. This includes long-term programs such as the Civil Soci-

ety Fund and the Global Environment Facility, as well as new funding mechanisms such as the Extractive Industries Transparency Fund.

#### Civil Society Fund

The Social Development Civil Society Fund (CSF, formerly known as the Small Grants Program) was created in 1983 to aid in the advancement of the Bank’s overall agenda of promoting poverty reduction. With funds from the Development Grants Facility (GDF), the program is administered through participating Bank country offices. It provides funds to NGOs, community-based organizations, youth groups, faith-based institutions, and other CSOs through a transparent and competitive selection process. The CSF is managed out of approximately 70 countries, with more than 400 grants awarded annually, with the average size of each grant being \$4,000. The total amount disbursed by the CSF during fiscal years 2007–09 was over \$7 million.

In the last three years, CSF country programs have largely supported civic engagement through good governance and social accountability projects, although there has also been support for CSO capacity building, inclusion and human rights, youth empowerment, and partnership development. In addition, the CSF Secretariat is developing knowledge and learning tools for CSOs on such topics as grant proposal writing, financial planning and budgeting, project management, M&E, and resource mobilization. Examples of the innovative activities supported at the country level include the following:

In *Cambodia*, a postconflict country with limited experience in civic engagement, social accountability, and governance, CSF grants have been focused on increasing awareness on citizens’ rights, legal procedures, and gender participation.

In *Serbia*, actors and musicians from the Dah Theatre Research Center brought their portrayal of the performance piece “Invisible City and Neighbors” to passengers on Belgrade’s bus line. The group turned a city bus into a stage to test citizens’ views and habits related to the values of tolerance and inclusion.

In *Ghana*, civil society grantees used traditional culture communications approaches to support a rights-based legislation, such as a bill geared to curbing domestic violence.

In *Colombia*, the CSF supported technical assistance workshops on project preparation and implementation for CSOs.

In *Albania*, the CSF supports roundtables, debates, media awareness campaigns, and monitoring systems that encouraged citizens to increase political transparency and participation.

In *India*, the CSF supported CSO activities to increase awareness and strengthen access to right to information at the grassroots level, as well as to fund social audits to improve social accountability and transparency.

Over the last four years, the CSF has also begun to prioritize the engagement of youth. The CSF Secretariat helped establish the Global Public-Private Partnership for Youth Investment (GPYI). The GPYI seeks to improve the lives of young people through their economic advancement, civic engagement, and empowerment. To date more than \$1 million has been disbursed in support of youth civic engagement.

CSF also funded efforts designed to aid in the dissemination of the pro-youth ideas contained in the 2007 World Development Report on Youth, build capacity related to conflict management skills, and engage youth in policy reform. These initiatives offer further prominence and broadened programmatic scope to the global efforts of the World Bank to offer direct support in the area of civic engagement and youth.

### Development Marketplace

The Development Marketplace (DM) is a competitive grant program administered by the World Bank and supported by various donor agencies that identifies and funds innovative, early-stage projects with high potential for development impact. DM competitions—held at the global, regional, and country levels—attract ideas from a range of innovators, including civil society groups, social entrepreneurs, academia, and businesses. The DM has awarded more than \$46 million in grants since its launch in 1998, supporting hundreds of innovative grassroots projects worldwide. Using DM funding as a launching pad, projects often scale up or replicate elsewhere, winning prestigious awards within the sphere of social entrepreneurship.

The global competitions take place every 12 to 18 months at the Bank's headquarters in Washing-



Project booths at Development Marketplace competition in Belgrade, Serbia (2006)

ton, DC. Each competition receives several thousand proposals, which generally focus on specific development themes, such as environment, water, health, or agriculture. All proposals are carefully screened by development professionals from the Bank, CSOs, and private companies for their feasibility, innovation, potential to be scaled up, and sustainability. About 100 finalists are then invited to the three-day Marketplace in Washington, DC, to present their ideas at booths set up in the atrium of the Bank's Main Complex building. In addition, a series of seminars called the "Knowledge Exchange" allows the finalists to share experiences, network, and meet potential donors. At the end of the event, a jury composed of senior Bank managers, CSO leaders, and other development professionals selects the grant recipients. Award sizes vary from \$50,000 to \$200,000.

The 2007 global competition, under the theme "Innovations in Water, Sanitation and Energy Services for Poor People," received more than 2,700 proposals and awarded \$5 million to 30 projects. The 2008 global competition, titled "Improving Results in Health, Nutrition and Population for the Poor," drew more than 2,800 proposals and awarded \$4 million to 22 projects. Since its inception, the global competitions have disbursed approximately \$24 million to more than 200 global projects.

Regional and country Bank offices also organize competitions, which are modeled after the global



**Community meeting to discuss GEF-supported natural resources management project in Cuba**

competitions but more specifically designed to address particular local development issues. In 2007, competitions took place in Bulgaria, Ecuador, India, Mexico, Mongolia, Russia, and Sudan. In 2008, country competitions took place in China and Papua New Guinea, and regional competitions were held in Eastern Europe, South Asia, and Sub-Saharan Africa.

In 2009, a country competition was held in Turkey that focused on youth empowerment. Awards typically range from \$5,000 to \$50,000. Since their inception, country and regional competitions have awarded some \$22 million to more than 1,000 winners in about 60 countries.

### **Global Environment Facility**

The GEF is a global partnership among 178 countries, international institutions, NGOs, and the private sector to address global environmental issues while supporting national sustainable development initiatives. It provides grants for projects related to six focal areas: biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. The GEF is also the designated financial mechanism for a number of multilateral environmental agreements and conventions. As such, the GEF assists countries in meeting their obligations under the conventions that they have signed and ratified. These conventions and agreements provide guidance to the GEF Council and the GEF Assembly.

The GEF was established in October 1991 as a \$1 billion pilot program in the World Bank to assist in the protection of the global environment and to promote environmentally sustainable development. The GEF provided new and additional grants and concessional funding to cover the “incremental” or additional costs associated with transforming a project with national benefits into one with global environmental benefits. In 1992, at the Rio Earth Summit, the GEF was restructured and moved out of the World Bank system to become a permanent, separate institution. The decision to make the GEF an independent organization enhanced the involvement of developing countries in the decision-making process and in the implementation of the projects. The Bank continues, however, to serve as the Trustee of the GEF trust fund and provides administrative services.

As part of the restructuring, the GEF was entrusted to become the financial mechanism for both the UN Convention on Biological Diversity and the UN Framework Convention on Climate Change. In partnership with the Montreal Protocol of the Vienna Convention on Ozone Layer Depleting Substances, the GEF started funding projects that enable the Russian Federation and nations in Eastern Europe and Central Asia to phase out their use of ozone destroying chemicals. The GEF subsequently was also selected to serve as financial mechanism for two more international conventions: the Stockholm Convention on Persistent Organic Pollutants (2001) and the United Nations Convention to Combat Desertification (2003).

The UNDP, United Nations Environment Programme (UNEP), and the World Bank were the three initial partners implementing GEF projects. Seven more agencies joined the GEF family over the years. The agencies are the Food and Agriculture Organization (FAO), Inter-American Development Bank (IADB), United Nations Industrial Development Organization (UNIDO), Asian Development Bank (ADB), African Development Bank (AfDB), European Bank for Reconstruction and Development (EBRD), and International Fund for Agricultural Development (IFAD).

The Bank Group’s GEF-approved portfolio at the end of fiscal year 2007 comprised 533 projects representing grant commitments of \$3.9 billion that are associated with an additional \$19.9 billion in cofinancing from IBRD/IDA (\$7.1 billion) and from other sources (\$12.8 billion). GEF grant commitments (approvals by the GEF Council) increased by 12.3 percent in nominal terms over fiscal year 2006, the highest increase in the last three years, even while both Bank management approvals and pipeline deliverables were the lowest in several years. To be eligible for GEF cofinancing, projects must be consistent with at least one of the GEF’s “Operational Programs” and meet the GEF project eligibility criteria.

The Bank administers two GEF-funded programs and the Critical Ecosystem Partnership Fund (CEPF). The Medium-Sized Projects (MSP) Program (which has a \$1 million per grant limit) serves a strategic goal of allowing the Bank to engage nonstate actors such as CSOs. The CEPF has provided grant funding to CSOs for conservation efforts in 25 biodiversity hot spots, which compose 75 percent of the globe’s biodiversity. Since its establishment in 2000, the CEPF has awarded

\$73 million to 570 national and international NGOs, community-based organizations, and companies in 14 hot spots.

### Multi-Country HIV/AIDS Program for Africa

The World Bank's Multi-Country HIV/AIDS Program (MAP) for Africa is a long-term effort to mitigate the effects of the HIV/AIDS epidemic and eventually reduce the rate of its incidence throughout the world. The overall development objective of MAP is to dramatically increase access to HIV/AIDS prevention, care, and treatment programs, with emphasis on vulnerable groups (such as youth, women of childbearing age, and other groups at high risk). The specific development objectives of each individual country project, as stated in the national strategic plans, provide the basis for this program and are agreed on at the time of appraisal of the national programs.

The fund was established with an investment of \$500 million in September 2000 and an additional \$500 million in February 2002. MAP has now committed \$1.8 billion to 30 countries and \$107 million to four subregional (cross-border) projects. All IDA countries in good standing in Africa have approved MAP projects. MAP program performance has accelerated steadily and has disbursed more than \$500 million.

Supporting the HIV/AIDS prevention, education, and care efforts by CSOs is a key feature of the MAP program. MAP channels funds through NGOs, community-based organizations, faith-based organizations, and other CSOs because they can effectively carry out policy advocacy, promote behavior change education, sponsor prevention programs, and provide care for persons living with HIV/AIDS. MAP has funded over 50,000 grassroots CSOs for an estimated disbursement of \$400 million since 2000.

Drawing on nearly 10 years of experience during which it learned many lessons, MAP has adopted a new approach that puts emphasis on speed, scaling up existing programs, building capacity, learning by doing, and continuous project rework, rather than on exhaustive up-front technical analysis of individual interventions. The new approach relies on ongoing monitoring of programs to determine which activities are efficient, effective, and should be expanded further; which are not working and should be discontinued; and those that could benefit from more capacity building. Several countries are now well



Community mural on AIDS education in South Africa

advanced in their preparations for second-generation MAP projects.

### Extractive Industries Transparency Initiative Fund

The global Extractive Industries Transparency Initiative (EITI) was established in 2003 to promote and support improved governance in resource-rich countries through the full publication and verification of company payments and government revenues from oil, gas, and mining. The EITI is both part of the World Bank's response to its own Extractive Industries Review and one of the many tools identified in the Bank's recent GAC Strategy. In addition to supporting governments involved in EITI, the Bank has also provided financial support from its own funds to a number of civil society groups involved in EITI implementation. As a voluntary association of stakeholders with shared goals, the global EITI structure comprises representatives from developing countries, donor agencies, international and national companies, and civil society.

To support the Bank's work with EITI, a multilateral trust fund (MDTF) was created to administer the funds and provide technical and financial assistance to countries implementing or considering implementing EITI. The MDTF provides countries with grant resources to implement EITI principles of revenue transparency. The MDTF is also a major source of technical assistance funding for EITI-implementing countries. Many bilateral donors also provide funds and support to implementing countries and international civil society groups such as the Revenue Watch Institute, which provides extensive funding

## BOX 10. Supporting CSO Transparency and Anticorruption Efforts

The Partnership for Transparency Fund (PTF) supports CSOs in developing countries engaged in increasing transparency and fighting corruption. In its nine years of existence, PTF has supported over 100 projects in 40 countries on four continents. PTF supports CSO programs such areas as: monitoring government expenditure, procurement, and service delivery; support to 'Right to Information' laws and media campaigns; and investigative journalism. Furthermore, PTF-supported projects 'give voice' to civil society and demonstrate the value of constructive engagement between government and civil society in tackling corruption and promoting transparency.

For example, in India, the PTF funded the Youth for Social Development (YSD) program which organized a two-day anti-corruption signature campaign. Launched in November 2008 in cooperation with the Vigilance Department of Brahmapur, the campaign was part of "Vigilance Week" which is observed all over India. The campaign also involved distribution of anti-corruption campaign materials which encourages citizens to avoid having to pay bribes for government services, as well as

denouncing allegations of public corruption. In the Philippines, PTF has supported G-Watch in mobilizing scouts to monitor the production and distribution of school text books saving several million US dollars annually.

Funding for the PTF has come from DfID, SIDA, UNDP, ADB and the World Bank which has contributed a total of \$1.3 million since 2005. PTF has recently received special funding from DfID for a Citizens Against Corruption program geared to Africa and South Asia. PTF provides project oversight through some 25 project highly experienced advisors who assist CSOs to design more results-focused proposals and monitor project implementation through site visits. Two independent evaluations have confirmed the relevance and impact of the PTF funded program at the country level. What makes the PTF unique is that it was established and is largely run by a volunteer staff, including many retired Bank staff, who bring years of project management and evaluation experience. For more information on PTF, visit their website: [www.ptfund.org](http://www.ptfund.org).

and technical assistance to civil society groups involved in EITI implementation.

The MDTF was set up in the Bank with approximately \$12 million. Of this amount, \$1,060,899 was provided to CSOs to carry out a range of activities geared to promoting greater transparency and accountability within the oil, gas, and mining sectors in their receptive countries. Projects included promoting freedom of information laws, training in oil and mining taxation, developing public education campaigns, and monitoring government budgets. The Bank partnered with Revenue Watch International to more quickly and effectively provide funding to CSOs. In fiscal years 2005–08, Revenue Watch disbursed \$473,586 to support 24 projects in 14 countries in Africa, Central and East Asia, and Eastern Europe. As an indication of the strategic contribution, that this small grants program has been making, 13 countries are now EITI candidate countries, and 9 of these have produced EITI reports. At an EITI meeting held in Washington, DC, in May 2009 to evaluate the impact of the MDTF, CSOs strongly endorsed the need to renew this fund in order to support many other civil society EITI-related initiatives. Another example of Bank support to transparency and governance initiatives is the Partnership for Transparency Fund (see box 10).

### Community Connections Campaign

Since its inception in 1997, the World Bank Group's Community Outreach Program has focused on putting the Bank Group's core mission of reducing poverty internationally into action in the Bank's host city of Washington, DC, and its surrounding metropolitan area. With a vision of "Making a World of Difference Locally," the Community Outreach Program encourages and enables the Bank staff to show concern and generosity toward the most disadvantaged populations in the Greater Washington area. Its program activities concentrate on three main areas: charitable giving, technical assistance, and staff volunteerism. Activities developed in fiscal years 2007–09 include the following:

*Charitable Giving.* The World Bank Community Connections Fund (WBCCF) is an independent non-profit organization set up to facilitate charitable donations raised through the World Bank Group's annual workplace giving program, known as the "Community Connections Campaign." Bank Group staff make donations through payroll deductions or cash and organize special fundraising events, for over 250 locally-based charities on the campaign list, all of which have been nominated by the staff themselves. In fiscal year 2007, the campaign raised

over \$870,000 from staff combined with the Bank's corporate match of about \$435,000, for a total of over \$1.3 million, which supported over 240 local nonprofits. In fiscal year 2008, the campaign raised over \$970,000 from the staff either directly or through more than 80 special fundraising events. The Bank made a 50 percent corporate matching contribution of about \$485,000, which brought the total to over \$1.45 million. These funds supported over 250 charitable organizations. In fiscal year 2009 the Campaign raised over \$1.25 million from staff either directly or via 100 special fund-raising events. With the matching corporate contribution of \$2 million, the total raised during this period was over \$3.75 million.

Another special feature of the Staff Giving Campaign in 2009 was piloting the program in six Bank Group Country Offices: Argentina, Colombia, India, Indonesia, the Philippines, and South Africa. These raised over \$65,000 (including a 200 percent corporate match), which benefited over 75 local nonprofits. These decentralized country programs will be expanded to include additional country offices in the future. The WBCCF also administers emergency relief funds raised by Bank staff in response to natural disasters around the world. The funds are collected via donation tables set up in cafeterias throughout the Bank buildings. Together with Bank corporate matches, the WBCCF raised and donated \$421,000 during fiscal years 2007–09. These funds are provided to NGOs directly involved in disaster relief operations in the affected countries.

*Community Outreach Grants Program.* This WBCCF initiative is a competitive, request-for-proposal grants program overseen by a committee comprising Bank staff and foundation representatives. The program has typically supported activities of Washington area nonprofits in two broad areas: education and youth services. Over the last three years, however, and more clearly in fiscal year 2009, the program team has undergone a strategic shift in its grant making and decided to concentrate its grants resources on a few "high impact" areas. This year, over \$700,000 in grants were awarded. One example of this new strategic approach was a multiyear grant to the Latin American Youth Center to conduct a multiyear evaluation of an innovative relationship-building client management model affecting academics, employment, and healthy behaviors in older youth.



**Bank staff volunteers installing student resource center in low-income high school in Washington, DC (2008)**

In addition, the program participated in funding community efforts to share information, knowledge and financial resources with other grant-making organizations. This collaboration involved the DC Education Compact, Community Development Support Collaborative, Washington AIDS Partnership, Partnership for Equity, and Collaborative for Education Organizing. Furthermore, the program mobilized in-kind donations of office supplies, equipment, and furniture to local charities, and the use of Bank buildings (particularly the Main Complex Building) for fund-raising activities. The total value of donated goods and services was more than \$443,000 for fiscal years 2007–09.

*Technical Assistance.* The Community Outreach Program also provides technical assistance and shares knowledge with nonprofits in the Washington, DC, area, particularly in the areas of education and youth development. In fiscal year 2007, the Community Outreach Program launched a three-year project, East of the River Initiative, valued at \$750,000 to engage poor and underserved youth in the most disadvantaged areas of the District of Columbia in Wards 6, 7, and 8. The main component of this initiative focuses on building the capacity of nonprofit organizations working in the education and youth sectors east of the Anacostia River to identify, measure, and communicate the effectiveness of their work in the community. A local nonprofit partner serves as the coordinator for each resource center and monitors the outcomes of service providers as well as progress with



**Bank-supported community forest seedling program in the Brazilian Amazon**

the students. Other partners include the Urban Institute, universities, and corporations.

*High School Summer Internship.* Fiscal year 2009 (summer) recruitment for this program resulted in a record number of 39 students coming from several Washington public schools to work as interns in 42 units across the Bank Group. The program has been recently expanded to include some year-long internships for several students. One hundred percent of last year's graduating interns will be attending college, with many receiving full or partial tuition scholarships.

*Staff Volunteerism.* World Bank Group staff provide thousands of hours of community service to charities in the Washington metropolitan area as well to local nonprofits in countries all over the world through country offices. This assistance ranges from hands-on food distribution and construction work, to leadership roles such as serving on boards of directors of nonprofit organizations. The Bank Group has a Volunteer Day policy that allows staff to take one administrative leave day a year to offer their time and talents to a charitable cause. In fiscal year 2008, the Bank partnered with local nonprofit to organize the "Change the World Week," which involved over 175 Bank Group volunteers working to repair and rehabilitate the homes of 18 senior persons, with disabilities, and low-income homeowners living east of the Anacostia River. Many Bank units use these group volunteer day experiences as team building exercises. In fiscal year 2007, the Caribbean regional team combined its annual retreat with building homes in a local village.

## Operational Collaboration and Institutional Partnerships

Operational collaboration and institutional partnerships are a relatively new modality of engagement for the Bank Group and civil society, but it continues to continually expand. The last three years witnessed greater collaboration in such areas as climate change, food crisis, and training.

### Climate Change Partnerships with Civil Society

The World Bank is involved in several climate-related programs and partnerships with other international organizations, which are increasingly also directly involving CSOs. Here are several examples.

#### *Improving Cook-Stove Practices*

The Asia Alternative Energy Program (ASTAE) was established in 1992 to mainstream renewable energy and energy efficiency in the World Bank's lending operations in the power sector in Asia. In fiscal year 2008, ASTAE supported efforts to scale up the development of a commercial, market-oriented, improved cook-stove sector in selected provinces of Cambodia. Activities are implemented in partnership with the Ministry of Industry, Mines, and Energy and the NGO Groupe Énergies Renouvelables, Environnement et Solidarités GERES). The program aims to increase the percentage of households using improved cook stoves, strengthen the institutional development of the sector, and develop technical and market capacity to further deploy this technology in Cambodia. Provincial departments of the ministry helped coordinate the program in the different regions of Cambodia, involving CSOs, cook-stove producers and retailers, households, and financial intermediaries.

#### *Reducing Greenhouse Gas Emissions*

The World Bank's Carbon Finance Unit offers a means of leveraging new private and public investment into projects that serve to mitigate climate change by reducing greenhouse gas emissions while promoting sustainable development. CSOs are key players in the carbon market, which is the most visible result of early regulatory efforts to mitigate climate change. Regulations constraining carbon emissions have spawned an emerging carbon market that was valued at \$64 billion in fiscal year 2007. The Bank's Community Development Carbon Fund is committed to tackling the CDM-related investment gap for smaller projects in poorer countries,

particularly in Africa. During calendar year 2007, the CDCF committed 59 percent of its total committed funds (\$128.6 million) to buy emission reductions from small-scale projects located in least developed countries and IDA borrowing countries, the majority of which are located in Sub-Saharan Africa.

Several of these projects were developed in partnership with CSOs. For instance, one of the awarded projects was developed in the Bolivia Urban Wastewater Gas Capture, which covers the anaerobic lagoons of a wastewater treatment facility in Santa Cruz that collects and flares the captured methane gas. The project implementer, the Cooperativa de Servicios Publicos de Santa Cruz Ltda., was able to implement a sewage system in the area north of Santa Cruz, have home to about 5,000 people. This substantially improved the public health and therefore the overall standard of living in the community involved.

#### *Disaster Impact Reduction*

The World Bank is cooperating actively with the Global Facility for Disaster Reduction and Recovery (GFDRR), which aims at integrating hazard risk reduction strategies in development processes at the local and national levels. The GFDRR South-South Cooperation Program expects to mobilize \$100 million for South-South partnerships between 2008 and 2015, and is financed by a multidonor South-South Cooperation Trust Fund, which is managed by the GFDRR Secretariat under the guidance of the GFDRR Consultative Group. The South-South Cooperation Trust Fund complements GFDRR's other financing modalities to enhance the overall effectiveness and efficiency of global, regional, and national resources for disaster risk reduction and recovery, including adaptation to the impacts of climate change. Although partnership proposals will involve government agencies, intergovernmental institutions, and local governments across regions, many projects are expected to be carried out by CSOs to promote participatory risk reduction and improve community resilience.

The most recent area of Bank-CSOs operational collaboration has occurred in the response to the financial food crisis. CSOs have been involved in the Bank-financed government programs to distribute food and promote increased agricultural production in several low-income countries (see box 11).

#### **BOX 11. Bank-CSO Collaboration in Food Crisis Response Efforts**

International and local NGOs and CBOs have been key partners in the Bank's efforts to respond to the global food crisis at the country level. Under the World Bank's \$2 billion Global Food Crisis Response Program (GFRP), international or local NGOs and CBOs are supporting project implementation in 13 countries. In the last year, NGOs and CBOs have directly implemented a number of project activities, ranging from school feeding programs in Togo, to delivery of essential agricultural inputs to farmers in Somalia, and cash-for-work programs in Liberia and Sierra Leone. NGOs have also played an important role in ensuring governance and accountability in emergency operations through their involvement in project monitoring.

In Togo, NGOs are responsible for organizing and implementing school feeding activities as part of a school feeding program that is providing daily meals to about 19,000 pupils in 92 schools. Similarly, a cash-for-work program in Liberia that has created 4,500 jobs is implemented by the Liberia Agency for Community Empowerment, who directly contracts NGOs, small private firms, or larger CBOs to undertake small labor intensive subprojects in rural and urban areas. In Tajikistan, a farm inputs distribution program has reached 78,500 households. The program has benefited from local NGOs' involvement in monitoring beneficiary selection and the distribution of seeds and fertilizers to ensure that support was in fact reaching the intended beneficiaries. The role of CSOs and CBOs in implementing program activities on behalf of the recipient government has played a significant part in the success of GFRP interventions. As the number of operations under the Bank's food crisis response program expands, the capacity of CSOs at the country level will continue to be of importance in providing implementation support to governments.



**Orientation session for CSOs on IMF and Bank Group during the Annual Meetings (October 2007)**

### Joint Training and Capacity Building

The Bank intensified and broadened its training efforts related to Bank–civil society engagement. This change included providing, for the first time, a course for the Bank staff specifically related to civil society engagement, and offering an orientation session on the World Bank for CSO representatives in Washington, DC, (during the Spring and Annual Meetings) and to Nigerian CSOs through video conferencing. The Bank also carried out a study of Bank training products and civil society needs to ascertain possible areas of collaboration.

The Bank has offered a course since 2001 on “stakeholder consultation” that offers tools to Bank staff on how to carry out policy consultation with a variety of stakeholders, including civil society. Because of an expressed demand by course participants and others for more in-depth analysis and

materials on engaging civil society specifically, the CST began to offer in February 2007 the course “Civil Society: Why and How to Engage Effectively” in partnership with World Learning, a US-based CSO with an extensive training track record. The course combines *theory* on the origins, definition, and characteristics of civil society with *practice* on how to effectively engage along the engagement continuum. During the daylong course, participants learn to use engagement tools such as stakeholder mapping, a simulation of an “adversarial” Bank-CSO dialogue meeting, and group work on actual cases of Bank–civil society engagement on projects.

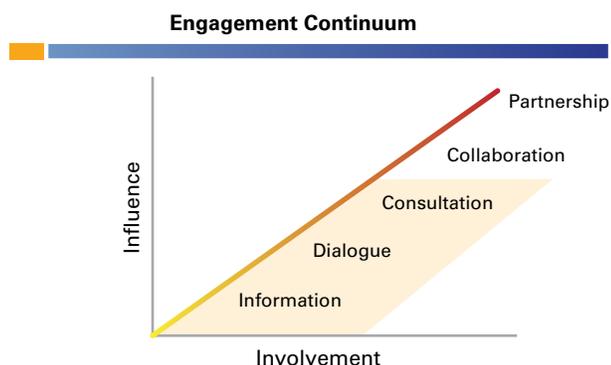
Table 1 and figure 6 demonstrate that there are five steps to Bank–civil society relations: information dissemination, policy dialogue, policy/program consultations, collaboration, and partnership. The table shows that with each level the nature of the interactivity, level of decision making, and expected outputs increase. The figure shows that as involvement increases so does influence, but that most of the Bank–civil society relations to date have been concentrated in the first three levels of the engagement continuum.

The Bank Group also partnered with the IMF to offer an orientation session on the history, organizational structure, policies, and operational instruments of the World Bank Group and the IMF. These partnerships are now being offered to CSO representatives attending the Annual and Spring Meetings. As part of these orientation sessions, the Bank has invited representatives of leading international CSOs (for example, African Monitor, Bank Information Center, Oxfam/International) to provide their perspectives and experiences in engaging the Bank and IMF. The Bank and IMF have also offered a short interactive course on how to navigate the Bank and IMF Web sites, data sources, and projects database. Although these orientation sessions have been offered in Washington, DC, there is increasing demand by country CSOs to access them as well. The CST partnered with InterAction to participate through a video conference in an orientation session on the Bank to Nigeria CSOs meeting in Lagos in January 2008.

**Table 1. Bank–Civil Society Engagement Levels and Characteristics**

Activity	Nature of Interactivity	Level of Decision-Making	Expected Outputs
Information access/ dissemination	One-way	None	Better informed outside stakeholders
Policy dialogue	Two-way	None	Both sides better informed
Policy / 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 6. Bank–Civil Society Engagement Continuum**



### World Learning Needs Assessment

The Bank and World Learning carried out a needs assessment study of Bank–civil society training in 2008. The purpose of the study was threefold: (1) to document the different types of training (*supply*) the

Bank offers and analyze their relevance to civil society, (2) to assess the types of (*demand*) training CSOs would want to receive from the Bank, and (3) to explore possibilities for collaboration in this area.

The study was funded by the Bank but carried out by World Learning, which hired an independent consultant to carry out the research and draft the report. The report findings were drawn from a four-fold methodology: analysis of Bank training materials and courses; a global opinion survey with more than 1,350 respondents; focus group meetings in eight countries involving CSO representatives and Bank country office staff; and interviews with more than a dozen Bank staff in Washington, DC.

The study produced several important findings, including a clear civil society demand for Bank training and the recognition that the Bank has the installed capacity and expertise to provide this funding. Yet it also found a number of constraints that have impeded Bank-CSO collaboration in this area, namely the lack of information about what courses are available and the high costs of some programs. Other findings included the following: civil society interest in knowledge sharing and learning in collaboration with the World Bank is strong (72 percent of those surveyed expressed extensive interest); CSOs are most interested in training offered by the Bank in such areas

as education, social accountability, and the environment; CSOs are sometimes invited to attend network learning week sessions (such as Water Week and Social Development Week), but this is done on an ad-hoc basis; and the World Bank Institute reports that CSOs account for only 9 percent of training course participants. The report also included a number of recommendations for promoting Bank-CSO collaboration on training (see box 12).

#### **BOX 12. World Learning Training Study Recommendations**

- 1 Build on World Bank and CSO mutual interests to adapt current training and learning programs for a wider external audience.
- 2 Increase CSO access to information on Bank training opportunities.
- 3 Pursue tripartite (World Bank, CSO, government) peer training and learning activities.
- 4 Disseminate Bank-CSO learning experiences and innovations.
- 5 Strengthen the role of Bank country staff in promoting training events geared to CSOs.



# 4

## CSO Engagement across the World Bank Group

### International Finance Corporation

**IFC** maintains ongoing dialogue with civil society on many aspects of its work, strategy, and policies. IFC engages with CSOs both in terms of policy dialogue institutionally and through project implementation. IFC collaborates with the World Bank Group's Civil Society Team to conduct outreach to civil society on a regular basis. Senior IFC staff members have participated in numerous policy roundtables with civil society representatives focused on the financial crisis and its effect on the poor. IFC also maintains several advisory groups, to provide feedback and advice regarding our strategies and policies in a number of areas such as labor standards and extractive industries. Civil society provides ongoing input to IFC's social and environmental performance standards and disclosure policy through feedback mechanisms on IFC's Web site and through regular meetings with CSO groups.

In fiscal year 2007, IFC convened a Labor Advisory Group to act as a sounding board and to pro-

vide feedback on the implementation of IFC's labor performance standard and other programmatic initiatives on labor rights. The group is composed of labor specialists from civil society, academia, trade unions, and the private sector. IFC's Extractive Industries external advisory group, which contains civil society, industry, and other representatives, continued to meet while providing feedback on IFC and Bank activities in extractive industries.

For the first time, IFC's 2007 Annual Report featured an independent external assurance statement on its nonfinancial information. The principles of the Global Reporting Initiative (see page 8) have helped IFC improve its reporting, and a full GRI index has been made available at the Annual Report's Web site ([www.ifc.org/annualreport](http://www.ifc.org/annualreport)). Stakeholder consultations, including with civil society, were held on the fiscal year 2007 Annual Report to assess the responsiveness of the report in meeting stakeholder needs.

In recent years, IFC has initiated strategic partnerships with CSOs at the operational level, geared to producing more effective projects with greater development impact. Examples include

collaboration with the World Wildlife Fund (WWF) Global Forest Trade Network to promote sustainable forestry, joint work with the Rainforest Alliance to assist coffee growers in Central America and southern Mexico, and projects with Oxfam Hong Kong to develop sustainable tourism in Cambodia and the Lao People's Democratic Republic. IFC also works in partnership with the WWF and other CSOs to promote better environmental management practices. As such, it participates in sustainability roundtables in a number of developing countries in a variety of industries, such as cotton, palm oil, soy-



IFC Vice President Lars Thunnel participating in Bank Group-CSO food crisis roundtable in Washington, DC ( March 2009)

beans, and sugar cane. In fiscal year 2007, the IFC shared an award from the UN-Habitat/Dubai Municipality with the International Crane Foundation for joint wetland conservation work in Vietnam.

IFC has also intensified its relations and dialogue with civil society at the country level. In Brazil, for instance, IFC has been actively engaged in a strategy to consult on policies and ensure greater CSO involvement in IFC-financed projects (see box 13).

### **BOX 13. IFC Expands Civil Society Engagement at the Country Level**

IFC's financing in Brazil constitutes one of its largest country portfolios worldwide. A growing number of the private sector projects it finances have complex social and environmental dimensions that need to be addressed according to IFC's stringent Performance Standards. Mirroring IBRD's experience in many countries, including Brazil, the IFC São Paulo Office hired a Civil Society Specialist in 2006 to develop and implement a civil society engagement strategy that would bolster IFC's work.

Working closely with IFC investment officers, communications officers, and social and environmental specialists, the Specialist drafted and began implementing a civil society engagement strategy. The purpose of the strategy was to improve the quality of IFC-financed projects by increasing the involvement of local CSOs such as community-based groups, bolster efforts to reduce the potential social and environmental impacts of financed projects, stimulate institutional partnerships between IFC client companies and CSOs, and build improved relations with Brazilian civil society through more regular contact and information exchange.

The Specialist worked on a number of high profile projects in the Amazon, such as the Bertin meatpacking project in Para state. For the first time, IFC initiated an intensive dialogue with leading national environmental CSOs on sensitive projects, attempted to incorporate many of their recommendations, and was able to arrange for some Amazonian CSOs to provide technical assistance to the company in the areas of land titling and environmental management. While the IFC had to terminate its financing of the Bertin project in May 2009, this process led the IFC to support the Sustainable Beef Working Group, which brings together national meatpacking companies, supermarket chains, private banks, and CSOs, as well as ongoing dialogue with the federal government to attempt to set up environmental and social standards for the cattle ranching value chain in Brazil.

The IFC has established ongoing dialogue with Amazonian-based CSOs and has begun to participate actively in the Sustainable Amazon Forum, which is a coalition of CSOs located in the region. CSOs are also being actively consulted in the drafting of IFC's first ever strategy for the region, the Brazilian Amazon Initiative. The IFC was also able to sign an agreement with a leading European church donor agency (ICCO) to explore co-funding sustainable CSO enterprises in the Amazon.

IFC's partnership with foundations and corporate philanthropists has also been increasing steadily. During this period, IFC's partnership with the Bill and Melinda Gates Foundation has been particularly strong and has ranged from jointly funding research into health in Africa to jointly seeking to mobilize up to \$1 billion to strengthen socially responsible private health care delivery in Africa. In fiscal year 2007, IFC worked with the Asia Foundation to strengthen the business environment in Cambodia. It also cooperated with the IBM Foundation to assist small businesses and supported farmers in the Mekong with the Jolie-Pitt Foundation. IFC developed a report on women's entrepreneurship with the Kaufmann Foundation and worked on investor protection, contract enforcements, and transparency in government with the Lex Mundi Pro Bono Foundation.

The IFC launched in 2008 a training program on corporate governance with the Reuters Foundation and established Indonesia's first private financing facility for student loans with the Sampoerna Foundation and other partners. It cooperated on health care in the Middle East and North Africa with the Al-Noor Magrabi Foundation and worked on nutrition issues in Latin America and the Caribbean with the Global Alliance for Improved Nutrition. Jointly with the BBVA Microfinance Foundation, the IFC worked on access to finance in Latin America. It also entered into a partnership with Dutch NGO Interchurch Organization for Development Co-operation (ICCO) to start collaborating on projects in Latin America and the Caribbean, in particular in the area of community engagement. In fiscal year 2009, IFC began working with Kickstart to support sustainable irrigation and supply chains in Tanzania. IFC also began a dialogue with the UN Global Compact and the International Business Leaders Forum, to develop a guide to human rights impact assessments and management. In fiscal year 2009, IFC will also establish an external advisory group to provide advice regarding a review of its performance standards.

### **Multilateral Investment Guarantee Agency**

The Multilateral Investment Guarantee Agency's engagements with civil society from 2007 to 2009 largely focused on consultations about proposed new policies on social and environmental sustainability and disclosure of information, as well as on individual projects.

In 2007, MIGA began an external consultation process as part of its review of the agency's environmental, social, and disclosure policies. MIGA's new draft policies were developed to align with those adopted by the IFC in 2006. As part of the consultation process, senior MIGA staff visited several member countries specifically to get feedback from CSOs and South-South investors. They also met with selected investors, banks, insurance partners, and others to discuss the new proposals. MIGA also undertook an online consultation process by sending invitations for comment to more than 3,000 stakeholders and met with CSOs during the 2007 Annual Meetings to solicit their views. Comments received helped guide modifications to the policies before they were submitted to the Board for consideration. A summary of the main findings were published on MIGA's Web site.

The policies were approved in August and came into effect in October 2007. The new policies clearly define MIGA's roles and responsibilities in supporting project performance in partnership with clients. They have made it easier for all stakeholders to obtain more information about MIGA and the projects it supports. MIGA now discloses summaries for all projects and any expected significant environmental and social impacts. MIGA also discloses institutional information relating to its budget, business plans, and quarterly financial statements.

MIGA hosted "open houses" at the 2007 and 2008 Annual and Spring Meetings so CSOs and NGOs could meet MIGA's senior management to discuss issues of concern. At the 2008 and 2009 Spring Meetings, MIGA also hosted a training session for interested CSOs on MIGA's new policies, as well as on navigating the agency's new corporate Web site, which incorporates updated content and advanced navigation and information display functions.

MIGA's dialogue with civil society also continued in 2007 and 2008 with MIGA management and staff holding meetings with various international and local CSOs to discuss specific projects. MIGA staff, for instance, liaised extensively with both local and international CSOs in the course of a CAO investigation related to a water project in Guatemala that MIGA underwrote in 2001. MIGA met with the CSOs to discuss their concerns regarding the social and environmental impact of the project, and this dialogue is ongoing. For more information about MIGA and its policies, visit its Web site at [www.miga.org](http://www.miga.org).

## Inspection Panel

The Bank's Board established the Inspection Panel in September 1993. Its primary purpose is to address the concerns of the people who may be affected by Bank projects and to ensure that the Bank adheres to its operational policies and procedures during the design, preparation, and implementation of Bank-financed projects. It consists of three members who are appointed by the Board for nonrenewable periods of five years. Members are selected on the basis of their ability to deal thoroughly and fairly with the requests brought to them, their integrity and independence from the Bank management, and their exposure to developmental issues and living conditions in developing countries.

The Panel produces an Annual Report containing information on Requests for Inspection that the Panel has received for a particular fiscal year, investigations recently completed, and investigations in process. The Annual Reports are translated into several languages and are available to the public. Between fiscal years 2007 and 2009 the Panel received 12 Requests for Inspection, from Albania (2 requests), Ghana, Cameroon, Argentina, Colombia, Panama (2), Democratic Republic of Congo (2), Republic of Yemen, and India, of which 11 were registered. The Cameroon Request was not registered because it related to a closed project. The India Mumbai Urban Transport Project (2009) is still in the stage of establishing its eligibility. Four went to investigation: Albania Integrated Coastal Zone Management (2), the Ghana Second Urban Environment Sanitation Project, and the Argentina



Inspection Panel open house for CSOs during Annual Meetings in Washington, DC (October 2008)

Santa Fe Infrastructure and Provincial Road Infrastructure Project. The Investigation Report for the latter was sent to the Board, and Management is in the process of preparing a related Report and Recommendations. The reports for the other projects are now closed. From the remaining six requests, one was resolved during eligibility (Colombia Bogota Urban Services Project). The recommendations concerning the other three—they include the Panama Land Administration Project (2) and the Yemen Institutional Reform Development Policy Financing—are still pending. Finally, the recommendation concerning the Democratic Republic of Congo Private Sector Development and Competitiveness Project was approved. It stated that the panel would make a determination on whether an investigation into the matters alleged is warranted by the end of 2009.

