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Dates:	09/24/2001 – 10/03/2001
Fonds:	Records of the Environmentally and Socially Sustainable Development Network
ISAD Reference Code:	WB IBRD/IDA 92 WB_IBRD/IDA_92-08
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Washington, D.C.
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Washington DC 20433
Telephone: 202-473-1000
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WORLD BANK ENGAGEMENT WITH CIVIL SOCIETY
3 OCTOBER 2001

The World Bank Group
Archives
1831376
R2004-088 Other #: 3 207547B
Policy Development Records - World Bank Engagement with Civil Society - Report - October 3, 2001

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WBG Archives

William Reuben
09/24/2001 07:27 PM
85012 SDV

Subject: RESCHEDULE: Meeting on Bank's Future Engagement with Civil Society, Wednesday October 3 at 10:30-11:30 a.m., in MC 13-121

Colleagues:

During our meeting last week, we mentioned the upcoming VPs' meeting on the Bank's future engagement with civil society, which is now scheduled for October 3 at 10:30 a.m. See the attached meeting notice that went out from Mats and Ian. Please encourage your VPs to attend personally if they can, or else to send their senior deputy -- we want this important agenda to become a priority for senior management. I hope this note will help you on any briefings you may be asked to prepare, and of course, we would expect and welcome you to accompany your VPs to the meeting as they see fit. We are also alerting the regional/network EXT colleagues at HQ, so you may wish to coordinate with them.

Please let me know if you have any further questions before next week's meeting.

Thanks,
William

Mats Karlsson
09/24/2001 01:59 PM
85914 EXTVP

To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H. Choudhury, Frannie A. Leautier, Gary L. Perlin, Gobind T. Nankani, Jean-Francois Rischard, Jean-Louis Sarbib, Jemal-Ud-Din Kassum, Jo Ritzen, Joanne Salop, Johannes F. Linn, Katherine Sierra, Ko-Yung Tung, Mieko Nishimizu, Motoo Kusakabe, Nemat Talaat Shafik, Nicholas Stern, Robert Picciotto, Vinod Thomas
cc: Sven Sandstrom, Shengman Zhang, Jeffrey Goldstein, Mamphela Ramphele, Ian Johnson, Elizabeth Mcallister, Steen Lau Jorgensen, Peter Woicke, Paul D. Mitchell, Carolyn Reynolds, William Reuben, Jeff Thindwa, Rachel Winter Jones, Kris Zedler, Joy Le Blanc-Alston, Vinodhini David, Karolina Ordon, Rita M. Hilton, Eveling Bermudez
Subject: RESCHEDULE: Meeting on Bank's Future Engagement with Civil Society, Wednesday October 3 at 10:30-11:30 a.m., in MC 13-121

Colleagues,

With apologies for one more change in timing, we have decided to move the meeting with Vice Presidents on the Bank's engagement with civil society to the morning of **Wednesday, October 3, at 10:30-11:30am** so that our staff in Europe can also participate via videoconference. The meeting will be held in **Room MC-13-121.** Coffee and pastries will be provided.

Below is a **background note for the meeting**. We hope that you can personally participate in this important discussion on the future of our engagement with civil society. **Please confirm your attendance with Joy Le Blanc-Alston at x30922 as soon as possible** so that we are assured of an appropriate quorum.

Many thanks.

Mats Karlsson and Ian Johnson

****

- increased interconnection
- increased sophistication

} → reputation risk

- expectations

- study on how we cancel [[illegible] / SDV] — Policy / Prop

- listening + how can we help.

- Board + civil society

Background Note for Meeting with Vice Presidents on the Future of Bank-Civil Society Engagement

As noted in the invitation to this meeting (attached), the purpose of this meeting is to improve our institutional approach to civil society relations. A new approach is needed to respond to the risks being raised in conjunction with engaging civil society organizations, and to help the Bank improve the quality of its deliverables through more effective means of engagement.

This results from the discussion we held in late January on Bank-civil society relations with senior management and with the Executive Directors (see attached power point presentation and summary of discussion note). The presentation to the Board outlined the different types of Bank-civil society engagement: the Bank as facilitator, as consulter, and as partner. While it is generally recognized that engaging civil society is a critical, and positive, element in achieving the Bank's mission, it was also generally agreed that the effectiveness of these interactions needs to be improved.

The need for a new approach also results from a number of events over the past year, including the continuing mobilizations against the Bank and other international organizations and summits by anti-globalization groups, the most recent in Genoa resulting in the death of a protester. The events of September 11 will change the political landscape, but how is too early to say. It is also clear that many other groups in civil society around the globe, while they may elect not to protest, nevertheless have deep-seated concerns about the inequities of globalization and the perceived gap between the Bank's rhetoric on empowerment and poverty and its actual practice and impact on poverty reduction.