Members and staff of the Panel regularly participate in outreach events both externally through activities geared to CSOs or academia, and internally to the Bank as an institution, which would include events in Country Offices. The Panel also participates in other activities, such as seminars at Bank Annual Meetings and meetings with peers from other accountability mechanisms. Panel members and staff participated in a number of outreach events:

- *July 2007*: The Panel participated at a workshop on Indigenous Land Rights held in Washington, DC, and organized by the Caribbean Central American and Research Council (CCARC), which is an organization of social scientists carrying out research and supporting educational activities throughout the Americas, with a special emphasis on Central America.
- *December 2007*: Panel members participated in several workshops in Rome and Naples, Italy, related to the role of civil society in the compliance review and mediation mechanisms of international financial institutions, which included the participation of accountability mechanisms from other financial institutions.
- *February 2008*: The Panel participated in a workshop titled “The Inspection Panel and Accountability at the World Bank: The Results of the Democratic Republic of Congo (DRC) Investigation” held in the Democratic Republic of Congo. The workshop was attended by Requesters in the Panel’s investigation into forest-related projects,

including associations of Pygmy peoples, environmental CSOs, and other organizations.

- *October 2008/April 2009*: The Panel participated in outreach and informational meetings with CSO representatives at the time of the 2008 Annual and 2009 Spring Meetings of the Bank and the IMF. The meeting provided an opportunity for the Panel to provide information on, and build awareness about, its role as an accountability mechanism and its ongoing activities to interested members of civil society and the public. The Panel also hosted a reception for CSOs in their offices during both events.

### Compliance Advisor and Ombudsman

The CAO is an independent recourse mechanism for affected people by projects supported by IFC and MIGA. The CAO was established in 1999 and reports directly to the president of the World Bank Group. The CAO aims to respond quickly and effectively to complaints through collaborative problem-solving approaches headed by its Ombudsman team and through compliance audits of IFC’s and MIGA’s social and environmental performance. The CAO also offers advice and guidance to IFC and MIGA management, and to the president of the World Bank Group.

Since 1999, the CAO has received 110 complaints and requests for audits. Of this number, 68 complaints fulfilled the CAO’s eligibility for further assessment. Those complaints not deemed eligible were rejected on the grounds of either not falling within the CAO’s social and environmental mandate or not being IFC and MIGA projects. From fiscal years 2007 to 2009, the CAO received 45 new complaints from 27 different countries. Of these 45 complaints, the CAO accepted 24 for further assessment.

Through its work on complaints, the CAO maintains close contact with the complainants, affected communities, and local CSOs. Recent Ombudsman processes include catalyzing an agreement between an IFC client in Indonesia and 2,000 citizens who believed they had been impacted negatively by oil palm plantations. In the Philippines, CAO brought about an historic agreement between indigenous communities, government representatives, and an IFC client. The agreement established a cultural heritage site aimed at raising the quality of life for indigenous peoples living in the vicinity of two

hydroelectric plants. In Ecuador, CAO has worked with stakeholders to form a multiparty dialogue table that reached a number of agreements on how Guayaquil's private water utility can improve services to low-income residents.

Recent compliance work includes two audits of IFC projects in Kazakhstan and Indonesia. CAO found IFC to be out of compliance on its assurance of the performance of the Karachaganak project in Kazakhstan. In 2009, the client, Lukoil, ended its contractual obligation to IFC, and CAO closed the audit, leaving the findings pertinent to IFC's internal due diligence and assurance process unresolved. In Indonesia, CAO's audit raised issues related to IFC's due diligence, and the scope of impact assessments, including in the supply chain. The audit was to be publicly disclosed in July 2009. Currently, the CAO is contributing to a review of IFC's social and environmental policy framework. This work is focused on policy areas of most direct impact on project-affected communities and will gather external stakeholder perspectives through thematic discussions and a local community perceptions study.

In fiscal year 2008, at the request of the World Bank Committee on Development Effectiveness, CAO launched an extensive outreach program to CSOs to ensure that people most likely to need the services of the CAO are aware of its existence and mandate, and able to raise issues of concern about IFC/MIGA projects. Since fiscal year 2008, the CAO has met with over 600 CSOs from approximately 20 countries. CAO's learning from the outreach to date demonstrates that the baseline level of awareness about the CAO, and IFC's and MIGA's role in developing countries is low, and building that awareness will require longer-term investments. Additional workshops are planned for fiscal year 2010. The CAO is currently consolidating its findings to refine its outreach goals and strategy, as well as identifying areas of strategic advice to IFC and MIGA. The CAO also takes a proactive approach to participate in external meetings with civil society and other stakeholders. This includes regular meetings with CSOs at the World Bank Group Annual and Spring Meetings, as well as international NGOs in the United States and Europe to share information and receive feedback on the CAO's work.

During fiscal year 2009, the CAO worked together with the UN Special Representative for Business and Human Rights, Harvard University, and the International Bar Association to support the creation of the globally accessible Web-based portal



CAO staff visiting villagers impacted by palm oil project in Indonesia (September 2007)

BasesWiki ([www.baseswiki.org](http://www.baseswiki.org)). This Web site facilitates access to recourse mechanisms, mediators, and knowledge sharing with respect to corporate-community dispute resolution. The CAO has also worked to build capacity and identify networks of dispute resolution experts in Africa, Asia, and Latin America. All reports related to CAO Ombudsman, compliance, and advisory work, including Annual Reports, Revised Operational Guidelines, and CAO informational brochures in 14 languages, are available on its Web site: [www.cao-ombudsman.org](http://www.cao-ombudsman.org).

### World Bank Institute

As the World Bank Group's unit for knowledge sharing, the World Bank Institute (WBI) organized and delivered a number of training and capacity-building programs with a strong civil society component over the last three years. Most of the programs were geared to generating grassroots demand for better accountability, transparency, and governance at the local level. Programs included working on water sector transparency in Central America, promoting community radio in Francophone Africa, and governance reform in several African countries.

WBI worked in coordination with the Bank's Water and Sanitation Program (WSP) in Honduras and Nicaragua. The program brought together local government officials and civil society representatives from water boards (*juntas de agua*), CSOs working in the water and sanitation sectors, Transparency Commissions, and expert practitioners. The

“Building Project for Improving Transparency, Information and Accountability in the Water Sector Program” was carried out in September 2007. Its goal was to strengthen the capacity of all local stakeholders to advocate for improved information, transparency, and accountability in the management of water service. CSO representatives and local government officials worked together in designing action plans in the areas of information, transparency, and accountability to improve the delivery of water services.

WBI also worked with capacity enhancement for improving governance in the HIV/AIDS response program in Tanzania during the period between October 2007 and December 2008. The main objective of this program was to strengthen the HIV/AIDS response in Tanzania by improving the information flow, transparency, and accountability of local HIV/AIDS programs. This approach is based on increasing the capacity of stakeholders and creating strong coalitions (for example, ministries, local government officials, NGOs, faith-based organizations, and people living with HIV/AIDS) at the district and community levels so they can effectively administer, distribute, and allocate HIV/AIDS financial resources and supplies, thereby ensuring that they reach the intended beneficiaries and are used for the intended purposes.

WBI staff collaborated with the Community Radio for Francophone Africa Program in Benin, Burkina Faso, and Madagascar. The objective of the program is to use radio at the local level to improve information, transparency, and accountability as well as better service delivery for the poor at the municipal level in Francophone Africa. Because of the strong oral tradition in many local communities, the program is being implemented by using innovative technology such as community radio transmissions and MP3 players. This allows producers to reach differentiated audiences within the same program, thus expanding its scope and the overall impact of the capacity-building program.

### Information Disclosure

The InfoShop is a development bookstore and an information and resource center located in Washington, DC, providing access to information on World Bank projects and programs to the public. It is also a hub for dialogue and research on develop-

ment issues. The InfoShop is part of a worldwide network of Public Information Centers. The InfoShop connects to knowledge and information resources of the World Bank. It provides access to bibliographic information on topical issues, World Bank reports and economic data, databases, and CD-ROMs, and it organizes presentations, publication launches, and other events. It responds to various requests about the Bank, including the information disclosure policy (see the discussion of the policy review on page 16) project cycles, and makes available comprehensive information about the Bank’s network of services worldwide. InfoShop also promotes policy dialogue among Bank staff, government officials, CSO representatives, business leaders, academics, and the general public through weekly launches of books on international development topics. During 2009, it launched books by three well-known CSO authors advocating people-centric development models (see page 59).

World Bank documents, data, and research are accessible online as well as in person at more than 100 locations around the world. The Bank’s network of Public Information Centers provides access to online information, books, documents, videos, and other materials. Public Information Centers at the country level also host events, discussions, and dialogues as well as information on upcoming events. Moving forward, it is expected that Public Information Officers will assume a more proactive role in the provision and implementation of the revised disclosure policy, as well as reach out to civil society at the country level.

Progress has been made on developing staff guidelines, enhancing the capacity of Public Information Centers, and increasing the Bank’s capacity for quality translation while controlling costs by establishing an offshore translation capability, developing new technological solutions, and upgrading infrastructure to manage translations and ensure quality. In addition, management has made efforts to extend electronic outreach on the Internet through the development of a multilingual Web program, to better integrate translation planning into unit communication strategies, and to strengthen the Bank’s outreach in local languages through the use of licensed publications. In fiscal year 2007, the first five decentralized translation hubs were established, and a sixth one will open in July 2009.

## Web Development

Over the last decade, the Bank's external Web site ([www.worldbank.org](http://www.worldbank.org)) has dramatically changed the institution's ability to reach out to governments, academia, civil society, businesses, and media. The site provides over two million visitors a month with timely information and serves as a symbol of the institution's transparency and willingness to work with clients around the world. In recognition of the important role the Web plays in making information accessible, the Bank has continued to invest resources to improve the quality of the site and the content within. Over the last few years, improvements in multilingual outreach (24 percent of the World Bank sites are in languages other than English), content quality, and online consultations have led to greater transparency and outreach. Today the Bank is investing resources to improve the usability and search of the Web site so that our audiences can more easily and quickly find information and download data.

Visitors to the civil society Web site ([www.worldbank.org/civilsociety](http://www.worldbank.org/civilsociety)) have increased by 12 percent since 2006. The Arabic, French, and Spanish versions of the civil society site have seen a remarkable increase in traffic. Visitors to the Arabic site have increased by 96 percent, and visitors to the Spanish site by 20 percent since 2006. Non-English versions now represent 57 percent of the total traffic to the civil society site. The top 10 countries visiting the site are the United States and Mexico, followed by Morocco, Peru, Colombia, Algeria, Venezuela, France, the United Kingdom, and India.

The World Bank also measures Web site satisfaction with a survey from ForeSee Results that is distributed randomly to site visitors. Over 35,000 responses have been collected since the survey's inception in 2007. The average satisfaction score for the World Bank Web site is 67 on a scale of 0–100, with comparable organizations typically scoring in the mid-70s. According to the ForeSee Results survey for the month of June 2009, 11 percent of the visitors to the World Bank Web site report that they work for local or international CSOs. This segment of visitors shows a comparable satisfaction measure of 68. Those who report working for local CSOs are slightly more satisfied with the World Bank Web site than those who report working for international CSOs. When offered a choice between English, French, and Spanish, visitors working for CSOs who chose to take the survey in Spanish reported a slightly higher satisfaction score of 69. The survey



Civil society Web site

found that CSOs use the site mainly to search for information on specific projects and major policies, as well as to identify sources of funding.

## Development Communications

The Development Communication Division (DevComm) supports the World Bank's mission of reducing poverty by providing government project implementation units with strategic communication advice and tools they need to develop and implement successful projects and support pro-poor reform efforts. It involves: creating mechanisms to broaden public access to information on reforms; strengthening governments' ability to listen to their constituencies and negotiate with stakeholders; empowering grassroots organizations to achieve a more participatory process; and undertaking communications activities that are grounded in public opinion research. DevComm provides direct support to operations by carrying out political risk analysis, providing capacity building and training, and undertaking opinion surveys to gauge how the public views different development issues and proposed government programs. DevComm recognizes that CSOs are important actors in the development process, and it attempts to involve CSOs directly in the strategic communications work it does at the country level.

During fiscal years 2007–09, the DevComm Division of the External Affairs Vice Presidency undertook activities in 24 countries. During this period, DevComm was actively involved in more than 125 projects, including CASs and Poverty

Reduction Support Credits (PRSCs). Its operational support includes the objective of supporting governments in their efforts to communicate more openly and effectively with citizens and promoting citizen engagement in program design and policy dialogue. In addition, DevComm's Training and Capacity Building unit offered a one-day Stakeholder Consultation Workshop for World Bank staff to help them engage more effectively with civil society. This workshop was offered six times during fiscal years 2007–08, reaching some 160 participants.

One of the most recent and innovative programs launched by DevComm is the Communication for Governance & Accountability Program (CommGAP). It supports using communications in governance reform programs through three program areas: Research and Advocacy, Training and Capacity Building, and Support to Development Projects and Programs. CommGAP works with CSO partners such as the Affiliated Network of Social Accountability Practitioners in Africa and East Asia (ANSA-Africa and ANSA-East Asia, respectively) to help share lessons learned. CommGAP is pioneering this work in several country offices:

- In *Bangladesh*, CommGAP is supporting the government in planning and preparing a strategic communication program to link the Right to Information (RTI) Act—which is being drafted by government agencies and nongovernment stakeholders—to the efforts on strengthening the institutions of accountability.
- In *Cambodia*, CommGAP has provided financial and technical assistance to the first stand-alone project focusing on the demand side of good governance in Cambodia's DFGG project.
- In *Kenya and Uganda*, CommGAP is also supporting the design and implementation of communication activities for improving water sector governance. This WBI-supported project aims to improve governance in the provision of water service by promoting social accountability, communication, and transparency.
- In *Kenya and Tanzania*, CommGAP is supporting a WBI-led multiyear program that works with freedom of information (FOI) advocates and media to build local capacity to secure the passage of the media and FOI bills in both countries.

## Liaising with Multilateral Development Banks and UN Agencies

With the growth and importance of civil society, most multilateral organizations have developed policies and carry out outreach programs geared to improving relations with CSOs. At the same time, most MDBs, UN agencies, and international organizations have hired specialized staff to serve as Civil Society Focal Points. The Bank Group has approximately 120 focal points based in more than 80 country offices and in Washington, DC, whose responsibility is to reach out to civil society. In an effort to improve the quality and effectiveness of its work in this area, the Bank's CST is increasingly liaising with the focal points of other international organizations. This work includes sharing civil society outreach documents and electronic newsletters, consulting on specific issues, and regularly meeting with the civil society focal points of other agencies.

The Bank works most closely with the civil society focal points in the IMF because of the close institutional relations and agenda they share in the areas of PRSP, fragile states, trade, debt, and global governance. The focal points of both institutions meet several times a month to plan for joint events, such as the Annual and Spring Meetings. The teams share responsibility for the CSO accreditation process, organizing sessions for the Civil Society Policy Forum, and hosting the townhall and reception with the heads of the two institutions.

The Bank's CST also liaises regularly with civil society focal points of other international organizations, such as the ADB, IDB, UN Non-governmental Liaison Service (NGLS), and WTO. The CST also participates in annual gatherings of the International Organizations' Civil Society Focal Points. These meetings, which have been occurring since 2001, bring together some 50 staff from MDBs (for example, ADB, AfDB, and IDB), UN (for example, FAO, NGLS, UNDP, and UNICEF), and other international organizations (for example, Commonwealth Foundation, OECD, and WTO). The meetings are generally held for two days in different locations depending on who is hosting, although most of the meetings to date have been in Paris, Geneva, and New York. The meetings generally comprise plenary sessions and small breakout groups to discuss topics of common interest such as comparing differing accreditation policies, discussing different approaches to policy consultations, and promoting participation policies at the project level.

The meetings generally have included a session in which CSO representatives provide their views and perspectives on global issues. The meeting held in Nairobi in 2006, for instance, included not only a panel with leading Kenya CSO leaders, but also a visit to the Kibera low-income township and a meeting with a local community association. Although this process has had no single leadership or structure, the UN's NGLS has taken the lead in sending out the invitations and crafting the agenda.

These gatherings represent a unique "community of practice" for staff who implement a new and challenging policy agenda within large bureaucracies, which are often resistant to the civil society outreach agenda. What has made these gatherings so useful is that they provide a "safe space" in which to share information, discuss sensitive issues, and build camaraderie. They also represent a good-practice example of effective cross-agency interaction and collaboration that have been kept informal and practical.



**Civil society focal points from MDBs and UN agencies meeting in Bank Office in Paris, France (June 2005)**



# 5

## Civil Society Engagement at the Regional and Country Levels

### Africa

The engagement with civil society in the Africa Region grew stronger in some countries during the last three years. It included policy dialogue on important issues such as climate change, food security, HIV/AIDS, and education. There was also significant Bank-CSO engagement in the following countries: Madagascar, Mozambique, Nigeria, Sierra Leone, Swaziland, and Zambia.



There was greater contact with African CSOs by Bank leadership during the last three years. World Bank President Robert Zoellick, for instance, made a point of meeting with CSOs whenever he traveled to countries in the region. During a trip to Ghana in June 2007 soon after becoming Bank Group president, he met with a group of CSOs in Accra to discuss such issues as budget support, pro-poor trade policies, and governance issues. In January 2008, President Zoellick visited Liberia, where he participated in a regional PRSP stakeholders' consultation with government officials, local leaders, and civil society representatives. The meeting was jointly led by the Liberia President Liberia Johnson Sirleaf and President Zoellick. The new Vice President for the Africa Region, Obiageli Ezekwesili, also reached out actively to civil society during her tenure. Before becoming Nigerian Minister of Education, she had worked with Transparency International and was instrumental in establishing the EITI in Nigeria. Thus she understands well the strategic role CSOs play in the development process and for this reason, insists on meeting with CSOs when she travels to the region and has also held several important meetings with CSOs in Washington, DC, during the Annual and Spring Meetings (see box 14).

In the area of policy consultations, the Bank partnered with AfDB to consult with government officials, CSOs, and other stakeholders on its climate change policies and programs. From May to June 2008, the two Banks organized four regional climate



CSO recipient of Development Marketplace grant award in Cameroon (2008)

change consultation meetings to present their draft climate change strategies. The consultations were held in Tunis, Tunisia (May 9, 2008) at AfDB headquarters; Pretoria, South Africa (May 26, 2008) at the Development Bank of South Africa; Addis Ababa, Ethiopia (May 31, 2008), at the United Nations Economic Commission for Africa; and Dakar, Senegal (June 4, 2008), hosted by the government of Senegal. The consultations resulted in a substantive exchange of views, and much of the feedback was incorporated in a regional climate change strategy document, "Making Development Climate Resilient: A World Bank Strategy for Sub-Saharan Africa."

Bank offices throughout the region also continued to engage CSOs in policy dialogue, fund CSO development initiatives, and promote operational collaboration around key areas such as HIV/AIDS, governance, social accountability, and education. In Madagascar, the Bank is supporting efforts to bolster social accountability mechanisms to improve government services (see box 5). Other examples of country-level civil society engagement follows.

*Mozambique.* The Bank has begun implementing the first pillar of the 2008–11 World Bank Country

## BOX 14. Increased Role for CSOs in African Regional Dialogue

World Bank Africa Region Vice President Obiageli Ezekwesili held a meeting with African civil society leaders and heads of regional organizations in Washington, DC, during the 2007 Annual Meetings to discuss ways to integrate CSOs into regional development efforts. The meeting, held on October 22, 2007, titled "The Interaction of African Civil Society with Regional Entities," was part of the Civil Society Policy Forum held during the Bank and Fund Annual Meetings. The session brought together some 40 representatives of African CSOs, Regional Economic Communities, the African Union, and a number of national governments. The meeting began with a panel discussion composed by the Kenyan Finance Minister, the Director of the Institute for Democratic Governance in Ghana, the African Union Ambassador to the United States, and the President of the West African Economic and Monetary Union.

The purpose of the session was to discuss ways to promote greater policy discussion between African CSOs, regional bodies, and national governments concerning regional development policies and programs and how the World Bank Group might

support that. The meeting generated important conclusions and recommendations. Among the consensual conclusions of the meeting was the acknowledgement that African civil society can make an important contribution to regional policy debates and can provide a people-centered and grassroots perspective to regional development aid programs. Participants advocated for an increased civil society role in African parliaments and greater participation in the implementation and monitoring phases of Bank-funded project.



Session on with CSOs on Africa regional development during Annual Meetings in Washington, DC (October 2007)

Partnership Strategy for Mozambique, which is to promote greater voice and accountability among CSOs and the media. During the last two years, the Bank office in Mozambique has been holding monthly dialogue meetings with CSOs to broaden understanding of development topics and stimulate public policy debates in the country. The office has been producing summary reports in Portuguese of Bank research studies, which are presented in meetings and workshops, as well as broadly disseminated via e-mail and through the Bank's country Web site, which has a Civil Society Dialogue section. The office has also established a Development Information Center with free Internet access, a collection of Bank project documents and publications, and a meeting room for CSO events. A satellite Development Information Center has also been set up at the National Parliament to promote increased contact with parliamentarians.

*Nigeria.* The Country Office continued its efforts to mainstream CSO participation in Bank projects and programs and work with the government to strengthen its links with civil society. Its institutional framework for engagement with civil society includes an institutional partnership program and Bank-CSO Consultative Group. The Government–Civil Society

Partnership Program is implemented with a \$429,000 grant titled "Strengthening Civil Society Involvement in Assessing the National Economic Empowerment and Development Strategy" (NEEDS). NEEDS seeks to strengthen CSOs' capacity for independent public expenditure monitoring, data collection, social reporting, and user feedback to ensure that social and economic priorities are based on broad consensus in society. The CSO Consultative Group (CCG) is a voluntary advisory body, tasked to facilitate the exchange of information and dialogue between the Bank and civil society in Nigeria, as well as encourage CSOs to be involved in monitoring Bank projects. The activities of CCG are public, transparent, and open to any interested individual and institution in the country.

*Sierra Leone.* The Bank sponsored training for representatives of 20 policy advocacy CSOs located in the country's Eastern Region. The five-day training workshop held in April 2009 focused on results tracking, M&E, and working with the media, particularly in the areas of demand for good governance and gender mainstreaming. The training was sponsored by Action Plus, a leading advocacy NGO in the region with which the Bank had previously partnered and collaborated on HIV/AIDS awareness raising and the promotion of gender mainstreaming.

*Swaziland.* The Bank partnered with the National Emergency Response Council on HIV/AIDS (NERCHA) to assist grassroots organizations in fighting the HIV/AIDS pandemic through the Social Development Civil Society Fund. Swaziland has the highest HIV/AIDS rate in the world. In January 2008, NERCHA and the Bank issued a Call for Proposals that generated proposals for HIV/AIDS education, prevention, and treatment projects from the country's four regions. NERCHA assisted the Bank in implementing the program, including selecting the four winners, which received \$5,000 each.

*Zambia.* The country office collaborated on a civil society review of a Bank-financed resettlement project. The Jesuit Center for Theological Reflection (JCTR) conducted an assessment of the World Bank's Sector for Economic Empowerment Diversification project. The main objective of the assessment was to determine whether two resettlement projects—involving the curio traders in the Mukuni Recreational Park in Livingstone and people from Imusho village located in the game park—had been carried out properly. JCTR found that the Bank had achieved its stated project goals and attributed this to its intensive consultation with all stakeholders, as well as the latter's adherence to the Bank's resettlement safeguard policies and accountability standards.

### East Asia and the Pacific

The Bank's engagement with civil society in the East Asia and Pacific Region continued to strengthen over the last three years. For the first time, the Bank convened a regional planning meeting with leading CSOs to discuss Asian development challenges and get their feedback on the Bank's policies and programs (see box 15). The Bank also worked closely with ASEAN, (which sought support), to improve their relationship with CSOs in the region. At the country level, the Bank continued to promote policy dialogue and support civil society development efforts.

In response to a request from the ASEAN Secretary General, World Bank External Affairs staff from the Asia region, in partnership with the Global Development Learning Network (GDLN) staff and partners, helped design and organize multistakeholder dialogue sessions before and after the 2009 ASEAN Summit. The dialogue connected via video link 8 of the 10 ASEAN member countries through a



### BOX 15. Regional Bank–CSO Meeting Expands Engagement in Asia

The first World Bank–CSO East Asia Pacific Regional Forum was held in Jakarta in June 2008. This regional meeting was a follow-up meeting to civil society outreach initiatives surrounding the Annual Meetings held in Singapore in October 2006. The World Bank and the IMF established a CSO Working Group, composed of Asian CSO representatives, which helped design and plan the Civil Society Policy Forum, as well as to identify potential CSO to participate in the Annual Meetings. The members of the Working Group then decided to continue the regional engagement efforts and worked with the Bank's regional civil society focal points to plan a regional workshop with Bank staff on region-specific issues.

The June 2008 forum brought together Bank management and staff (including the Bank's vice president) with more than 50 CSO representatives from Cambodia, China, Fiji, Indonesia, Mongolia, Papua New Guinea, the Philippines, Thailand, Timor-Leste, and Vietnam. The forum's program, which was largely driven by the CSOs, included an intense discussion on the impacts of the food crisis in the region and the challenges arising from youth unemployment. A panel of CSO representatives shared their perspectives on various issues, ranging from access to land and sustainable agriculture, to climate change. Several CSO representatives at the forum acknowledged the advances made by the Bank in some countries, and cited the Philippines, where relations have markedly improved because of proactive leadership by the Country Director.

Participants recognized, however, that much remains to be done throughout the region to improve Bank–CSO relations. The sessions brought forward numerous recommendations for improving Bank–civil society relations, knowledge sharing, strengthening assistance for global public goods, dealing with post-conflict and fragile situations, and tackling the challenges facing the region's middle-income countries.

combination of World Bank Country Offices, GDLN centers, and other video conference sites. The event provided a forum for the ASEAN Secretary General to discuss the recently ratified ASEAN Charter with a broad range of stakeholders, including representatives from government, CSOs, academia, the private sector, and the media. This was a first for ASEAN both in terms of the simultaneous connection to many member countries and in terms of the range of stakeholders who participated.

The Bank has active operations in 12 East Asia Pacific countries. The level of the Bank's engagement with CSOs varies from country to country. Here are some highlights:

*Indonesia.* The civil society sector has been increasingly active and vibrant, which has paved the way for stronger engagement with the Bank in various areas.

At the project level, the Bank-financed community-driven development program incorporates unique design features that involve civil society monitoring and decision making. In Aceh, the Bank-managed \$700 million multidonor fund geared to post-tsunami reconstruction includes CSOs in its governance structure to ensure that the voice of the community is reflected in every stage of decision making. At the policy level, the Bank's new CPS for fiscal years 2009–12 was developed with involvement of civil society groups from across the country.

*Philippines.* The level of engagement with CSOs has advanced steadily to a new level of institutional collaboration on such areas as policy advocacy, participation in operations, and knowledge sharing. Policy dialogue continued for programs such as the Philippines Development Forum, which brings together the government, donor agencies, CSOs and other stakeholders to discuss development issues. There was also a series of consultation meetings on the CAS. These resulted in broader understanding of new Bank-assisted strategies and programs such as the Philippines conditional cash-transfer and community-driven development programs. Funding support through the Civil Society Fund and the local DM (Panibagong Paraan) has provided opportunities for small CSOs to put innovative development ideas into practice.

*Singapore.* The Bank's liaison office in the city state has facilitated regionwide youth dialogues on development issues. This Youth Dialogue Series, organized by video conference using the Bank's GDLN, provides a platform for youth engagement across the region.

### Eastern Europe and Central Asia

The strengthening of civil society occupies a growing role in the development agendas of the countries in Europe and Central Asia. The donor community has responded to this need by supporting efforts to build social capital and promote civic engagement. The Bank concentrated its efforts on a regional civil society strengthening initiative, reaching out to specific constituencies such as the Roma population and youth, and funding CSO initiatives at the country level. A good example of the Bank's efforts to promote civic engagement at the country level is



Turkey, where the Bank not only involved civil society in its strategy and project work, but also provided grants to CSOs for youth and women's empowerment work (see box 16).

In December 2006, the World Bank and the European Commission signed an agreement to improve donor coordination in the area of civil society strengthening through the establishment of the Donor Exchange, Coordination and Information Mechanism (DECIM). Donor Agencies participating in DECIM agreed to share information on operational programs, identify synergies at country and subregional levels, engage in policy discussion on civil society strengthening across the region, and support joint initiatives.

As part of the initial coordination activities under DECIM, the Bank facilitated the establishment of a DECIM Advisory Group. The Advisory Group comprises representatives of 20 donor agencies representing a cross section of entities supporting civil society development across the Europe and Central Asia (ECA) region. One of the first joint initiatives undertaken was the DECIM Portal, established in collaboration with the Canadian International Development Agency (CIDA). The Portal serves as a framework for exchanging information on ongoing consultations and partnerships on civil society development, relevant studies on civil society and aid effectiveness, activities supporting the building of social capital and the development of civic initiatives, and relevant training and knowledge-sharing events.

The ECA regional staff carried out a number of initiatives related to youth. In December 2006, ECA completed the Social Inclusion of Roma Youth in Bulgaria small pilot project as part of the youth initiatives financed by the Bank's Youth Innovation Fund. The project was geared to improving communication among Roma and non-Roma youth in Bulgaria by providing them with an opportunity to interact during an intensive professional skills training course designed to increase their employment and employability. The Bank also continued its support to the Decade of Roma Inclusion Program in cooperation with the Open Society Institute through its assistance to the "Decade Watch" report released in June 2007, in Sofia, Bulgaria.

The Youth Team in ECA has also strengthened its partnership with CSOs to promote youth development in the region. It has been working closely with the European Youth Forum comprising international NGOs and national youth councils to undertake analytical, advisory, and operational activities. In

## BOX 16. Bank Maintains Close Relations with CSOs in Turkey

Strong working relations with civil society are an important part of the Bank's work in Turkey. The Bank consulted widely with Turkish CSOs around the draft Country Partnership Strategy for 2008–11. Consultation meetings with a wide array of CSOs were held in Istanbul and Ankara in June 2006. In addition, both the Bank and Turkish authorities consult with civil society in the preparation and implementation of projects such as the Social Risk Mitigation Project, Health Transition Project, and the Marmara Earthquake Emergency Reconstruction Project.

The Bank also works closely with CSOs such as the Education Reform Initiative, the World Wide Fund for Nature, and Community Volunteers Foundation, who lead national advocacy campaigns on issues such as education, climate change, and youth. The Bank has also been increasing its funding of civil society development initiatives. The Bank held a DM competition

"Youth in Turkey: Shaping Our Future" together with a wide range of CSO partners across Turkey during fiscal year 2009. This event generated project proposals from some 800 CSOs from around the country, and 20 of these were selected by an independent jury to receive funding. The Bank also awarded nine gender-focused DSF grants to Turkish NGOs.

To ensure that the 2009 Annual Meetings to be held in Istanbul in October 2009 are accessible to Turkish CSOs, the Country Office (alongside the global CST) invited five leading Turkish CSOs to join a CSO Planning Group, alongside international CSOs from Eastern Europe and the Middle East. This group will assist the Bank and IMF staff to plan the Civil Society Policy Forum, the townhall meeting with the heads of the Bank and Fund, and youth events, as well as other related activities.

addition, the Youth Voices initiative implemented by the World Bank and young members of NGOs across the region has expanded to Albania and Kazakhstan. An online blog (<http://www.yvg-wb.blogspot.com>) has also been created by the Youth Voices groups as a platform for communication and exchange of ideas between youth organizations and the Bank.

In fiscal year 2007, ECA completed its work on the "Local Governance and Civic Engagement in Rural Russia" project, in collaboration with a number of CSO groups, including youth. The program is geared to increasing the capacity of local communities to participate in local government decision making through a series of information-sharing, capacity-building, and community meetings. The Project Team also organized a rural youth conference to provide youth and local governments with a platform for discussing improvement of the services provided to young people and the mechanisms for enhancing the participation of young people and their organizations in local governance. The results of the project were discussed during a conference held at the Ministry of Trade and Economic Development in April 2007, and the results of the project disseminated in Russian and English.

The ECA region remained the largest beneficiary of the CSF (formerly known as the Small Grants Program). In fiscal year 2007, 23 countries provided funding to CSOs across the region for a total of \$763,100. During fiscal years 2007–09, country-based and regional DM initiatives on youth empowerment, water, and agriculture were carried out a



Local project display during Development Marketplace competition in Ankara, Turkey (November 2008)

number of countries, including Belarus, Kazakhstan, and Ukraine. Here are some highlights:

*Southeastern Europe.* In May 2007, the Bank hosted the Innovation Grants Competition and Showcase, for the Southeastern Europe Region with the support of Nokia and the CSF. The competition supported innovative, small-scale, cutting-edge projects developed and implemented by young people, for achieving better opportunities and outcomes for youth in the areas discussed at the conference.

*Bulgaria.* The World Bank Country Office in Bulgaria held its fiscal year 2007 DM competition, in conjunction with the CSF, between February and May 2007, under the focus Education and Youth Employment. The Office financed one CSF project and five DM youth projects, in partnership with the private sector, which financed additional two projects on youth issues.



Silk processing and marketing project in Uzbekistan

*Croatia.* The World Bank Country Office has funded a wide range of civic engagement activities through the CSF since 1999. Projects funded included raising awareness about single-parent families, social inclusion of people with disabilities and children with special needs, social and economic empowerment of youth, Roma and rural women, increasing civil society participation in biodiversity conservation and community building in postconflict areas. Since the Program's inception in Croatia, some 97 NGOs have benefited from a total of \$319,000 awarded.

*Georgia.* The World Bank Country Office emphasized the importance of projects in support of youth development through its CSF and in collaboration with the Open Society Georgia Foundation and the Eurasia Foundation, which also cofinanced project activities. The program was developed under the overarching theme "Let's Fight Youth Apathy," covering youth employment, civic integration, creative initiatives, and healthy lifestyles.

*Kyrgyz Republic.* The Bank's Country Office supported civil society initiatives for empowering marginalized and vulnerable groups. Currently, Habitat-Kyrgyzstan, a local NGO, is implementing a DM grant aiming at improving the living conditions of poor families in Bishkek.

*Tajikistan.* The World Bank Office supported a youth information project through the CSF to support the development of a portal for NGOs in Tajikistan to serve as an information platform for more effective

interaction between CSOs, government, donor community, and other development partners.

## Latin America and the Caribbean



In Latin America, the Bank Group continued to engage CSOs in policy dialogue, support social accountability and civic engagement programs, and fund community development initiatives. The type of engagement and support provided depended on subregional and country contexts. Below are some highlights:

*Andean Region.* The Bank promoted the Andean Social Accountability Initiative, which is geared to documenting and promoting learning on existing government and civil society initiatives in social accountability and participatory democracy across the Andean region. The project was supported by a Bank grant and is linked to a local economic development project for the province of Chimborazo in Ecuador. The initiative undertook the following activities: (1) assessing the results of social accountability initiatives in Ecuador and Peru, (2) strengthening a regional network of social accountability practitioners, and (3) designing and piloting the Provincial Participatory Budget of Chimborazo (PPCH). An indication of the success of the latter initiative is that the PPCH law and all of its prioritized investments were approved by the Provincial Assembly in a historic event attended by more than 500 officials and citizens.

*Bolivia.* The Bank sponsored in September 2007 the First Development Marketplace for Youth Employment in the submunicipality of Mallasa, La Paz. The event, titled "Ready to Work," was aimed at promoting youth employment and recognizing and supporting innovative youth-led initiatives. Eleven projects were selected, and each winning group received \$10,000 to support the implementation of their youth employment initiatives.

*Brazil.* The Bank undertook an extensive and broad-based consultation effort during the preparation of the Bank's Amazon Partnership Framework. Consultation meetings were held both in Brasilia and in the Amazon and involved many key civil society organizations nationally and in the region, including the leadership of the Coordination of the Indig-

enous Peoples of the Brazilian Amazon (which represents over 75 Amazon indigenous peoples), the Amazon Working Group (which brings together more than 600 NGOs), the National Council of Rubber Tappers (which congregates more than 100 local rubber tapper and extractive associations), and environmental NGOs. Together, they form the Alliance of the Peoples of the Forest, the most influential civil society alliance network in the Amazon, and perhaps of the Americas. CSO contributions received through this process were essential to develop the Amazon Strategy Framework both at the national and global levels.

*Central America.* The Bank's engagement with CSOs included strengthening information disclosure and transparency in Honduras (see box 16) and land title issues in Guatemala where a consultation was held on communal lands of indigenous people in the context of a land titling program in Guatemala. Now that the Bank is considering financing a second land titling project to be implemented in areas that have large numbers of indigenous peoples, the Bank and Guatemala's land titling agency has conducted a process of consultation with civil society and indigenous people organizations. A program geared to promoting transparency and media strengthening was carried out in Honduras (see box 17).

*Peru.* The Bank office also continued to promote the strengthening of youth groups through the Youth Advisory Group New Voices. The main objectives of New Voices are to build technical skills, provide youth with the opportunity to learn first-hand about the Bank's work in Peru, and encourage youth to share their points of views and fresh ideas to improve the Bank's portfolio. More than 1,000 young persons and 120 youth organizations were actively involved in this decentralized program developed in the cities of Arequipa, Ayacucho, Cajamarca, Cusco, Ica, Lima, and Trujillo.

*Southern Cone.* The Bank undertook several initiatives to strengthen the role of civil society and to promote greater government accountability. In Paraguay, two activities were noteworthy. One of them, the "Voices of Civil Society for Paraguay's Development," was a series of workshops geared to increasing the analytical capacity and knowledge of CSOs to more effectively engage government and donor agencies to advocate on development issues. Four



**Grant recipient receiving Civil Society Fund award in the Dominican Republic (2008)**

### **BOX 17. Promoting Transparency and Governance in Honduras**

In Honduras the Bank supported an initiative to strengthen the role of the civil society in covering transparency and governance issues. The Honduran Civic Journalism Agency Initiative was based on a similar experience by the Infocivica project in Argentina. The initiative sought to expand information flow by providing CSOs information not covered in mainstream media. The purpose of this initiative is to enable CSOs working on governance issues to gain voice and influence the public agenda, thus fostering inclusive governance and participatory development.

A related initiative was the Honduran Journalism Training on Transparency and Governance Program, which was aimed at promoting greater interest and knowledge among journalists for topics related to governance, transparency, and access to information. The goal of the training was to better inform citizens so that they would be able to actively demand accountability. This seven-month project was carried out between February and September 2008. It was implemented with the collaboration of the National Anti-Corruption Council, the National Autonomous University of Honduras's School of Journalism, and the Fundacion Democracia sin Fronteras (Foundation for Democracy without Borders) in Honduras.

workshops were carried out in Asunción, Encarnación, and Coronel Oviedo. The other activity was the Paraguay Civil Society Fund, which was held in 2007 through a national competitive contest under the theme of "Transparency and Access to Information." The CSF was carried out with collaboration of several government agencies, other donor agencies, and CSOs. The Foundation Center for Information

## BOX 18. Improving Relations through Information Exchange in Egypt

The Public Information Center (PIC) in Cairo organized several sessions for CSOs on issues concerning climate change, public health, and public access to information. The PIC-Cairo joined the Egyptian Society for Comprehensive Development to organize a discussion with CSOs and voluntary workers about climate change. The idea was to raise public awareness about the potential negative impacts of climate change in Egypt and the region. The documentary *An Inconvenient Truth* was presented during the session, followed by a panel discussion led by environmental experts from the American University in Cairo.