There are a number of critical issues which shape the horizon for Bank-civil society relations. We would expect to lay out these in an issues paper for discussion later this fall, subject to advice and input from you and your staffs. In forming the new joint ESSD-EXT Civil Society Group in HQ (see background note attached), some of the key priority areas we have identified for attention during this fiscal year include:

Stronger Bank-wide coordination and coherence on civil society relations. This includes developing a common vision of what we hope to achieve, better ways of sharing information and experience about what is and is not working, and what constraints need to be addressed. This requires a regular space for dialogue at the senior management level as well as at the staff level; more consistent reporting of what is happening across the Bank; and engaging the Board regularly in this discussion as well.

More strategic management of global consultations. There are a growing number of global consultations on Bank policies and strategies. While these are rightly intended to manage risks, they often become risks in themselves because they are poorly managed, under-resourced, overlapping, and create expectations which are not, or cannot, be met by Bank management. They also have become time consuming and costly in many cases. A more strategic approach is needed to ensure that these are managed with a view toward greater quality control, incorporating best practices from previous consultations.

New mechanisms for dialogue at the global level. There also has been a dramatic expansion of Bank dialogues with civil society in recent years on various global issues. However, these do not always reach the necessary range of actors to ensure the range of views and expertise that exists across civil society. In addition, there is need for a new space to address issues that are of an institutional nature, e.g. the Bank's role in globalization, or the role of civil society in Bank operations. The Bank-NGO Committee was dismantled in December 2000, and the plan is to create in its stead a thematic Bank-Civil Society Global Forum. The framework for this is currently under development.

Improved and more strategic training. Bank staff are often ill-prepared for interactions with civil society. There is need for better information and orientation, and new skills to facilitate better engagement, such as in strategic communications. Governments and civil society representatives are also often not equipped well enough to engage one another in dialogue and partnership. Training provided by the Bank should focus on developing the appropriate skills for Bank staff and partners.

To improve Bank-civil society relations, we are dependent on all of you. During the October 3 meeting, we would like to invite discussion on the following questions:

- Do you agree that the key issues identified above are the main priorities? What are other major issues or concerns from your perspective?
- Do you agree on the need for a regular senior management discussion of these issues? How frequently?
- Do you have other suggestions for enhancing Bank-wide coherence and effectiveness in engaging civil society?

Attachments:
Civil Society Progress Report FY1999-2000
Presentation to Board, January 31, 2001
Summary of Board Discussion, January 31, 2001
Background Note on the new ESSD-EXT Civil Society Group

WB-CS Collaboration - FY00-01 Progress Report - fi

CS Relations Strategy Jan 30 5pm. Summary of Technical Briefing to the Board on civil societyd

sdv-ext collaboration.dc

Colleagues,

In light of the events of the past week and the resulting urgent business, we have **postponed** the meeting on the Bank's Future Engagement with Civil Society, originally scheduled for tomorrow, September 18 from 2:00 - 3:00 p.m. The meeting has been rescheduled for **Tuesday, October 2 from 3:00-4:00 p.m.** Details on room and agenda will be provided in a follow-up e:mail.

This meeting is an important one, as we embark on a new approach to respond to the reputational risks being raised in conjunction with engaging civil society organizations, and to help the Bank improve the quality of its deliverables through more effective means of engagement. We encourage you personally to attend.

Thank you, and we look forward to seeing you on October 2.

Mats Karlsson and Ian Johnson

---------- Forwarded by Carolyn Reynolds/Person/World Bank on 09/17/2001 03:52 PM ----------

From: Mats Karlsson on 09/10/2001 04:26 PM
Extn: 85914 EXTVP
To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H.
Subject: Meeting on Bank's Future Engagement with Civil Society

Colleagues,

We would like to invite you to a briefing and meeting on **September 18 at 2:00-3:00 p.m. in Room MC-4-800** to discuss the Bank's future engagement with civil society.

As the Bank's relationships with civil society organizations expand at the country level, and become more complex at the regional and global level, we have identified the need for a more effective Bank-wide approach to these relations. As you know, during the past six years, focal points for civil society have been designated across headquarters departments, and more than 70 of our country offices have staff designated to manage these relations. Consultations and partnerships with civil society organizations are increasing. The Bank's role as facilitator of civic engagement at the country level has also stepped up dramatically.

While these changes in the Bank have allowed for more productive relationships, they have also created new challenges with respect to knowledge sharing, and have increased the risks of inconsistent or overlapping approaches. This is particularly true with relationships and consultations we are managing at the global level. International, internet-driven advocacy campaigns and mass mobilizations against the Bank are also demanding new spaces for engagement and new methods for managing Bank-civil society relations.

But as you realize relationships with civil society belong to almost all of us and parts of the Bank, other than EXT or ESSD, are also responsible for engagements with civil society, for example labor groups, foundations and the business sector. An important part of the effort going forward will be stronger senior management leadership and coordination in our efforts across the Bank to engage with this influential set of stakeholders. We invite your time and assistance in this effort going forward.

Starting at the beginning of the fiscal year on July 1, we have begun to address these challenges within our vice-presidencies. As a first step, we have asked our respective staffs in the ESSD and EXT civil society units to join efforts at headquarters, as the Civil Society Group. This group is being jointly managed by Steen Jorgensen from SDV and Elizabeth McAllister from EXT. The group's aim is to increase the Bank's readiness to engage directly and strategically with civil society. Achieving this outcome requires improving and mainstreaming best practices in civil society relations, identifying the institutional constraints that have created a "credibility gap" for the Bank from the perspective of civil society groups, and putting processes in place to address those constraints.

The new Civil Society Group will be preparing a conceptual framework for Bank-civil society relations; designing a learning program for management, staff and the Board on global developments and trends in civil society; leading efforts to ensure better management of the Bank's global policy and strategy consultations; leading efforts on capacity building for Bank staff who are working with civil society; developing new mechanisms of information sharing and coordination; and creating and organizing major global dialogues with civil society. They will of course be liaising closely with your staffs in this work.

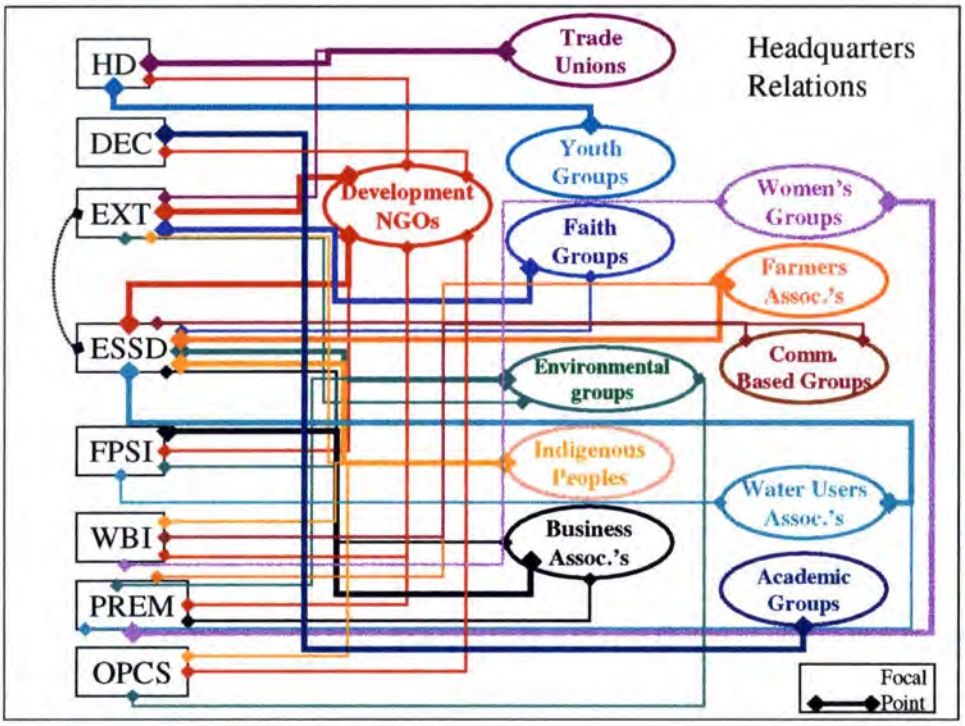
We hope you will join us on September 18 to discuss a new approach to civil society. We would like to use this time to discuss our efforts, starting with the Annual Meetings but looking beyond, and inviting your questions and suggestions on how to proceed. We hope that you can personally attend, but if your schedule does not permit, then please send an appropriate senior member of your staff.

Thank you.

Mats Karlsson and Ian Johnson

To: Shaha Riza
Laila Al-Hamad
Katherine A. Bain
Roby Senderowitsch
Paula Donnelly-Roark
David J. Marsden
Jan Pakulski
Alexandre Marc
Zafer Ecevit

cc: Franz H. Kaps
Steen Lau Jorgensen
Parmesh Shah
Najma Siddiqi
Carolyn Reynolds
Paul D. Mitchell
Jeff Thindwa
Yumi Sera
Olga Bagci
Cecilia C. Verzosa
Karolina Ordon
Adrian E. Alvarez
Carmen Monico
Ian Johnson
Rita M. Hilton



Human Development (HD)

- Development NGOs
- Trade Unions
- Youth Groups

External Relations (EXT)

- Development NGOs
- Environmental Groups
- Faith Groups
- Indigenous Peoples
- Trade Unions

Environmental and Socially Sustainable Development (ESSD)

- Business Associations
- Community Based Groups
- Development NGOs
- Environmental Groups
- Faith Groups
- Farmer's Associations
- Indigenous Peoples
- Water Users Associations

World Bank Institute

- Community Based Groups
- Development NGOs
- Indigenous Peoples
- Women's Groups

Finance Private Sector and Infrastructure

- Business Associations
- Development NGOs
- Environmental Groups
- Water Users Associations

Poverty Reduction and Economic Management

- Business Associations
- Development NGOs
- Environmental Groups
- Farmer's Associations
- Water Users Associations
- Women's Groups