The Alexandria PIC hosted a development Summer School for Youth during August–September 2007. The event was organized in cooperation with the Sustainable Development Associa-

tion and focused on public health. The participants attended a number of lectures by distinguished development specialists. The youth were assigned research work related to sustainability using the PIC information resources. The positive results reflected the useful knowledge that participants had acquired during the session.

The Alexandria PIC also organized and hosted a training session for local journalists in conjunction with the Egyptian Society for fighting HIV/AIDS and the Press Syndicate in Alexandria. The objective of this training was to equip journalists with basic and accurate information about the epidemic. This will improve their ability to educate the public on the best methods of prevention and treatment.

and Resources for Development, a local NGO was one of the main partners of the program, sponsoring its dissemination and providing training to CSO interested in presenting proposals. Seven projects throughout the country were awarded a grant of \$5,000 to implement their projects.

### Middle East and North Africa

In the Middle East and North Africa Region, the World Bank has involved civil society and other development stakeholders in a wide range of issues. Among them are recovery and institutional reforms in Lebanon, Palestine recovery and reconstruction, water governance throughout the region, and improved access to information in the Arab Republic of Egypt (see box 18). Below are some examples of efforts made to strengthen civil society in the region.

During the last three years, the Bank held regional and country-based consultation meetings on several major policies under review, such as governance, climate change, and information disclosure. These consultations have included government officials, academics, and CSO representatives. The most recent consultation meetings, concerning the information disclosure policy review, were held in Egypt, Lebanon, and the Republic of Yemen, in May and June 2009.

In December 2007, the World Bank Managing Director Juan Jose Daboub participated in the Palestinian Pledging Conference held in Paris, where

he expressed support for the Palestinian Recovery and Development Plan. In April 2008, the World Bank signed a grant agreement with the Palestinian Authority for the Palestinian Reform and Development Trust Fund. The Trust Fund is part of the overall donor effort to alleviate the Palestinian fiscal crisis and to support implementation of the Palestinian Reform and Development Plan, which was prepared in December 2007. The Bank's ongoing portfolio in the West Bank and Gaza consists of 12 projects aimed at improving living conditions for the Palestinian people, including water and sanitation, education, solid waste, municipal finance, provision of basic social services, in addition to strengthening of the civil society sector.

One such project is the Village and Neighborhood Development Project (VNDP) where poor and marginalized communities will benefit from a participatory development approach. With \$10 million divided between the West Bank and Gaza, the VNDP has been carefully designed to cater to that objective. The project supports small communities in planning local initiatives and prioritizing needs through an inclusive and participatory process. It also provides small grants to support joint activities among several village councils for sub-projects that are part of the local plan within their regions. Before the project's approval in April 2008, the Bank conducted extensive workshops in both Gaza and the West Bank to reach out and incorporate into the project design the ideas, needs, and concerns of local communities. The project is implemented at the local level with oversight from



the Ministry of Local Government and technical assistance and support from CSOs.

Several of the country offices in the region administered the CSF competition during the last three years. In Egypt, the focus of the 2008 CSF was to support CSOs offering health care services to improve maternal health in Egypt's rural and marginalized areas. Four Egyptian NGOs were awarded grants totaling \$35,000. The winning four NGOs and their projects focused mainly on rural Upper Egypt and Sinai and were geared to improving access to reproductive health services and improving maternal health care.

## South Asia

Relations between the World Bank and civil society in South Asia have continued to evolve in recent years. This engagement has included more frequent dialogue on Bank policies and operations with key CSOs. Below are highlights of the Bank's CSO work in fiscal years 2007–09 in key countries.



*Afghanistan.* The Bank continued its dialogue with civil society on a wide range of issues and a diverse set of CSOs. In September 2007, the Bank joined with other donors to support an initiative by the Afghanistan Civil Society Forum to celebrate Peace Day and raise awareness for the importance of peace and unity to promote security, stability, and sustainable development. In March 2009, with the support of ACBAR (a key coordinating body for civil society), the World Bank consulted with NGOs on Afghanistan's development, the role of the Bank, and areas in which the Bank should focus greater attention in the future. A number of CSOs have been contracted by the government to facilitate implementation of a number of Bank-financed projects. For example, 28 CSOs have been contracted as Facilitating Partners to implement the National Solidarity Program throughout the country. Nine CSOs have contracts with the Ministry of Public Health to provide basic health services to Afghans in 19 provinces, and 14 microfinance institutions are providing credit to poor people in 24 provinces out of 34.

*Bangladesh.* Engagement with civil society slowed to some extent because of the prevailing political uncertainties in the country. The collaborative



Bank's Public Information Center training session for journalists and CSOs on HIV/AIDS in Cairo, Egypt (2009)

efforts in the form of consultation and dialogue, however, continued in the following areas: governance reform, right to information, climate change and the environment, urban development, and water and sanitation. Civil society leaders also took keen interests in several Bangladesh Development Series Reports, including the Poverty Assessment Report and a growth report in which the Bank highlighted the possibility of Bangladesh's doubling its per capita income by 2020. CSOs also participated in the GDLN dialogue on key economic issues.

*India.* The new Country Strategy was finalized in 2008 following a series of consultations with CSOs across the country. These multistakeholder consultations were held over the course of a year in New Delhi, Mumbai (Maharashtra), Hyderabad (Andhra Pradesh) and Bhubaneswar (Orissa). The consultation covered a wide range of topics, including discussion on key aspects of the recommendations of the 11th Five Year Plan of the government of India and sought inputs on key development themes such as human development, inclusive growth and service delivery, infrastructure development, and agricultural growth. This same year, the Bank's Country Director initiated a series of Development Dialogue roundtables in which prominent CSO leaders and opinion makers were invited to speak on the global food crisis and other key development topics.

India also hosted a regional Development Marketplace competition in May 2008 in Mumbai, designed to fight the stigma and discrimination associated with HIV/AIDS. Twenty-six CSOs from



CSO project booth at the Development Marketplace competition in Pakistan (2007)

across South Asia won grants totaling \$1 million, each receiving an average of \$40,000 to implement innovative initiatives. India had 12 winning proposals; Afghanistan, Bangladesh, Nepal, and Pakistan won three projects each; and two winning proposals came from Sri Lanka.

*Nepal.* The Bank engaged with civil society leaders in developing a national visioning exercise and in funding local CSO development initiatives. The citizen-led visioning exercise titled “Nepal in Our Lifetime” was intended to stimulate citizen input into the Constituent Assembly. The Bank also consulted widely with civil society groups in the framing of the Bank’s GAC Plan, as well as the new Interim Strategy Note for Nepal. Furthermore, in June 2008 the Bank organized a DM titled “Securing the Peace through Development” to support rural grassroots projects in Nepal. Twenty-five CSOs from across Nepal won grants of \$20,000 each to implement initiatives aimed at delivering basic services and improving the livelihood of the rural poor.

*Pakistan.* The World Bank office organized a GDLN consultation on the draft report of the country’s Rural Growth and Poverty Reduction paper, which was formally launched in April 2007. The purpose of this discussion was to get feedback from key actors and experts involved in rural development

in Pakistan. Consultations on conditionality in World Bank Development Policy Operations were held in the World Bank Islamabad office in July 2007. These consultations involved representatives from government, civil society, and donor agencies. The objective of the consultations was to obtain CSO views on the application of Bank loan conditionalities.

*Sri Lanka.* Bank relations with civil society have been strengthened through the Civil Society Fund, Post Conflict Fund, and the Small Grants Youth Initiative, as well as through increased policy dialogue and collaboration. A country in transition from conflict to peace, recipients of Civil Society Fund have been able to promote interethnic dialogue, empower women and increase their political participation, and improve service delivery at the local government level through advocacy mechanisms such as community score cards and information campaigns. An example of the heightened dialogue in 2008 was the 26 CAS consultation meetings held in Colombo and throughout the country, which generated useful input into the Bank’s strategy. In the area of collaboration, the highlight was the innovative mobile HIV/AIDS exhibition on three-wheeler Tuk Tuks during the International Conference on AIDS in Asia and the Pacific conference in August 2007. The Bank has

also incorporated the goal of strengthening civil society into a large community development and livelihood improvement project (see box 19).

## North America

The World Bank's interaction with CSOs in the United States and Canada continued to grow during the last three years. Highlights of this interaction in the United States included a series of joint workshops with InterAction and CSO book launches, and in Canada the Bank Team attended numerous CSO events and held numerous policy dialogues with Canadian policy advocacy CSOs.

### United States

The World Bank's engagement with CSOs in the United States is largely concentrated in Washington, DC, and to a lesser extent along the Northeast corridor. There is daily interaction between Washington-based advocacy CSOs and countless Bank units on such issues as debt, governance, education, climate change, and information disclosure. These interactions include meetings, brown-bag lunches, workshops, and participating in annual staff training "learning weeks." Unlike in the past when access to the Bank's buildings and staff was difficult and the CST was the key conduit into the Bank, today these contacts have become mainstreamed and commonplace. The CST itself has evolved from a somewhat *gatekeeper* role in the past, in which it was expected to guide CSOs through the Bank bureaucracy, to a *gateway* role, in which it serves as an entry point for an increasing number of CSOs who interact directly with Bank units. One of the most promising initiatives with civil society during the last three years were the Bank-InterAction technical workshops on topics of common interest (see box 20).

A new modality for Bank-civil society policy dialogue also emerged around the launching of books on global development by CSO authors at the Bank's Infoshop. Three books were launched during the period: "Global Democracy" by Didier Jacobs (Special Advisor at Oxfam America) on June 25, 2008; "From Poverty to Power" by Duncan Green (Research Director at Oxfam/UK) on November 19, 2008; and "Development Redefined: How the Market Met Its Match" by John Cavanagh (Director of the Institute Policy Studies) and Robin Broad (Professor at American University) on February 24, 2009. These launches were well attended by Bank

## BOX 19. Community Development for Economic Growth in Sri Lanka

The Sri Lanka Community Development and Livelihood Improvement Project—also known as *Gemidiriya* or "village strength"—uses a CDD approach to build the capacity of village organizations (VOs), village savings and credit organizations (VSCOs), and federations. Gemidiriya promotes participation and inclusion through community adoption of "golden rules" that promote cost sharing, good governance, and accountability. These principles and rules have successfully enabled rural women, men, and youth to generate income by collectively managing funds, building critical village infrastructure, creating economic partnerships, and running production businesses. The project trains villagers as community professionals (CPs), who then provide technical support and training to villages within their program. CPs now join World Bank missions to conduct interviews and gather data on implementation progress.

Over 180,000 households (almost 1,000,000 people) in the poorest districts of Sri Lanka have benefited from community infrastructure and productive investments (drinking water, access roads and bridges, ICT centers, skills development, and income generation) made through Gemidiriya. The participatory nature of the decision making process has led to better targeting of the poor and improved governance, transparency, and accountability at the village level. Youth and women have been the primary beneficiaries, and now comprise 66 percent of decision-making positions at the village level. Farming families have produced over 2 million kilograms of produce for markets in partnership with private companies and state agencies. The value of goods traded is in excess of \$3 million and has benefited over 29,000 rural households, of which 83 percent are among the poor and poorest households.

staff, CSO representatives, academics, and students and generated lively discussion on the alternative development paradigms presented in the books.

Other important Bank-CSO events included the following:

- The Bank hosted a three-day visit by several Portuguese CSOs representing the Portuguese Association of NGOs. Representatives of the Association for Cooperation among Peoples and the Marquês de Valle Flor Institute met with staff from a variety of units, including country staff from several Lusophone African countries, to discuss possible operational collaboration. (June 2007)
- The Heinrich Böll Foundation organized a week-long training session on mainstreaming gender in development for 60 international CSO leaders, and hosted one of the days at the World

## BOX 20. Bank-InterAction Workshops Promote Technical Exchange

The Bank and InterAction launched a series of policy workshops in 2006 aimed at promoting a more horizontal and technical exchange of experiences and perspectives on specific development topics. The underlying objective of the seminars was to share experiences and lessons learned in Bank–civil society collaboration on issues of common interest. The seminars were organized by the Bank’s CST and InterAction’s Secretariat in collaboration with a variety of Bank departments and InterAction member agencies (e.g., World Learning, CARE, World Vision). Speakers included staff from the Bank, CSOs, and other donor agencies such as USAID and UN agencies. The seminar topics varied considerably but were all in service delivery areas and geared to country-level operations:

- The first seminar was held in January 2006 and focused on the findings of the Bank’s World Development Report 2006, “Equity and Development.”
- The second seminar, “Financing Civil Society at the Local Level: Are the Results Cost Effective and Sustainable?” was held in March 2006 and focused on experiences related to financing CSOs at the local level.

- The third seminar, “CSOs in Fragile States: How Can They Contribute to Strengthening Local Civil Society and Governance?” focused on the role of CSOs in fragile states and was held in May 2006.
- The fourth seminar, “Assessing Disaster Response and Risk Mitigation Experiences and Considering New Approaches?” was held in December 2006 and featured a discussion on how governments, CSOs, and donor agencies can collaborate on disaster relief.
- The fifth seminar, “Social Aspects of HIV/AIDS and the Role of Civil Society in a Multisectoral Approach,” was held in March 2007 and discussed the role of CSOs in a multisectoral approach to fighting HIV/AIDS.

The seminars were well attended, attracting an average of 50 participants including Bank staff, InterAction agency staff, academics, and other development practitioners. Summary notes of these seminars and participant lists can be found on the Bank’s Civil Society Web site. Although it is difficult to gauge the impact of these seminars on institutional relations, they did produce rich discussions and provided valuable networking opportunities.

Bank. Several Bank staff spoke on the Bank’s gender policies and work. (July 2007)

- The Bank president spoke to CEOs of U.S.-based international CSOs at the NGO Leaders Forum, which is housed at Harvard University. (December 2007)
- The Bank’s senior vice president for EXT spoke at the NGO Diplomacy Conference convened by InterAction, which focused on the growing role that NGOs play in the field of nongovernmental diplomacy. (December 2008)
- The Bank hosted numerous groups of CSO leaders from developing countries visiting and studying in the United States. These included mid-career professionals participating in the following fellowship programs: Ford Foundation, Fulbright Scholarships, and Humphrey Fellows Programs.

### Canada

Canada has a small, but vocal and diverse community of advocacy CSOs that follow the Bank Group’s activities and programs closely. The Bank has attempted to maintain regular and substantive engagement with these CSOs, and during 2007 it expanded its outreach beyond central Canada to include organizations in western Canada. This has generated greater

CSO interest in the Bank’s policies and work. In particular, a number of key Canadian CSOs have expressed a desire to participate in the series of technical seminars organized by the CST, as well as in the Development Issues Series, which is a student-led conference series jointly organized with the Bank and held annually in Canadian universities.

Highlights of the Bank’s interaction with Canadian CSOs in fiscal years 2007–09 include the following:

*Parliamentary Letters Campaign.* In 2007 and 2008, RESULTS Canada worked with a dozen parliamentarians who sent letters addressed to President Zoellick requesting clarifications on Bank Group policies related to microfinance, tuberculosis, health-related user fees, and basic education.

*Consultations.* The Institute on Governance hosted a consultation meeting between the Director for Global Governance Program and Canadian CSOs on the Bank’s GAC Strategy in January 2007.

*Conference Keynote Addresses.* Several senior Bank staff made presentations at leading Canadian think tanks and universities in 2007 and 2008, which attracted a large number of Canadian CSO representatives. These included the “Focus on Africa Conference” in Vancouver in May 2008, “Canadian

Association for the Study of International Development Congress” in British Columbia in June 2008, and the “World Bank–Carleton University International Program for Development Evaluation Training Program” in June 2008.

*Meetings with Key CSOs.* Bank staff held informal meetings with CSO leaders to discuss Bank policies and programs during visits to Canada or CSO visits to Washington, in particular for the Annual and Spring Meetings. Examples included meetings with the Afghan Women’s Organization in Toronto, Asia Pacific Foundation of Canada, Canada West Foundation, Halifax Initiative, International Institute for Sustainable Development, Manitoba Council for International Cooperation, North-South Institute, and Social Justice Committee.

## Europe

Europe has the world’s largest and most active international development CSO community, and many of them have a keen interest in Bank Group policies, programs, and projects. Many of the policy-advocacy CSOs simply want to monitor the Bank, but a growing number of service-delivery CSOs and civil society networks are interested in collaborating with the Bank. Engagement with both advocacy and service CSOs in Europe has deepened and improved over the last three years. This engagement has included informal meetings, policy consultations, technical workshops, and programmatic collaboration. Here are some highlights from fiscal years 2007–09.

### France

Relations with French CSOs were characterized by regular policy dialogue and consultations and increased levels of programmatic collaborations. The Bank continued to work closely with Coordination Sud (a coalition of 130 French development NGOs) during this period by regularly exchanging information, jointly organizing policy dialogue meetings, and facilitating visits by French CSOs to the Bank in Washington. The Memorandum of Understanding established between the Bank and Coordination Sud in 2005 was renewed in June 2007. It has allowed Coordination Sud to leverage the Bank’s support for a global initiative geared to assist southern CSO national platforms to improve their advocacy in key international arenas, strengthen their engagement in policies and programs, and enhance their watchdog role. In this context, Coordination Sud has partnered with InterAction and national platforms of several developing countries (for example, Brazil, Chile, India, and Senegal) to establish



Book launch by Institute for Policy Studies Director John Cavanagh, in Washington, DC (February 2009)

the International NGO Platform. The leaders of these national platforms met with Mr. Zoellick and the senior vice president for EXT on several occasions, and Bank staff attended the launch of the International NGO Forum in Paris in November 2008.

The Bank’s Paris Office organized a number of important meetings between senior Bank managers and French CSOs during this period. Here are some examples:

- The Bank’s Director for Health participated in a conference of the French chapter of the “Action for Global Health Network” organized by Médecins du Monde to discuss the implementation of the Bank’s new Health, Nutrition and Population strategy. (December 2007)
- Several French CSOs participated in the annual meeting of CSOs with European executive directors in Brussels to discuss a variety of Bank policies and programs. (March 2008)
- CSOs took part in the second CSO videoconference on the food crisis chaired by Bank Managing Director Ngozi Okonjo-Iweala and with the participation of Mr. Zoellick, who briefed participants about the G-8 summit and the food and fuel crises. (June 2008)
- French CSOs participated in consultation meetings of the GAC Strategy Implementation Plan and on the Strategic Framework for Climate Change and Development. (June–July 2008)

## **BOX 21. Engaging Pan-European CSOs in Brussels**

The World Bank's engagement with CSOs in Belgium focused largely on several policy areas of interest to Pan-European CSOs: education, health, governance, African development, and youth. The Brussels Office organized a meeting between former Bank President Paul Wolfowitz and key CSOs in November 2006 to discuss the Bank's GAC strategy. CSOs included CIDSE, EURO-DAD, and Oxfam, who stated that if the Bank wanted to be credible in its governance work, it would need to improve its own internal governance record by increasing transparency and giving more voice to developing countries.

CSO dialogue on health and education in Brussels was particularly vibrant. On education the Brussels office hosted multi-stakeholder taskforce meetings with CSOs and others over a period of six months to prepare for a Bank–United Kingdom–European Commission (EC) high-level education event in May 2007. On health, the Brussels Office organized a number of meetings with CSO groups on IHP+, geared to ensuring their

effective participation in the process. These included dialogue meetings with World Bank Director for Health Nutrition and Population Julian Schweitzer in October 2007, and discussions in Brussels with World Bank Human Development Vice President Joy Phumaphi in June 2008.

The Brussels Office together with the EC also organized a number of dialogue meetings with European CSOs and African Diaspora groups around EC-Bank high-level cooperation on African development. The Bank jointly organized with Friends of Europe a high-level conference, "Outlook Africa: Investing in Africa's Growth and Health," in April 2009 that engaged about 400 participants. Engagement with youth groups continued mainly through a series of policy dialogue on Bank policies such as the meeting on the Bank's new climate change framework (SFCCD) in May 2008. The Brussels Office also organized a video conference linking youth groups in Belgium with their counterparts in Cameroon, Egypt, France, Kenya, and Romania.

The Bank's civil society engagement work in Europe is led by the European Civil Society Team, which has staff based in the Paris and Brussels Offices, and counts on the support of the Country Counselors who work in nearly a dozen countries in the region. For this reason, there is close coordination between the French and Belgian Offices on outreach to CSOs (see box 21).

### **Germany and Austria**

In Germany, the main areas for dialogue and consultation with CSOs and other stakeholders were the Bank's Use of Country Systems in Procurement (2007), the World Development Report (2007), and the Bank's Strategic Framework for Climate Change (2008). Important events included a technical briefing by Bank staff to the German Parliament's Development Committee, arranged by CSOs, on the Bank's research in the area of "odious debt" and on the annual "German World Bank Forum" which attracts a wide range of speakers and participants from all spheres of public life, including CSO representatives. In 2009 the Bank's Berlin office began work on the European Foundations Project to assess the engagement of foundations in developing countries and on development. The project includes assessing 150 European foundations, identifying 30 priority partners, and organizing a roundtable to bring together foundations and several Bank institutions.

### **Italy and Portugal**

Over the 2007–09 period, civil society outreach initiatives were largely focused on engaging universities, delivering presentations in two universities (Rome La Sapienza and Rome III Università) and in two master's programs in international cooperation (Rome III Università and ISPI Milan). The ongoing dialogue with an Italian CSO umbrella organization was further enhanced with a meeting with the Ministry of Foreign Affairs Directorate for Development Cooperation regarding possible usage of Italian Trust Funds. In 2009 the World Bank Rome Office intensified its outreach activities to domestic and international NGOs through targeted meetings (for example, ActionAid/Italy, Comunità di Sant'Egidio, and Giustizia e Libertà Foundation) and participation as speakers in CSO forums. In May 2009 the World Bank Special Representative to Europe gave his remarks on the role of the World Bank in helping developing countries curb the current economic crisis at a conference hosted by ActionAid, and in June 2009 the Bank Counselor for Italy delivered a speech at the World Bank's communication for development strategy forum organized by several CSOs.

In Portugal, the Bank's Italian Country Counselor organized three meetings from May to July 2007 with the Portuguese Association of Development Cooperation NGOs. Two CSO members of the Association, ACEP and IMVF, visited the Bank

in Washington, DC, in June 2006, where they met with different units to discuss possible country-level collaboration.

### The Netherlands

In the Netherlands, interaction with civil society included the Bank's participation in several "political cafés" regularly organized by Dutch CSO Both Ends on the role of the multilateral financial institutions. These "cafés" provide for public debates between CSO representatives and officials from governmental and financial institutions in an informal setting. Issues discussed included forest management in the Democratic Republic of Congo, the Bujagali Dam Project, and Economic Partnership Agreements. In October 2007, Bank staff also met with numerous Dutch and European CSOs in The Hague to hear their concerns at a Public Hearing on the World Bank organized by the CSO coalition World Bank Campaign Europe on the IDA-15 replenishment. A notable event organized by the Bank to engage with Dutch CSOs in 2008 was the consultation meeting in July between the Bank Vice President for Sustainable Development and representatives of CSOs and academic institutions on the Bank's Strategic Framework for Climate Change and Development. Activities in 2009 included a meeting between World Managing Director Graeme Wheeler and the Director of SNV, and a meeting between Dutch CSOs with the Chief Economist for the Africa Region. The Country Counselor for the Netherlands also had a number of informal meetings with a wide range of Dutch CSOs.

### Nordic Countries

Consultations on major Bank reports were a key feature of dialogue with CSOs in the Nordic countries. Events included a meeting with Norwegian CSOs on the Bank's draft paper on Conditionality in November 2006, and an April 2007 consultation with Danish CSOs on the 2008 World Development Report on Agriculture. Another highlight of the Bank's interaction with Nordic CSOs was a November 2006 meeting between President Wolfowitz and about 60 Norwegian CSO representatives. Issues discussed included rainforest conservation in the Congo basin, human rights, renewable energy efforts, and the mainstreaming of gender in World Bank programs. Norwegian CSOs worked closely with the Norwegian Foreign Ministry to organize a large workshop on odious debt in Washington, DC, in April 2008. In May 2009,



Video conference dialogue between Bank President and CSOs in six countries (January 2006)

the Bank's Director for International Affairs participated in a panel with leading international CSO leaders to discuss the impacts of the global economic crisis.

### Spain

Outreach to Spanish civil society and the academic community has been growing in the last few years. Presentation of flagship reports in Madrid and Barcelona drew large multistakeholder audiences that included representatives of CSOs, researchers, and the private sector. Areas of focus in policy discussions with Spanish CSOs have included gender mainstreaming, migration and remittances, Latin America regional development, and support to middle-income countries. The Bank also started work on stepping up strategic dialogue with Spanish think tanks and foundations, especially those with an interest in Latin America. In late fiscal year 2008 and throughout fiscal year 2009, engagement with Spanish CSOs was reinforced through several activities. Among them was a presentation of the Bank's WDR 2008 on Agriculture in Madrid and Barcelona (June 2008), a presentation of the 2009 WDR, "Reshaping Economic Geography," at the debate platform Cercle d'Economia in Barcelona (January 2009), and participation of Bank staff in regional roundtables organized by the Club de Madrid (March 2009). There was also increased engagement throughout 2009 with think tanks in Madrid (for example, Elcano and FRIDE), as well as with the Ibero American Secretariat and Casa America.

## Switzerland

The Bank's Geneva Office intensified its policy dialogue with international CSOs, including academic think tanks and faith-based groups from the wider diplomatic community of Geneva, through its regular seminar series, "An Exchange on Development," and regular participation in high-level consultations, public symposia, and diplomatic engagements at the UN and the WTO. Interlocutors ranged from the 500-member Conference of NGOs in Consultative Relationship with the United Nations and the World Business Council for Sustainable Development, to the WWF/International on issues such as trade, human rights, labor, migration, humanitarian affairs, and climate change. Highlights and key events involving the Geneva office in formal dialogue with CSOs included the WTO Public Symposium during Geneva Week (September 2006 and 2007), the UN High-Level Task Force on the Right to Development (January 2006 and 2007), UN Economic and Social Council Civil Society Forum (June 2006 and 2007), Evian Group Meeting (October 2006 and 2007), Montreux Humanitarian Retreat (2006 and 2007), and consultations on the International Health Partnership (2007). The office also organized technical briefings between Bank staff and CSO representatives on the Bank's annual World Development Report, Global Economic Prospects, Global Monitoring Report, Global Development Finance, World Trade Indicators, and several regional and sector-specific reports published during fiscal years 2007–08.

## United Kingdom and Ireland

U.K. and Irish CSOs provided essential inputs to policy formulation and implementation in the World Bank Group in fiscal years 2007–09, with particularly notable contributions to the GAC Strategy (2007), the Health, Nutrition and Population Strategy (2007), the IDA-15 replenishment process, and the Strategic Framework for Climate Change and Development (SFCCD) climate change framework (2008). Fiscal year 2009 saw a significant increase in dialogue with environment CSOs, notably through consultations on the SFCCD and on the WDR 10 on climate change. Policy dialogue with senior management is also a crucial part of the Bank's engagement with U.K. and Irish CSOs. Mr. Zoellick met with heads of a number of major U.K. CSOs in London during November 2007 and February 2008, and the Senior Vice President for External Affairs met with CSO representatives in April 2008.

## Japan

During 2007 through 2009, the Bank's Tokyo Office expanded its collaboration with Japanese CSOs primarily through its Public Information Center (PIC-Tokyo). It organized numerous educational programs for Japanese CSOs. From January 2007 until June 2008, 97 "coffee hour" evening seminars were organized, usually featuring CSO speakers sharing experiences and lessons learned from their development projects in developing countries and/or enhancing awareness of global issues among the Japanese public. Among these events were a Nature Conservation Series with the Nippon Keidanren Nature Conservation Fund that involved Japanese environmental CSOs; a "Disability and Development Series" with the Japan NGO Network on Disabilities and the Nippon Foundation, working to mainstream disability issues in the Japanese development debate; and the "Music for AIDS Awareness Series" with the Red Shoes Foundation, which has been working to raise awareness on HIV/AIDS and other global issues through musical performances.

The Bank's Tokyo Office put together a series of high-level policy dialogues with Japanese CSOs during this period. These were held through face-to-face meetings as well as via videoconference in the Tokyo Development Learning Center. Japanese CSOs participated in consultation meetings on the Bank's SFCCD in May 2007. The Bank also took the leading role in engaging African CSOs in the preparatory process for the Fourth Tokyo International Conference on African Development (TICAD IV), which was jointly organized by Japanese government, the UN, and the World Bank in May 2008.

The Tokyo Office also supported capacity building and continued to provide ongoing information to Japanese CSOs. The joint Japan/World Bank Graduate Scholarship Program (JJWBGSP) has a special program to fund five Japanese-national CSO staff members to pursue graduate study for advanced degrees. A joint workshop with the Bank's Trust Fund Operations department was held in June 2008 to share good practices of community-driven development projects that are funded by the Japan Social Development Fund. Japanese CSOs also continued to receive the Tokyo Office's electronic newsletter, which provides information on new Bank policies and projects and is issued weekly to more than 2,700 multiconstituency subscribers.



## 6 Outreach to Civil Society Constituencies

### Children and Youth

Since the launch of the 2007 WDR “Development and the Next Generation,” the World Bank has made significant strides in allocating resources and implementing many of its specific recommendations. At the same time, the World Bank has reached out to youth and CSOs to promote youth inclusion in development through numerous events over the last three years.

Youth voluntary service programs have been established in dozens of Bank country offices around the world, and new programs and policy initiatives are currently being developed in many others. These programs succeed with the support of international organizations such as the International Youth Foundation, UNICEF, and United Nations Volunteers/UNDP. These programs provide young people with the opportunity to engage in youth service. In Brazil, for instance, a partnership was established with the National Youth Secretariat of the Presidency of the Republic, especially through an International Development Fund (IDF) grant. This allowed the Brazil Country Office to support the creation of the National Youth Policy, the National Youth Council, and several youth councils throughout the country. The Youth IDF is also helping the presidency create a capacity building program for local youth managers who come from civil society to participate of local governments.

Between January 24 and 26, 2007, the Bank’s Children and Youth unit and the United Nations Population Fund held a meeting on Youth and PRSPs. This meeting was geared to promoting a better understanding of the PRSP process and identifying opportunities to involve youth in the drafting of these country strategy documents. The workshop addressed several issues, including various approaches used to consult on PRSPs, poverty diagnostics and youth, policy choices in budgeting, and monitoring and evaluation. One of the expected outcomes of the meeting was to build on existing reviews of PRSP



Youth open house to discuss Bank policies and programs in Tajikistan (March 2009)

experiences and use these inputs to develop an inter-agency resource guide.

In May 2007, the Bank’s ECA region and the Development Cooperation Office of the Italian Ministry of Foreign Affairs organized a Regional Youth Conference in Rome, which involved more than 230 representatives of youth organizations, government officials, CSOs, the private sector, and donor agencies. At the conference, Nokia also provided financing for a 2007 Innovation Grants Competition “Connecting Youth to Work and Citizenship Opportunity.”

The Children and Youth unit at the World Bank together with Innovations in Civic Participation, a Washington-based NGO, invited a group of experts, academics, policy makers, and practitioners from the fields of civic engagement, youth development, and impact evaluation for a two-day meeting in Washington, DC, in May 2008. The purpose of the meeting was to initiate a conversation among diverse stakeholders about the evidence base for youth service as a strategy for positive youth development. Finally, youth leaders from more than a dozen countries were invited to participate in the 2008 Annual Meetings to increase the voice of youth in international development fora (see box 22).

## **BOX 22. Welcoming Youth Voices at the Annual Meetings**

The Bank decided, for the first time, to invite youth leaders to participate in the Bank and IMF Annual Meetings as important stakeholders whose voices need to be heard. As a result, a group of youth leaders attended the 2006 and 2008 Annual Meetings and participated in the Civil Society Forum. In 2008, the 17 youth leaders came from 14 developed and developing countries. They were selected based on the fact that they are responsible for youth projects in their countries and are conversant with international development issues. Many of them also had links to the Youth Advisory Groups and the Youth for Development and Peace Networks, supported by the Bank. They joined 350 other civil society representatives from more than 50 countries attending the Annual Meetings.

The youth leaders participated in a three-day program “Youth@ Annual Meetings 2008: Partners in Development” that was organized for them. The program was designed and carried out by a multidisciplinary team of Bank staff from the Youth Team in Human Development, External Affairs, Social Development, and Operations Policy, who partnered with the CSO Friends of Africa International. The program sought to recognize young people as equal partners and provide youth with a space in which to discuss major development concerns from the youth perspective, as well as institutionalize the dialogue and exchange of experiences between the Bank and youth organizations at the country level. A number of thematic discussions took place on youth citizenship, school-to-work transition, and youth employment. Participants also drafted a “youth action plan” to guide collaboration and coordination between the Bank and youth leaders throughout the next year.

## **Persons with Disabilities**

The Bank’s Disability and Development Team and the regional and network focal points continued to work during 2007–09 to promote the disability agenda within the Bank and to reach out to international organizations of people with disabilities and to CSOs interested in including disability issues in their work. Two main events characterized this period: the coming into force of the UN Convention on the Rights of Persons with Disabilities (CRPD) and its Optional Protocol on May 3, 2008, and the continued partnership with the Global Partnership on Disability and Development.

The majority of Bank disability-related events and products, internal and external, have been focused on the CRPD and its principles and how it may impact the Bank’s work and the work of its clients. With the entering into force of the CRPD, the

international community will now have to approach disability as both a development and a human rights issue. In light of this, the Bank has sponsored workshops and roundtables to raise awareness not only about the Convention’s general principles, but also about specific articles of the CRPD, such as education, health, infrastructure/transportation, information technology, and natural disasters. The goal is to build knowledge, disseminate basic information, and raise awareness among Bank staff and CSO representatives about the development opportunities and responsibilities presented by the implementation of the CRPD. The Bank has undertaken efforts to increase the participation of disabled persons organizations (DPOs) in Bank events through the use of communications technology such as video conferencing and Webcasting.

The Bank’s collaboration with the Global Partnership for Disability and Development (GPDD) continued through this period. The GPDD is a multistakeholder initiative composed of CSOs, UN agencies, businesses, foundations, governments, and donor agencies. In cooperation with the World Bank and with funding from Finland, Italy, and Norway, GPDD is implementing several projects, including a study on Disability in Disaster and a demonstration project in Mozambique about inclusive PRSPs. It has also established communities of practice on women with disabilities and inclusive education. The Bank is supporting the GPDD Secretariat and provided assistance to organize the first partnership meeting of the GPDD, elect an interim board, and approve a strategic plan and a five-year work plan. Other joint activities included workshops and online discussions, and the preparation of the second GPDD Partnership meeting, slated for October 2009 in Torino, Italy. The GPDD has developed a listserv with over 600 email addresses of DPOs and disability experts/practitioners, to which it sends regular information and reports.

The GPDD leadership was represented at several policy sessions during the Bank’s Annual and Spring Meetings, including the “Education’s Missing Millions: Including Disabled Children in Education through EFA FTI Processes and National Sector Plans” (October 2007), “Mainstreaming Disability in CSO Programs” (October 2008), and “Vulnerable Groups and Development Policies and Programs: People with Disabilities” (April 2009). More information on the World Bank’s work on disability issues is available at [www.worldbank.org/disability](http://www.worldbank.org/disability).



Representative of Disabled Persons Organization (DPO) attending Bank meeting in Dakar, Senegal (2008)



Bank-IMF-World Council of Churches regional dialogue meeting in Accra, Ghana (September 2008)

### Faith-Based Groups

The Development Dialogue on Values and Ethics (DDVE) leads the World Bank's work with faith leaders and institutions on development and poverty issues. Formed in 2000 as the Bank's focal point for development and faith, the Unit has produced a variety of reports and published books, cultivated a global network of partners, and organized a series of policy dialogues. During fiscal years 2007-09, a growing role of the faith sector in development practice has been observed among development partners, including many UN agencies, bilateral organizations, foundations, and CSOs.

In September 2002, the World Faiths Development Dialogue (WFDD) was established as a non-profit organization based in Washington, DC, to help strengthen relations between faith and development institutions and support poverty reduction efforts and advance social justice. In 2003 the organization entered into a formal partnership with the World Bank, and staff was hired to carry out this work, including analytical work and a learning program.

The World Bank's partnership with WFDD has evolved into two collaborative projects. The first project, initiated in 2007, is on the role of faith leaders and institutions with regard to children and youth

issues. This was a five-to-six country exploratory study, jointly completed by the Bank and WFDD. The second project builds on the November 2006 conference on faith and shelter, also as an exploratory study, to take stock of the role of faith and faith institutions in shelter support. Both projects are culminating in publications and will lead to conferences hosted at Georgetown University with WFDD and the Bank.

The DDVE Team also continued policy dialogue with major partner organizations, such as the Council of 100 (the "West-Islamic" dialogue group of the World Economic Forum), Community of Sant'Egidio, National Cathedral's Center for Global Justice and Reconciliation, and World Conference of Religions for Peace. The Bank established focal points in the regions for development and faith issues, piloting the approach in the Latin American and Caribbean Region. A high-level meeting with Latin American interfaith leaders in November 2007 sparked a policy dialogue series with Religions for Peace Latin America on issues of migration, children and youth, and education.

The Bank hosted two dialogues with U.S.-based and global faith communities on issues of climate change. Furthermore, the Bank reinvigorated its educational activities or "brown bag lunches" series on development and faith, and the DDVE supported the "Women, Faith and Development Alliance"

launch in April 2008 at Washington's National Cathedral. After a two-year comprehensive series of meetings with the IMF and the World Council of Churches, the Bank helped host a joint dialogue in Ghana in September 2008.

### Foundations

The Bank's Foundations Team continued to work on developing partnerships with foundations as well as helping Bank staff in building such partnerships. The team organized courses for Bank and IFC staff on "Best Practices in Working with Foundations and How to Build Partnerships with Foundations" that generated a high level of interest and participation. Several foundation representatives were invited to give talks to Bank staff about their activities, areas of interest, and possibilities for building partnerships with the Bank. The team also provided technical assistance to various Bank units seeking information and analysis on the foundation sector, as well as in facilitating contact with foundations.

In 2007 the Bank continued to collaborate with many foundations around the world. The government of Portugal, the OECD, and the European Foundation Centre organized a forum and invited several Bank staff to participate in a dialogue on how foundations can work with governments and multilateral organizations. The Bill and Melinda Gates Foundation contributed significant funding to various Bank-sponsored initiatives in the areas of

health care (Global Fund to Fight Aids, Tuberculosis, and Malaria), water and sanitation (DM Awards), and micro-credit (Consultative Group to Assist the Poorest and Gates Technology Initiative). The Bank also collaborated closely with well-known foundations to launch the Community Foundation Initiative (see box 23).

### Gender Groups

In 2007 the World Bank launched a Gender Action Plan titled Gender Equality as Smart Economics. As part of the action plan, Results-Based Initiatives (RBIs) have been launched in partnership with the International Center for Research on Women (ICRW) and the United Nations Development Fund for Women. RBIs are pilot interventions that seek innovative ways to improve women's economic activities and productivity. The first RBIs to be supported are located in Egypt, Kenya, Liberia, Peru, and Vietnam.

The World Bank's External Gender Consultative Group (EGCG), comprising CSOs and academia from around the world, has provided the Bank with guidance on gender issues since 1996. In 2007 the EGCG was folded into the new and high-level World Bank-sponsored Advisory Council on Women's Economic Empowerment as the main vehicle for policy dialogue and practical collaboration with key stakeholders, including CSOs, on the topic of gender and economic empowerment of women.

#### BOX 23. Strengthening Community Foundations around the World

The World Bank's Community Foundation Initiative (CFI) was a five-year partnership between the World Bank, Ford Foundation, C. S. Mott Foundation, and several other foundations that lasted from 2003 to 2008. The program sought to promote and strengthen community foundations that are locally rooted organizations in developing countries. The CFI partnership helped to initiate the development of community foundations in Kenya, Moldova, Nigeria, and Tanzania. In some countries, these newly established community foundations worked with World Bank-supported, community-driven development projects. For instance, the Tanzania Social Action Fund, assisted by the CFI, helped to establish community foundations in four major urban centers—Arusha, Kinondoni, Morogoro, and Mwanza—with more lined up for future work.

During fiscal years 2007–09, the Bank helped set up the Global Fund for Community Foundations, an entity that provides small grants to start-up community foundations around the world. The Global Fund for Community Foundations is financially supported by the Bank's Development Grant Facility as well as by the Ford Foundation, Kellogg Foundation, Mott Foundation, USAID, and several U.S. and European community foundations. The Fund made small grants to develop the capacities of community foundations and other local philanthropic institutions that are grant makers and that raise funds from local sources. The Fund awarded more than \$1.8 million in grants to 97 organizations in 38 countries in its six target regions. Grants have ranged in size from \$3,650 to \$50,000 and have supported the development of learning tools, peer exchanges, organizational development, and asset building (see <http://www.wings-globalfund.org>).

The Bank's Gender and Development Group (PRMGE) carried out numerous other activities during fiscal years 2007–09 aimed toward further mainstreaming of gender concerns into Bank operations and engaging CSOs around gender issues. Here are highlights:

In April 2008, PRMGE organized an event, "Ways to Bridge Gender Gaps," featuring expert panels on investing in the success of adolescent girls, promoting women's entrepreneurship, and the options for closing gender gaps. This conference was also the occasion for Mr. Zoellick to announce new Bank commitments on gender and to join the government of Denmark's MDG3 Global Call to Action campaign as a gender champion.

In September 2008, PRMGE and ICRW organized a half-day discussion, "Millennium Development Goal Three: Promote Gender Equality and Empower Women," in conjunction with the launch of the publication, *Equality for Women: Where Do We Stand*, at ICRW headquarters.

In October 2008, PRMGE launched the Adolescent Girls Initiative (AGI) at a high-level event with an audience of 500, including many CSO representatives. The AGI is designed to help adolescent girls transition from school to productive employment. Along with top-level members of the public and private sectors, a group of adolescent girls from developing countries traveled to Washington, DC, to present their experiences.

PRMGE and the Doing Business Gender Project, a joint venture between the Gender Action Plan and the Doing Business Project, collaborate with Vital Voices to organize conferences on women's entrepreneurship. In 2008, two conferences, titled "Leveling the Playing Field for Women's Social and

Economic Progress," were organized in South Africa and Argentina with women entrepreneurs, lawyers, and CSO representatives.

In January 2009, PRMGE partnered with the International Trade Union Confederation to organize a two-day workshop on "Gender and Women's Empowerment in the Global Labor Market." Some 30 representatives from trade unions worldwide participated in the workshop, which addressed such issues as labor union approaches to incorporating gender dimensions, impacts of labor market reform on women workers, nondiscriminatory practices in procurement, and adolescent girls' transition from school to work.

### Labor Unions

The World Bank and the IMF began interacting with global trade unions in the 1990s as the International Confederation of Free Trade Unions (ICFTU), World Confederation of Labour (WCL), and other international trade union bodies started attending policy dialogue sessions and meetings with Bank and IMF officials to discuss macroeconomic policies. In February 2002, all parties concerned—ICFTU/Global Unions, WCL, IMF, and Bank—decided to adopt a protocol for promoting increased interaction. The joint work program called for ongoing information exchange, annual technical workshops on issues of common interest, secondments by labor representatives at the Bank, Bank–International Trade Union Confederation (ITUC) staff focal points, and high-level meetings every two years.

Four high-level meetings have taken place since 2002, and five technical workshops on such issues



Labor leader participates in Bank–ITUC workshop on gender mainstreaming in Washington, DC (January 2009)



World Bank President Robert B. Zoellick and ITUC General Secretary Guy Ryder speak during high level meeting in Washington, DC (January 2009)

as labor regulations, PRSPs, HIV/AIDS, pension reform, and gender mainstreaming were held. Five labor union representatives were seconded to the Bank to the following units: social protection, public sector governance, procurement, civil society team, and transportation. These appointments ranged from 2 to 12 months, and, although they varied in scope, they were all deemed to have been useful experiences that led to tangible results. Overall, it was felt that Bank, IMF, and ITUC relations have improved through this process.

In December 2007, a delegation of trade union officials representing the ITUC and Global Unions met with the IMF and World Bank in a two-day “interim meeting” to assess the results of commitments made at the last high-level meeting held in December 2006. As preparation for this meeting, both the Bank and ITUC carried out opinion surveys within their respective institutions to gauge perceptions about the engagement process (see box 24).

In January 2009, the Bank and IMF hosted a week-long meeting with the ITUC. About 80 leaders from the ITUC and 10 Global Union Confederations were present. They had meetings with Mr. Zoellick, Mr. Strauss-Kahn, and Executive Directors, and they participated in tripartite workshops with Bank managers and staff. The first two days consisted of a technical workshop on gender, and the last three days were the fourth high-level meeting with the Bank and IMF.

The meeting produced a series of commitments to further consolidate Bank-ITUC relations includ-

ing: a technical workshop in 2009 on pension reform, appointment of a labor union representative to be seconded to the Bank’s Human Development Network Social Protection unit, establishment of Bank and ITUC focal points on gender, and closer monitoring of country-level relations.

## Parliamentarians

Although some observers do not consider parliamentarians to be technically part of the civil society sector because they are institutionally tied to governments, the Bank’s engagement with them is often closely intertwined with CSOs at the country level. For this reason, they are included in this report. As such, the World Bank continued to strengthen its engagement with parliamentarians during fiscal years 2007–09 through several leading associations of parliamentarians, including the Association of European Parliamentarians for Africa (AWEPA), Budgetary Control Committee of the European Parliament, Global Legislators Organization for a Balanced Environment (GLOBE), Global Organization of Parliamentarians against Corruption, Inter-Parliamentary Union (IPU), Parliamentary Assembly of the Council of Europe (PACE), and the Parliamentary Network on the World Bank (PNoWB). Below is a description of the Bank’s engagement with some of these bodies over the last three years.

The PNoWB has grown to be an independent network of more than 800 parliamentarians from

### BOX 24. World Bank–Trade Union Perceptions Point to Growing Synergies

All three institutions—the ITUC, IMF, and Bank—carried out opinion surveys among their staff in 2007 to gauge the knowledge level of one another, measure the intensity of interaction, and gather suggestions for improving relations. The IMF survey found that its staff valued the interaction with trade unions and that the proportion of country teams meeting with trade unions during country “missions” increased from 63 percent in 2006 to 67 percent in 2007. The survey carried out by the World Bank found that although interaction of Bank staff with trade unions is widespread (89 percent of respondents declared having contact with trade unions during the last two years) and is increasing, these exchanges were hampered by lack of knowledge and perception of “arrogance” on both sides. The ITUC, for its part, found that country-based staff has a equally high level of knowl-

edge of Bank and IMF activities in their countries, but reported that its dialogue with the Bank had a more positive impact (41 percent) than that with the IMF (25 percent).

As part of this review process, the ITUC, IMF, and the Bank also collaborated on joint country studies carried out in Bulgaria and Zambia, in which telephone interviews were carried out with country-based staff of all three institutions. All those interviewed agreed that the contact so far had allowed the unions, IMF, and Bank to learn about each other’s policy analysis and positions. However, in one country, unions expressed disappointment with the level of discussion, and in both they felt their advice was not taken into consideration by the IFIs. A point on which all parties appeared to agree was that the level of discussion could improve if unions were to have greater access to information, economic training, and more regular contact with the IMF and the Bank.



Members of the PNoWB visiting the French National Assembly in Paris, France (2008)

more than 100 countries. PNoWB members have launched several national and regional chapters, most recently in the Balkans, France, South Africa, and West Africa. As new chapters have been established, the engagement between parliamentarians and World Bank country offices has increased. One of the major activities the Bank carried out in partnership with the PNoWB was the Parliamentarians in the Field Program. This program provided parliamentarians with the opportunity to learn about the PRS process and Bank-financed projects through visits to Kenya (September 2006), Mozambique (July 2007), Haiti (September 2007), Cambodia (November 2007), Niger (February 2008), and Democratic Republic of Congo (April 2009). The visits also strengthened parliamentary engagement in the countries visited and peer learning between parliamentarians.

The Bank encouraged parliamentarians and parliamentary delegations to come to the Bank and attend the Spring and Annual Meetings. At the 2007 Annual Meetings, the Bank organized a meeting program for a group of high-level parliamentarians from donor and recipient countries to meet with Bank senior management. In June 2008, the Bank organized a program for a high-level delegation

from the NATO Parliamentary Assembly. The Bank briefed a group of 30 representatives from the PNoWB and the NATO Parliamentary Assembly during the Spring Meetings in April 2009.

Additional events included a wide range of meetings with key parliamentary organizations and invitations to attend the Bank's main events. Mr. Wolfowitz delivered the keynote address to the 115th Assembly of the IPU in Geneva (October 2006). The Bank participated in and addressed the OECD parliamentary conference (September 2007), a meeting of parliamentarians of the Council of Europe (September 2007), and a meeting of the 27 chairs of the Foreign Affairs and Development Committees of EU countries (October 2007). The Bank was represented by staff at the PACE meetings in March 2009 to discuss globalization and economics, and the Director for International Relations discussed development aid with AWEPA in May 2009.

In addition, the Bank participated in a workshop of the East Africa Legislative Assembly titled "Promoting Transparency and Accountability in the Extractive Industries" (February 2008) and in two regional events: the Parliamentary Seminar on Aid Effectiveness in Development in Dakar (June 2008) and the regional PNoWB conference for Parliamen-

tarians from Southeast, Central, and Eastern Europe in Tirana (June 2008). The Bank also participated in several events promoted by GLOBE, which provides legislators with information and policy space to engage G-20 and United Nations leaders on envi-

ronmental and sustainable development issues. These events included a Legislator Forum on Climate Change in Brasilia (February 2008) and Fifth Global Legislators' Forum in Tokyo, Japan (June 2008).

# 7

## Conclusion

As this report has tried to demonstrate, Bank–civil society relations have continued to improve and intensify over the last three years. These improvements occurred in terms of both more regular and systematic policy dialogue and consultations, and greater opportunities for operational collaboration. The comprehensive consultation processes on the governance, climate change, and information disclosure policies, as well as the increased participation of CSO representatives in the Annual and Spring Meetings, demonstrate how much these institutional relations have matured. On the operational side, the participation of CSOs in the preparation of Bank projects also continues to grow, and the Bank continues to pilot innovative civil society funding mechanisms, as evidenced by the Extractive Industries Transparency Fund.

Although there is ample evidence that the Bank and CSOs have developed more effective instruments and venues for policy exchanges, the challenge continues to be to find ways to streamline and scale up institutional partnerships and funding mechanisms. An illustrative example is the recent global financial and food crisis. Although the Bank and CSOs held intense and substantive dialogue that led to important common ground on such issues as the need to promote food security and ensure funding for low-income countries, attempts to translate this into cooperation regarding concrete actions to address the crisis at the country level (such as food distribution and agricultural projects) have not yet borne fruit. Perhaps the successful collaboration that the Bank, governments, and CSOs forged around the post-tsunami reconstruction in Aceh, Indonesia, can provide a way forward on this.

The CST is currently undertaking a review of its civil society engagement policies and practices in order to address these constraints and assess the quality of Bank–civil society relations. The last review was carried out in 2005 through the paper, “Issues and Options for Improving Engagement



Bank staff participate in “Stand Up Against Poverty” session in Washington, DC (October 2007)

Between the Bank and Civil Society Organizations.” Several reasons exist for undertaking this current review: new Bank leadership that is interested in scaling up relations with civil society; a changing global development context, including within civil society; and evolving Bank-*CSO* relations, including opportunities for engagement afforded by the Bank’s governance strategy.

The Civil Society Engagement Strategic Priorities Paper will provide what is hoped to be a useful road map for both intensifying and scaling up Bank–civil society relations in the coming years. On the policy side, the draft paper calls for the Bank to ensure that its consultation practices are more consistent and participatory, with more attention paid to follow-through. It also proposes that the Bank increase its research of civil society and carry out a major study of the role of civil society in development jointly with CSOs and research centers. On the operational side, it calls for piloting programmatic partnerships with CSO networks, and increase joint training initiatives. The Bank also needs to improve its internal efforts to monitor and evaluate Bank–civil society engagement, as well as strengthening the internal coordination role of the CST.



## Annex I:

### Consulting Civil Society on Country Assistance Strategies, Fiscal Years 2007 to 2009<sup>1</sup>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>1. AFGHANISTAN</b>	Interim Strategy Note <i>June 4, 2009</i>	<p>The World Bank held consultations with CSOs in Kabul in April 2009 with the support of the Agency Coordinating Body for Afghan Relief, a key coordinating body for civil society. The majority of participating CSOs are actively involved as Facilitating Partners in the National Solidarity Program (NSP). The consultations focused on the Bank's role and its development agenda.</p> <p>Key themes discussed were the NSP, the limited environment for civil society engagement that currently exists in Afghanistan, and the potential role CSOs can play in holding the state accountable. Overall, consultations reflected the important role civil society has in the Bank's core areas. These include community development, financial management, and national programs as well as the accountability of the government for service delivery. The final document contained an attachment documenting the civil society feedback received during the consultation process.</p>
<b>2. ANGOLA</b>	Interim Strategy Note <i>May 22, 2007</i>	<p>Consultations were held between October 17 and November 11, 2006, in Luanda and Huambo. In addition, individual meetings with government officials, CSOs, and donor agencies were conducted. During the consultation process, stakeholders helped define the Interim Strategy, which identified priorities such as building capacity in project planning, management, budgeting, and procurement. They stressed that governance should give priority to accountability and transparency, as well as to project-building capacity.</p> <p>Consultation participants also suggested increasing support to rural areas, especially in helping farmers reach markets. The Bank could use the dissemination of research as a vehicle for better donor harmonization. They pointed out that dissemination of information tends to be concentrated in Luanda, and they suggested that the Bank make greater efforts to reach out more to CSOs.</p> <p>The Interim Strategy recognizes the need for increasing the effectiveness of World Bank Group support. It calls for IDA, IFC, and MIGA to work closely together in promoting private sector development, particularly among small and medium-sized enterprises. Participants suggested that the Bank must seek new and more sustainable ways of engaging with the private sector and CSOs. It should consult widely with other donor agencies and Angolan civil society before acting to identify the most effective means of achieving its development objectives in Angola.</p>

<sup>1</sup> This annex contains a summary of the activities, methodologies, and processes undertaken to consult civil society in Country Assistance Strategies, Interim Strategy Notes, and Progress Reports. CAS documents can be found on the Bank's Web site at [www.worldbank.org/cas](http://www.worldbank.org/cas) under Documents and Reports.

Country	World Bank Board Approval Dates	Consultation Efforts
<b>3. ARGENTINA</b>	Country Assistance Strategy <i>June 9, 2009</i>	<p data-bbox="716 365 1479 653">During December 2008 the Country Partnership Strategy Team carried out a series of seven thematic consultations in Argentina. The issues discussed were transportation and logistics, water and sanitation, agriculture, environment, human development, federal-provincial relations, and public sector management. For example, the public sector management consultation made a call to reinforce results-based management initiatives with a multisector approach, because the strategy proposes building on such initiatives in the health sector and under the Performance-Based Budgeting project. The sessions on human development and national-provincial relations proved to be useful input and were integrated into the strategy.</p> <p data-bbox="716 667 1479 863">The consultations were designed with the purpose of engaging key opinion leaders from specific areas in the discussion. World Bank Sector Leaders led the various thematic consultations with the participation of other Bank staff. Participants included representatives of the national and provincial government, private sector, academia, and CSOs. They expressed cross-cutting concerns, such as rendering capacity-building support to public officials at the local and national levels, and identifying strategic plans by sectors.</p>
<b>4. ARMENIA</b>	Country Assistance Strategy <i>June 11, 2009</i>	<p data-bbox="716 926 1479 1094">The public consultations held in Yerevan reviewed the directions of the proposed Country Partnership Strategy for Armenia, as well as specific programs. Bank staff met with representatives of CSOs, academia, professional associations, think tanks, private and banking sector representatives, and the media. Background presentations were delivered to initiate public feedback and comments.</p> <p data-bbox="716 1108 1479 1339">Feedback was provided on a range of issues. Participants noted that reforms could have been more visible given the growing public demand for higher public sector efficiency. And the level of public participation in the planning stage of reforms and the actual decision making was deemed insufficient. Participants suggested improving governance and reducing corruption as a key challenge for Armenia's development agenda. The Bank's role was seen as decisive in helping raise the efficiency of judiciary and enforcing existing regulations.</p> <p data-bbox="716 1354 1479 1612">Participants also complained about insufficient media freedom in the country, which could slow progress toward better accountability at all levels of governance and the eradication of corruption. For instance, Armenia's performance has slightly worsened according to the governance indicators, especially in terms of the Voice and Accountability Index. Civil society representatives expressed their readiness to take a larger role in monitoring and supporting the implementation of the Bank's activities in Armenia. Thus, greater civil society participation could help the Bank better assess the effectiveness of project implementation and mitigate corruption.</p>
<b>5. AZERBAIJAN</b>	Country Assistance Strategy <i>December 7, 2006</i> CAS Progress Report <i>May 2, 2008</i>	<p data-bbox="716 1671 1479 1898">In preparation for the Country Partnership Strategy, the World Bank and IFC consulted separately with a wide range of CSOs, business associations, and senior officials from across the government and with parliamentarians. Consulted CSO representatives stressed their key role in providing expertise and technical assistance when managing oil revenues. They welcomed the Bank's special emphasis on health and education. CSOs reported inadequate civil society involvement in the implementation and monitoring of Bank-funded projects.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>AZERBAIJAN, continued</b>		<p>As part of the strategy consultation process, the Bank also carried out an opinion survey with key interlocutors. The survey revealed a shift in the perceptions of the Azerbaijan's major development challenges and the Bank's role. In 2003 the three major identified challenges were poverty (22 percent of respondents), the economy (19 percent), and political problems and instability (11 percent). In 2006 the major identified unresolved challenges were regional conflict (39 percent), corruption (18 percent), and education (15 percent). The Bank's role is seen as most effective in infrastructure, the financial system, and monitoring poverty. Survey participants confirmed the Bank's key role in providing knowledge services. Their positive perception of the Bank's role in contributing to Azerbaijan's development was high (7 on a 10-point scale).</p> <p>The IFC consulted with business associations, the NGO Forum, and the Entrepreneurship Development Foundation, as well as with entrepreneurs from various sectors. These included agribusiness, telecom, tourism, and hospitality, and construction enterprises. Consulted association representatives requested more direct IFC involvement to help grow small enterprises and improve the business environment. CSOs and business associations expressed interest in participating more in the Bank's entire project cycle from the onset, and in undertaking policy dialogue with the government and to be treated as partners. The strategy progress report reinstated that the Bank will continue to implement the governance agenda and strengthen its monitoring, as well as provide continued support to the government, private sector, and civil society.</p>
<b>6. BELARUS</b>	Country Assistance Strategy <i>December 4, 2007</i>	<p>In September 2007, as part of preparations for the Bank assistance strategy, the Country Assistance Strategy Team met in Minsk with representatives from government, donor agencies, civil society, business associations, and economic experts. In the same month, the Team also met in Brussels with officials of the EC to obtain feedback on the draft strategy. Under the aegis of the Deputy Minister of Finance, the CAS Working Group provided written comments on the strategy. Those consulted commended the Bank for aligning the strategy agenda with key country program objectives with an emphasis on energy efficiency, environment, and competitiveness.</p> <p>National experts, business leaders, and CSO representatives who were consulted concurred that the economy had the reserves to withstand the oil price shock and thought that the greatest challenge is to maintain competitiveness in the long term. Government officials stated their appreciation for the policy advice provided by the Bank over the previous few years, despite the limited level of lending provided to the country. Both civil society and private sector representatives called on the Bank to remain engaged in Belarus, praised the quality of its research work, and suggested that the Bank work on business development and regional development.</p>
<b>7. BELIZE</b>	Interim Strategy Note <i>March 17, 2009</i>	<p>During the preparation of the 2008 Interim Strategy, the Bank maintained ongoing consultations with the government and other external partners. The Bank's Interim Strategy drew from government consultations of its medium-term economic strategy and long-term Vision 2030 development plan. Stakeholder opinions obtained through the Bank's research work and projects were also taken into account and integrated into the Interim Strategy. For example, public consultations on the Municipal Development Project collected feedback from targeted communities through Social and Environmental Assessments.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>BELIZE, continued</b>		<p>The proposed Bank program has also benefited from extensive public consultations that the government conducted during May and June 2008 on the national budget. Those consulted groups included the Belize Enterprise for Sustained Technology, Chamber of Commerce and Industry, Belize Business Bureau, National and District Associations of Village Councils, representatives of the tourism industry, Women's Issues Network of Belize, Agro-Productive Sector Group, Trade Union Congress of Belize, fisheries sector, environmental sector, Belize Association of Insurance and Financial Advisers, Belize Livestock Association, and Belize Mayors' Association.</p>
<b>8. BENIN</b>	Country Assistance Strategy <i>February 26, 2009</i>	<p>The new assistance strategy was prepared through a participatory process to ensure that its objectives are closely aligned with country needs and priorities and build on lessons learned. The strategy drew on an effective implementation of the Paris declaration, which seeks to ensure greater efficiency and effectiveness in aid allocation and implementation for Benin. As part of the strategy preparation process, the Bank assessed its comparative advantage through a strategic positioning tool, in consultation with the government and other donor agencies. The preliminary results from this analysis as well as consultations with partners enriched the Bank's strategy.</p> <p>A opinion survey carried out in June 2007 provided useful feedback from the government, Bank-financed project implementation units, donor agencies, civil society, private sector, academia, and the media regarding their perceptions of the Bank and of its contribution to Benin's development outcomes. Those surveyed largely expressed their support of the Bank's contribution in terms of providing financial resources, promotion of country ownership, and collaboration with the government and donor agencies. The survey results helped the Bank to identify strategic priorities and areas in which its involvement can leverage support from other donor agencies to meet country needs for growth and poverty reduction.</p>
<b>9. BOLIVIA</b>	Interim Strategy Notes November 21, 2006 June 2, 2009	<p>Two Interim Strategy Notes have been prepared during 2007–09. The first Interim Strategy was prepared with the results of an opinion survey sent in April 2006 to 270 stakeholders, of whom 42 percent responded. The respondents identified education, corruption and governance, and infrastructure as priority areas. Based on the survey results, a dissemination strategy was implemented among key stakeholders, including CSOs, universities, policy specialists, and the private sector. This Interim Strategy affirmed the Bank's commitment to strengthen the participation of civil society in public policy debates and increase their influence in the design and approval of public policies, as well as to promote accountability of public policies and state actions. In this light, the Country Office agreed to organize an international conference to exchange experiences with the participation of Chile, Bolivia, Brazil, Peru, and the República Bolivariana de Venezuela.</p> <p>Regional workshops were organized with CSOs during the consultation of the second Interim Strategy. Representatives of indigenous people's organizations, community groups, NGOs, and local governments participated in a discussion of the main strategic objectives of the Interim Strategy. The discussion focused on issues of poverty and social inclusion, as well as on finding ways to improve coordination with local government to work toward the common objective of reducing poverty. During March 2009,</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>BOLIVIA, continued</b>		<p>two workshops were held in Cochabamba and Oruro, where approximately 126 representatives of different organizations participated, including organizations from northern Potosi, which is one of the poorest regions of Bolivia. Some of the workshops were held in the Quechua language to facilitate the participation of indigenous communities.</p> <p>During this consultation process, the Bank shared information about its project portfolio in Bolivia. Participants inquired about other Bank initiatives and programs in Bolivia and offered their support for implementing Bank projects. They agreed on the need to ensure that the resources reach the targeted beneficiaries. The participants recognized the importance of the government's conditional cash transfer programs, such as Bono Juancito Pinto and the Bono Dignidad, as instruments to combat poverty. They suggested that youth and women and other vulnerable groups be covered under this program as well.</p>
<b>10. BOSNIA AND HERZEGOVINA</b>	Country Assistance Strategy <i>December 13, 2007</i>	<p>The Country Partnership Strategy was developed after substantial consultations with key stakeholders. Consultations were organized in two phases: preliminary consultations in late 2006 and early 2007, and another round of consultations from September to October 2007. During the preliminary consultations, the Bank Team obtained feedback from the outgoing and newly elected government officials. Preliminary consultations were conducted with key donor agencies through a thematic session of the Donor Coordination Forum and at separate consultative meetings with the U.K. Department for International Development (DFID), EC, European Bank for Reconstruction and Development, and continued consultations with IMF. Inputs from civil society representatives were received at the consultation meetings and through regular interaction with the Youth Voices Group, a consultative body operating in association with the Country Office.</p> <p>Formal consultations with key government officials were held in September 2007 at a Coordination Board meeting organized for this purpose in addition to continuous and informal discussions. Broad agreement was reached about areas of intervention and principles that should shape future partnership. Following the formal consultations with the government, the Bank Team engaged in additional consultations with donor agencies and civil society through separate meetings. Feedback received from these meetings is reflected in the strategy document.</p> <p>Donors emphasized the need for a common approach, and CSOs stressed a desire to increase their role in monitoring Bank projects. Two messages came out clearly in the consultations. First, donor agencies increasingly recognize the need for a common approach in supporting much needed structural reforms in an environment in which there is limited government commitment. Second, CSOs insisted on a partnership with the Bank in introducing sound monitoring and evaluation practices. Given that ensuring strong development impact from public spending is the cornerstone of the Bank's program in Bosnia and Herzegovina, partnership with CSOs to promote sound monitoring and evaluation practices will be explored during this strategy implementation period.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>11. BRAZIL</b>	Country Assistance Strategy <i>May 1, 2008</i>	<p>The Brazil Country Team undertook consultations for the preparation of the Country Partnership Strategy after coming to agreement with the Brazilian government. The consultations involved governors and state secretaries of numerous states, members of Congress, and representatives from universities, CSOs, youth organizations, private sector associations, and donor agencies. These meetings took place between 2007 and 2008 in Brasilia, Manaus, Recife, and São Paulo. The consultations were divided into three main rounds, involving more than a hundred participants. The purpose of the consultations was to stimulate discussion and the exchange of ideas around the Bank's proposed strategy in Brazil, as well as to help define a broader and clearer view of Brazil's development challenges.</p> <p>The recommendations generated during the consultation process were recorded and taken into consideration during the drafting process of the strategy. Participants were asked to evaluate and discuss the Bank's actual and possible roles in such areas as strengthening the public sector, private sector development, infrastructure, human development, agriculture and natural resource management, environmental conservation, and science and technology. The possibility of increased direct engagement with municipalities was also discussed with several audiences.</p> <p>The participants endorsed the overall approach of the strategy and commended the Bank on the participatory nature and transparency of the strategy preparation process. They suggested that the Bank should put emphasis on the "how to," as opposed to "what to," and to focus on development challenges and results, among other issues. They recommended that the Bank tailor its strategy to the diverse regional contexts in Brazil and adopt a multisector approach to development rather than continue with its traditional sector approach. They also asked that the Bank be more flexible and learn to respond more quickly to demands, as well as provide a clearer description on how social safeguards are applied in Bank-related projects and programs.</p> <p>The different constituencies consulted agreed on many of the underlying development goals subscribed in the strategy, such as a more equitable, sustainable, and competitive Brazil. However, there were divergent views expressed on the means and actions needed to achieve Brazil's development goals. A summary of the comments received during the consultation meetings was included in the strategy document.</p>
<b>12. BURKINA FASO</b>	CAS Progress Report <i>July 5, 2007</i>	<p>The Country Assistance Strategy Progress Report draws from the participatory processes conducted as part of the two annual Poverty Reduction Strategy Paper Progress Reports. Consultations on the CAS Progress Report were held with the government both in Washington, DC, and in Ouagadougou in February 2007 as well as with donor agencies, CSOs, and key stakeholders.</p> <p>The "multisectoral results" teams responsible for carrying out this midterm review found that delivery of the lending and analytic work programs was strong during the first two years of the strategy implementation. The review team called for an intensified response to the ongoing crisis in the cotton sector, as well as focusing support for private sector development and accelerated investment climate reform. Participants recommended the completion of research work on decentralization in fiscal year 2007, to lay a better foundation for improved governance and greater decentralization.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>BURKINA FASO, continued</b>		<p>As part of the midterm strategy review, multistakeholder consultations were held on the Bank's global Governance and Anticorruption (GAC) strategy. The consultation process produced recommendations for the Bank and government. For instance, those consulted encouraged the government to strengthen independence of oversight bodies, enforce accountability mechanisms, set up to sanction offenders and protect individual rights, enhance rights and access to information, and engage civil society more in decision-making processes and efforts to fight corruption.</p> <p>Consultation participants asked the Bank to focus on strengthening country systems to ensure transparency and accountability, to go beyond the executive branch to support checks and balances in government, and to promote civic education and a broader engagement with civil society. The Bank was urged to increase its own disclosure process and to streamline procedures to deter corruption within its portfolio. To this end, participants suggested a comprehensive GAC diagnostic for a more systematic analysis of constraints and recommendations for reforms.</p>
<b>13. BURUNDI</b>	Country Assistance Strategy <i>August 5, 2008</i>	<p>The World Bank and the African Development Bank carried out joint consultations with stakeholders in Bujumbura in March 2008. Stakeholders emphasized several challenges, such as security, reintegration of demobilized soldiers, governance and corruption, quality of leadership, and unemployment.</p> <p>Civil society representatives participating in the consultations noted the need to address corruption and improve governance and human rights. They suggested that international aid, including budget support, should benefit provinces equitably. They recommended launching programs to educate the public about procurement procedures. Participants also recommended that donor agencies involve civil society in the design of development projects and urged the Bank to meet frequently with civil society to share information on project preparation and implementation.</p> <p>The Bank consulted local and international political scientists to identify political economy issues relevant to the Bank's country strategy. The Bank also undertook an opinion survey that was conducted in February 2008. One of its main findings was that the Bank should work more closely with civil society and be more forceful in promoting transparency and good governance. The Bank also organized a security and governance workshop in Bujumbura to seek input from civil society, academia, and government representatives on sources of conflict and links between conflict and governance. As an element of the strategy, the Bank aimed to strengthen its partnerships with civil society, academia, think tanks, and the media to help increase the demand for good governance. In addition, the Bank encouraged a more participatory approach to project design by encouraging the direct involvement of representative citizens' organizations such as village councils and youth groups, because they have a strong sense of citizenship and views against corruption.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>14. CAMBODIA</b>	CAS Progress Report <i>May 20, 2008</i>	<p>Progress toward the formulation and implementation of the Country Assistance Strategy for Cambodia has been substantial. The Country Office has made a concerted effort to improve public awareness of key development issues and the Bank's role in addressing those issues. This program has engaged a wide range of stakeholders at both the national and subnational levels, including parliamentarians, national and local government officials, donor agencies, business community, and civil society. The Bank has devoted special attention to raising awareness on governance issues through increased grassroots participation. It has also promoted gender equity by educating people about the important role of women in development.</p> <p>Between 2006 and 2009 the Bank organized public information-sharing events in 18 of 24 Cambodian provinces, bringing together provincial and district government officials, commune council members, village chiefs, youth groups, private sector representatives, NGOs, and the media. In addition, dozens of student discussion roundtables events attended by thousands of university students have been organized. These events helped to stimulate a dialogue on a wide range of development issues. The Bank has also developed radio programs and a YouTube video to enhance the effectiveness of its communication program and reach greater numbers of stakeholders. In addition, five PIC corners were opened to the public, bringing the total to six. Four PICs are located at universities in four provinces, and two are in Phnom Penh.</p> <p>Recent consultations with stakeholders suggest that the approach and objectives in the current strategy continue to be appropriate. Stakeholders have urged partners to maintain the current division of labor and encouraged the Bank to deepen rather than widen engagement, particularly because the Bank is a relatively small donor agency in Cambodia. Stakeholder consultations also showed strong support for better aligning future donor assistance to the next National Strategic Development Plan, now scheduled for 2013. The Bank and other external partners will continue to work closely with the government in areas in which the government has demonstrated commitment to reform, such as private sector development, natural resource management, public financial management, decentralization, and social accountability.</p>
<b>15. CAMEROON</b>	Interim Strategy Note <i>December 7, 2006</i>	<p>Interim Strategy consultations involved government, national stakeholders, and donor agencies. Consultations drew on lessons from country studies and an opinion survey carried out in 2005. These captured the views of a wide range of stakeholders in Cameroon. In implementing the Interim Strategy, the Bank plans to focus on helping the government and national stakeholders deliver results in fighting corruption through support and development of coalitions, resources, and actionable indicators. These indicators would measure progress, particularly in key sectors such as health and education. In the Interim Strategy, the Bank expresses its commitment to increase civil society participation in strategy implementation. According to the Interim Strategy document, this will include anticorruption work and support to the continued implementation of the Extractive Industry Transparency Initiative, which focuses on the independent audit of oil revenues and the development of CSO oversight capacity.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>16. CENTRAL AFRICAN REPUBLIC</b>	Interim Strategy Note <i>January 18, 2007</i>	<p>This was a joint World Bank–AfDB Interim Strategy Note that reflects the views of a diverse set of stakeholders in Bangui. The strategy is aligned with government priorities and will provide support to the government to address the country’s development challenges through a reform program.</p> <p>One of the pillars of the joint Interim Strategy Note is support to human development with emphasis on the poor. This pillar of support is expected to reinforce trust and strengthen capacity at the community level, as well as the rehabilitation of the social service delivery system. It will be focused on increasing the supply of social services and improving access for the most vulnerable groups. It will also aim at strengthening the technical capacity of decentralized communities in formulating their development policies and their management tools. As stated in the strategy, the Bank will seek the involvement of CSOs and use a community-driven approach to help local communities acquire the ways and means to achieve their own development priorities.</p>
<b>17. CHILE</b>	Country Assistance Strategy <i>June 14, 2007</i>	<p>The Country Partnership Strategy is based on intensive consultations with the government and its stakeholders. Senior Bank staff participated in dialogue with government officials and key stakeholders on priority issues, such as pension reform, education, early child development, and regional development. In many cases, this dialogue was part of the high-level presidential commissions, which involved substantial citizen involvement. Senior Bank staff was involved in ongoing dialogue with stakeholders, including civil society, local government officials, and school and university officials.</p> <p>The Bank commissioned an opinion survey before preparing the strategy to better understand the Chilean environment and stakeholder perceptions. The survey was conducted between December 2005 and January 2006. Of the 132 persons invited to complete the survey, 129 responded. Survey participants included representatives of the executive branch, parliament, local governments, bilateral and multilateral agencies, private sector, CSOs, academia, and the media.</p> <p>Survey respondents encouraged the Bank to support improved quality and access to education, strengthen the public sector, ensure transparency and anticorruption in Bank projects, and increase support to the health sector. Concerns were also raised about social exclusion and how to make growth more inclusive. Stakeholder input was taken into account in the formulation of the strategy, which will focus on education, social protection, public sector management, innovation, infrastructure and public service, sustainable development, and the environment.</p>
<b>18. COLOMBIA</b>	Country Assistance Strategy <i>April 8, 2008</i>	<p>The strategy paper presents progress in the preparation and implementation of the Country Partnership Strategy. Four types of external consultations informed the strategy. One of them was the countrywide consultations on the National Development Plan (NDP) that the government and the National Planning Council conducted. In addition, in-country interviews, issue-based stakeholder consultations, and an opinion survey were carried out. The report also contains an assessment of the Country Team performance in the implementation of the previous strategy.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>COLOMBIA, continued</b>		<p>Consultations to assess the quality of implementation of the NDP were carried out between September 2004 and December 2006 in 27 departments and 24 large and midsized cities. An estimated 21,000 people participated, representing a wide range of nonstate organizations such as academia, religious groups, private sector, trade unions, and youth. The National Planning Council (NPC) is a constitutionally mandated body established to promote civil society participation in public policy. The NPC is made up of 18,000 community and social organizations, representing 24 sectors nationwide.</p> <p>The stakeholder consultations involved 128 representatives of diverse groups including Afro-Colombians and indigenous communities, regional governments, CSOs, private sector, and multilateral donor agencies. The meetings were held in Bogotá and in the departments of Boyach and Valle del Cauca. IFC also held three panel discussions with private and public entrepreneurs on infrastructure, oil and gas, and finance-related issues.</p> <p>The Bank carried out an opinion survey with 170 respondents. The survey showed that most stakeholders considered the Bank to be responsive and collaborative with the government and other donor agencies. Respondents stated that they found the Bank's Web site to offer timely and easily accessible information on the country program. They cautioned, however, that policy messages do not travel far beyond official circles and academia to the broader population, and they recommended that the Bank use alternative media to communicate with the public.</p>
<b>19. COMOROS</b>	<p>Interim Strategy Note</p> <p><i>December 21, 2006</i></p>	<p>The Interim Strategy was prepared in consultation with a variety of stakeholders, including government and civil society. In October 2006 the final draft of the Interim Strategy was publicly disseminated, and comprehensive discussions about the program were held with the government, trade unions, and civil society. Priorities of the Interim Strategy include the provision of basic services to the most disadvantaged communities, with a focus on community and local capacity building, and consolidation of the national reconciliation process through building state capacity and increasing government accountability.</p> <p>The Interim Strategy states that the Bank will expand institutional safeguards against corruption, including increased disclosure of project information and increased transparency in monitoring project outcomes and audit results. This will be done through training civil society actors in monitoring techniques. The Interim Strategy will implement procurement transparency via publication of all procurement plans and transactions, as well as the establishment of an independently monitored complaints mechanism. As part of the Interim Strategy, the Bank will promote activities focused on capacity building of local government and CSOs. It will also explore training opportunities for CSOs in monitoring techniques so that they can help monitor Bank-financed projects.</p>
<b>20. CONGO, DEMOCRATIC REPUBLIC OF</b>	<p>Country Assistance Strategy</p> <p><i>December 18, 2007</i></p>	<p>The Bank's Country Assistance Strategy was designed through extensive consultation with the government, civil society, and private sector actors. Its main anticipated outcomes are the adoption of good governance principles and improved emphasis on poverty reduction. These are expected to lead to improvements in governance, better management of natural resources,</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>CONGO, DEMOCRATIC REPUBLIC OF, continued</b>		<p>better procurement of public goods and services, improved health and education indicators, and improved rural incomes.</p> <p>The strategy will focus mainly on the promotion of good governance and consolidation of peace. It will also help in consolidating macroeconomic stability and economic growth and contribute to the improvement of social service provision. Finally, the strategy will reduce human and social vulnerability, combat HIV/AIDS, and promote community dynamics.</p>
<b>21. CONGO, REPUBLIC OF</b>	Interim Strategy Note	
	<p><i>July 31, 2007</i> Country Assistance Strategy <i>January 22, 2009</i></p>	<p>The Interim Strategy was designed through an extensive consultation process with a broad variety of stakeholders. It was carried out between August 2005 and May 2007. Consultations were held with government officials, opposition and business leaders, and civil society representatives (including women’s groups), as well as UN and other donor agencies. These discussions provided guidance on identification of priority areas for interim assistance.</p> <p>Consultations consisted of meetings with government officials at all levels in Washington, DC, and Brazzaville and with decentralized government agencies in Pointe Noire and Ouesso. Meetings were organized with several members of the opposition, vulnerable groups in urban centers and rural areas, and representatives of civil society. All meetings were held in partnership with the Ministry of Planning. Consultations were also held with donor agencies, both inside and outside the country.</p> <p>The fiscal year 2010–12 Country Assistance Strategy will support the government’s efforts to diversify sources of growth and reduce poverty through improved basic service delivery. To ensure effective implementation in both priority areas, the strategy will also support governance and institutional capacity building as a cross-cutting theme. These priorities were defined after a series of extensive consultations with the Congolese civil society, private sector, parliament, government (both local and national), and donor agencies.</p> <p>Extensive consultations with stakeholders took place for the preparation of the full CAS. In June 2008 a high-level government seminar on growth was held to discuss the initiation of a Public Expenditure Review. In December 2008 the Bank Team organized meetings with representatives from government, parliament, private sector, farmer organizations, CSOs, academia, and donor agencies. Meetings took place in Brazzaville and Pointe Noire.</p> <p>During these discussions the Bank Team tested the approach of changing the Bank’s role from that of a financier to a catalyst for change. The main themes of the strategy were thoroughly discussed. In April 2009 another round of consultations took place with the government, private sector, CSOs, academia, and other groups. The objective of these consultations was to reach a consensus among the various stakeholders about the results matrix and proposed instruments. All interlocutors welcomed the proposed activities and outcomes, and their suggestions are reflected in the strategy recommendations.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>22. COSTA RICA</b>	Country Assistance Strategy <i>September 4, 2008</i>	<p>The Bank consulted on its country strategy through a broad participatory process involving representatives of a wide range of government institutions and CSOs. As part of the preparation of the strategy, formal consultations were held in San José, Costa Rica, on May 13–14, 2008. These consultations primarily included meetings with government officials as well as representatives from business, international donor agencies, and civil society.</p> <p>The principal purpose of the consultations was to solicit views about how ongoing and future Bank activities could more effectively support Costa Rica's development agenda. The framework for the consultations included a presentation of the areas of emphasis of the strategy and a list of proposed lending and nonlending activities in support of the government's development plan. Participants had the opportunity to raise questions and offer comments, while facilitating a productive and frank discussion with stakeholders.</p> <p>Participants in the consultations were largely supportive of the proposed strategy. They also highlighted the importance of ongoing dialogue with the Bank and of follow-up once the strategy is made public. The Ministry of Housing provided support for the consultation efforts with representatives from civil society. The consultation produced recommendations that were in line with both the Bank's own views and the pillars of the government's program.</p> <p>The groups identified as priority areas, broad-based economic growth and competitiveness, public institutional capacity, human capital formation, aging infrastructure, environmental sustainability, and disaster prevention. They also called for greater socioeconomic equity, especially in light of higher food prices, and better provision of social services. They also recommended a more participatory process for monitoring and evaluating projects. These recommendations were included in the strategy document.</p>
<b>23. CÔTE D'IVOIRE</b>	Interim Strategy Note <i>April 1, 2008</i>	<p>The central themes in the Bank's policy dialogue with the Ivorian government since its renewed engagement in early 2007 has been governance, transparency, and accountability. These are key elements of the country strategy for fiscal years 2008–09, whose principal goal is to stimulate economic recovery and reform. For this reason, a governance assessment was proposed. This will be conducted using the methodology of the GAC Survey developed by the Governance Group of the WBI. This comprehensive initiative will adapt the tool to the postconflict and fragile environment of Côte d'Ivoire. The survey will be complemented with a desk review and a follow-up participatory process. This will contribute to expanding the national dialogue with civil society in an environment in which national representative institutions have been suspended.</p>
<b>24. CROATIA</b>	Country Assistance Strategy <i>September 30, 2008</i>	<p>The Bank's Country Office engaged in Country Partnership consultations during May 2008 in five cities, Zagreb, Rijeka, Šibenik, Varaždin, and Vukovar, covering all regions of Croatia. The Office consulted the government at the central, regional, and local levels, civil society, parliamentarians, small business, and trade union representatives. Over 150 CSO representatives participated and shared their views on the priorities of the Country Partnership Strategy for the coming period. Their comments and suggestions were included as an annex in the final CPS document.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>CROATIA, continued</b>		<p>The Bank also launched virtual public consultations on the Country Assistance Strategy Progress Report by posting the draft report on the Bank's Web site. This enabled the Bank to adjust its program and mobilize its resources in a timely manner. For example, as the core of the CAS program, the Programmatic Adjustment Loan served as a tool for continued country dialogue on policy reforms beyond the government. The government has seen a clear role for the Bank in engaging in a dialogue with nonstate stakeholders on the ongoing structural reforms being undertaken in preparation for EU membership. Several policy notes were prepared, and workshops were held to support public debate on issues such as the social impacts of shipyard restructuring or the EU experience with employee stock ownership plans.</p>
<b>25. DJIBOUTI</b>	<p>Country Assistance Strategy <i>April 30, 2009</i></p>	<p>The Country Assistance Strategy was discussed with the government, donor agencies, private sector, and civil society during CAS consultations in Djibouti. The proposed strategy for 2009–12 has been prepared in consultation with the government and other stakeholders in an effort to increase harmonization and complementarity. The objectives, themes, and programs included in the proposed strategy were discussed with the government, civil society, and other donor agencies during formal consultations between November 2008 and February 2009. The feedback provided during these consultations has been incorporated into the strategy.</p> <p>The strategy placed a strong emphasis on working in coordination with donor agencies and focusing the Bank's programs on the Bank's comparative advantage while avoiding program duplication and strengthening aid harmonization. The strategy involved the use of several assessment methodologies, including a desk review and a participatory consultation process. It contributed to expand the national dialogue with civil society in an environment in which national representative institutions have been suppressed. One of the recommendations to come out of the consultation process was for the Bank to carry out an assessment of the decentralization process to ensure the coherent and sustainable design of community-driven projects.</p>
<b>26. EL SALVADOR</b>	<p>CAS Progress Report <i>February 29, 2008</i></p>	<p>As part of preparation of the Country Assistance Strategy Progress Report for El Salvador, several meetings were organized with different stakeholders representing government and civil society. Their purpose was to receive feedback and incorporate those views and recommendations in the final document. Consultations were held with key members of the Government Economic Cabinet, members of the main opposition party (FMLN), Fiscal Commission of the National Assembly, representatives from bilateral donor agencies and other multilateral institutions, and academic groups. Consultations were viewed as an important way to better coordinate the Bank's work with diverse stakeholders in the country.</p> <p>The most substantial points discussed during consultation meetings were the macroeconomic and social situation, as well as the engagement strategy and the Bank's presence in El Salvador. The Salvadoran Foundation for Economic and Social Development expressed interest in working jointly with the Bank. The areas of work suggested were research activities addressing transparency, crime, poverty, and quality of public expenditures. The group also stressed the importance of better coordination among bilateral and multilateral donor agencies. Most donor agencies also welcomed the idea of mobilizing grant funds to support joint activities to foster dialogue during the upcoming elections.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>27. ETHIOPIA</b>	Country Assistance Strategy <i>April 29, 2008</i>	<p>In November and December 2007, the Country Team conducted extensive consultations with a wide range of stakeholder groups from the government, private sector, CSOs, academia, donor agencies, opposition members of parliament, and other community groups. The discussions took place in the capital, Addis Ababa, as well as in Afar, Amhara, Gambella, and Oromia regions. Although different groups expressed diverse perspectives, the discussions also led to significant areas of agreement.</p> <p>Most stakeholders indicated that their quality of life had improved in the last three-to-five years. Incomes have risen, provision of infrastructure has improved, and access to basic services has expanded. Nevertheless, serious concerns remained about the quality of services. Decentralization has advanced in terms of the formal processes and resource allocation, but true local empowerment remains more limited. Stakeholders continue to view the relationship with the federal government as “top down.” Many local governments and communities believe they know their own solutions to the local problems but lack the resources and clear decision rights to implement them. These concerns were particularly prominent in more remote regions.</p> <p>Many participants were eager for greater economic opportunities. Many of the women’s groups consulted had already had some exposure to microenterprise programs and saw great potential in their expansion. Youth groups also expressed their interest in having more access to microcredit support. Although women have experienced some improvements in social status, biases against women remain widespread. Economic empowerment of women would be critical in addressing such biases. Concerns remain about the lack of space for open political discourse. Although recognizing the complexity of the democratization process, many stakeholders felt that more openness is needed to strengthen transparency and accountability of the government at all levels.</p>
<b>28. GAMBIA, THE</b>	Country Assistance Strategy <i>February 26, 2008</i>	<p>The joint assistance strategy of the World Bank and the AfDB is based on in-depth discussions with the government and consultations with donor agencies and other stakeholders. First, a one-day workshop, “The Gambia Path to Prosperity,” was held in Washington, DC, in early March 2007. Attendees included a high-level governmental delegation made up of the vice president and seven secretaries of state, representatives of the private sector, and donor agencies. The workshop discussed sources of growth, key development challenges, and the country’s priorities. The government expressed its views on the proposed joint assistance to the government’s development agenda. Additional insights came from follow-up consultations in The Gambia in April 2007 with parliamentarians. They noted the importance of the engagement of the World Bank and AfDB on various development issues and expressed their appreciation for the closer consultation with them. They viewed this as a change in the way development assistance is carried out.</p> <p>Consultations were also held with civil society, including representatives of NGOs, trade unions, and the media. CSOs noted the increased and transformed role of civil society in joining governments around the globe as agenda setters, decision makers, and providers of community services. They indicated that policies to reduce poverty are most effective when priorities are set by the countries receiving aid. In their view, collaboration with civil</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>THE GAMBIA, continued</b>		<p>society and the private sector can enhance efforts to promote growth. They also emphasized the role civil society can play in ensuring that the voices of the poor are heard. Civil society can also help create common ground through participatory approaches and offer solutions to local problems via the development of community-driven development projects and other initiatives. The CSO groups stressed the need to consolidate their relationship with the government and other stakeholders to better link civil society to other development actors, including donor agencies.</p>
<b>29. GHANA</b>	<p>Country Assistance Strategy <i>June 21, 2007</i></p>	<p>In the preparatory stages of the Country Assistance Strategy consultation process, CSOs were encouraged to give their views on the Ghana joint assistance strategy process and to share information about the strategic priorities for the program. Following completion of the document, it is expected that CSOs, the Africa Peer Review Mechanism Secretariat, and private sector associations, as well as independent research institutions, will be involved in monitoring implementation of the aid partnership framework. Moreover, donor agencies will seek to include parliamentarians as well as CSOs in a more structured and transparent manner in the policy dialogue with the government, as well as in the design and discussion of cooperation program.</p> <p>The CAS seeks to strengthen overall development dialogue, based on evidence and results-based public policy choices and an annual consultative group framework. It focuses on the role of sound budget management, as well as the importance of democratic decision making. The strategy outlines sector policies, regulatory regimes, and institutional frameworks to facilitate job creation by the private sector, empower civil society, and promote a capable and accountable state. One of the key pillars of the joint strategy is governance and civic responsibility. Building on accomplishments made in the management of public resources in recent years, the government will carry out several public sector reforms, including improvements in the development of Public Expenditure Financial Assessments and External Review of Public Financial Management processes.</p>
<b>30. GUATEMALA</b>	<p>CAS Progress Report <i>March 15, 2007</i> Country Assistance Strategy <i>September 23, 2008</i></p>	<p>The Country Assistance Strategy Progress Report highlights improvements in transparency and public financial management which surpassed expectations. For instance, nearly all central government agencies use a real-time, Internet-based system for financial management (SIAF) and procurement (Guatecompras). Moreover, the municipal level systems have expanded more rapidly than anticipated, with about 110 (of 331) municipalities using SIAF and 260 municipalities using Guatecompras. CSOs, such as Accion Ciudadana (the local chapter of Transparency International), are effectively utilizing information made publicly available through these systems to carry out expenditure monitoring and social auditing of government performance. The report indicates the Bank's intention to engage more intensively with civil society and congressional representatives to build broad coalitions for supporting participatory government programs.</p> <p>Formal consultations on the Bank's strategy were held in Guatemala City on July 10–15, 2008. Three separate workshops were held with representatives from CSOs, think tanks, private sector, National Congress, government, and local mayors. The workshops were organized in conjunction with the Ministry of Finance and centered on a presentation highlighting the proposed areas of the Bank's work and related lending and nonlending activities in support of the government's development priorities. Following</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>GUATEMALA, continued</b>		the presentation, the meetings were opened for discussion, and feedback was collected. The presence of both Bank and government members facilitated productive and frank discussions with the stakeholders, as well as enriched the dialogue. The consulted stakeholders generally expressed their support of the more focused approach being implemented by the Bank, including streamlined policy priorities for the country. They also encouraged that the strategy be results oriented and impact evaluations be carried out to maximize results.
<b>31. GUINEA-BISSAU</b>	Interim Strategy Note <i>June 4, 2009</i>	Consultations on the Interim Strategy have taken place on various levels and with a diverse range of stakeholder groups. The consultations confirmed the approach that the Bank proposed and the major areas of engagement envisaged under the government's High Impact Program. Informal consultations were held in village-level visits in January 2009 and in formal consultations in April 2009. The Bank also consulted regularly with donor agencies and civil society stakeholders as part of the monitoring and evaluation of its portfolio. Civil society has been consulted in the development of the poverty reduction strategy and peace discussions, which was facilitated by Interpeace. These efforts represent valuable steps toward strengthening governance through social accountability. The Country Team, with support from international experts will develop a capacity development action plan together with local stakeholders, including government officials, CSOs, and donor agencies.
<b>32. GUYANA</b>	Country Assistance Strategy <i>May 16, 2009</i>	<p>The Bank Team conducted numerous consultations with the government and other donor agencies. The government agreed with the Country Assistance Strategy focus and the proposed interventions. Consultations with donor agencies served to identify synergies and possible areas of collaboration. Further consultations with the government, private sector, and civil society took place in February 2009 and confirmed the alignment of the strategy with the government's priorities and the population's needs.</p> <p>The strategy affirms the intention of maintaining a close dialogue with the government, the opposition, and civil society to ensure continued ownership of the program. The strategy proposes the use of a results-based monitoring framework with broad support from donor agencies to ensure timely implementation of the strategy.</p>
<b>33. HAITI</b>	Interim Strategy Note <i>January 30, 2007</i> Country Assistance Strategy <i>June 2, 2009</i>	The Interim Strategy was revised based on feedback received from various stakeholders, including civil society. The Interim Strategy proposes institutional reforms, as well as community development approaches, including ongoing dialogue and coordination with the government, civil society groups, and donor agencies. The strategy built on progress made since the creation of key governance structures, such as the Anti-Corruption Unit (Unit de Lutte Contre la Corruption), which was established and staffed as an autonomous entity under the Ministry of the Economy and Finance. A mechanism for civil society was also created to monitor the implementation of economic governance reforms. This included the development of a comprehensive national multisector anticorruption strategy targeting specific sectors. It was followed by a participatory and consultative process involving key government and civil society stakeholders.