Operational Procedure and Country Strategy

- Development NGOs
- Environmental Groups
- Indigenous Peoples

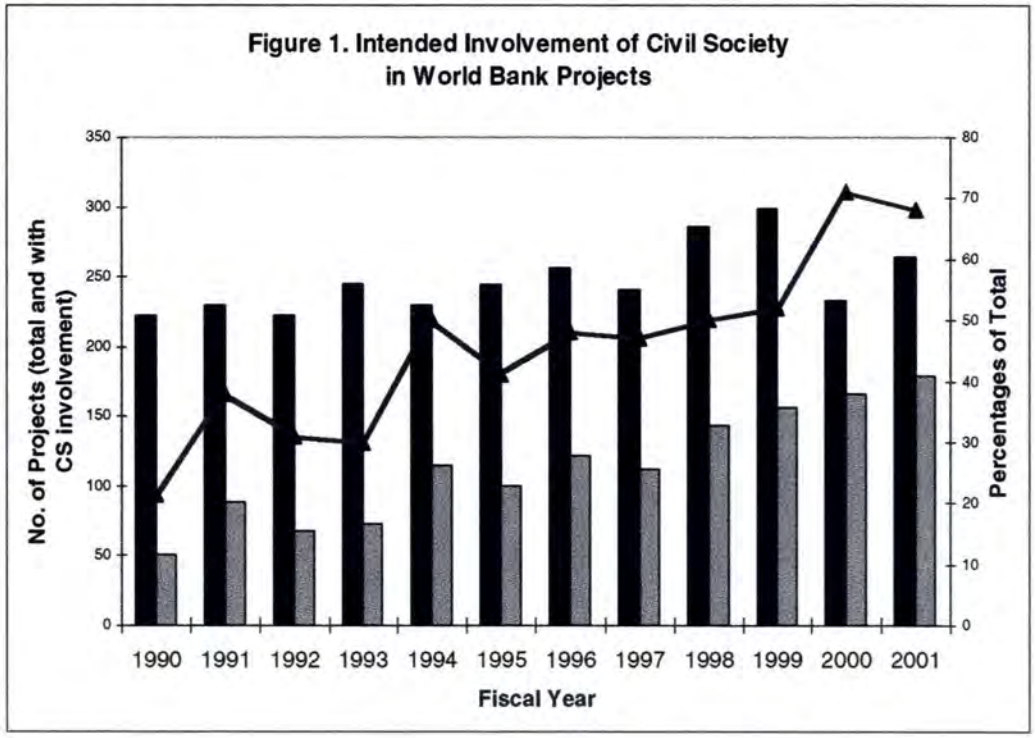
Development Economies

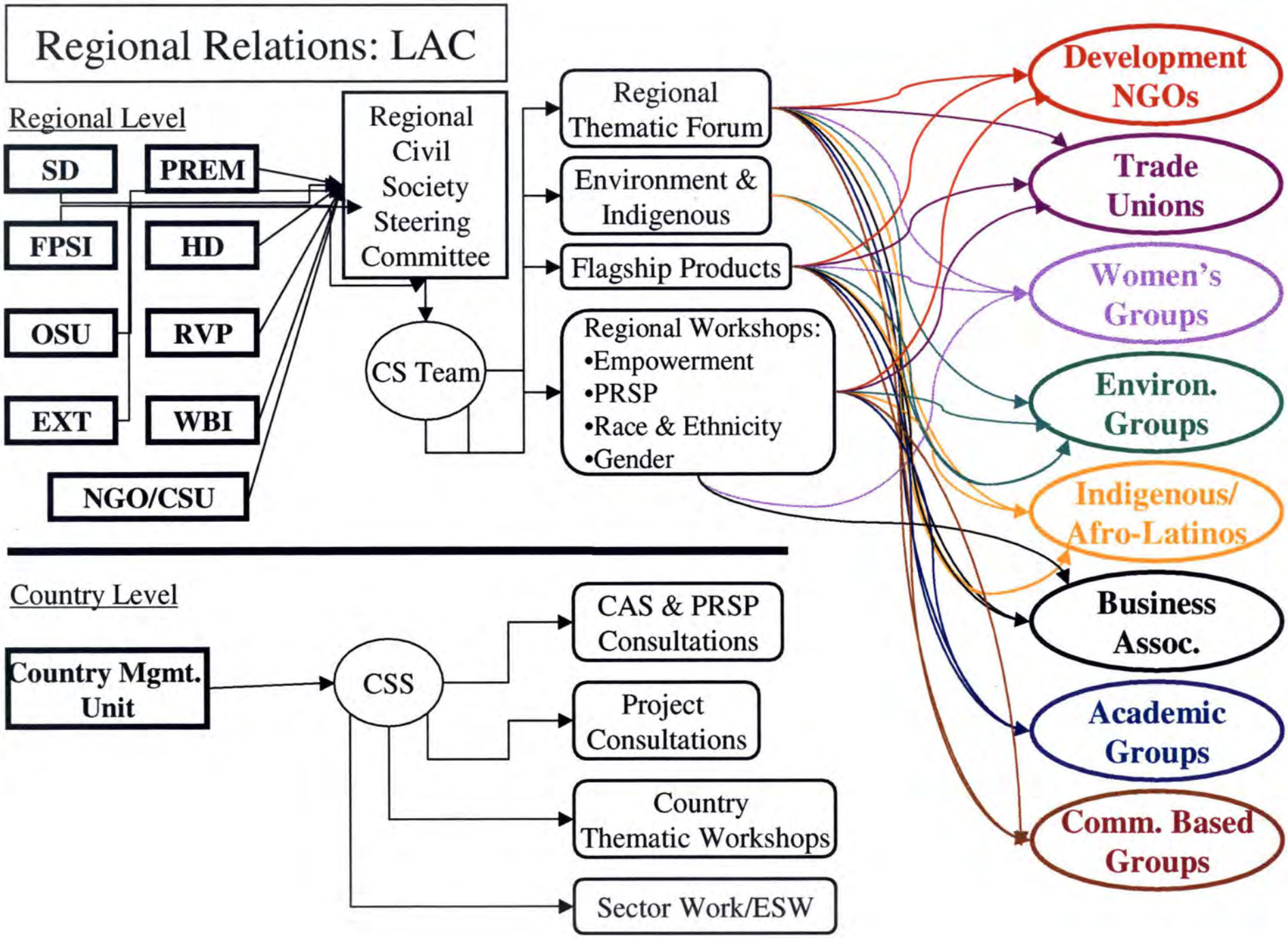
- Academic Groups
- Development NGOs

CSO Involvement in Bank Projects

- *Intended* civil society involvement in World Bank-supported projects has increased over time reaching highest levels in the last decade.

- In 1990, the percentage of projects with intended CS involvement was 50. By fiscal year 2001, that percentage was 68 percent.




Regional Relations: LAC
Regional Level
SD
PREM
FPSI
HD
OSU
RVP
EXT
WBI
NGO/CSU
Regional Civil Society Steering Committee
CS Team
Regional Thematic Forum
Environment & Indigenous
Flagship Products
Regional Workshops:
•Empowerment
•PRSP
•Race & Ethnicity
•Gender
Development NGOs
Trade Unions
Women's Groups
Environ. Groups
Indigenous/ Afro-Latinos
Business Assoc.
Academic Groups
Comm. Based Groups
Country Level
Country Mgmt. Unit
CSS
CAS & PRSP Consultations
Project Consultations
Country Thematic Workshops
Sector Work/ESW

World Bank's Future Engagement With Civil Society Meeting
October 3, 2001, 10:30-11:30 am, MC-13-121

	Invitee	Attendee(s)	Comment	
1.	Anil Sood	Hasan Tuluy, director SRMSG	YES	
2.	C. Madavo	Alison Rosenberg, Chief Cofinancing Officer, Africa Partnership Group	YES	
3.	C.I. Fall	A. Shakow, DCS, exec. dir. dev/com	YES	
4.	D. Ferranti	Jane Amitage, director OSU	YES	