Country	World Bank Board Approval Dates	Consultation Efforts
<b>HAITI, continued</b>		<p>The Country Assistance Strategy document itself was reviewed in joint Bank-IFC strategy consultations held in Port-au-Prince on February 10–13, 2009. IFC organized a series of meetings to discuss private sector issues and opportunities. Participants included key representatives of the private sector. The World Bank and IFC jointly organized four working sessions with representatives of donor agencies.</p> <p>The government of Haiti was consulted, particularly the prime minister, Ministers of Economy and Finance, Planning and External Cooperation, and Trade, and other senior officials. Legislators were also consulted, in particular the chairmen of the Senate Economic Affairs and Education Commissions and a Senate economic expert. Civil society, including international NGOs, community groups, and project implementation agencies, were also consulted.</p> <p>Specific consultations were made on IDA Conditionality Consultations and the Public Expenditure Management and Financial Accountability Review in 2007, and the Country Portfolio Performance Review in June 2008. Several smaller workshops were organized on portfolio and sector-specific issues. A follow-up opinion survey will provide further opportunity for comprehensive feedback on Bank activities.</p>
<b>34. HONDURAS</b>	<p>Country Assistance Strategy</p> <p><i>November 7, 2006</i></p> <p>CAS Progress Report</p> <p><i>June 10, 2008</i></p>	<p>The 2007–10 Country Assistance Strategy was prepared through a broad participatory process involving representatives of a wide range of government and CSO representatives. Participants were selected in agreement with the government, and consultations were carried out using focus groups. In each of the consultation sessions, the Bank presented a brief summary of the rationale and objectives of the strategy, as well as the purpose and scope of the consultations. Following the presentation, session participants held discussion on specific topics of interest.</p> <p>Discussions with external partners to identify potential areas of collaboration were held in February and March 2006. In June 2006, consultations were held with representatives of the executive branch of government, Congress, CSOs, donor agencies, and private sector on the broad outline of the proposed Bank strategy and its lending program. Two other rounds of consultations were held in July and August 2006. The last consultation included a series of half-day workshops with Poverty Reduction Strategy Paper implementation units, civil society technical organizations, academia, international CSOs, local governments, National Congress, and political parties. Consultations were held in Tegucigalpa, but participants included representatives from other regions.</p> <p>The consultation process was considered much more systematic and open than participants had experienced in previous Bank consultations. Participants appreciated the draft Results Matrix made available before the final round of consultations because this allowed for a more focused discussion and gave a much clearer idea of the Bank's future support to Honduras. Various participants provided written comments on how to improve the selection of performance indicators presented in the matrix. Participants also stressed the importance of adequate follow-up of the Results Matrix.</p> <p>The feedback received for the strategy preparation was clustered in several areas, including poverty reduction spending, governance, decentralization, education, and technical assistance credit. As a result, the strategy includes a commitment to carry out a Public Expenditure Review and Expenditure</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>HONDURAS, continued</b>		<p>Tracking of spending on the poverty reduction programs. The Bank also committed to support local planning and management programs, as well as to finance local initiatives led by communities and local governments.</p> <p>As described in the CAS Progress Report, the strategy implementation has been substantial. The Bank's governance program is supporting the government's implementation of the Transparency and Access to Information Law, which came into force in January 2008. To that end, the Access to Information Institute was established, and public information officers were appointed in most government agencies. The National Anticorruption Council became a key partner of this agenda, implementing activities related to the monitoring of this law, training media on governance issues, and identifying best practices in the professionalization of the public sector. Civil society efforts to monitor law compliance have been supported as well.</p> <p>Finally, progress has also been made in strengthening the core financial management information system (SIAFI), in establishing a single treasury account, and in extending the coverage of Honducompras, an innovative procurement information system. In addition, the Bank frequently meets with CSOs on issues related to the Bank's research work, project design and implementation, and key policy issues.</p>
<b>35. INDIA</b>	CAS Progress Report <i>July 12, 2007</i> Country Assistance Strategy <i>December 11, 2008</i>	<p>The Country Assistance Strategy Progress Report highlights progress made toward the CAS program priorities, which include improving governance effectiveness. In this regard, the country has reported improved administration of public procurement underway in several states and in access to information on public finances via Web sites. In addition, social audits and community scorecards were established in Andhra Pradesh, Madhya Pradesh, and Rajasthan. Over the last two years, efforts have focused on formulating and implementing the communications and consultations strategy early in the project cycle and in using the findings as inputs to project design. Capacity building in communications and public consultations has been developed. Information sharing and disclosure, especially for state government utilities and project implementation units, has been strengthened.</p> <p>The research work has been intensified and included consultations with a wide range of external audiences, such as government officials, civil society groups, academia, media, and other stakeholders. For example, consultations on the 2006 Development Policy Review influenced policy decisions. Based on stakeholder feedback, the Bank has upgraded India's external Web site. It has also reorganized the Public Information Center at the Bank's New Delhi office.</p> <p>The 2009–12 CAS supports improvements in the organization and delivery of publicly financed services. This enhances the development effectiveness of public spending, particularly in education, health, social protection, urban development, and water supply and sanitation. To achieve this, the Bank's program will support the creation of governance and institutional arrangements promoting an enabling environment for results, including demand-side accountability mechanisms such as beneficiary and civil society involvement. Also, it will strengthen capacity for publicly provided services and enhance private sector participation, particularly civil society involvement in project design, monitoring, and evaluation systems.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>INDIA, continued</b>		<p>Beginning in the summer of 2007, the Bank's Country Director consulted widely with government counterparts, CSOs, think tanks, research organizations, donor agencies, and staff. The discussion focused on policies and programs the World Bank should be implementing in India over the coming years. At the consultations with civil society in New Delhi in August–September 2007, participants suggested further consultations in some states. Thus, civil society consultations were held in Mumbai (Maharashtra) and Hyderabad (Andhra Pradesh) in April 2008 and in Bhubaneswar (Orissa) in September 2008. Consultations with government ministries were held in September–October 2008, and meetings with the Orissa state government were held in September 2008.</p> <p>Among other recommendations, CSOs recommended that the Bank increase its focus on the poor and vulnerable, particularly on existing pockets of poverty in both lagging and more advanced states. They also recommended giving greater emphasis to the governance agenda with appropriate systems of accountability to improve the delivery of services. They proposed creating “spaces” for proactive CSO participation in Bank projects to ensure accountability and transparency, monitor projects through third parties, and share evaluations and impact assessments in multistakeholder consultations. The findings of a stakeholder survey that was undertaken with CSOs and held in the fall of 2007 were also considered in the final CAS document.</p>
<b>36. INDONESIA</b>	<p>CAS Progress Report</p> <p><i>October 5, 2006</i></p> <p>Country Assistance Strategy</p> <p><i>September 11, 2008</i></p>	<p>In Indonesia, constitutional reforms securing direct elections are creating a new accountability framework at all levels. The Progress Report describes this democratic advancement in the context of the Country Assistance Strategy implementation. Decentralization is providing communities with greater oversight on how resources are deployed, providing new opportunities for participation and monitoring of service delivery. For instance, the emerging governance structure includes a steering committee representing the interests of key partners, such as government, donor agencies, civil society, and the Bank, as well as the use of independent agencies to appraise and supervise projects. The results of these changes are evident in a new level of participation, competition, and transparency in public life.</p> <p>One of the main areas in which the Bank monitors and evaluates CAS results in Indonesia is through its work with other donor agencies and civil society. M&amp;E in CAS implementation shows that civil society involvement in government policy making and planning has increased. For instance, one-third of all villages in Indonesia regularly engage in participatory approaches to development planning, execution, and oversight. This means that 38,000 villages and cities use these approaches in community-driven development programs, which represent 50 percent of all villages and cities in the country.</p> <p>In preparing the new strategy for 2009–12, a focus group discussion was held in Jakarta on February 13, 2008, to elicit inputs from civil society groups across the country. Fifteen groups from four regions—Java, Nusa Tenggara, Sulawesi, and Sumatera—participated in the full-day discussions. Focus group discussions were organized with a diverse set of stakeholders who work on gender mainstreaming, democracy building, anticorruption and governance, sustainable natural resources management, community development, legal reforms, development research, grassroots capacity building, and microcredit.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>INDONESIA, continued</b>		<p>During these consultations, stakeholders made several suggestions for Bank–civil society collaboration geared to curbing corruption. They recommended that credible CSO groups with clear track records and development experience should be empowered to monitor the implementation of projects in the field. These groups should work independently and report their findings to the public. The Bank should prepare basic guidelines and standard requirements based on competency, capacity, and accountability. Civil society groups should be treated differently from commercial entities in the procurement process and should be exempted from burdensome regulations, such as Presidential Decree No. 80.</p> <p>Other groups recommended that the Bank assist Indonesian civil society groups in improving their own accountability and transparency. This could be done through technical assistance and capacity-building support to umbrella organizations and civil society networks in building and developing self-regulation mechanisms. This could help encourage the adoption of a code of ethics and accreditation and certification mechanisms among civil society groups that would be self-administered by the umbrella network. The groups suggested the establishment of a regular working group to include representatives of civil society, government, and Bank management. The Bank should ensure that regional CSOs, women, and marginalized groups are well represented in the working group.</p>
<b>37. IRAQ</b>	<p>Interim Strategy Note</p> <p><i>March 19, 2009</i></p>	<p>The Bank held a series of consultations, between June and December 2008, to obtain feedback on the proposed third Interim Strategy for 2009–11. The IFC, which drafted the Interim Strategy with the Bank, played an active role in some of these consultations. The Interim Strategy benefited from extensive consultations with the government, donor agencies, and other stakeholders, including representatives from the private sector and civil society. The consultations sought better understanding about the perspectives of the Iraqi government and other stakeholders on the World Bank’s strategic priorities for the country.</p> <p>The draft Interim Strategy was shared to ensure that it reflects these strategic priorities and is fully aligned with the Iraqi National Development Strategy and the International Compact for Iraq. The consultations were rich, and presentations and summaries of the discussions were provided separately during each session. On December 3, 2008, the World Bank Group met with representatives from NGOs, private sector, trade unions, and parliamentarians in Amman, Jordan. The purpose of this consultation was to present and discuss the draft Interim Strategy Note and to engage Iraqi civil society in obtaining feedback and establishing priorities.</p>
<b>38. JAMAICA</b>	<p>CAS Progress Report</p> <p><i>July 20, 2007</i></p>	<p>The Country Assistance Strategy program focused on addressing priority areas involving government as well as political parties and civil society. It was developed in close collaboration with the government and benefited from wide consultations with civil society and other donor agencies. The CAS framework identified three mutually reinforcing pillars: accelerating inclusive economic growth, improving human development and opportunity, and crime prevention and reduction. It also identified two cross-cutting themes: governance and environmental sustainability. The CAS progress report highlights progress in promoting good governance and institutional strengthening for greater public accountability.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>JAMAICA, continued</b>		<p>The Bank's contributions are mostly through knowledge sharing, pilot projects, and scaling up of successful pilots, such as the social security and national community development projects. In knowledge sharing, several country and sector studies address governance issues, particularly in public financial management systems. Some projects will be used to build on the recommendations of the Country Financial Accountability Assessment and the Country Procurement Assessment Review. Additionally, two planned policy notes on expenditure efficiency and use of country systems will inform the government's efforts to build institutional capacity and strengthen governance.</p>
<b>39. KENYA</b>	<p>CAS Progress Report</p> <p><i>March 27, 2007</i></p>	<p>The modifications to the Country Assistance Strategy contained in this Progress Report have been discussed with representatives from the government, donor agencies, parliamentarians, judiciary, private sector, and civil society. As the poverty reduction and governance agendas have intensified in the Bank's assistance program, meaningful partnerships with other stakeholders are sought to promote greater accountability and transparency. Because they are essential to the CAS implementation, these partnerships will be established with the private sector, professional bodies, faith-based organizations, youth groups, foundations, trade unions, parliamentarians, and NGOs.</p> <p>The strategy will build on existing partnerships through regular dialogue on topical development issues such as youth, gender empowerment, and governance. The Bank will organize joint workshops to share development experience and identify opportunities for collaboration, and provide financial support for capacity building. It will finance service delivery by faith-based organizations and NGOs who are providing education and health services to the very poor, and for training in development communication. Finally, it will collaborate in developing effective monitoring and evaluation systems for development programs.</p> <p>The Bank will also support the Parliamentary Network in carrying out the World Bank's request for research to assess the functioning of parliament, improve its ability to monitor and evaluate programs at the community level, and provide technical support for key oversight committees.</p>
<b>40. KYRGYZ REPUBLIC</b>	<p>Country Assistance Strategy</p> <p><i>June 19, 2007</i></p>	<p>The Country Development Strategy (CDS) was prepared in a participatory manner, building on extensive consultations with a broad range of stakeholders, including representatives from parliament, private sector, and CSOs. The strategy has been broadly discussed with the government, and it is closely aligned with its development goals as outlined in the CDS. Discussions centered on the implementation of the previous strategy and lessons learned, portfolio performance, and the quality of the Bank's country program.</p> <p>The government shares the Bank's approach of aligning the Bank's programs with national priorities, harmonizing processes and procedures, using results-based approaches, and being selective in financing priorities. In particular, the government enthusiastically supported the Bank's intention to move away from development policy projects containing restrictive conditionalities. The goal is to move toward focused investment projects with concrete tangible results for the population and within a relatively short period.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>41. LAO PDR</b>	CAS Progress Report <i>May 31, 2007</i>	<p>The Country Assistance Strategy has objectives aligned with the country's poverty reduction and development framework embodied in the National Social and Economic Development Plan (NSED). These four objectives support selected NSED priorities identified through consultations with the government and other stakeholders. The CAS Results Matrix is reviewed at frequent intervals to monitor and evaluate strategy implementation. Indicative priority milestones have been set to track progress, and "champions" for each pillar have been chosen to improve information flows and public accountability. The CAS Progress Report captures these developments and outlines future priorities in civic engagement.</p> <p>Pillar three of the strategy is to develop a strategic approach to improving institutional capacity and partnerships. Under the pillar Improving Effectiveness of Aid, the CAS Progress Report highlights the Bank's commitment to strengthening partner relations to engage more systematically with a broad range of stakeholders and support community participation. This pillar is key to promoting more effective disclosure of information and deepening accountability mechanisms that contribute to the governance agenda. In this context the Bank will continue to expand ways to work with emerging NGOs and mass organizations.</p> <p>Stronger partnership approaches have led to more participatory and fruitful consultations with the government and other stakeholders on the Bank's program. Consultations have been held on the GAC Strategy and the Greater Mekong Subregion. Building on project experience, the Bank has significantly increased its outreach and information-sharing efforts. It regularly interacts with a variety of stakeholders, including government, donor agencies, youth groups, international NGOs, mass organizations, media, and, increasingly, charitable associations. Interactions have been carried out through presentations, a revamped Web site, a monthly newsletter, and a multidonor Public Information Center.</p>
<b>42. LEBANON</b>	Interim Strategy Note <i>August 2, 2007</i>	<p>The Bank's research work has been critical in having a positive impact on strategic public choices in Lebanon. This has involved consultations with domestic and international stakeholders as well as dialogue with the government, parliament, civil society, and the media.</p> <p>Consultations with the government and donor agencies have been extensive since the end of hostilities. The Bank conducted an Economic and Social Impact Assessment in the months following the hostilities. A large multisector team undertook the assessment and an analysis of the macro and structural situation to provide an analytical basis of the medium-term reform program.</p> <p>The process involved intensive consultations with government officials, private sector, CSOs, and other stakeholders in Lebanon. It also involved close collaboration with donor agencies, particularly with the EC, UNDP, and other UN agencies. Such consultations continued through the Paris III Conference and in the preparation of this Interim Strategy.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>43. LIBERIA</b>	Interim Strategy Note <i>June 14, 2007</i> Country Assistance Strategy <i>April 21, 2009</i>	<p>The joint World Bank–AfDB Interim Strategy Note for Liberia was developed over a six-month period from November 2006 to April 2007. Stakeholder consultations were held in Liberia with national and local government, CSOs, and donor agencies before the development of the strategy in November 2006. Further consultations with the same target groups were undertaken to validate and confirm the draft strategy in April and May 2007.</p> <p>Initial consultations before the development of the strategy with the national government were held at the ministerial level, while the validation of discussions with government was made operational at the Deputy Ministry level. The priorities identified included roads rehabilitation, economic governance, social development, and government capacity. These, in turn, were aligned with the Poverty Reduction Strategy Paper and considered to be key areas on which to focus the Country Assistance Strategy. The Interim Strategy was presented to the local government in several counties, such as Grand Cape Mount, Grand Gedeh, and Sinoe. Consultations were also carried out with members of parliament, who stressed support for the social development, particularly for education.</p> <p>Consultations with civil society were held at the national and local levels, particularly with academia, local and international CSOs, business associations, and local leaders. Donor agencies and other international stakeholders were consulted. Participants largely identified similar priorities but highlighted the need to build and maintain innovative and strategic development partnerships, particularly in project implementation, and the need to finance the reconstruction of Liberia, particularly infrastructure. At the end of this process, participants validated the Interim Strategy.</p> <p>Consultation meetings with government stakeholders and community leaders were carried out in June 2008 to discuss and validate the joint Bank–AfDB proposed strategy. These meetings built on the government’s comprehensive consultations held in 2007–08 in 15 counties as a part of the development and validation process for the National Poverty Strategy. The Team presented the proposed program to key government officials, donor agencies, and civil society (local and international NGOs). The main purpose of the consultation was to receive feedback from the different stakeholders on whether the proposed Bank and AfDB programs are aligned with the PRS priorities and to determine if more should be done and by whom.</p>
<b>44. MACEDONIA, FORMER YUGOSLAV REPUBLIC OF</b>	Country Assistance Strategy <i>March 27, 2007</i>	<p>The Country Partnership Strategy is the result of extensive consultations with a broad set of stakeholders, including the government, private sector, media, academia, and civil society. The Bank held a two-day retreat in November 2005 with the Minister of Finance and Deputy Prime Minister for EU Integration. In addition, consultations were held in the first half of 2006 with those who politically opposed the strategy program.</p> <p>In May 2006 an opinion survey was conducted with some 270 stakeholder participants. The results of the survey showed overall support for the priority areas outlined in the draft strategy, which was made available on the Bank’s country Web site. In addition, representatives of local governments,</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>FYR MACEDONIA, continued</b>		<p>private sector, and CSOs participated in four workshops held in the regions of Bitola, Kumanovo, Strumica, and Tetovo. These stakeholders asked the Bank to provide greater assistance to the marketing of agricultural products and farmer education, make improvements to road infrastructure, aid in the completion of regional health care centers, finance investments in small hydroelectric power plants, and support small and medium-sized enterprises. Specific consultations with donor agencies were carried out during the Macedonia Coordination Day, which was held on October 4, 2006.</p> <p>Stakeholder recommendations were taken into account in developing the strategy, which aims to support the government's program around the pillars of economic growth, job creation, and increase the living standards of all, as well as improving the governance and transparency of public service delivery. In that context, the Bank will continue providing grant support to civil society development initiatives and involving them in project preparation and monitoring. The Bank will also provide the government with assistance to implement the country's new Free Access to Information Law, because this will be critical to promoting greater transparency and accountability.</p>
<b>45. MADAGASCAR</b>	Country Assistance Strategy <i>April 3, 2007</i>	<p>The Bank Team carried out extensive consultations on the country strategy with the government and civil society. This work was done in tandem with the Madagascar Action Plan preparation process, including a two-day high-level workshop with essentially the entire team of government decision makers and donor agencies.</p> <p>The consultation process involved several rounds of consultations that were held with representatives of civil society, including faith-based groups, media, and private sector. The objective of these discussions was to receive feedback on the Bank's current program and to hear views about the country's main challenges and priorities and what role participants see for the Bank in Madagascar. Participants identified rural development, water and sanitation, agriculture, roads, education, health, investment climate, and microfinance as the priority areas.</p> <p>The Bank also carried out a Web-based survey, which 396 respondents completed. The survey asked numerous of questions about the Bank's program in Madagascar, including one on the priority areas for the Bank's future involvement. Infrastructure, education, rural development, and good governance came at the top of the list.</p>
<b>46. MALAWI</b>	Country Assistance Strategy <i>February 13, 2007</i>	<p>In preparing the Country Assistance Strategy, the Bank's Country Team consulted with the government, civil society, and donor agencies. The review process was launched in January 2005 at the Malawi Country Program Review, when government ministry officials were consulted on the relevance and effectiveness of the Bank's country program. The CAS Completion Report produced through this process also benefited from input received from key civil society leaders in Malawi and Bank staff.</p> <p>A desk review of key internal documents fed into the CAS preparation, including the 2005 Country Program Assessment prepared by the Bank's Quality Assurance Group and 2006 Country Assistance Evaluation developed by the Independent Evaluation Group. The strategy preparation process also benefited from various external reviews of Malawi's economic and social performance over the last five years.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>MALAWI, continued</b>		An extensive process of consultation within Malawi, both with the government and with a broad array of civil society actors, resulted in a CAS that focuses on promotion of economic growth.
<b>47. MALDIVES</b>	Country Assistance Strategy <i>January 8, 2008</i>	<p>The government has set out its vision and strategy in the Seventh National Development Plan for the period 2006–10, titled “Creating New Opportunities.” The Country Assistance Strategy Results Matrix is closely linked to the goals, policies, and indicators used in this plan, which also sets the strategic policy framework for achieving the objectives of Vision 2020. The national vision document focuses the need to ensure more equitable access to services, promote gender equality, and support better environmental practices to sustain growth and adapt to global climate change, among other goals.</p> <p>The plan was compiled through a consultative process involving the government, CSOs, and various private sector organizations and individuals. Its key principles are national ownership, enhanced trust and confidence, economic opportunity for all, gender equality, environmental sustainability, human rights, civil society participation, and a focus on results. The plan elaborates specific goals with performance targets across four key areas: economic, spatial, social, and governance.</p> <p>To determine new development priorities, the Bank Group staff held discussions with a variety of stakeholders, including opinion, business, and political leaders in Malé and in the atolls. The preparation and supervision of post-tsunami reconstruction activities gave Bank staff the opportunity to travel relatively widely in many parts of the country. During these meetings the discussions centered on current political reform measures, national budget, and corruption, all issues that will be addressed in the strategy.</p>
<b>48. MALI</b>	Country Assistance Strategy <i>February 5, 2008</i>	<p>In October 2006 the Bank initiated the strategy preparation with a two-day brainstorming session with government officials and other stakeholders, such as the private sector, civil society, and donor agencies. Participants discussed future areas for Bank support. The 10 ministers in attendance shared their views on the government’s strategy in the next four years, including the government’s Growth and Poverty Reduction Strategic Paper (GPRSP) Framework and donor support for it. The participants concluded that the Bank should continue to accompany the government’s structural reforms for accelerated and shared growth, as well as improved social indicators.</p> <p>In November 2007 the Bank carried out regional and national consultations to discuss the proposed new Country Assistance Strategy, its principles, approach, and program, and its relation to the GPRSP. Participants included representatives from local and national CSOs, private sector, think tanks, government, and donor agencies. Participants broadly agreed on the strategic orientations of the proposed CAS and suggested that the Bank assist in developing the institutional capacity of the government, private sector, and civil society to implement and/or monitor CAS implementation.</p> <p>The discussions during the consultation with CSOs focused on their need to become better organized and develop capacity to be a key player in strategic discussions with the government on reform programs. CSOs also expressed their intent to be watchful of the government’s actions in governance matters. Participants raised the need for increased access to information and the role the Bank can play to that effect. Following the governance</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>MALI, continued</b>		<p>presentation by the Bank, the participants raised the importance of tackling security, corruption, and transparency issues as well as the judicial system.</p> <p>In addition to the consultation and dissemination efforts directly related to the strategy, the Bank agreed to undertake a pilot program in Mali that will use community radio to build public understanding of some of the critical issues underlying the strategy. The program will be piloted through partnerships with broadcasters airing a series of interactive discussions of development issues. This communication strategy is expected to promote the emergence of a self-sustaining culture of lively and fact-based debates on issues of concern to citizens. This strategy will provide a space for citizens to participate in the discussion of issues that affect their lives. The program will be carried out through existing media organizations, whose capabilities include scheduling and running programs regularly and setting objective debates on a variety of topics.</p>
<b>49. MAURITANIA</b>	Country Assistance Strategy <i>July 17, 2007</i>	<p>The Country Assistance Strategy consultation process was launched after the release of the 2006 CAS Completion Report, which analyzed the outcomes and impacts of the Bank's policies and programs carried out during 2003–05. The report was disseminated widely because it was seen as an important input into future CAS discussions. After initial informal meetings with government, civil society, and donor agency interlocutors, the CAS consultations were launched through a national workshop held in Nouakchott on March 15–16, 2006. Bank staff from Paris and Washington, DC, also participated via video conference. Among those in attendance were representatives from 10 donor agencies, 20 ministries, and a number of CSOs. The workshop sought to initiate reflections and discussion on the CAS among the different stakeholders, as well as identify and agree on the key development needs to be addressed by the CAS process.</p> <p>The second multicountry workshop, which joined Nouakchott, Paris, Rome, and Washington, DC, took place on June 22, 2006, to follow up the launching workshop. It convened representatives from civil society, private sector, government, and other donor agencies. The main purpose of this workshop was to update partners on the CAS progress and to gather feedback to finalize the Bank's strategy.</p>
<b>50. MAURITIUS</b>	Country Assistance Strategy <i>November 2, 2006</i>	<p>The Country Partnership Strategy builds on consultations of the previous strategy held with government, civil society, labor unions, vulnerable groups, and donor agencies. Special consultations on the new strategy were organized in three sets of consultations in Mauritius, Port Louis, and Rodrigues from February to July 2006.</p> <p>The main focus of the consultation was to discuss the Bank's role in a period of sociopolitical transition. Stakeholders held differing views about change and how to minimize the impact of the transition on the population. Input for the strategy was gathered through various means, including meetings with stakeholders during Bank visits, an opinion survey about the economic challenges being faced by the country, an online forum, focus group discussions, and distribution of informational materials.</p> <p>During the consultations, stakeholders shared recommendations, such as the need to involve stakeholders in economic reform programs and to give greater importance to problem-solving initiatives in the governance, educa-</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>MAURITIUS, continued</b>		<p>tion, energy, water, and sugar sectors. They also highlighted the need for greater civil society involvement in the HIV/AIDS sector, as well as increased support for civil society capacity-building efforts, including the creation of community-driven development initiatives and microcredit schemes.</p> <p>The feedback received during the consultations helped to improve the strategy design and content. The strategy focuses the Bank's assistance around several pillars: fiscal consolidation and improving public sector efficiency, improving trade competitiveness, improving investment climate, and democratizing the economy through participation, social inclusion, and sustainability.</p>
<b>51. MEXICO</b>	CAS Progress Report	
	<p><i>February 6, 2007</i> Country Assistance Strategy <i>April 8, 2008</i></p>	<p>One of the pillars of the previous Country Assistance Strategy was to strengthen public institutions. The CAS Progress Report describes the advances made in the reforms undertaken to improve transparency and reduce corruption, especially in the customs and procurement areas. An effort to improve transparency was to engage civil society in monitoring government procurement processes for very large contracts. Another action was the creation of the Federal Institute to Access Information and the enactment of the new law that makes disclosure of mandatory information. The Bank has been supporting this initiative through an Institutional Development Fund grant.</p> <p>Consultations on the role and the future engagement of the World Bank in Mexico were conducted in November 2007. CAS consultations involved political, economic, and opinion leaders, representatives of the three biggest political parties, business leaders at the federal and local levels, legislative representatives, members of academia, state and municipal governments officials, and CSOs. Meetings took place in Ciudad Juarez, Guadalajara, Mexico City, and Monterrey.</p> <p>An opinion survey was conducted between October and November 2007 with a response rate of about 275 participants or 45 percent. Respondents stated that the three main development priorities for the country are promoting economic growth, reducing poverty, and increasing opportunities for all citizens. In addition, a large majority of participants identified education as the most important contribution to growth. Perceptions of the Bank were generally positive. The survey findings suggest, however, that although the Bank is perceived positively, 57 percent of all respondents believed that the Bank should be more involved in Mexico's development strategies.</p> <p>The survey also found that respondents would like the Bank to focus on poverty reduction, growth, education, and subnational governments, especially in the southern states. In terms of engagement, they would like the Bank to be more flexible and to deliver solutions in a more timely fashion. Respondents welcomed the Bank's support in developing more innovative knowledge products and promoting greater learning opportunities between middle-income countries and OECD countries.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>52. MOLDOVA</b>	Country Assistance Strategy <i>January 29, 2009</i>	<p>The National Development Strategy (NDS), the successor to the Economic Growth and Poverty Reduction Strategy Paper (EGPRSP), was adopted by the Moldovan parliament in December 2007. Under the NDS, the government will seek to better prioritize its policies and establish a clear funding mechanism from both domestic and external sources. The NDS was developed through broad-based consultations with stakeholders and civil society. It benefited from a participatory process organized under the supervision of a Participation Council made up of representatives of all stakeholder groups. The extensive consultations surrounding the development of the NDS indicate that a high degree of political consensus has been established behind this reform program.</p> <p>Consultations at the local level involved 25 roundtables and gathered 890 participants, of which 180 were CSO representatives. At the national level 32 consultations took place, bringing together 1,087 representatives from CSOs, government, media, donor agencies, and local public administration officials. National-level consultations involved sector experts, academics, and diverse opinion leaders. Their suggestions for design and policy priorities were incorporated at the development stage of the document.</p> <p>The government recognizes GAC issues as a defining challenge. For instance, the last strategy results indicate that there has been limited engagement with civil society and private sector stakeholders to generate demand for better accountability and transparency in the delivery of public services by the government. The Bank plans to work with other stakeholders, civil society, and the private sector to ensure that reforms are supported and deepened by greater demand for good governance.</p> <p>The engagement of civil society and private sector representatives in the formulation and adaptation of the Bank's country assistance efforts was evident during the recent strategy consultations, which took place in August-November 2008. The consultations brought together leading CSOs, think tanks, and private sector representatives in an effort to design a document that would respond to Moldova's development priorities in line with the priorities identified in the NDS, while maintaining a flexible approach to assist the country in light of the financial and economic crisis.</p>
<b>53. MONTENEGRO</b>	Country Assistance Strategy <i>June 12, 2007</i>	<p>Preparation of the Country Partnership Strategy was undertaken following consultations with a wide range of stakeholders. Early consultations began in October 2006 when members of the Country Team got together for a two-day retreat in Montenegro, jointly with the Minister of Finance and other government representatives. They discussed the country's development priorities and the general framework of the strategy. In April 2007 a workshop was held to discuss the proposed strategy with a wide range of civil society stakeholders in Podgorica.</p> <p>The Country Office will continue to expand its outreach and communication to strengthen partnerships in the implementation of the new strategy. Communication tools include direct contacts with a broad range of stakeholders and information posted on designated Web sites. The Bank will also continue to support civil society activities through the Civil Society Fund as well as through direct involvement in project preparation and monitoring.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>54. MOZAMBIQUE</b>	Country Assistance Strategy <i>May 30, 2007</i>	<p>During the Country Partnership Strategy planning process, the World Bank Group consulted with government, donor agencies, civil society, private sector, and local governments. Government leaders and representatives of 18 donor agencies were consulted during a series of meetings in October 2006. These meetings allowed the government and donor agencies to comment on one another's strategy and to ensure that synergies and gaps are addressed in plans to support PARPA (the Portuguese acronym for Action Plan for the Reduction of Absolute Poverty). CSOs, private sector, and local government representatives were consulted during December 2006 in Beira in the north, Nampula in the central region, and Maputo in the south.</p> <p>The main objective of these consultation sessions was to collect participants' views and recommendations to be included in the new strategy, and the suitability of the geographic framework for the strategy. Consultation meeting participants selected the following priorities for Bank support: agriculture, governance, infrastructure, HIV/AIDS, health, education, water and sanitation, private sector, and tourism. Participants also called on the Bank to focus its efforts in specific geographical areas rather than implementing national projects. However, they could not agree on which geographical subregions should be selected.</p>
<b>55. NEPAL</b>	Interim Strategy Notes <i>February 22, 2007</i> <i>June 4, 2009</i>	<p>According to the 2007 Interim Strategy, the Bank was to focus on protecting past reform gains and on helping the government prepare for the important postconflict reconstruction. Research work and policy dialogue were carried out with the government and a broad range of stakeholders. Issues for discussion were inclusion, state building, and growth. Pillar number three of this Interim Strategy is the development of targeted programs for social inclusion. This pillar provides block grants through the Poverty Alleviation Fund to innovative cash-constrained community-led initiatives that promise to significantly improve service delivery in conflict-affected areas. This pillar also includes the implementation of a Poverty Monitoring and Analysis System. Preliminary consultations were held for the design of this participatory monitoring mechanism.</p> <p>As part of the strategy, a set of governance reforms have been designed to improve public expenditure management, including a revised Medium Term Expenditure Framework (MTEF), an enhanced Procurement Act, and the enactment of the Governance Act. In August 2006 the National Planning Commission of the Ministry of Finance updated the MTEF, which was discussed in a workshop with participants from civil society, media, government, and donor agencies. The Commission further revised the MTEF with a final version issued in late 2007. In addition, the government has completed necessary consultations with stakeholders and recently approved a new Procurement Act. This act provides the legislative ground for a more transparent and competitive public procurement and tendering process for goods, civil works, and services.</p> <p>The consultations on the 2009 Interim Strategy took place during October and November 2008. The ADB, DFID, and World Bank Group undertook joint consultations to gain insights from as wide an audience as possible on what role they should play in supporting Nepal. The consultations were undertaken in three regions: Pokhara in the central region, Biratnagar in the eastern region, and Nepalganj in the western region, as well as in Kathmandu. All consultations included a broad range of stakeholders. The par-</p>

Country	World Bank Board Approval Dates	Consultation Efforts
NEPAL, continued		<p>Participants in the three regions included representatives from community organizations, political parties, civil society, and government. Stakeholders in Kathmandu included the private sector, government, civil society, academia, international and national CSOs, politicians, youth, and donor agencies. During the consultations in the regions and Kathmandu, participants recommended similar policy similar priorities, including peace building, social development, and good governance.</p>
<b>56. NICARAGUA</b>	<p>Country Assistance Strategy</p> <p><i>October 11, 2007</i></p>	<p>The 2008–12 Country Partnership Strategy was prepared through a broad participatory process involving representatives of a wide range of government and CSOs, as well as various sectors of society. The strategy consultations were carried out over three months. The daylong workshops featured presentations by government and Bank staff with time for questions, comments, and responses during the first half of the day. In the afternoon participants were divided into thematic workgroups. The objective was to keep the process as simple as possible to facilitate dialogue.</p> <p>Consultations were held in Managua and included representatives from civil society, private sector, donor agencies, and the government. Meetings included presentations by Bank staff on recently completed research projects, including the Public Expenditure Review and the Poverty Assessment. Participants were selected in consultation with the government, and the DFID provided financial support for the consultation process. In each session the Bank presented a summary of the rational and objectives of the strategy, the purpose of the consultations, a review of the previous strategy, an analysis of the current portfolio, and the proposed future strategy. Technical workshops were held on thematic areas such as rural financial services, access to land, energy, transportation, gender, and nutrition.</p> <p>Participants were asked to complete surveys on their views and perceptions about Nicaragua’s development and poverty reduction needs, as well as about the quality of the Bank’s work in Nicaragua. The strategy contained a description of respondent views and findings from the consultation meetings. Consultation participants were supportive of the consultation process, but expressed a desire to continue being consulted during the strategy implementation phase as well.</p>
<b>57. NIGER</b>	<p>Country Assistance Strategy</p> <p><i>May 29, 2008</i></p>	<p>As preparation for the country strategy, the Bank visited all regions of Niger and met with a variety of stakeholders, including local governments, private sector, civil society, universities, and donor agencies, to discuss the strategy. The Country Assistance Strategy document provides a summary of the outcome of consultations. The strategy affirms the cross-cutting themes of economic growth, human capital development, governance, population dynamics, vulnerability, and regional integration, which are also priority areas in the Poverty Reduction Strategy Paper.</p> <p>In March and April 2008, the Country Office conducted extensive consultations with key constituencies and opinion makers in the country, including governments, parliamentarians, media, youth, academics, private sector, CSOs, and other community groups. The discussions took place in the capital, Niamey, as well as in the regions of Dosso, Maradi, Tillabery, and Zinder. The strategy consultations built on an opinion survey conducted in June 2007, during which approximately 600 stakeholders were invited to provide their opinion on the Bank’s assistance to Niger.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
58. PANAMA	Country Assistance Strategy <i>October 30, 2007</i>	<p>The proposed Country Partnership Strategy program was developed in close dialogue with the Panamanian government over a period of about six months, including visits, exchange of letters, and reviews of draft documents. As part of the preparation of this strategy, formal consultations were held in Panama City on June 28–29, 2007. These consultations included primarily sectoral government representatives as well as representatives from business, donor agencies, and think tanks. The Bank Team was led by the Bank’s Country Director and included staff and sector leaders from each key sector.</p> <p>Earlier rounds of more informal consultations were held in both May and June 2007 during a series of meetings with local stakeholders in the provinces of Bocas del Toro and Veraguas and the indigenous zone (comarca) of Kuna Yala. The purpose of these meetings was to solicit views on how ongoing and future Bank activities could more effectively support the government’s development agenda. In addition, in May 2007 the strategy Team convened discussions with a range of Panamanian opinion makers to talk about Panama’s development challenges and prospects. Key points from these earlier discussions were reflected in the strategy document.</p>
59. PAPUA NEW GUINEA	Country Assistance Strategy <i>December 18, 2007</i>	<p>In preparing the Country Assistance Strategy, the Bank Team received valuable feedback from consultations with a wide range of stakeholders. CAS consultations were carried out at national and subnational levels, with both government and nongovernment stakeholders. These consultations, particularly those carried out in rural areas, provided a series of policy recommendations for the Bank: reducing corruption and improving public accountability and transparency, promoting agricultural and small business development upgrading roads, improving access to and quality of education and health services in rural areas, and facilitating better access to information. Stakeholders indicated that donor agencies have a key role to play but should insist on more accountability and transparency from government and channel more funds to the community level. Finally, the Bank should prevent project loans from increasing public debt as well as consult stakeholders more frequently.</p> <p>In refining the CAS, the Bank consulted widely with the government, civil society, private sector, and donor agencies and received very similar feedback from each group. In these recent consultations, civil society representatives encouraged the Bank and other donor agencies to involve community organizations in the design and implementation of community-based development programs. Women’s groups emphasized the importance of improving rural infrastructure. Among representatives of the private sector, the top priorities were infrastructure development, improving the business environment, strengthening governance, and increased security. Donor agencies confirmed their interest in strengthening donor coordination through programmatic approaches and joint work, in line with Medium Term Development Strategy priorities and each donor’s comparative advantage. Government officials who were consulted highlighted poverty reduction and governance as the two priorities for the Bank.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>60. PARAGUAY</b>	Country Assistance Strategy <i>May 5, 2009</i>	<p>The strategy was prepared on the basis of extensive consultations with the government, donor agencies, and civil society. This broad consultative process helped shape the Country Partnership Strategy and informed its design. The CPS was prepared on the basis of an extensive consultation process held initially during the third quarter of 2008. The consultation focused on strategic policy direction at the country or sectoral level, followed by consultations on the proposed strategy itself, and an opinion survey, which offered important insights about the general perception of the World Bank.</p> <p>The Bank carried out consultations with donor agencies and with civil society in partnership with the government of Paraguay. Meetings were held in December 2008 in Asunción and in February 2009 in Asunción and Coronel Oviedo. Discussions with civil society provided ideas for enhancing a number of the policy priorities. For instance, the focus of a proposed education project was sharpened to include a process to review the needs for reforms in higher education, while earmarking funding for a small program of scholarships abroad. Also, civil society participants proposed continuing the dialogue on safety nets, which might lead to the preparation of a labor development project. Civil society also encouraged the Bank to find ways to assist the government in increasing their participation in a public investment program.</p> <p>The main message emerging from consultations with civil society was the need to incorporate participation in Bank-financed programs. A key suggestion was to form a Bank commission to prepare a policy note addressing this issue. This would open a dialogue and increase collaboration with the Bank in the future. Members of civil society observed the need for the Bank to facilitate the consensus-building dialogue about public policy priorities, including the effects of the global financial crisis in Paraguay and the appropriate response to the crisis.</p> <p>The opinion survey was completed in August 2008 to better understand the overall situation in Paraguay and how the Bank is perceived by its main interlocutors and other key stakeholders. The survey provided very useful information and was a valuable guide for the Bank as it sought to move its country assistance program forward. Although CSOs raised concerns about the Bank's involvement on critical issues, overall, stakeholders called for greater Bank involvement in Paraguay.</p>
<b>61. PERU</b>	Country Assistance Strategy <i>December 19, 2006</i> CAS Progress Report <i>February 12, 2009</i>	<p>Consultations were held with a variety of stakeholders and through various events. These involved 600 participants from civil society, private sector, donor agencies, and government. An all-day retreat was held with members of the incoming and outgoing governments in June, which was followed by six main consultation meetings with representatives of civil society.</p> <p>The consultation process included a three-day meeting with approximately 148 rural (peasant) entrepreneurs and small businesspeople. In addition, a meeting was held with 50 CSO representatives and urban entrepreneurs. Another meeting was held in Lima with community-based organizations, indigenous groups, academia, media, think tanks, women's associations, peasants' cooperatives, and NGOs.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>PERU, continued</b>		<p>A joint Bank-IFC consultation exercise was organized with the private sector in Lima during the Country Partnership Strategy preparation. Both institutions also hosted a meeting with CIES, a consortium of universities, and think tanks. Other meetings included one with the Bank youth advisory group New Voices and another with representatives with donor agencies in Lima.</p> <p>Consultations at the local level in the southern Sierra during this initial strategy period provided key lessons for Bank investments. A consultation on good practices and income generation among the poor helped to identify successful practices in such areas as agricultural production, ecological conservation, entrepreneurial partnerships, community development, water resource management, and postconflict reconstruction.</p>
<b>62. PHILIPPINES</b>	Country Assistance Strategy	
	<i>April 30, 2009</i>	<p>The Bank collaborated with key stakeholders to carry out Country Assistance Strategy consultations in September and October 2008. For instance, it worked with the Knowledge for Development Centers (KDCs), based in leading state and private universities, to organize multistakeholder consultation workshops across the country. These workshops involved national and local governments, NGOs, business associations, academic centers, labor groups, and other donor agencies. Four consultations were jointly organized in Ateneo de Naga KDC in the Bicol region, Iloilo City in Central and Eastern Visayas, Davao City in Mindanao, Makati City in metropolitan Manila, and in areas neighboring Luzon. A total of 288 people participated in the consultations, of whom 42 percent were from government, 36 percent from civil society, 16 percent from academia, 3 percent from the private sector, and 3 percent from donor agencies.</p> <p>The consultations provided a venue for a meaningful exchange of views with government and various stakeholders on critical development challenges as well as policy options and programs for addressing these challenges. They also helped increase the understanding of all stakeholders about the Bank's work in the Philippines. Four small group discussions were held using a format called "Knowledge Cafk." The issue of governance surfaced throughout all four consultations, and a wide range of solutions were recommended, including electoral reforms, transparency, and improving local governance. Other priority areas identified were education, health, and social protection. The participants suggested that the Bank not engage in any form of political intervention and should not be involved in mining.</p> <p>In addition, an opinion survey was conducted in August 2008, which was timed to provide initial client perceptions before the face-to-face stakeholder consultations on the strategy. The questionnaire was sent to approximately 1,500 stakeholders, including national and local government officials, members of Congress, and representatives from donor agencies, private sector organizations, CSOs, media, and academic centers.</p> <p>A total of 337 respondents participated, representing a 22 percent response rate. The survey results indicated that the Bank's work is valued, and stakeholders are eager for the Bank to be involved in the most critical development challenges facing the country. The survey indicated that corruption and poverty were considered to be the key development priorities in the Philippines, and it encouraged the Bank to work on both areas.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>63. POLAND</b>	Country Assistance Strategy <i>June 30, 2009</i>	<p>The Country Partnership Strategy design and implementation is informed by broad consultations. In addition to the ongoing dialogue with the government, including on priorities for further cooperation, the Bank circulated the draft strategy to key government ministries for comments. Subsequently, consultations based on a PowerPoint presentation were also held with parliamentarians and other stakeholders, including civil society. The draft document was also shared with IMF, EC, and other donor agencies to record their views. Web-based consultations were also carried out.</p> <p>There was broad-based participation, consultation, and dissemination in the research work carried out by the Bank as part of drafting the strategy. Polish counterparts had considerable involvement, particularly representatives from academic institutions and local consultants. Dissemination in many cases involved workshops and conferences, involvement of the media, and translation into Polish. Following Board approval in June 2009, the final document will be posted on the Bank's Web site. The plan is to present and discuss the strategy in Warsaw, Gdańsk, Kraków, Poznań, and Łódź as part of the Bank's national outreach effort.</p>
<b>64. RWANDA</b>	Interim Strategy Note <i>September 7, 2006</i> Country Assistance Strategy <i>September 25, 2008</i>	<p>In preparation for the Interim Strategy, the Bank consulted widely with representatives from the government, parliament, donor agencies, private sector, academia, and civil society. All of the parties that were consulted generally agreed on the priority development areas identified in the Interim Strategy. In addition to seeking overall guidance on how to increase Rwanda's IDA allocation, stakeholders recommended a number of priority actions: conducting a labor market study to guide training initiatives and an education strategy, having greater stakeholder involvement in the Country Assistance Strategy and poverty reduction strategy processes, including training on Bank assistance mechanisms, and increasing gender mainstreaming of government programs.</p> <p>The CAS itself was discussed with government, donor agencies, private sector, and civil society representatives during consultations in February, April, and June 2008. The process generated several recommendations. First, the Bank should allocate time and resources to allow for adequate information, consultation, and participation of civil society and other stakeholders in project design, implementation, and evaluation as well as in the development of research work. Second, financing should be sought from the Governance Partnership Facility between the World Bank, DFID, and the Netherlands, for the implementation of a capacity building program. This initiative includes measures to help build public sector capacity and strengthen the participation of civil society in development.</p>
<b>65. SENEGAL</b>	Country Assistance Strategy <i>June 20, 2007</i> CAS Progress Report <i>June 18, 2009</i>	<p>The Bank held a series of consultation meetings on the proposed Country Assistance Strategy with various segments of civil society and donor agencies in Senegal, in coordination with the government. The consultations started at the end of April 2006 and culminated in a one-day seminar in Dakar in mid-June 2006. A preliminary version of the strategy was distributed widely by the local media. In parallel, thematic consultations on each specific pillar were organized to encourage a discussion of issues, such as governance and anticorruption.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
SENEGAL, <i>continued</i>		<p>Preliminary consultations with government officials started in February 2006, notably with the unit in charge of designing and monitoring Poverty Reduction Strategy Paper implementation. Government officials, CSO representatives, donor agencies, and researchers shared their views on the Bank's assistance in a workshop on poverty reduction organized jointly by the government and the Bank in Dakar on February 27, 2006. Dialogue with other donor agencies began within the context of a donors' working group organized around the PRSP process. These consultations helped define the basic structure of the CAS.</p> <p>From April to May 2006, the Dakar office organized a series of meetings to exchange information and opinions between the CAS Team and representatives from the media, civil society, and the private sector. Follow-up meetings were organized with government representatives, including the Minister of Economy and Finance, to share the World Bank's vision and agree on a tentative timetable for in-country consultations. On June 20, a one-day workshop was organized in Dakar during which the CAS Team shared its views and discussed the broad lines of the proposed strategy for 2007–10. This workshop included representatives from the four working groups supporting the implementation of the second-generation PRSP in Senegal, which comprises the central government, local governments, civil society, private sector, and donor agencies.</p> <p>A more formal consultation process was launched from July 2006 to March 2007, followed by internal clearances. The CAS consultations also benefited from GAC consultations held from December 2006 to January 2007. Participants in all sessions welcomed the consultation as an opportunity to raise and discuss national issues, such as the role of civil society, transparency and efficiency in the use of public resources, public sector accountability, and mechanisms for private sector governance.</p> <p>The CAS Progress Report indicates that during CAS implementation the Bank has provided support to Pillar 1 (Promoting Human Development/Shared Growth) through lending and analytical work. The Bank started to support cash transfers program benefiting children and their families through a new Nutrition Enhancement Program and an ongoing HIV/AIDS project. In this context, the Bank has offered technical assistance to government and civil society to deal with the problem of street children. In addition, efforts have been made to involve government officials, civil society representatives, and donor agencies in the preparation of these technical products. Bank studies have been disseminated through workshops and have contributed to the broader dialogue on sector policy and governance issues.</p>
<b>66. SOUTH AFRICA</b>	Country Assistance Strategy <i>January 15, 2008</i>	<p>The Bank and the National Treasury carried out an extensive consultation process on the Country Partnership Strategy in an effort to ensure strong ownership. Activities included a one-day workshop with the National Treasury to agree on a first draft of the strategy. The National Treasury held bilateral consultations with individual departments to develop a partnership with the Bank. Subsequently, a "tripartite" economic and social cluster workshop was held, bringing together the various departments to give their final input on the document. Consultations were held with civil society and private sector groups. The feedback from these stakeholders was integrated into the final strategy document.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>SOUTH AFRICA, continued</b>		<p>This strategy aims to improve alignment of the Bank's program with the government's development agenda. The strategy lays out the Bank's main activities for the next five years, while also providing the necessary flexibility to respond rapidly to new demands. It incorporates an enhanced capacity to respond through partnerships. This strategy also proposes a shift from a largely predetermined program of activities to a more flexible approach in which broad priorities are defined for the entire period whereas specific activities are agreed to on a yearly basis.</p>
<b>67. SRI LANKA</b>	<p>Country Assistance Strategy <i>June 5, 2008</i></p>	<p>Extensive consultations with a broad section of civil society in Sri Lanka were carried out as part of the Country Assistance Strategy preparations. The objective of the consultations was to achieve an open and constructive engagement with a wide section of stakeholders in Sri Lanka, to ensure that the World Bank's priorities for development assistance in the country would be aligned with the needs of the people and the government's priorities. Twenty-six public consultations were carried out during March 2008 in Colombo and in the Southern and Eastern Provinces. Most meetings were very well attended, but only a limited number of representatives from the Northern Province attended the consultation forums in the East.</p> <p>Overall, participants in the consultations represented many different stakeholders, including government ministers, parliamentarians, and representatives from regional and local governments, media, trade unions, NGOs, chambers of commerce, research centers, and donor agencies.</p> <p>To facilitate a structured discussion during these consultations, all participants had been provided in advance with a four-page briefing note explaining the Bank's role and summarizing its strategic priorities. Detailed minutes were taken of each meeting, and translation into Tamil and Sinhalese was provided whenever needed. The discussions were frank and lively. The strategy provides a summary of the main recurrent themes expressed by the participants in the consultation process. The Country Team followed up this dialogue through the dissemination of Bank publications among participants.</p>
<b>68. SUDAN</b>	<p>Interim Strategy Note <i>April 17, 2008</i></p>	<p>A range of consultations were held to build broad support for the Interim Strategy program. These consultations included meetings in May 2007 with members of civil society and donor agencies. Consultations with the National Unity and Southern Sudan governments were held in August and September 2007 followed by a final discussion in December 2007. Key conclusions of the consultations included concern about the relatively short timeframe of the Interim Strategy and the need to deepen key reforms. Stakeholders suggested expanding the Bank's research work, particularly on the drivers for economic growth and how to achieve a sustainable oil economy within Sudan.</p> <p>Stakeholders underlined that the new Interim Strategy must reflect the lessons learned from past work, in relation to both the Multidonor Trust Fund's and the Bank's broader involvement. Stakeholders praised the Bank's ability to convene and facilitate a broad range of stakeholders and encouraged the Bank to expand its interaction with civil society. At the national level, the government argued that debt relief should be a main component of the Bank's Interim Strategy, as well as to restarting IDA lend-</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>SUDAN, continued</b>		ing. The general consensus was to develop greater government capacity in the South. However, for capacity building to be truly effective, this strategy should have a long-term framework geared to foster private sector growth.
<b>69. SWAZILAND</b>	Interim Strategy Note <i>March 25, 2008</i>	<p>The Interim Strategy Note for Swaziland notes that the country has been selected as a pilot country in the Africa Region under the World Bank's GAC initiative. The aim of this strategy and implementation plan is to present a systematic effort to address GAC impediments to growth and poverty reduction through country-level processes, tailored to specific country needs.</p> <p>The activities currently envisioned include the implementation of the findings from a governance study of the institutional framework for public finance management. The strategy calls for strengthening the demand side of governance by engaging parliament, civil society, and the media in policy discussions, as well as enhancing existing regulations and practices on disclosure of information. In this context, the Swaziland Local Government Project will support decentralization and greater accountability at the local government level through Cities Alliance grants.</p>
<b>70. TANZANIA</b>	Country Assistance Strategy <i>April 24, 2007</i>	<p>The government-led process of formulating the Joint Assistance Strategy started with the preparation of a Concept Paper, which guided the development of this strategy document. The process involved extensive and broad-based consultations by the government with donor agencies and nonstate actors. The intermediate objective of the strategy is to build an effective development partnership by strengthening national ownership and government leadership of the development process. The process would ensure mutual accountability of the government and donor agencies while strengthening the accountability of the government to the citizens of Tanzania.</p> <p>The strategy identifies key partners in the strategy implementation phase, which includes local and international CSOs who can mobilize and enhance community participation and resource contribution in development activities and deliver community services. CSOs participate in local government planning and in reviewing various country development strategies. They disseminate relevant information with attention to its credibility and user friendliness to the public. They facilitate mutual accountability of the government and donor agencies as well as domestic accountability of the government. In turn, they are themselves accountable for their actions and public resource utilization to their constituents and to the government.</p> <p>In addition, CSOs engage in dialogue with the government and donor agencies and consolidate and present community views to these players. They also serve as domestic and international advocates for development and aid effectiveness, stimulate public debate, and raise understanding on these issues. In particular, academic and research institutions also play an important role in generating and sharing knowledge and offering advice to the government, donor agencies, and other stakeholders on managing the development process and strategy implementation. They act as independent monitors and evaluators of development cooperation and provide their findings to the general public, thus facilitating domestic and mutual accountability.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>71. TOGO</b>	Interim Strategy Note <i>May 29, 2008</i>	<p data-bbox="699 359 1474 562">During the country's political transition, the government has implemented important governance reforms to improve transparency and accountability in the public sector. In particular, reform measures are being successfully implemented in key financial and productive sectors. Although donor agencies are beginning to reengage with the country, a substantial reform agenda remains to be implemented in all of these thematic areas. This Interim Strategy incorporated the major reform goals and strategy pillars.</p> <p data-bbox="699 569 1474 871">The Team held discussions with the government throughout the preparation of the Interim Strategy and during the visit of the Minister of Economy and Finance to Washington, DC, in February 2008. In addition, consultations on the Interim Strategy were held in Lome in April 2008. The meetings included the prime minister and other government officials, donor agencies present in Togo, and members of youth groups, women's groups, private sector, and academia. The consultations demonstrated general consensus on the programmatic pillars and projects proposed for the Interim Strategy. An example is that tertiary education and skills training were proposed as a possible area of focus to address youth unemployment in Togo.</p>
<b>72. TUNISIA</b>	CAS Progress Report <i>September 21, 2007</i>	<p data-bbox="699 919 1474 1186">The Country Assistance Strategy Progress Report outlines progress in strategy implementation and strategic goals for the next phase. Since opening its liaison office in Tunis in 2005, the Bank has scaled up its outreach and communication efforts. Responding to a strong demand for greater access to Bank information from stakeholders, consultations with academics, business associations, and the media have been held on a wide range of topics, including trade, agriculture, health, gender, employment, and governance. To advance these efforts, the Bank opened a second Public Information Center in 2007 and established several Global Development Learning centers.</p> <p data-bbox="699 1192 1474 1375">Furthermore, the Bank will encourage the government to promote a reform agenda in which civil society and the private sector are actively engaged. This approach will turn economic governance and public sector accountability into opportunities for increased economic performance. The Bank will further develop partnerships with local institutions and organized consultations, joint events, and seminars.</p> <p data-bbox="699 1381 1474 1585">The Bank's strategy will continue to be implemented with the collaboration of the country's donor agencies to minimize duplication, reinforce synergy, and ensure optimal employment of Bank resources. The strategy includes support for the strengthening of government accountability. In this regard, special attention has been given to the provisions of the Public Procurement Code to strengthen the principle of transparency, as well as fairness and competition in public procurement procedures and other measures.</p>
<b>73. TURKEY</b>	Country Assistance Strategy <i>February 28, 2007</i>	<p data-bbox="699 1633 1474 1902">The consultations on the Country Partnership Strategy for 2008–11 took place with civil society representatives in June 2006 in Istanbul and Ankara. During the consultations, the Bank welcomed ideas and suggestions from stakeholders throughout Turkey, including the government, parliament, private sector, academia, CSOs, and donor agencies. The Country Partnership Strategy aimed at further strengthening the ownership of the government in defining the program and at allowing sufficient flexibility in terms of both lending levels and content to respond to emerging priorities. The government's Ninth Development Plan (2007–13) guides this strategy.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>TURKEY, continued</b>		<p>The principal recommendations received from CSOs through the assistance strategy consultation process encouraged stronger financial and institutional cooperation through direct support mechanisms. They suggested increased emphasis on capacity building measures for strengthening Turkish CSOs and greater Bank involvement in education, labor, gender, social work, youth, migration, and transparency issues. Participants suggested more attention to special education needs, including education programs for the handicapped, early childhood development, gender equality and entrepreneurship programs for women, and skills upgrading programs for youth. They proposed stronger role for civil society in social sectors. They also requested a consultative role for CSOs at every stage of project implementation and the creation of a support mechanism via a project or a newly created CSO consultative body.</p> <p>Within the framework of the ongoing work on the CPS Progress Report (finalized by the end of 2009), the Bank Team met in April 2009 with seven influential Turkish CSOs covering the areas of youth, education, environment, and gender. These meetings had several objectives, which included: listen to the CSOs perspective on the role of the World Bank as Turkey's development partner, inform them about CPS implementation, and consult with them on their experiences of past and ongoing collaboration, as well as areas of potential future cooperation. The most important comments made by these CSOs included promoting better coordination between the government and CSOs as part of Bank Group activities. They also recommended exploring the scope for more dialogue between the Bank and CSOs, fostering CSO ownership through more upstream involvement, exploring the scope for CSO participation in Bank sector studies, and engaging with CSOs more systematically on the results of these studies.</p>
<b>74. UKRAINE</b>	<p>Country Assistance Strategy</p> <p><i>December 6, 2007</i></p>	<p>The Bank Team has conducted a series of consultations with different stakeholders on the Country Partnership Strategy design. Bank staff met with about 300 representatives of CSOs, academia, professional associations, think tanks, business associations, parliamentarians, local governments, and the media. Background materials, such as briefing notes and presentations, were prepared and distributed in advance of the discussions. The draft strategy was published on the Web to solicit public feedback and comments.</p> <p>The basic strategy principles were presented to the government in March 2007, and the present draft was extensively discussed and reviewed with the government. Roundtable discussions were held in Kiev during May and October 2007 with donor agencies and with civil society. The full draft strategy was posted on the Bank's external Web site for three weeks from September to October 2007. The Bank also presented the material to representatives of all major political parties and conducted five regional consultations in Donetsk, Kharkiv, Lviv, Lutsk, and Simferopol. In addition, the Bank Team held informal discussions on different economic and political development scenarios and the role of donor agencies with a group of independent political analysts.</p> <p>The consultation process confirmed significant support for the Bank's approach. In particular, participants endorsed the principle of greater selectivity in the Bank's country program. Other donor agencies requested greater emphasis on infrastructure lending in the Bank's portfolio, although the Bank was urged not to abandon the social and institutional reform agendas. In response, the Bank clarified that it would change the mix of</p>