5.	E. Doryan		YES	by VC
6.	F. Choudhury		No	
7.	F. Leautier	Frannie Leautier	YES	
8.	G. Perlin	Manuel Conthe, Sr. Adviser	YES	
9.	G. Nankani	Nadereh Chamlou, senior advisor, PRM	YES	
10.	J. Sarbib	Shaha Riza, Sr. Gender Specialist	YES	
11.	Jemal-Ud-Din Kassum	Vinay Bhargava, Sr. Adviser	YES	
12.	Jo Ritzen	Steve Commins, HDNVP	YES	
13.	J. Salop	John Underwood, Dir. OPCOS	YES	
14.	J. Linn	Shigeo Katsu, Director, Operations	YES	
		Maria Ionata, Comm. Officer	YES	
15.	K. Sierra		still pending	
16.	K. Tung	Rudy van Puymbroeck, Chief Counsel	YES	
17.	M. Nishimizu		YES	
18.	M. Kusakabe		YES	
19.	N. Shafik	Nigel Twose, Manager, BPG	YES	
20.	N. Stern		YES	
21.	R. Picciotto		YES	
22.	V. Thomas	John Middleton, acting VP	YES	
23.	Peter Woicke	Joseph O'Keefe, Manager, Corporate Relations, IFC	YES	
24.	Jean-Francois Rischard	Andrew Rogerson, Special Rep. to the EU	YES	by VC
		Alfredo Sfeir-Younis, Special Rep. Europe	YES	by VC

Confirmed: 24 persons

WB102265
L:\events\Future engagement with CS - mtg with VPs\list of attendees.doc
October 2, 2001 5:37 PM

As of 5:52 PM, October 2, 2001

William Reuben
10/03/2001 08:16 AM
85012 SDV

Subject: URGENT: Our meeting today with VPs on civil society

Ian,

Let me share with you some considerations I made after the meeting we had yesterday in preparation of your meeting today with other VPs on our relationship with civil society. They might help you to articulate your intervention today.

- There are a series of difficulties we are facing now a days in our relation with civil society: protests against the Bank led by new and old civil society actors, consultation fatigue on both sides of the table, lack of credibility on Bank's commitments, damages on Bank's reputation and image which are even affecting the ranking of our bonds in the financial markets.
- However those difficulties are expressions of a set of challenges. We have not control over some of them like the dramatic changes in civil society, the emergence of global social movements, their striking levels of sophistication and interconnectivity, which you eluded yesterday in our meeting. Neither we control globalization and its effects on society and environment. We have no control over the relationships between governments and local civil society. But there are other challenges over which the Bank has control and can act on them. We usually identify those challenges in an unsystematic way mixing up levels of complexity and significance. In the following table, I have tried to group those challenges linked to their causes and potential solutions.

CHALLENGES	CAUSES	SOLUTIONS
Contradictions with some leading civil society organizations	Differences on the way we understand development: · The impact of globalization on nature and poverty. · The connections between growth sustainability and poverty. · The nature of our organization its governance and systems of accountability.	· More research focused on solutions and emerging challenges · Stronger arguments · Revision of policies and approaches · In-depth debate with civil society (academia, leading NGOs. Think tanks, etc.)
Inconsistency in what we do	Differences between what we say and what we do · Rhetoric-Policy-Reality gaps · Uneven internal understanding of the role of civil society in development. · Lack of due diligence in our operations	· Appropriate follow up, monitoring systems and due diligence · Consistent vision and understanding of the role of civil society in development and in our work · Mechanisms of accountability
Incoherence in what we do	Quality of our interventions with civil society · Badly prepared and conducted dialogues and consultations · Badly handled communications · Too many voices. Lack of control over commitments	· Create a steering senior management group. · Enhance quality of our consultations (less quantity more quality) · Improve our skills to engage with civil society · Better communications and information disclosure · Consistent feedback to those we have consulted

- We should start from the bottom of the table up. In fact, we are already organizing workshops and clinics to improve our consultations with civil society. Members of the Civil Society Group are providing professional advice to consultation teams. EXT is doing a mayor effort trying to improve our communications.They are solutions which can bring results in the short term. However, consistent action is needed on the other set of challenges, understanding that those solutions would require time, resources and commitment.

William

William Reuben
Coordinator, NGOs and Civil Society
Social Development Department
Fax: (202) 522-1669
Email: ngo@worldbank.org
Internet: www.worldbank.org/ngos

To: Ian Johnson
cc: Odin K. Knudsen
Judith A. Edstrom
Steen Lau Jorgensen

Carolyn Reynolds Subject: consultations list

10/02/2001 06:00 PM
30049 EXTRO

consultations list.doc

here's a list of the Bank-wide consultations -- prepared as further background for discussion tomorrow.

Carolyn Reynolds
office phone: 202/473-0049
US cell phone: 202/957-7817
fax: 202/522-7131
e:mail: creynolds@worldbank.org

To: Ian Johnson
Mats Karlsson
William Reuben
Paul D. Mitchell
Rachel Winter Jones
Steen Lau Jorgensen

BANK-WIDE CONSULTATIONS

Underway in FY 01 and on-going

Forest Strategy (until January 2002)

Private Sector Strategy (to the Board mid-December, dissemination early 2002)

Underway in FY 01 and completed

Disclosure Policy (went to the Board, September 2001)

Environment Strategy (endorsed by the Board, July 17, 2001)

Planned for FY 02

FRM

IDA-13 replenishment (October 2001)

PREM

Review on the PRSP approach (August 2001- April 2002)
OP/BP on Gender

ESSD

Indigenous Peoples' Policy (July - December 2001)

Social Development Strategy

Water Sector Strategy

Rural Sector Strategy

HD

User Fees Review

DEC

WDR 2003

OPC

Adjustment lending review (December 2001 – March 2002, tentative)

IFC/PSD

Extractive Industries Review (October 2001-June 2002)

Calendar Entry:

Appointment

Subject:	Bank's Engagement with Civil Society--VPs/MDs	Location:	MC13-121
Begins:	Wed 10/03/2001 10:30 AM	Entry type:	Appointment
Ends:	Wed 10/03/2001 11:30 AM		
Chair:	Ian Johnson/Person/World Bank		

☐ Pencil In — Time will appear free to others.
☐ Mark Private — Others cannot see any details about this event.
☐ Notify me — Have Notes notify you before the event.
Categorize:

Description:

Mats Karlsson
09/24/2001 01:59 PM
85914 EXTVP

To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H. Choudhury, Frannie A. Leautier, Gary L. Perlin, Gobind T. Nankani, Jean-Francois Rischard, Jean-Louis Sarbib, Jemal-Ud-Din Kassum, Jo Ritzen, Joanne Salop, Johannes F. Linn, Katherine Sierra, Ko-Yung Tung, Mieko Nishimizu, Motoo Kusakabe, Nemat Talaat Shafik, Nicholas Stern, Robert Picciotto, Vinod Thomas
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sdv-ext collaboration.dc

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Mats Karlsson and Ian Johnson

---------- Forwarded by Carolyn Reynolds/Person/World Bank on 09/17/2001 03:52 PM ----------

From: Mats Karlsson on 09/10/2001 04:26 PM
Extn: 85914 EXTVP
To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H.