Country	World Bank Board Approval Dates	Consultation Efforts
UKRAINE, <i>continued</i>		<p>instruments to deliver these projects with greater donor collaboration. Civil society representatives raised concerns about governance and corruption in Ukraine and expressed their disillusionment with the reform process. They believed these reforms have not translated into sufficient improvements in living standards and in the quality of government service delivery.</p> <p>Civil society representatives strongly endorsed stimulating demand for improved governance and urged the Bank to establish a forum and a platform for greater national debate on reform priorities. CSOs expressed great interest in widening their collaboration with the Bank during strategy implementation. Some expressed a view that the strategy should adopt the strengthening of civil society as a key objective. The independent political analysts cautioned that improvements in governance may continue to be slow, given strong vested interests. They argued for a pragmatic approach and setting realistic expectations. Civil society representatives agreed that financial support for government reforms was most effective in areas in which national consensus had been reached.</p> <p>Consultations with representatives from different political parties confirmed that there is no fundamental difference in economic vision and the commitment to reform. All those consulted welcomed the Bank's continued engagement to support economic reform in Ukraine and believed that the strategy was adequate. A review of sectoral priorities did not reveal major differences of opinion in relation to areas of focus for the Bank.</p>
<b>75. URUGUAY</b>	CAS Progress Report <i>April 1, 2007</i>	<p>One of the pillars reported in the Country Assistance Strategy matrix for Uruguay is social inclusion, gender, and civil society. The specific development objectives for this pillar were to empower civil society, including youth, women, and Afrodescendants; increase social and economic opportunities for all citizens; and implement the Equality of Opportunities and Rights Plan. The CAS matrix also called for mainstreaming gender in government policies and launching antidiscriminatory initiatives, as well as for implementing a national plan against domestic violence at the central and regional levels. The CAS Progress Report summarizes advances toward these objectives.</p> <p>Numerous activities involving cooperation with civil society have taken place since the beginning of the strategy implementation, including the introduction of a small grants program. A PIC was set up in the Country Office in 2006, and it has been particularly active in reaching out to civil society. A mobile PIC has also been set up. Several seminars and conferences have been organized, including a conference on the 2002 crisis, and presentations of Latin America and the Caribbean regional flagship reports and the global WDRs. An IDF grant has assisted the government in addressing the issue of domestic violence. A new approach to increase the transparency of World Bank activities, the Procurement Plans Execution System, was launched at a public event with the participation of the government, parliamentarians, and representatives from civil society.</p> <p>The Public Information Center organized a large number of outreach events, including training sessions for librarians, workshops for students and journalists, and study lunches with participation from the academic community. It also provided support to visitors interested in development and the role of the World Bank. More than 6,000 individual requests were handled. Through an updated Web page, the PIC is providing access to the</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>URUGUAY, continued</b>		<p>public on the work of the Bank in Uruguay. The PIC further supports local CSOs with funds from the Civil Society Fund. To reach users nationwide, the PIC organized dissemination activities, workshops, and developmental dialogues in the interior of the country. The Country Office, jointly with the Ministry of Finance and the Budget Planning Office, recently launched SEPA, an interactive tool intended to promote transparency, access to information, and accountability.</p> <p>The Gender Mainstreaming Agenda was approved on May 15, 2007. A country-wide consultation for consensus building was developed for the preparation of the First National Plan for Equality of Opportunities and Rights. As per the national plan, a first-ever cadre of multidisciplinary teams was set up to handle domestic violence cases. A national unified violence against women registry was designed to provide an accurate number of incidents. Brochures with information on the Social Emergency Program Plan provided greater awareness of this issue, resulting in an increased number of cases reported.</p>
<b>76. UZBEKISTAN</b>	<p><i>July 27, 2006</i> Country Assistance Strategy <i>June 12, 2008</i></p>	<p>Interim Strategy Note</p> <p>The Bank consulted extensively before the preparation of this Interim Strategy. These consultations have revealed broad support for its basic pillars: a focus on governance challenges and continued support for basic human needs. Local CSOs see the Bank as playing an important role as a mediator between civil society and the government, helping to identify areas in which civil society could cooperate with government at the local level in ensuring improved local services. International stakeholders, both CSOs and donor governments, also support the Bank's continued engagement.</p> <p>During the Interim Strategy implementation, engagement on governance issues was also strengthened. The Bank conducted regular beneficiary assessments for projects under implementation, which found that beneficiaries and civil society are very positive about project benefits and delivery of results in the field. The Primary Health Care Governance assessment has now been completed and will be shared and discussed with the government in April 2008. Building on these experiences, the new Country Assistance Strategy will strengthen the dialogue on selected governance issues through projects as well as dissemination and advocacy work.</p> <p>In preparing the new CAS, an outline of key issues and a preliminary results framework were presented and discussed with the government, donor agencies, and representatives of civil society. CAS consultations were held in Bukhara, Fergana, Khorezm, and Navoi regions, the Republic of Karakalpakstan, and the capital city, Tashkent. All visits included meetings with local government officials and with representatives of CSOs, research centers, business groups, farmer organizations, and the media. Overall, the consultations included about 40 local government officials and about 300 representatives of various nongovernmental stakeholders. In addition to face-to-face discussions, the Country Office designed and implemented an Internet-based online strategy consultation platform to receive feedback, comments, and suggestions from the widest possible audience.</p> <p>During consultations for the preparation of this strategy the government expressed its broad agreement with the proposed policy framework for Bank assistance. In the discussions, civil society representatives were also supportive of the proposed strategy, and participants expressed their keen desire to see the Bank continue and increase its support and activities in</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>UZBEKISTAN, continued</b>		<p>Uzbekistan. Overall, the consultations endorse the new strategy's focus on basic human needs and improving living standards. Many stakeholders also solicited increased involvement of the Bank in improving the enabling environment for private sector development.</p> <p>The consultations highlighted the growing optimism over future economic developments in Uzbekistan, which need to be factored into the strategy implementation. The new strategy addresses this through its annual monitoring framework, as well as the midterm review scheduled after two years. Consultations with civil society stressed the importance of involving civil society in the design and monitoring of projects, and the desire of civil society to be closely involved in the implementation of World Bank activities. The government has also indicated its willingness to consult with stakeholders in the course of implementation of its strategic plan.</p>
<b>77. VIETNAM</b>	<p>Country Assistance Strategy <i>February 1, 2007</i></p>	<p>The new strategy was formulated based on a series of dialogues on Vietnam's Socioeconomic Development Plan (SEDP) for 2006–10. This strategy was prepared after extensive consultations with a wide range of domestic and international stakeholders. The consultations included two sets of consultations, an opinion survey, and a business formulation dialogue between the Bank and key Vietnamese government counterparts. In addition, formal consultations with government representatives, donor agencies, and CSOs were held. In particular, the new strategy benefited from ongoing dialogue between Vietnamese officials and Bank representatives on lending and research work, as well as ongoing partnerships on specific lending projects and research work.</p> <p>Consultations on how to align donor assistance strategies with the new SEDP were held with several key donor agencies in the spring of 2006. They included Country Team retreats with DFID and ADB in May 2006 with in-depth discussion of the new Results Matrices and their alignment with the SEDP monitoring and evaluation frameworks. Following consultations with the government in October 2006, consultations were held with donor agencies, international NGOs, local NGOs, and academia. During both consultations, participants welcomed the shift in the strategy from "assistance" to "partnership" and suggested that the draft strategy is well aligned with the SEDP priorities. Most comments consisted of suggestions for placing greater emphasis on specific areas of assistance or results within the framework of the strategy objectives.</p> <p>Some of the specific suggestions from civil society were to redefine the role of civil society in Vietnam in the Bank's programs, including anticorruption efforts and support for people with disabilities and mental health concerns. Participants suggested formulating an updated analysis of ethnic minority poverty, expanding gender data, and refining operational programs based on the findings from the new gender country assessment. They also recommended better alignment of the strategy with the development objectives in the SEDP, and improving cross-sectoral linkages within the strategy.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>78. ZAMBIA</b>	Country Assistance Strategy <i>May 20, 2008</i>	<p>As an input into the Country Assistance Strategy, the Bank conducted an opinion survey in June 2007. Reflecting the views of more than 300 participants in Zambia, the survey showed that the Bank's financial resources, knowledge, and technical advice had the greatest value for local stakeholders. Nearly three-quarters of all respondents felt the Bank should provide greater support for rural areas in Zambia in the next few years. In addition to the survey, consultations were held with various government agencies, CSOs, and representatives from the private sector and donor agencies. Overall, these discussions confirmed the importance of the Bank's focus on promoting growth, improving infrastructure, and upgrading public expenditure management. They confirmed the need to reduce the cost of doing business and affirmed that strengthening the agriculture sector was appropriate and well aligned with the objectives of the government's Fifth National Development Plan.</p> <p>The Bank has undertaken a separate analysis illuminating issues related to the political economy of reform, and this work has informed the preparation of the strategy. The analysis recommends that the Bank focus its engagement more narrowly and allow sufficient time for the development of local coalitions for change before launching new initiatives. Accordingly, proposed research work will explore a variety of reform options that are feasible given Zambia's political economy and governance realities. In doing so, the Bank will give heightened attention to engaging civil society in both research work and in project preparation and supervision. Strategy implementation will emphasize transparency and participation by stakeholders, as a way of helping sustain support from civil society and the private sector, as well as government.</p> <p>In the upcoming strategy implementation, the Bank will continue to support the core governance agenda by engaging in partnership with other donor agencies to carry out periodic research work to monitor trends in the quality of both public management and the accountability of government agencies. The Bank will also continue to respond, on a demand-driven basis, to requests from specific public and civil society Zambian organizations seeking support for their capacity-building efforts either by providing financial support directly or by working with other donor agencies to access resources.</p>
<b>79. ZIMBABWE</b>	Interim Strategy Note <i>May 30, 2007</i>	<p>This Interim Strategy was prepared in consultation with diverse stakeholders, such as the government, donor agencies, private sector, and civil society. The process focused on enhancing knowledge-sharing activities and collaborative work with stakeholders. This entailed strengthening relationships with service delivery CSOs as well as partners that are involved in setting up joint research work and peer-review mechanisms to support the Interim Strategy outcomes. It is expected that bimonthly donor consultative meetings will continue to provide a forum for sharing findings and information. In addition, with inputs and guidance from donor agencies, a MDTF will be set up to facilitate collaborative support.</p> <p>Stakeholder input was incorporated in the Interim Strategy, which included the need for the Bank to improve policy dialogue with all stakeholders and to work with CSOs to improve health service delivery capacity. The Interim Strategy will also take steps to increase CSO capacity in undertaking economic analysis, as a way of promoting better social and public accountability at the local level in selected communities.</p>



## Annex II:

### Civil Society Participation in the Poverty Reduction Strategy Papers, Fiscal Years 2007 to 2009<sup>1</sup>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>1. AFGHANISTAN</b>	Poverty Reduction Strategy Paper <i>June 5, 2008</i>	<p>CSOs played a significant role in facilitating surveys and consultations with over 400 representatives of Community Development Councils (CDCs). The role of the CDCs is to provide much needed services to local communities until such time as local governments are capable of providing comprehensive support to the local population. They are spread across the country to seek feedback on the role that social programs such as the National Solidarity Program can have in reducing poverty and increasing the provision of services to all Afghans. The output of these surveys and consultations served as critical input to the Afghanistan National Development Strategy (ANDS).</p> <p>Subnational consultations involved discussions with provincial governors, provincial representative bodies, village councils, parliamentarians from each province, NGOs, youth associations, representatives of Provincial Reconstruction Teams, private sector representatives, provincial administrators, traditional bodies (shuras, elders), members of the National Assembly, donor agency officials, and members of the Afghan diaspora. More than 17,000 people from the 34 provinces, nearly 50 percent of them women, participated directly in the consultations. The Provincial Development Committees and the governor's office played active roles in coordinating these consultations.</p> <p>These consultations represented the first significant dialogue between the central government and the provinces and were designed to strengthen these relations. The outcome of the consultations included the formulation of about 18,500 village-based development plans, which were channeled into 290 district development plans, which, in turn, were consolidated into 34 Provincial Development Plans (PDPs). These PDPs identified needs and key development priorities for each province. The development of the eight regional city profiles and development plans strengthened this effort. Other documents produced through the consultation process included the first draft of the ANDS policy paper on aid. In addition, two poverty surveys and analyses were conducted, and the first draft of the ANDS poverty profile was prepared.</p> <p>Finally, the ANDS Secretariat launched an intensive public awareness campaign to bolster the consultation process. The communication effort has the purpose of informing the public about ANDS. It also seeks to obtain public support for the implementation of the proposed ANDS reforms and to manage expectations. The public awareness campaign included national and subnational media, newspapers as well as electronic media. The media campaign represented an innovative tool used by the government to reach the public.</p>

<sup>1</sup>This annex contains a summary of the activities, methodologies, and processes undertaken to consult civil society in Poverty Reduction Strategy Papers, Interim PRSPs, or PRSP Progress Reports. The PRSP Reports can be found on the Bank's Web site at [www.worldbank.org/prsp](http://www.worldbank.org/prsp).