Subject: Meeting on Bank's Future Engagement with Civil Society

Colleagues,

We would like to invite you to a briefing and meeting on **September 18 at 2:00-3:00 p.m. in Room MC-4-800** to discuss the Bank's future engagement with civil society.

As the Bank's relationships with civil society organizations expand at the country level, and become more complex at the regional and global level, we have identified the need for a more effective Bank-wide approach to these relations. As you know, during the past six years, focal points for civil society have been designated across headquarters departments, and more than 70 of our country offices have staff designated to manage these relations. Consultations and partnerships with civil society organizations are increasing. The Bank's role as facilitator of civic engagement at the country level has also stepped up dramatically.

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Thank you.

Mats Karlsson and Ian Johnson

Conference Services

Sent by: Antonino Smillo

09/20/2001 11:48 AM

To: Umou S. Al-Bazzaz
cc: Vinodhini David
Subject: Confirmation Letter

Attached is your event confirmation letter for room MC 13-121 10-3-01.
Your meeting planner is Tracy Farrall.
Please contact her at Ext. 81967 for any additional assistance.

EXTVP MC 13-121 10-3-01.d

Thank you.

Nino

Mats Karlsson

09/17/2001 04:18 PM
85914 EXTVP

To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H. Choudhury, Frannie A. Leautier, Gary L. Perlin, Gobind T. Nankani, Jean-Francois Rischard, Jean-Louis Sarbib, Jemal-Ud-Din Kassum, Jo Ritzen, Joanne Salop, Johannes F. Linn, Katherine Sierra, Ko-Yung Tung, Mieko Nishimizu, Motoo Kusakabe, Nemat Talaat Shafik, Nicholas Stern, Robert Picciotto, Vinod Thomas
cc: Sven Sandstrom, Shengman Zhang, Jeffrey Goldstein, Mamphela Ramphele, Peter Woicke, Ian Johnson, Carolyn Reynolds, Paul D. Mitchell, Karolina Ordon, William Reuben, Jeff Thindwa, Elizabeth Mcallister, Joy Le Blanc-Alston, Vinodhini David, Kris Zedler, Eveling Bermudez, Richard M. Uku, Elena Serrano, Jill S. Wilkins, Dale Lautenbach, Christina Lin Hasley, Nick Van Praag, Maria Ionata, Phillip Jeremy Hay, Kristyn E. Ebro, Jean-Marie Yamine, Andrew P. Rogerson, Haleh Z. Bridi
Subject: Postponed Meeting on Bank's Future Engagement with Civil Society

Colleagues,

In light of the events of the past week and the resulting urgent business, we have **postponed** the meeting on the Bank's Future Engagement with Civil Society, originally scheduled for tomorrow, September 18 from 2:00 - 3:00 p.m. The meeting has been rescheduled for **Tuesday, October 2 from 3:00-4:00 p.m.** Details on room and agenda will be provided in a follow-up e:mail.

This meeting is an important one, as we embark on a new approach to respond to the reputational risks being raised in conjunction with engaging civil society organizations, and to help the Bank improve the quality of its deliverables through more effective means of engagement. We encourage you personally to attend.

Thank you, and we look forward to seeing you on October 2.

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Thank you.

Mats Karlsson and Ian Johnson

Paul D. Mitchell
09/07/2001 06:12 PM
81423 EXTRO

To: Mats Karlsson, Odin K. Knudsen, Ian Johnson, Steen Lau Jorgensen, Elizabeth Mcallister
cc: Carolyn Reynolds, William Reuben, Rachel Winter Jones, Kris Zedler
Subject: REVISED: Note from Ian and Mats to VPS

After further comments the note has been revised

****

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Mats Karlsson and Ian Johnson

Carolyn Reynolds
09/06/2001 08:44 AM
30049 EXTRO

To: Eveling Bermudez, William Reuben
cc: Karolina Ordon, Vinodhini David, Kris Zedler, Umou S. Al-Bazzaz, Paul D. Mitchell
Subject: URGENT: Draft memo from Mats and Ian to VPs/MDs

Evi/William: We are still waiting on Ian's (or Odin's) sign off on the note below to the VPs. Mats is fine. We need to get this settled asap today. Can you make it a priority please?

Vino/Umou: Can you all confirm asap today a one hour slot and venue on the 18th (preferable) or sometime during that week which works for both Ian and Mats? Please let Karolina or me know if you have any questions.