Country	World Bank Board Approval Dates	Consultation Efforts
<b>2. ALBANIA</b>	Poverty Reduction Strategy Paper <i>April 17, 2008</i>	<p>The consultation process for the National Strategy for Development and Integration (NSDI) had the objective of receiving feedback and suggestions for improving the way that the document would identify strategic priorities; it also outlined the future resource allocation. In addition, it seeks to build consensus around the key recommendations of the strategy and to assist with the dissemination of the results. The consultations undertaken for the NSDI represents a significant improvement over the previous Poverty Reduction Strategy Paper, including a broader participatory process that lays the foundation for greater civil society participation in public policy making in the country. The NSDI presents a comprehensive approach to improved governance, among other achievements.</p> <p>The main consultation approach used was a series of policy roundtables. The purpose of these roundtables was to give stakeholders an opportunity to discuss the NSDI strategies publicly. Thematic roundtables were organized for each of the three strategic priorities: integration, democratization and the rule of law, and economic and social development. Two of the roundtables were geared to specific constituencies. One was a roundtable with civil society, in which Advisory Group and CSO representatives participated. Advisory Groups are made up of 10–15 members, including representatives of local government, trade unions, professional associations, business groups, academics, NGOs, and citizen associations. The other roundtable, which was aimed at donor agencies, had the participation of development counselors and a selective set of technical assistance advisers.</p> <p>Regional roundtables were held in Fier, Lezhë, Peshkopi, and Pogradec. All participants in these workshops were provided with a structured questionnaire to provide their comments in written form. The public consultation draft was also distributed to all Parliamentary Commissions for comments. To disseminate further the NSDI process, a series of 10 debates was broadcast on public television between October and December 2007. The majority of these debates were recorded in a mobile studio outside Tirana, where representatives of the local community took part.</p>
<b>3. ARMENIA</b>	PRSP Progress Report <i>August 3, 2006</i> PRSP II <i>December 2, 2008</i>	<p>The progress report on the Poverty Reduction Strategy Paper I implementation was highlighted in a workshop held in December 2005 to review the three midterm priorities set by the PRSP Social Partnership Agreement and a PRSP Open Forum in the Writers' House in Tsaghkadzor. The existing PRSP implementation partnership involved the government, community groups, the Armenian Apostolic Church, trade unions, Union of Manufacturers and Businessmen, and five NGO groups. Participants also included representatives from the PRSP Joint Analytical Group of Experts, government ministries, and NGOs.</p> <p>The workshop centered on the outcomes of cooperation between the PRSP Steering Committee, PRSP Working Group, and Open Forum. After the discussion, participants presented several recommendations and comments on the issues discussed. Participants suggested raising public awareness and strengthening the links among partners. They proposed numerous actions: bringing the action plans of PRSP government ministries with the marz and community needs assessment requirements, developing and adopting a law on social partnership to specify the types of intra-communal and inter-com-</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>ARMENIA, continued</b>		<p>munal cooperation, and redefining cooperation with the church. Stakeholders also suggested providing needed training through workshops and consultations, as well as the establishment of a research and resource center.</p> <p>Stakeholders also proposed to set up a PRSP Project Implementation Unit to increase management efficiency. They recommended creating a common monitoring system and proposed developing training programs to ensure active involvement of the marz mass media.</p> <p>Discussions for the Sustainable Development Program (SDP or PRSP II) took place in July 2007. The results of surveys conducted by independent experts were also presented. The representatives of the National Assembly participated actively in the meeting. Based on the results of the discussion, further steps for developing a social partnership were identified. An expert group was formed during the working group session held in September 2007. The feedback of the expert group was integrated into the PRSP Social Partnership Concept and the PRSP Social Partnership Agreement.</p> <p>The process also involved the creation of a new institutional framework, which would allow for even greater civic engagement through a CSO Board and Secretariat with direct and regular access to the SDP Steering Committee. The framework encourages direct CSO participation in the process of SDP implementation, monitoring, and evaluation. The third main strategic priority of SDP is the increase of public governance efficiency. This involves substantial updating and consistent implementation of the anticorruption strategy. It includes the enhancement of public participation in the decision-making process to increase public awareness and ensure gender equality, the promotion of social partnership, social inclusion, participation, and adoption of e-governance systems.</p>
<b>4. BHUTAN</b>	Poverty Reduction Strategy Paper <i>May 26, 2009</i>	<p>The preparation process involved extensive consultations with stakeholders, including the private sector and local government bodies (dzongkhags and gewogs), and reflected the recommendations of the Mid-Term Review and the Good Governance Plus Report of 2005. The resulting Tenth Five-Year Development Plan for 2008–13 is based on a consolidation of individual dzongkhag plans and was approved by parliament in January 2009.</p> <p>The planning process was inclusive, and the governance arrangements included a process of extensive consultations. Consultations involved the Gross National Happiness Commission, national and local government officials, and community leaders. One of the plan’s goals is to improve the enabling environment for economic growth across sectors. One of the approaches used to achieve this will be to facilitate stakeholder consultations in each of the priority sectors, such as the manufacturing and trade sectors.</p> <p>The Poverty Reduction Strategy Paper document recognizes that CSOs have a crucial role to play in helping the government to achieve the plan’s development goals. The government commits to engage in a combined effort with civil society to reduce the high incidence of poverty in the country. This would require a multipronged and targeted intervention approach to reach the real poorest population located in the remote locations. CSOs are expected to help local governments build their capacity and create effective governance systems with improved and enhanced accountability.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>4. BOSNIA AND HERZEGOVINA</b>	PRSP Progress Report <i>June 28, 2007</i>	<p>The progress report of the Poverty Reduction Strategy Paper indicates that Economic Planning and Implementation Unit established within the Office of the Chairman of the Council of Ministers will implement and monitor the original Medium-Term Development Strategy (MTDS), which has been renamed the Directorate for Economic Planning (DEP). The DEP prepared the revised MTDS using a participatory process, including extensive consultations with all key stakeholders across the country. Working groups comprising representatives of relevant ministries at state and entity levels prepared the first version of the review. Representatives of government institutions, civil society, donor agencies, labor unions, youth, and private sector participated in public discussions and provided feedback. The revised MTDS takes these comments into account.</p> <p>The MTDS for 2004–07 was revised to provide a midterm progress report on the original MTDS and revisions for the final 18 months of the original strategy period. A new strategy is currently being developed in Bosnia for 2008–13. The revised MTDS presents a strategy for continuous monitoring and evaluation of implementation. It also indicates a role for civil society in the implementation process. The DEP’s two departments provide for an appropriate balance between program monitoring and strengthened research capacities to facilitate further policy development. Much stronger collaboration between these units will be critical for the effective monitoring and evaluation of the revised MTDS and its sustainability beyond the completion of the donor-financed support.</p>
<b>5. BURKINA FASO</b>	PRSP Progress Reports <i>August 28, 2006</i> <i>May 24, 2007</i> <i>May 8, 2008</i>	<p>Civil society participation is part of the process of Poverty Reduction Strategy Paper preparation and implementation in Burkina Faso. Civil Society participates in the reviews of PRSP implementation, carried out twice every year. The organization for the preparation of the new PRSP provides an opportunity for meetings of the Steering Committee, where civil society is represented. CSO representatives are also members of the PRSP Technical Committee. In addition, the president and government hold regular discussions on important development topics within the framework of the PRSP with different groups of society: the private sector, farmers’ organizations, women, and youth groups. Inputs from these meetings have a great influence on the PRSP process and budget allocation. However, weak capacity of civil society remains a concern because it influences poverty reduction and development effectiveness.</p> <p>Among others, the implementation of pillar 4 of the Priority Action Program promotes increased grassroots and civil society participation in decision making. Government anticorruption efforts focused on strengthening CSOs, in particular the mass media. Given media’s role in the fight against corruption, the deepening of democracy, and the awakening of national consciousness, the government provides the private print and electronic media with an annual grant to help the industry make qualitative improvements. Last, a national anticorruption policy providing the broad outlines of the government’s strategies and mechanisms for combating corruption more actively and efficiently is in the process of being finalized.</p> <p>The PRSP process includes three levels of monitoring and evaluating results. First, the government (Conseil des Ministres) approves the PRSP and progress reports. Second, a national Steering Committee (Comité</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>BURKINO FASO, continued</b>		National de Pilotage) comprising representatives from donor agencies and civil society, which proposes implementation mechanisms. Last, eight thematic and sectoral commissions are responsible for designing sector policies and programs and for reporting on achieved progress.
<b>6. BURUNDI</b>	Poverty Reduction Strategy Paper	<p data-bbox="716 497 1482 726">The preparation of the Poverty Reduction Strategy Paper included raising public awareness through the media and organizing information exchange sessions. It involved holding consultations at the community, sector, and thematic levels throughout the country and in parliament. These sessions were deliberately highly representative of the poorest groups and segments, such as youths, women, and other marginal groups, such as the Batwa, who were often underrepresented or not represented in community organizations.</p> <p data-bbox="716 743 1482 999">Community consultations were conducted in each commune and province of the country. As a result, poverty determinants were identified and actions formulated to combat poverty. The consultations took place across the country with participation of the Communal Development and Poverty Reduction Committees and Provincial Development and Poverty Reduction Committees. Consultations were also organized with NGOs specializing in participatory approaches and group dynamics. Consultations enabled 14,600 persons, more than half of them women, to express their points of view and aspirations for overcoming poverty.</p> <p data-bbox="716 1016 1482 1213">Sectoral and thematic consultations were also conducted in a participatory manner. An executive summary of the conclusions reached through the consultations was drafted and presented to the provincial authorities. In total, 14 sectoral and thematic groups took part in the consultations with a total of 840 participants. Representatives of 145 organizations took part in the discussions. Beneficiary stakeholder groups comprised 50 participants. Each of them represented their communes, which choose them democratically.</p> <p data-bbox="716 1230 1482 1398">A multifaceted communication strategy was developed in the PRSP process. Several television and radio programs were organized in the publicly and privately owned media, and the various stakeholders were able to monitor closely the activities involved in PRSP preparation. The government established a Web site that was regularly updated, leading to an interactive dialogue, especially with Burundians living abroad.</p> <p data-bbox="716 1415 1482 1612">The first year of implementation involved the development of a participatory approach, which was also used during preparation of the strategy paper. Consensus was thus reached during the three stages of the appraisal process and consolidated in the course of the various feedback sessions. These included discussions with sectoral and topic-based groups, participatory consultations in every commune and province of the country, and the development of a matrix of indicators was prepared to monitor implementation.</p> <p data-bbox="716 1629 1482 1921">Intensive consultations were held within each ministry to bring the list of members up to date. The composition of the list was validated at the level of each department. As was done when the PRSP was being formulated, each of the subcommittees includes representatives of the central government, donor agencies, international NGOs, and civil society. Their respective contributions made it possible to draft a sectoral appraisal report on the PRSP. The report includes an extensive matrix of performance indicators that will enable the government, civil society, and donor agencies analyze progress made toward achieving PRSP objectives and major obstacles to the process.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>7. CAPE VERDE</b>	PRSP Progress Report <i>July 24, 2006</i> PRSP II <i>July 8, 2008</i>	<p>The preparation of the Growth and Poverty Reduction Strategic Paper II was inclusive. The Technical Secretariat for Development Assistance at the Ministry of Finance and Public Administration prepared it in close collaboration with government ministries. This resulted in a strong government ownership of the strategy. Furthermore, a communication strategy was developed, and consultations were held with municipalities, civil society, and the private sector in Sal Islands, Santiago, and São Vicente. The strategy document included the major issues raised during the participatory process, and earlier drafts were amended to take these issues into consideration. Going forward, the Bank and IMF recommend effective involvement of all the actors in the implementation stage of the GPRSP II.</p> <p>Civic engagement in PRSP implementation and monitoring required an institutional mechanism to provide technical assistance and support to administrative structures involving civil society. This included the National Council for Poverty Reduction, a consultative body that includes key partners from the government, private sector, and civil society. At the local level, the Regional Poverty Reduction Councils became the focal points for community consultation.</p> <p>Although the Ministry of Finance and Public Administration is responsible for managing PRSP II implementation, the technical activities will be carried out in the various sectors, and each will need to manage its respective activities. Further, services in each sector will be devolved or decentralized to the regions and municipalities. For the central system to be functional and effective, the various sectoral systems must be federated and harmonized. The sectors will require mechanisms, resources, and information systems for that purpose. For instance, an “Economic and Social Council” including representatives from the public sector, local units of government, private sector, and NGOs should provide a forum for consultation on development priorities and progress in GPRSP II implementation.</p> <p>Government departments held consultations internally and with the respective partners, so that the GPRSP II will be implemented with the participation of public and private sector entities responsible for implementing national policies, as well as with stakeholders from civil society and donor agencies. Special attention will be paid to the formulation of a Communications Plan to raise public awareness on the principles underlying the GPRSP and the objectives it intends to achieve. The process will also mobilize various official and private communicators, encouraging them to help disseminate information on the GPRSP, as well as help manage expectations, on the assumption that not all the established objectives and expected outcomes of GPRSP implementation will necessarily be achieved within the desired time frame.</p>
<b>8. CENTRAL AFRICAN REPUBLIC</b>	Poverty Reduction Strategy Paper <i>May 27, 2008</i>	<p>The Poverty Reduction Strategy Paper preparation is based on a participatory process involving consultation with citizens, CSOs, private sector, donor agencies, and government representatives. Institutional consultation mechanisms were set up at the central, regional, and local levels to encourage effective participation and to ensure adherence to and ownership of the strategy by all parties involved. For instance, local and regional poverty reduction committees were established to encourage local participation.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
CENTRAL AFRICAN REPUBLIC, <i>continued</i>		<p>With UNDP support, regional consultations were held in regions 2, 4, 5, and 6. A consultation was organized in December 2006 in region 3, and a quick survey was conducted between mid-November 2006 and March 2007. All 16 prefectures and 7 regions were consulted to ensure full representation and better participation of the population.</p> <p>The consultative process allowed the government to promote dialogue with the population after a long period of conflict. The idea was to register their views and ideas for fostering poverty reduction, social cohesion, solidarity within the community and among individuals, security, corruption, human rights, and the role of the state. The thematic and sector working groups were designed to increase participation of private sector and civil society representatives in analyses and debates, including with the groups responsible for PRSP monitoring and evaluation. The process included gradually constructing a PRSP monitoring and evaluation mechanism, preparing the macroeconomic and fiscal framework, and finalizing the integration of cross-cutting issues, such as employment, crisis prevention, security, HIV/AIDS, and gender. Their activities will be supported by donor agencies, and in particular by the World Bank, UNDP, and AfDB.</p>
<b>9. CONGO, REPUBLIC OF</b>	Poverty Reduction Strategy Paper	
	<p><i>May 31, 2007</i> PRSP II <i>December 2, 2008</i></p>	<p>Participation included the organization of sectoral and theme-based consultations and focused studies, as well as the systematic involvement of CSOs in the process, in particular in the organization of participatory consultations with grassroots communities. The process involved the carrying out of qualitative and quantitative surveys, the engagement of national experts and sectoral ministries, the organization of capacity-building workshops at the central and provincial levels, and the participation of development stakeholders. Participatory consultations were held in every province and involved provincial governments and representatives from NGOs, faith-based organization, women's and children's associations, government ministries, private sector, community development organizations, and political parties. In total, more than 34,995 persons participated in these consultations.</p> <p>The strategy focuses on issues identified during the participatory consultations in grassroots communities and through a poverty diagnostic study. It is based on five major pillars: promoting good governance and consolidating peace through institution building; consolidating macroeconomic stability and growth; improving access to social services and reducing human and social vulnerability combating HIV/AIDS; and supporting dynamism at the community level. An opinion survey was conducted to learn the views of community leaders. Taken together, the results of these two qualitative methodologies produced a rich profile of poverty from the point of view and life experience of the poor.</p> <p>The participatory consultations of the Poverty Reduction Strategy Paper II were aimed at strengthening the relationships between the various stakeholders and enabling the coordination of their actions. They created the synergy necessary for the strategy preparation and for its monitoring during implementation. Twenty-six validation workshops were carried out for the discussion of 26 sectoral studies. The workshops were held in January 2008 in Brazzaville. Thematic discussions on the sectoral strategies were organized in February and March 2008. Strategic guidance notes were drafted</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>CONGO, REPUBLIC OF, continued</b>		<p>for each sector and submitted to the various thematic groups for consideration and adoption.</p> <p>A national workshop on the “Diagnosis of National Evaluation Capacities” was held on July 2008, with the support of the United Nations Population Fund and the International Organization of the Francophonie; it provided information on evaluation of capacity building in the context of comprehensive and sectoral development programs. It highlighted the institutional and judicial framework for evaluation, the scope of evaluation practice, and the institutional capacity-building needs.</p> <p>In addition, the government organized participatory consultations on poverty in the country’s 12 departments to collect qualitative information on poverty from the grassroots populations. The aim of these consultations was to improve the efficiency of government poverty alleviation efforts, complement quantitative analysis, and contribute to the formulation of poverty reduction strategies. The participatory consultations on poverty were conducted using the Accelerated Participatory Research Method.</p>
<b>10. DJIBOUTI</b>	Poverty Reduction Strategy Paper <i>October 7, 2008</i>	<p>The participatory process to develop the National Initiative for Social Development (INDS) involved critical elements of the society at large. The INDS was prepared in consultation with various stakeholders, including the sectoral ministries, parliamentary representatives, Chamber of Commerce, trade unions, NGOs, and international donor agencies. The content of the INDS was discussed with these stakeholders in several workshops that were open to the press. Moreover, the fourth pillar of the INDS document lays out the authorities’ intent to strengthen the participation of civil society in the strategy implementation.</p> <p>In December 2006, consultations among Djibouti’s women informed the preparation of the INDS through a number of sectoral recommendations on health, education, and the economy. Similar consultations carried out with the Djibouti National Youth Council in January 2007 informed the INDS in other areas as well, including employment, environment, culture, and sports.</p> <p>In the Poverty Reduction Strategy Paper pillar 4 the government commits to adopt an action plan based on the principles of good governance: accountability, transparency, and higher levels of professionalism. It pledges broad participation of political parties, unions, local governments, civil society, private sector, and citizens, and it affirms the integration and streamlining of public institutions and bodies, as well as the monitoring and continuous assessment of government performance.</p> <p>The participatory process is embedded in the INDS formulation, implementation, monitoring, and evaluation. Citizen oversight of government action will be introduced. Communication efforts will be strengthened within the framework of an integrated communication strategy. This strategy will include the use of printed press and other media, which will help keep stakeholders informed about the INDS process as it unfolds. This approach will be complemented with building capacity for CSOs. This will enable them to fully engage in dialogue on public policy and the implementation of development and poverty reduction programs and projects.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>11. DOMINICA</b>	Poverty Reduction Strategy Paper <i>August 1, 2006</i> PRSP Progress Report <i>January 10, 2008</i>	<p>The Growth and Social Protection Strategy (GSPS) consultative process involved consultations within government and through the constituted Permanent Secretaries, as well as with civil society. The various government levels involved were national, regional, and international. A workshop was held on the key components of the paper, including the macroeconomic framework and sectoral and social protection strategies. The Permanent Secretaries provided their reactions to the presentations and forwarded their comments.</p> <p>A series of seven regional focus group discussions took place in January 2005. These discussions involved representatives of local government, NGOs, and community organizations. Thirty-five local authorities, 19 CBOs, 10 NGOs, and 19 government organizations participated in the focus group discussions. The views of over 1,000 representatives were directly or indirectly represented at those discussions. The focus group discussions followed a questionnaire guide containing approximately 60 questions addressing different sectors and thematic areas. The proceedings were recorded and later transcribed. Every effort was made to incorporate the recommendations from these consultations into the strategy document.</p> <p>The national workshop of Permanent Secretaries, heads of regional organizations based in Dominica, and heads of local organizations took place in January 2006 with 29 people participating. The international and regional consultations were done through formal submissions of drafts of the GSPS to Fund and Bank Mission Teams, including representatives from the Caribbean Development Bank and the Eastern Caribbean Central Bank. On June 23, 2006, a donor agencies meeting was held with representatives from donor, international, and regional agencies. This constituted the formal international and regional consultative stage of the GSPS.</p>
<b>12. GAMBIA, THE</b>	Poverty Reduction Strategy Paper II <i>July 19, 2007</i> PRSP II Progress Report <i>February 17, 2009</i>	<p>The Poverty Reduction Strategy Paper consultation has involved an iterative process. At the national level, stakeholder consultative workshops were held. Representatives from CSOs, private sector, donor agencies, and other relevant stakeholders were consulted, and retreats were held. The objective was to incorporate sector priorities emanating from the strategic planning and community score card processes. A workshop to discuss the document was conducted with Permanent Secretaries, government staff, policy makers, CSO representatives, private sector, the Secretary General as the head of the Civil Service, some secretaries of state, and the donor community to review and validate the document. The consultations led to the production of 11 sectoral reports, which were used as inputs to draft the PRSP II. A stakeholder consultation meeting was organized for this draft. Comments were incorporated to produce the final draft. The final draft was again subjected to a two-day validation workshop so that all stakeholders could agree on the contents before producing the final document.</p> <p>In addition, the National Council for Civic Education (NCCE) was created as an independent nonpartisan council under the constitution to design, implement, and coordinate civic education programs, as well as to serve as an advocacy component of the National Good Governance Program. The NCCE conducted a series of training program for key stakeholder groups and institutions in the democratization process. The main beneficiaries of these trainings courses included the Multi-Disciplinary Facilitation Team, law enforcement agencies, local government authorities, and folklore</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>THE GAMBIA, continued</b>		<p>drama groups, as well as NGOs. Radio and television programs on civic education were carried out in the form of panel discussions on public, private, and community radio stations across the country.</p> <p>The PRSP II Progress Report indicates that existing structures continued to oversee the implementation of the PRSP I. Thematic groups are being revitalized and will meet regularly on implementation issues relevant to their respective mandates. The Inter-Departmental Steering Committee, comprising Permanent Secretaries of key Department of States, will be strengthened with civil society representation. Their main responsibilities will be to ensure adequate flow of information between government departments and other stakeholders on key issues emanating from the implementation process to enhance effective and timely decision making at the policy level. Extensive consultations with partners were undertaken during this period to further familiarize them with the PRSP II and allow for an update of issues, particularly on how cross-cutting issues will be mainstreamed.</p> <p>Institutional strengthening and capacity building is one of the key elements in the work of the Department of Community Development. This involves providing technical, material, or financial support to decentralized structures at various levels, such as Village Development Committees, Ward Development Committees, MDTFs, CBOs, youth groups, women's groups, and local and international NGOs. Strategies include capacity-building training, advocacy and networking, rights-based approaches, participatory planning, awareness creation, and structural reforms. To this end, a program was established to support the implementation of projects formulated and managed by communities in six rural local governments with about 600 communities.</p>
<b>13. GEORGIA</b>	<p>PRSP Progress Report</p> <p><i>October 24, 2006</i></p>	<p>This report documents the progress of the 2005 Economic Development and Poverty Reduction Program (EDPRP) reforms. It also highlights the status of particular measures that were intended for rapid and sustainable economic development in the country through further fine-tuning of administrative mechanisms, increase in transparency, improvement of the business climate, and opening of the economy. The report includes the plan of measures to be implemented in 2007–10. The document was prepared ensuring co-participation principles and under the coordination of the Minister of Economic Development (MOED).</p> <p>To develop this report, a two-day seminar at the Georgian Fund for Strategic and International Studies was held on October 17–18, 2005. NGOs and international organizations, representatives of respective government organizations, and independent experts attended the seminar, which was held with support from various donor agencies. The MOED organized the seminar with support from EDPRP staff. Initial presentations, which focused on government reform measures, were followed by a general discussion. NGOs presented their written comments to the MOED, and these were officially forwarded to relevant ministries with the guidance that relevant changes be made to the EDPRP report. Reports received from the ministries were then used in the preparation of the consolidated draft EDPRP document. CSO representatives involved in these sessions expressed their appreciation for the open and frank nature of the policy dialogue, which they believed to represent a step forward in relations with the government.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>14. GHANA</b>	PRSP Progress Report <i>June 3, 2008</i>	<p>The Ghana Poverty Reduction Strategy II offered a platform for civil society to participate in its implementation. For instance, a Consultative Group meeting was held in April 2006 that encouraged a wide variety of CSOs to participate in the process. The government further supported the opening of media licensing, which has led to the emergence of new newspapers and radio stations across the country. Ghana's president held a People's Assembly in Sunyani, in the Brong Ahafo Region, which brought ordinary citizens for a discussion directly with him.</p> <p>The Poverty Reduction Strategy Paper Progress Report indicates that the implementation of the decentralization program remains a challenge because the policy framework is still weak. To address this challenge, a National Decentralization Action Plan was developed to guide the implementation and monitoring of the program. The focus of the policy is to accelerate the pace of implementing the decentralization reform agenda and to deepen civic ownership and commitment through consultative forums and dialogues.</p> <p>Public perception of corruption in the government procurement is still high within civil society. Despite government attempts to strengthen the legal and institutional frameworks to fight corruption, a study conducted in 2006 under the auspices of the Governing Council revealed that almost 89 percent of respondents believe corruption is widespread in Ghana. Respondents believed that corruption is a major obstacle to poverty reduction and development. To address this problem, the government is attempting to democratize the public budget-making process and promote civic ownership and participation in economic governance.</p>
<b>15. GUINEA</b>	PRSP Progress Report <i>September 8, 2007</i> PRSP II <i>January 8, 2008</i>	<p>The progress report of the Poverty Reduction Strategy Paper I is based on the implementation of the PRSP, the PRSP I evaluation, and the development of regional PRSPs and sectoral diagnostics. These different processes collected feedback from all stakeholders, particularly government agencies, CSOs, community organizations, and donor agencies. This participatory approach was strengthened and extended throughout the strategy development process and will ensure that the PRSP II will rest on a solid base of participation.</p> <p>CSOs are involved in key institutional arrangements for PRSP implementation, such as the Permanent Secretariat and the Permanent Framework for Consultation. The Permanent Secretariat of the PRSP is responsible for the coordination, development, monitoring, and evaluation of PRSP implementation. The PRSP has four thematic groups made up of high-level central government officials, CSOs, and members of other institutions to facilitate dialogue and prepare policies and strategies for poverty reduction.</p> <p>The Permanent Framework for Consultation plays the role of a decision guidance body. It is made up of the Interministerial Committee in addition to representatives of government agencies, CSOs, and donor agencies. The Office of the Prime Minister chairs it. At the regional level, the system includes a Consultation Committee and Technical Committee for Monitoring and Evaluation. At the sectoral level, the units responsible for monitoring and evaluation were established under the authority of the ministries' General Secretaries.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>GUINEA, continued</b>		<p>The PRSP evaluation found low involvement of CSOs (21 percent) in the formulation of PRSP I, as compared with participation by the public administration (46 percent) and development partners (33 percent). Therefore, the government decided to incorporate civil society more extensively into the preparation of PRSP II. PRSP II was prepared through a participatory process, drawing on lessons learned from the PRSP I implementation and validated through a national conference with representatives from all regions and from civil society. It draws on sectoral diagnostics and a needs evaluation on ways to reach the MDGs that was carried out from January to December 2006. The government approved and distributed it in August 2007. Because one of the pillars of PRSP II is governance, the government ensured that civil society and the media are actively engaged in dialogue around governance issues.</p> <p>The Permanent Secretariat for the PRSP organized a series of workshops in June and July 2006 intended to involve civil society organizations in the PRSP II preparation process. The workshops prompted analysis of both the strengths and weaknesses of the contents of PRSP I, followed by more in-depth scrutiny of each strategic component. They also enabled the formulation of concrete proposals regarding the structuring and content of the strategy, and the role of civil society in implementing, evaluating, and monitoring it. The recommendations were recorded in memoranda that were presented to the four thematic groups preparing PRSP II.</p>
<b>16. GUINEA-BISSAU</b>	PRSP Progress Report	
	<i>May 10, 2007</i>	<p>The Poverty Reduction Strategy Paper was prepared within a participatory process and is built on grassroots consultations at the national level. The consultative process included the participation of the government and key stakeholders, as well as the engagement of private sector leaders and civil society leaders. It also included consultations with stakeholders in rural and urban areas. The discussion meetings, workshops, and seminars fostered a greater understanding and sense of ownership of the PRSP.</p> <p>Stakeholders involved representatives from the central government, civil society, faith-based organizations, private sector, and regional government agencies. On average, 120 people participated in each of the nine discussion meetings held during March–April 2002 in the Bafati, Biombo, Bolama-Bijagos, Cacheu, Gabu, Oio, Quinara, and Tombali regions and in the capital, Bissau. Overall, 1,080 representatives from all regions and socio-economic groups were involved in the process.</p> <p>The meeting allowed the government to gather key information on poverty and other problems as they are experienced by local people. A second round of five provincial meetings was organized in August 2004 to go back to the populations with proposed solutions to the problems identified in the first phase. This second round of discussion meetings on the proposed solutions included approximately 300 people representing various sectors of society.</p> <p>In addition to the consultation mentioned above, other key organizations such as trade unions, employer associations, NGOs, and community associations were involved in the PRSP preparation through seminars and workshops held during various phases of the project, particularly during the diagnostic, strategy formulation, and action-planning phases carried out in March and April 2005. Eleven specialized workshops were organized</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>GUINEA-BISSAU, continued</b>		throughout the process with an average of 30 participants per session, implying the involvement of some 350 specialists in varied fields. Because these workshops were repeated throughout all project phases, they facilitated greater awareness of poverty concerns and efforts to reduce poverty. The prime minister facilitated the last seminar in July 2006 to incorporate feedback on the new government priorities.
<b>17. HAITI</b>	Interim PRSP	
	<p><i>November 21, 2006</i> PRSP</p> <p><i>March 11, 2008</i> PRSP Progress Report</p> <p><i>January 30, 2009</i></p>	<p>In July 25, 2006, a conference on the interim Poverty Reduction Strategy Paper was held with donor agencies, parliamentarians, private sector, civil society, and the media. The proceedings of this conference were widely broadcast over radio and television to the Haitian population. The document summarized the consultative process that the government intended to implement for the preparation of the full PRSP together with a program and calendar for national and local consultations.</p> <p>The participatory process of the full PRSP entailed two phases. The first phase (awareness building and consultation) involved three kinds of workshops: awareness-building workshops, thematic workshops, and departmental workshops. The second phase (participation) entailed a three-step process: municipal validation forums, departmental validation forums, and the national validation forum. The nine-month participatory process involved 5,200 persons.</p> <p>The first phase took place at the departmental and sectoral levels. Ten awareness-building workshops were organized in Port-au-Prince with a view to providing information to the various actors on the objectives, issues, and features of the poverty reduction strategy. These workshops brought together 350 representatives from the government, parliament, among others and CSOs.</p> <p>The second phase was conducted on a thematic basis in the communes (municipalities) and departments and at the national level, with a view to building a broad consensus on the strategy paper. Ten municipal validation forums were organized in the 10 municipalities with the lowest standards of living, which brought together a total of 1,000 participants. Discussions revolved around the prevailing poverty in these municipalities and ways to address it. Four departmental validation forums took place in the North, Central, West, and South, with the aim of validating public policy proposals in various development areas.</p> <p>Participating in the forums of this second phase were 1,400 locally elected officials, women's associations, youth associations, and other groups representing the four geographic departments in question. The last national validation forum was held in Port-au-Prince on September 26, 2007. This meeting brought together more than 800 participants representing the main national and international actors in the public and private sectors and associations.</p> <p>The Annual Progress Report of the Growth and Poverty Reduction Strategy Paper was prepared through a participatory process consisting of consultations with civil society, government officials, and donor agencies. The implementation mechanism, the National Investment Council, has a parallel structure. One is strategic and operates under the sponsorship of the president and the arbitration of the prime minister and is composed of the various intergovernmental committees. The other one is operational and is chaired by two ministries through the Interministerial Committee for Implementation Coordination and Monitoring. This Committee consists of repre-</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>HAITI, continued</b>		<p>representatives from sector ministries and civil society and donor agencies, and is coordinated by the Minister of Planning and External Cooperation.</p> <p>Awareness-raising and feedback workshops were organized in the 10 departmental administrative centers. In addition, brochures titled "GPRSP Bulletins" were disseminated via the media on GPRSP implementation. Moreover, three project planning and preparation training courses were organized, and others are planned for government ministry and the Minister's staff. Community leaders and other stakeholders such as elected local officials, CSO leaders, and business leaders have been enlisted as "citizen monitors." These actors are members of consultation roundtables at the departmental and commune levels. In addition, a series of activities have been put in place to make the participatory qualitative monitoring process more effective. These activities include building capacity of the community groups to effectively fulfill the citizen monitoring function.</p>
<b>18. KENYA</b>	<p>PRSP Progress Report</p> <p><i>March 20, 2007</i></p>	<p>The second annual progress report reviews progress made in Kenya's Investment Program for the Economic Recovery Strategy for Wealth and Employment Creation, 2003–07. The Ministry of Planning and National Development and the Monitoring and Evaluation Department drafted the report. This was prepared in consultation with government ministries and other key stakeholders following the methodology proposed in the National Integrated Monitoring and Evaluation System (NIMES). NIMES evolved from an intense consultation process involving all key players in government, private sector, civil society, and donor agencies.</p> <p>The preparation of the second Poverty Reduction Strategy Paper report also involved government departmental heads at the district and headquarters levels. This involvement has considerably strengthened government ownership across ministries and district administrations. The report focused on performance assessment poverty impact indicators so that government, civil society, and donor agencies could evaluate progress of the PRSP. In addition, the report was posted on Ministry of Planning Web site.</p> <p>The second report reflects a substantial advancement because the performance indicators are better defined and are more realistic than in the first report. The report describes the measures being taken to strengthen poverty analysis, such as data collection for the Kenya integrated household budget survey, the fourth participatory poverty assessment, and poverty and social impact analyses. The results of this work support a comprehensive poverty assessment completed in 2007.</p>
<b>19. KYRGYZ REPUBLIC</b>	<p>Poverty Reduction Strategy Paper II</p> <p><i>May 22, 2007</i></p>	<p>The Country Development Strategy was prepared in a participatory manner, building on extensive consultations with a broad range of stakeholders, including representatives from parliament, donor agencies, and CSOs. The government initiated preparation of the CDS in January 2006 and set up a working group comprising representatives from a broad range of stakeholders, with an explicit mandate to update and extend the poverty strategy to 2010.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>KYRGYZ REPUBLIC, continued</b>		<p>The Poverty Reduction Strategy Paper mandate involved designing a strategy reflecting the renewed aspirations of the public in the aftermath of the "Tulip Revolution." During the preparation process the working group consulted national stakeholders and donor agencies. The National Council approved the document in December 2006 after broad discussions with the private sector, civil society, and government agencies.</p> <p>The strategy assumes active civil society participation in the implementation of the strategy. Civil society was invited to participate in the preparation of social programs linked to address the urgent needs of the population, as well as to be involved in research and analytical work related to the preparation of programs and projects. The role to be played by CSOs in strategy implementation will include monitoring the effective use of funds and carrying out independent studies on implementation effectiveness.</p>
<b>20. LAO PDR</b>	PRSP Progress Report <i>June 17, 2008</i>	<p>The government prepared an annual progress report assessing implementation of the National Social and Economic Development Plan 2006–10 in the first year and set out main priorities for the second year. The report, titled "Achievements, Constraints and Future Direction within the Implementation of the NSEDP 2006–2010," was prepared in consultation with 10 working groups, which are jointly chaired by the government of Lao PDR and donor agencies.</p> <p>The report was presented at the Roundtable Implementation Meeting in November 2007, in which government ministries took part. Presentations were made on the quantitative and qualitative progress made in meeting key objectives. Subsequently, it has been published on the government's roundtable meeting's Web site, and it has been reported in the local media.</p> <p>Among other points, the progress report reinforces the need for a more comprehensive framework to report progress concerning transparency and accountability. The report highlights key macroeconomic and sectoral outcomes during the first-year performance. It also contains revised targets and objectives for the second year.</p> <p>In the report, the government signals that it will improve regulations and promote collaboration for better transparency and accountability. This approach will ensure broad-based, popular participation in the processes for development of government policies and strategies, particularly the Poverty Reduction Strategy Paper. In this context, mass media organizations will continue to be trained and provided with more specialized equipment, so that they can disseminate up-to-date and accurate information to the public.</p> <p>The government also commits to ensure the regular supply of information on services, policies, and development plans, as well as to create conducive conditions for citizens to access information. In addition, a legal framework for civil society associations will be developed. The participation of women in national and local governance will be encouraged, and Lao youth will be given more opportunities to express their concerns, expectations, and ideas.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>21. LIBERIA</b>	Poverty Reduction Strategy Paper <i>August 7, 2008</i>	<p>The Liberia Poverty Reduction Strategy Paper was prepared in a participatory manner. Consultations included detailed discussions with Liberians at the district and county levels. Consultations confirmed the pillars underlying the government's poverty reduction strategy.</p> <p>The Core Team received advice and substantive input from the Stakeholders Consultative Committee, which consisted of a broad group of PRSP stakeholders that included representatives from civil society, private sector, donor agencies, county officials, legislature, and the judiciary. A Technical Support Team provided technical and logistical support to the PRSP process. A wide range of working groups carried out the analyses and dialogue underpinning the PRSP.</p> <p>The outputs of all of these consultations included the identification of local problems and concerns, as well as recommended action plans. Pillars and working groups then considered these outputs in defining their pillar, sector, or thematic strategies. The PRSP Core Team subsequently distributed a draft PRSP to the counties. Three regional outreach consultations were undertaken to solicit feedback on the strategy. Issues raised at the county consultations were incorporated into the PRSP document. The PRSP Core Team undertook similar outreach and consultations with the legislature, civil society, and private sector.</p> <p>The public consultations on the PRSP included two-day working sessions in each of Liberia's 15 counties. Local participants formulated their respective County Development Agendas and then identified development-related concerns and priorities for the PRSP. The County Development Agendas themselves built on earlier district-level consultations and the preparation of District Development Agendas. This process allowed for maximum consistency across district, county, and national level policies and programs, and ultimately produced a holistic national development agenda.</p> <p>Working groups continued to meet periodically throughout the remainder of the PRSP process to review various drafts of the document. They provided further insight into the issues discussed within their working group strategy briefs. A Participatory Poverty Assessment was conducted during the PRSP process to gain a deeper understanding of people's perceptions of poverty. This assessment allowed for direct information about the country's poverty profile, the priorities of the people at a grassroots level, and the impact of reform measures.</p>
<b>22. MADAGASCAR</b>	PRSP Progress Reports <i>July 26, 2006</i> <i>March 6, 2007</i> <i>January 5, 2009</i>	<p>The PRSP Progress Reports describe the participatory process for monitoring the Poverty Reduction Strategy Paper. Thematic and regional groups for PRSP implementation monitoring met every quarter with the participation of ministries, private sector, and civil society. The PRSP Technical Unit conducted the workshops, and the Technical Secretariat to Adjustment (STA) facilitated them.</p> <p>The STA organized thematic and regional workshops in the six main provincial towns in February 2006. They involved the government and other stakeholders and used mechanisms to consult the poor and their representatives. The purpose of the workshops was to share the National Report and the Regional Reports on PRSP implementation to regional stakeholders, such as provincial and regional authorities, and to representatives from civil society and the private sector. Another objective was to gauge perceptions</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>MADAGASCAR, continued</b>		<p>of regional stakeholders on PRSP implementation and to set up an integrated PRSP monitoring and evaluation system at the central, sectoral, and regional levels.</p> <p>The workshops found constraints in the implementation of PRSP at the regional level, such as lack of clarity in the division of mandated responsibilities between central-level ministries and the local implementation agencies. The limitations were in terms of programming, management, and follow-up to regional, commune, and local development. At the technical level, there was inappropriate human and technical resource capacity at the local level.</p> <p>In conclusion, PRSP implementation brought the largest benefits in the areas of planning and programming. The process brought a number of innovations, such as combining participation, partnership, and results orientation in the country's development. The key indicators and measures for achieving the PRSP are reflected in the implementation of the commitments of the original plan. With respect to responsible governance, the Public Fund Management Information System became operational at all ministries of the central government. The laws and regulations have been revised to grant more power and responsibilities to communes and regions. Nationwide, 254 communes have benefited from the support of the Communes Support Centers, which calls for efforts to build as soon as possible the capacities of the remaining communes.</p>
<b>23. MALAWI</b>	<p>PRSP II</p> <p><i>January 16, 2007</i> PRSP Progress Report <i>September 8, 2008</i></p>	<p>The consultation process of the Malawi Growth and Development Strategy (MGDS) was done in two phases. The first phase started with internal government discussions to develop a framework for further consultation. The priorities and approach of the strategy benefited from working sessions within government. The Strategy integrated available data and evaluations of the implementation of the Malawi Poverty Reduction Strategy (MPRS). Numerous consultative meetings and workshops were held with a variety of stakeholders, including civil society. The second phase of the consultations involved the interface between the Technical Working Group and the MPRS Review Team. The findings of the comprehensive review of the MPRS were incorporated into this document.</p> <p>In addition, the MGDS incorporated inputs from the Integrated Household Survey, the Malawi Demographic and Health Survey, and the Malawi Poverty Vulnerability Analysis. Further consultations were held with other stakeholders, including government, parliament, judiciary, private sector, civil society, donor agencies, and the general public. A Needs Assessment exercise for the MGDS was also undertaken to determine the human and capital resources required to successfully implement the MGDS activities. This exercise was done in consultation with the sector ministries and departments as well as other key stakeholders.</p> <p>The MGDS implementation will involve all stakeholders, including the executive, parliament, judiciary, CSOs, private sector, and the general public. It is expected that donor agencies and cooperating partners will align their support and activities with the MGDS. The main tool for implementing the MGDS will be the annual national budget through a medium-term expenditure framework. The monitoring of MGDS will be in accordance with the government monitoring and evaluation master plan and in collaboration with the donor community. Stakeholders will align indicators in accordance with MGDS themes and subthemes. The government will also</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>MALAWI, continued</b>		<p>strengthen M&amp;E capacity at the level of districts and town assemblies and enforce regular infrastructure maintenance.</p> <p>The annual review process became a channel of dialogue between government, civil society and donor agencies to understand progress in the alignment of sector activities and donor support to the MGDS. The report reflects progress made toward the achievement of desired sector outcome on strategic themes.</p> <p>For the purpose of the review process the themes were divided into 12 Thematic Working Groups. These groups held their own meetings and produced their own reports, which followed a predetermined format that focused on capturing activities and targeted achievements within each theme. For example, within the theme of democratic governance, the Human Rights Program implements a rights-based approach to development, as the basis of equality and equity in the distribution gains and the level of participation in the process. Effective partnerships were made with NGOs and other CSOs, because the program contributed to the enhancement of their human rights capacity.</p> <p>Consultations have been held in the development of the activities of various sectors, including transport, nutrition, and HIV/AIDS. The government is in the process of better defining the notion of social protection in consultation with key stakeholders. Elements of the review will include defining the scope and boundaries of social protection, charting a social protection framework policy, and developing a national program. The government recruited special officers for each district to monitor and evaluate progress on the Poverty Reduction Strategy Paper. This effort is being coordinated with CSOs and local governments through the District Executive committees.</p>
<b>24. MAURITANIA</b>	Poverty Reduction Strategy Paper II <i>January 16, 2007</i>	<p>During the first phase of the Poverty Reduction Strategy Paper, the participatory approach that was employed facilitated the involvement of categories of stakeholders who previously had no chance to debate economic and social development issues. A forum for dialogue was created for the first time at the political level, with the State-Civil Society-Private Sector Coordination Committee, and at the technical level, with the Thematic Technical Groups. Furthermore, annual interregional workshops were organized at the wilaya level. The participatory process culminated in national assemblies (assises), which are now held annually.</p> <p>At the local level, community consultations were organized in a number of poor localities. These provided qualitative input from people directly affected by poverty into the essentially quantitative evaluation of the first year of PRSP implementation. However, participation still suffers from weaknesses that must be addressed. These relate to the ad hoc nature of participation and the inadequate participation of women's groups, the private sector, NGOs, community organizations, and young people. Another deficiency was the lack of user satisfaction surveys to assess the quality of government services. Other factors include the lack of participatory evaluations, weak organizational capacities, and the limited budget allocated to the participatory process.</p> <p>To achieve the PRSP II objectives, the government will establish partnerships with civil society, private sector, Mauritians living abroad, other segments of society, and donor agencies. CSOs will be called upon to play a key role in the dialogue on public policies to promote a culture of open and constructive debate with an emphasis on grassroots development and</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>MAURITANIA, continued</b>		<p>consumer protection. The country experiences governance shortcomings in the independence and predictability of the court system, the effectiveness of parliamentary work, and transparency and efficiency in the management of public assets. Finally, the limited capacities of government, civil society, and private sector continue to hamper overall performance in terms of PRSP implementation.</p> <p>The presence of an active civil society participating in the management of public affairs is one way to ensure the sustainability of the rule of law and ownership of the poverty reduction strategy. Therefore, the efforts to build CSO capacities will be consolidated and intensified. This will be done through the revision of procedures for granting development association status and an effective introduction of the National NGO Professionalization Support Fund at the Commission on Human Rights, Poverty Reduction, and Integration. In addition, a capacity-building program will be prepared and implemented, and technical and logistical support will be provided to the civil society group Cyberforum.</p>
<b>25. MOLDOVA</b>	PRSP Extension <i>March 20, 2008</i>	<p>The government, with the technical support of the Ministry of Economy and Trade, made a resolution to establish an Interministerial Committee for the implementation, monitoring, evaluation, and updating of the National Development Strategy for 2008–11. The NDS was discussed extensively with civil society and other stakeholders before the government’s final enactment. A draft plan was prepared in the first half of 2007, and later that year the government engaged donor agencies, NGOs, and other stakeholders in significant consultations. In addition to ministerial approval of the strategy, parliament endorsed the NDS on December 21, 2007.</p> <p>The Participation Council will continue to facilitate the participation of civil society in the process of monitoring, evaluating, and updating of the NDS. To improve ongoing dialogue with all interested parties, implementing government agencies will nominate a person to be responsible for promoting participation in the tasks of policy analysis, and monitoring and evaluation.</p>
<b>26. MOZAMBIQUE</b>	Poverty Reduction Strategy Paper II <i>December 19, 2006</i> PRSP II Progress Report <i>January 5, 2009</i>	<p>In September 2006, the government formally approved its revised Action Plan for Reducing Absolute Poverty (Portuguese acronym PARPA, or the Mozambican Poverty Reduction Strategy Paper). The government prepared PARPA II through broad-based consultations with major stakeholders and civil society. The process was more participatory in its approach than PARPA I and involved four national and 10 provincial Poverty Observatories. Building on the experience of PARPA I, PARPA II includes a strategic matrix of key indicators, a joint effort by the government, donor agencies, and civil society. These indicators will be fully integrated and monitored through the annual instruments of the Economic and Social Plan. This planning and monitoring process will be a key issue for implementation.</p> <p>The government prepared PARPA II through a broad-based consultation process with major stakeholders and civil society. In addition, it involved national and provincial Development Observatories (DOs). The final document included a strategic matrix of key indicators, which is a joint effort by the government, donor agencies, and civil society. These indicators are integrated into the strategy and monitored through the annual instruments of the plan and the PRSP Annual Progress Report, which are also submitted to parliament.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>MOZAMBIQUE, continued</b>		<p>To improve the monitoring of the Anticorruption Strategy, the responsibilities of the extinct National Anticorruption Forum were transferred to the Interministerial Commission on the Public Sector Reform. This Commission has the function of monitoring the entire public sector reform, as well as the DO. The DO is a consultative forum for discussion of poverty reduction issues, which includes representatives from government, civil society, and donor agencies. The observatories are tasked with collecting and analyzing data on poverty and monitoring the implementation of PARPA. Provincial observatories are intended to facilitate dialogue and consultation at the decentralized level.</p>
<b>27. NIGER</b>	<p>PRSP Progress Report <i>January 11, 2007</i></p>	<p>After five years of implementation, the government has embarked on a revision of its Poverty Reduction Strategy Paper. The PRSP revision process was officially launched on December 1, 2005, during a meeting of the National Management Committee chaired by the prime minister and head of government. The PRSP Permanent Secretariat defined a working methodology for the process. To that end, the activities carried out focused on the revitalization of the implementation institutional mechanism organs, the formation and installation of 15 thematic groups, and the capacity building of thematic groups and Regional Committees. Other activities included the development of a diagnosis of poverty, preparation of a summary report of the contributions, and organization of a national validation workshop.</p> <p>To that end, several actions were carried out. A Consultation and Dialogue Committee was established under the supervision of the Minister of Territorial and Community Development to gather the views of stakeholders, particularly CSOs. A Regional Steering Committee in each of the eight towns of the regions was set up to ensure full participation of local authorities and senior field staff in the preparation of regional reports. Consultations with the technical ministries, CSOs, and donor agencies were held for the formation and installation of 15 thematic groups at the national level.</p> <p>To ensure consistency in the thematic work and regional contributions, a methodology guide was prepared to facilitate analysis of the reports. In addition, several capacity-building workshops for the thematic groups and Regional Committees were organized. A workshop on the poverty diagnosis was also conducted that included an opinion survey of the population's perception of poverty. These reports have been summarized and used in preparing the initial version of the revised document. The document was made available to the stakeholders for discussions.</p>
<b>29. PAKISTAN</b>	<p>Poverty Reduction Strategy Paper <i>March 26, 2009</i></p>	<p>The preparation of the Poverty Reduction Strategy Paper II has involved consultations at different stages of the process. Consultations on the strategy started toward the end of 2005 and continued until its launch in late 2008. In addition to federal and provincial level workshops, the authorities consulted community leaders, parliamentarians, and civil society representatives; commissioned research studies and poverty and social impact assessments; and constituted technical working groups on various topics.</p> <p>A draft Summary of the PRSP II was circulated at the Pakistan Development Forum in April 2007 for feedback. Final consultations on the full strategy with different parts of government, civil society, parliamentarians, and</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>PAKISTAN, continued</b>		<p>donor agencies were conducted in November–December 2008. Owing to parliamentary elections initially scheduled for the fall of 2007, but eventually carried out in February 2008, the completion of the full strategy took longer than expected.</p> <p>The strategy document contains lessons distilled from consultations with various stakeholders, including government ministries, provincial departments, donor agencies, and civil society. It incorporates an assessment of the perceptions of common people collected during a series of workshops held at the village level about issues of social sector service delivery and economic well-being.</p> <p>The PRSP constitutes a set of inputs, intermediate and output indicators in 17 pro-poor sectors formulated through extensive consultations. These indicators have been refined over the years with continued interaction with key stakeholders. To measure the PRSP II implementation progress, a monitoring and evaluation system has been designed, the purpose of which is to put in place a sustainable system to deliver timely and reliable data against a set of well-defined indicators, which feeds into the policy process and engages national and subnational levels.</p>
<b>30. RWANDA</b>	Poverty Reduction Strategy Paper <i>February 28, 2008</i>	<p>The preparation of the Economic Development and Poverty Reduction Strategy (EDPRS) involved extensive consultation over 18 months with a wide range of stakeholders at both the central and local government levels. A national coordination structure was put in place to oversee the elaboration process. The process was led by the National Steering Committee, comprising ministers and governors, which provided high-level guidance, on how to prioritize between sectors.</p> <p>The Technical Steering Committee that supports the National Steering Committee is composed of representatives from federal ministries, regional government agencies, donor agencies, civil society, and the private sector. This committee played the principal coordinating role for the EDPRS, pulling together the work of the different sector working groups and making high-level recommendations to the National Steering Committee.</p> <p>Nineteen sector working groups and cross-cutting issues teams were involved in the process. They comprised stakeholders from central and local government, donor agencies, civil society organizations, and the private sector. The themes were clustered into growth, rural development, human development, and governance. A lead government institution chairs a sector working group, and a lead donor agency cochairs it. A multidisciplinary group managed the five cross-cutting issues. Grassroots participation in EDPRS occurred through nationwide consultations at the cell (akagari) level, which were compiled at sector (umurenge) and district levels, and fed into the work of the sector working groups.</p> <p>The EDPRS was elaborated in three distinct phases. In the first phase, each sector working group and each district conducted a self-evaluation, which was complemented with external consultations (independent evaluation). Emerging priorities from these evaluations informed the preparation of the 2007 budget. In addition, based on these assessments, each sector set higher-level objectives and targets for EDPRS. Finally, each sector was required to produce a summary strategy statement. Under the direction of the Steering Committees and the Ministry of Finance and Economic Planning, the statements were compiled into the EDPRS document.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>31. SÃO TOMÉ AND PRÍNCIPE</b>	PRSP Progress Report <i>October 20, 2006</i>	<p>The strategy progress report was developed in tandem with the budgetary cycle. It provides a candid and transparent assessment of Poverty Reduction Strategy Paper implementation on the part of civil society and donor agencies. According to the report, the strategy progress was monitored and evaluated consistently. It benefited from further from cross-ministerial dialogue, the participation of civil society and the national assembly, and systematic reporting of this participatory process.</p> <p>According to the report, the strategic action plan for implementing, monitoring, and assessing the strategy was developed in February 2006. The plan presented at the Donors' Roundtable was based on the PRSP pillars, and it was developed based on extensive consultation within government and civil society. One of the entities created in the strategy implementation is the Ministerial Council, which is made up of the ministers responsible for the strategy, is chaired by the prime minister, and meets twice a year. The council's job is to orient and supervise activities related to the implementation of the strategy action plan. The other entity is the Consultative Council, in which private sector and civil society representatives participate and which meets twice a year under the chairmanship of the Ministry of Planning and Finance. The council assesses the report for the period, relevance and consistency of actions taken, use of resources, and the resulting impact.</p>
<b>32. SENEGAL</b>	PRSP II <i>January 30, 2007</i> PRSP Progress Report <i>December 11, 2008</i>	<p>The Poverty Reduction Strategy Paper II was prepared in a participatory manner. Extensive consultations took place at both the national and district levels with a broad range of stakeholders, including representatives from the parliament, central and local governments, donor agencies, private sector, think tanks, trade unions, and NGOs. In July 2006, the prime minister presented the PRSP II to key stakeholders in the country, including donor agencies. Subsequently the Council of Ministers endorsed it in mid-October 2006. This process laid the foundation for the implementation of the strategy and outlined expected assistance from donor agencies, particularly to fill the financing gaps identified in the priority action plan. Good governance and decentralized and participatory development constitute one of the four pillars of the strategy. This includes enhancing the capacities for citizen monitoring of public actions.</p> <p>Stakeholder participation was ensured through seminars and workshops that drew together a wide range of stakeholders, including members of the National Steering Committee. As part of the participatory process, the government set up working commissions made up of representatives of public agencies, CSOs, local governments, private sector, and donor agencies. Each commission contributed to the production of an updated poverty diagnostic study and a review of implementation targets.</p> <p>At the strategic level, the PRSP implementation involves the interministerial orientation committee chaired by the prime minister and the national steering committee chaired by the Minister of Economy and Finance. The national steering committee is composed of representatives of the ministries, CSOs, local governments, private sector, and trade unions. In addition, it involves the regional steering committees chaired by the governors. The regional steering committees are composed of the state's deconcentrated services, CSOs, and local governments.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>SENEGAL, continued</b>		<p>The PRSP Progress Report stresses that the fourth pillar of the PRSP is good governance and decentralized and participatory development. The key sectors benefiting from the additional allocations are local governance and decentralization. These investments can translate into quality of public service and economic governance. Efforts were made within the framework to channel funding to CSOs for local governance and decentralization initiatives. However, the resources placed at the disposal of local communities and CSOs are neither sufficient nor appropriate enough to have a positive impact on poverty reduction. Thus both resources and capacity building is essential to achieve greater progress.</p> <p>The PRSP supervisory committee chaired by the prime minister has begun meeting quarterly. This frequency has helped foster ownership of the PRSP process within the government. Also, the annual progress report now results from a two-step process that involves a technical and operational review, followed by broad stakeholder participation. This process is followed by a one-day policy dialogue chaired by the prime minister.</p>
<b>33. SIERRA LEONE</b>	PRSP Progress Report	<p>One of the principles guiding the implementation of the Poverty Reduction Strategy Paper in Sierra Leone is building strong ownership of the PRSP through an inclusive participatory process that emphasizes the active participation of civil society, private and public sectors, and representatives of vulnerable groups in the implementation, monitoring, and evaluation. The PRSP implementation framework comprises policy committees, such as the Inter-Ministerial Committee and Development Partnership Committee, and Technical Committees, such as the National Technical Committee (NTC), Pillar Working Groups, Local Council of the Monitoring and Evaluation Committees, and Civil Society Monitoring Groups, as well as a coordinating body.</p> <p>In line with the government's commitment to involve civil society in the implementation and monitoring of the PRSP, the Development Assistance Coordination Office (DACO) created Civil Society Monitoring Groups nationwide in collaboration with the Consultancy for Enhancing the Interaction and Interface between Civil Society and the State (ENCISS). Consequently, a consortium of civil society activists has regularly organized regional meetings on the status of implementation of the PRSP. ENCISS works with the government of Sierra Leone to strengthen the institutional capacity of many CSOs in the country. This is crucial for the effective functioning of the Civil Society Monitoring Groups formed to undertake independent monitoring and evaluation of the PRSP nationwide.</p> <p>Under the PRSP pillar of good governance, peace and security, one of the priority areas is improving transparency and accountability in the use of public resources. The key achievement was the publication in 2007 of audited public accounts for the years 2002–04. The accounts for 2005 and 2006 are scheduled for publication in 2009. In addition, the government made continued progress in the implementation of the Integrated Financial Management Information System and the expansion of procurement planning. Progress was also made in the number of councils (14 out of 19) meeting the transparency and financial accountability requirements.</p> <p>The implementation framework for the PRSP comprises two Policy Committees: the Inter-Ministerial Committee and Development Partnership Committee. It also includes Technical Committees, such as the NTC, Pillar Working Groups, Local Council M&amp;E Committees, and Civil Society Moni-</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>SIERRA LEONE</b> , <i>continued</i>		<p>toring Groups. Finally, it has a coordinating body. DACO serves as the secretariat responsible for the coordination of the implementation and monitoring of the PRSP.</p> <p>CSOs and parliament are supposed to monitor progress and provide the checks and balances required for effective implementation of programs. However, because of capacity constraints, parliamentarians as well as CSOs were unable to effectively monitor the PRSP. In disseminating public information and awareness raising, the government implemented a program that creates a forum for constructive dialogue between civil society and the state. A communications strategy was also developed and implemented. Furthermore, the Public Expenditure Tracking Survey and related Public Perception Surveys are regularly conducted, and plans of actions developed and implemented based on the recommendations from the survey.</p>
<b>34. TANZANIA</b>	PRSP Progress Report <i>December 26, 2007</i>	<p>Civil society was consulted to integrate the feedback of nongovernmental actors in the implementation of the Poverty Reduction Strategy Paper. The process has been participatory, and a broad range of stakeholders were consulted. Three levels of consultations were organized. At the national level, consultations were carried out among government ministries, and at the subnational level, the consultation involved all regions and districts. The government consulted numerous nongovernmental actors, including representatives from NGOs, trade unions, and private sector. Consultation reports were consolidated and used to prepare draft versions of Multi-Sectoral Social Protection Framework. A mapping exercise of social protection interventions and review of policies in the country was also carried out. Once completed, it informed the draft version of the National Multi-Sectoral Social Protection Framework. The draft version of this framework was used as an input to the final round of consultations in October–November 2007.</p> <p>In terms of PRSP implementation, the effective use of public resources benefits from the participation of the private sector and civil society stakeholders in the planning process. Various players, including the private sector, nonstate actors, and donor agencies, will be encouraged to share information related to poverty reduction efforts as the first step toward full integration of such inputs in the plans of different sectors. One example is the National Anti-Corruption Strategy and Action Plan (NACSAP II), launched in December 2006. The government proposes to establish a National Anticorruption Forum, which will bring together government, civil society, private sector, and donor agencies to discuss policies, progress, and outcomes of the anticorruption initiatives in Tanzania.</p>
<b>35. TOGO</b>	Interim Poverty Reduction Strategy Paper <i>May 6, 2008</i>	<p>The Interim Poverty Reduction and Strategy Paper was prepared in two phases. The first phase was carried out between October 2001 and November 2004. It occurred in three phases: a seminar on methodology, work group on specific topics, and drafting and validation of the paper. The Comprehensive Political Agreement was signed in August 2006, and the negotiation of a Staff-Monitored Program with the IMF was held in October 2006. At that point, the government initiated the process of updating the I-PRSP. The first phase of preparation began with a methodological seminar held in October 2001 to define the process. Seventy-three participants attended the seminar, including 32 from civil society: 5 resource persons and 27 representatives of NGOs, trade unions, religious groups, and the</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>TOGO, continued</b>		<p>private sector.</p> <p>As part of the exercise to update the I-PRSP, the Togolese government carried out a qualitative survey on poverty, with support from the World Bank. This survey reinforced the participatory dimension of the process, insofar as it fostered discussions with population groups about their perceptions of poverty and clarified their concerns. In total, 25 groups of 15 to 25 persons were formed on the basis of the socioprofessional categories and participant ages. The discussions and interviews, generally involving more than 600 people, enabled participants to express their perception of poverty, assess the ongoing initiatives, and suggest future antipoverty initiatives.</p> <p>These were opportunities for the authorities to listen to the people, particularly those from the most vulnerable segments of the population, so as to be able to take account of their concerns, priorities, and approaches when formulating public poverty reduction policies. In addition, the process of finalizing the revised paper included the development of two technical workshops and a national validation workshop, in which civil society took part. This participatory process strengthened and institutionalized the I-PRSP preparation phase while paving the way for the preparation of the full PRSP.</p>
<b>36. UGANDA</b>	<p>PRSP Progress Reports</p> <p><i>June 15, 2007</i></p> <p><i>January 8, 2009</i></p>	<p>Starting in late 2005, the Poverty Reduction Strategy Paper Progress Report was prepared by five teams covering each of the five pillars of the Poverty Eradication Action Plan. The pillars were economic management, enhancing production, competitiveness, and incomes; security, conflict-resolution, and disaster preparedness, good governance, and human development. The teams comprised representatives of the relevant sector ministries, government agencies, and CSOs. The document, which was finalized in August 2006, has benefited from several rounds of consultations with stakeholders.</p> <p>The National Anticorruption Strategy recognized the importance of collaboration between government and civil society in the fight against corruption. In the strategy, the government committed itself to structured and systematic consultations. Two rounds of consultative meetings have been held with CSOs, and a three-year action plan was developed in association with CSOs. The Inter-Agency Forum approved a formal proposal on the structure of the consultative relationship, and the joint areas of collaboration and consultations were begun formally in 2006.</p> <p>The preparation of the annual progress report was initiated in 2006 and continued through much of 2007. It draws on data from two major surveys completed in 2006 (the Uganda National Household Survey and the Uganda Demographic Health Survey). The process of preparing the progress report was consultative. On completion, the report was circulated to stakeholders for comments and was reviewed in a workshop of relevant stakeholders. The consultation was held in February 2007 and involved over 200 participants from government agencies, parliament, CSOs, and donor agencies.</p> <p>The role of civil society and the media in advocacy and provision of alternative forms of political participation has been executed in three major respects: awareness-raising as a form of civic education, voter education, and election monitoring. A sticking point in CSO-government relations relates to restrictive provisions under the 2006 NGO Act, which are widely regarded by the NGOs as excessive state control that could curtail their ability to operate effectively. The media has operated relatively freely. However,</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>UGANDA, continued</b>		there is limited public confidence in the police, courts, and land and company registries. In fact, performance in public sector reforms, public financial management, and accountability has been below expectation. Only modest gains have been registered in the control of corruption, as evidenced in recent Bank governance scorings.
<b>37. UZBEKISTAN</b>	Poverty Reduction Strategy Papers	
	<i>January 24, 2008</i>	<p>The Welfare Improvement Strategy (WIS) for Uzbekistan was drafted by several sectoral working groups (SWG) which included representatives from government ministries, national research centers, private sector associations, and CSOs. The SWGs incorporated the results of national and sectoral diagnostic studies which reflected the views of various stakeholders on the development challenges of Uzbekistan. The SWGs also invited staff from the Bank, UNDP and Asian Development Bank to provide analysis and technical assistance. The Bank carried out a contest to fund small research grants aimed at analyzing economic and poverty trends in the country. The findings from these papers were presented during a seminar titled "Priority Directions for Welfare Improvement in Uzbekistan", organized by the World Bank and the Center for Economic Research in May 2007. During the seminar a number of recommendations were generated which were incorporated into the draft strategy paper.</p> <p>UNDP was then asked to coordinate the consultation process on drafting of the WIS with a wide range of stakeholders. The first round of consultations took place in April 2007, with subsequent consultations in May 2007. There were more than 25 discussions and consultation meetings held with representatives from research centers, private sector associations, and civil society organizations. This consultation process generated useful and strategic analysis on the country's development trends and issues, revealing key problems to be tackled, and defining policy priorities for the medium and long term development of the country.</p>
<b>38. ZAMBIA</b>	PRSP Progress Report	
	<i>January 26, 2007</i>	<p>During the Poverty Reduction Strategy Paper implementation, an increasing level of commitment was demonstrated on the part of the government, CSOs, and cooperating partners. This has created a conducive environment for poverty reduction. For instance, the government expressed its commitment to address the current high levels of poverty through the preparation and adoption of the Fifth National Development Plan (FNDP). In addition, a Medium Term Expenditure Framework has been established to track program expenditure prioritization on a three-year basis, and a consultative process has been developed to ensure transparency and ownership of the budgeting process.</p> <p>The preparation of the FNDP was highly participatory. Representatives from civil society, donor agencies, private sector, government, and parliament were involved in the preparation of the document. Priorities were identified through a series of Sector Advisory Working Groups meetings, and the draft document was discussed at a stakeholder meeting. The consultative process integrated the views of 21 Working Groups and included the preparation of 72 district development plans. The Provincial and District Development Coordinating Committees approved the plans. As a consequence, the FNDP has a high degree of country-wide ownership.</p>

Country	World Bank Board Approval Dates	Consultation Efforts
<b>ZAMBIA, continued</b>		<p>The FNDP's governance priority is to improve and institutionalize political, administrative, financial, and budgetary transparency and accountability in all priority sectors and programs. The FNDP's governance goals include improving access to justice, upholding human rights, improving the management of free and fair elections, and strengthening collaboration and cooperation among governance institutions. In addition, the FNDP aims to improve the National Assembly's oversight role in the government, enhance constitutionalism and rule of law, and institutionalize anticorruption programs in all public institutions by 2010.</p>

#### ECO-AUDIT

### Environmental Benefits Statement

The World Bank is committed to preserving endangered forests and natural resources. The Office of the Publisher has chosen to print *World Bank–Civil Society Engagement, Review of Fiscal Years 2007 to 2009* on recycled paper with 30 percent post-consumer waste, in accordance with the recommended standards for paper usage set by the Green Press Initiative, a nonprofit program supporting publishers in using fiber that is not sourced from endangered forests. For more information, visit [www.greenpressinitiative.org](http://www.greenpressinitiative.org).

Saved:

- 37 trees
- 12 million British thermal units of energy
- 1,036 pounds of solid waste
- 17,060 gallons of wastewater
- 3,592 pounds of net greenhouse gases (CO<sub>2</sub> equivalent)







Civil Society Team  
The World Bank  
1818 H Street, N.W.  
Mail Stop: MC9-903  
Washington, D.C. 20433  
USA

Phone: (202) 473-1840  
Fax: (202) 522-2241  
E-mail: [civilsociety@worldbank.org](mailto:civilsociety@worldbank.org)