Thanks,

CR

---------- Forwarded by Carolyn Reynolds/Person/World Bank on 09/06/2001 08:40 AM ----------

Paul D. Mitchell 08/31/2001 11:18 AM

Extn: 81423 EXTRO
To: Elizabeth McAllister, Carolyn Reynolds, William Reuben
Subject: Draft memo from Mats and Ian to VPs/MDs

Okay I have made some changes to this. have asked to see what time Ian and Mats have on the 19th to do this

Dear Colleagues:

We would like to invite you to a briefing and meeting on September 19 at in room to discuss the Bank's engagement with civil society

As the Bank's relationships with civil society organizations expand at the country level and become more complex at the regional and global level, we have identified the need for a more effective Bank-wide approach to these relations.. As you know, during the past six years, focal points for civil society have been designated across headquarters departments, and more than 70 of our country offices have staff designated to manage these relations. Consultations and partnerships with civil society organizations are

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Thank you.

Mats Karlsson

Ian Johnson

Carolyn Reynolds
office phone: 202/473-0049
US cell phone: 202/957-7817
fax: 202/522-7131
e:mail: creynolds@worldbank.org

Mats Karlsson

09/24/2001 01:59 PM
85914 EXTVP

Subject: RESCHEDULE: Meeting on Bank's Future Engagement with Civil Society, Wednesday October 3 at 10:30-11:30 a.m., in MC 13-121

Colleagues,

With apologies for one more change in timing, we have decided to move the meeting with Vice Presidents on the Bank's engagement with civil society to the morning of **Wednesday, October 3, at 10:30-11:30am** so that our staff in Europe can also participate via videoconference. The meeting will be held in **Room MC-13-121.** Coffee and pastries will be provided.

Below is a **background note for the meeting**. We hope that you can personally participate in this important discussion on the future of our engagement with civil society. **Please confirm your attendance with Joy Le Blanc-Alston at x30922 as soon as possible** so that we are assured of an appropriate quorum.

Many thanks.

Mats Karlsson and Ian Johnson

* *

Background Note for Meeting with Vice Presidents on the Future of Bank-Civil Society Engagement

As noted in the invitation to this meeting (attached), the purpose of this meeting is to improve our institutional approach to civil society relations. A new approach is needed to respond to the risks being raised in conjunction with engaging civil society organizations, and to help the Bank improve the quality of its deliverables through more effective means of engagement.

This results from the discussion we held in late January on Bank-civil society relations with senior management and with the Executive Directors (see attached power point presentation and summary of discussion note). The presentation to the Board outlined the different types of Bank-civil society engagement: the Bank as facilitator, as consulter, and as partner. While it is generally recognized that engaging civil society is a critical, and positive, element in achieving the Bank's mission, it was also generally agreed that the effectiveness of these interactions needs to be improved.

The need for a new approach also results from a number of events over the past year, including the continuing mobilizations against the Bank and other international organizations and summits by anti-globalization groups, the most recent in Genoa resulting in the death of a protester. The events of September 11 will change the political landscape, but how is too early to say. It is also clear that many other groups in civil society around the globe, while they may elect not to protest, nevertheless have deep-seated concerns about the inequities of globalization and the perceived gap between the Bank's rhetoric on empowerment and poverty and its actual practice and impact on poverty reduction.

There are a number of critical issues which shape the horizon for Bank-civil society relations. We would expect to lay out these in an issues paper for discussion later this fall, subject to advice and input from you and your staffs. In forming the new joint ESSD-EXT Civil Society Group in HQ (see background note attached), some of the key priority areas we have identified for attention during this fiscal year include:

Stronger Bank-wide coordination and coherence on civil society relations. This includes developing a common vision of what we hope to achieve, better ways of sharing information and experience about what is and is not working, and what constraints need to be addressed. This requires a regular space for

dialogue at the senior management level as well as at the staff level; more consistent reporting of what is happening across the Bank; and engaging the Board regularly in this discussion as well.

More strategic management of global consultations. There are a growing number of global consultations on Bank policies and strategies. While these are rightly intended to manage risks, they often become risks in themselves because they are poorly managed, under-resourced, overlapping, and create expectations which are not, or cannot, be met by Bank management. They also have become time consuming and costly in many cases. A more strategic approach is needed to ensure that these are managed with a view toward greater quality control, incorporating best practices from previous consultations.

New mechanisms for dialogue at the global level. There also has been a dramatic expansion of Bank dialogues with civil society in recent years on various global issues. However, these do not always reach the necessary range of actors to ensure the range of views and expertise that exists across civil society. In addition, there is need for a new space to address issues that are of an institutional nature, e.g. the Bank's role in globalization, or the role of civil society in Bank operations. The Bank-NGO Committee was dismantled in December 2000, and the plan is to create in its stead a thematic Bank-Civil Society Global Forum. The framework for this is currently under development.

Improved and more strategic training. Bank staff are often ill-prepared for interactions with civil society. There is need for better information and orientation, and new skills to facilitate better engagement, such as in strategic communications. Governments and civil society representatives are also often not equipped well enough to engage one another in dialogue and partnership. Training provided by the Bank should focus on developing the appropriate skills for Bank staff and partners.

To improve Bank-civil society relations, we are dependent on all of you. During the October 3 meeting, we would like to invite discussion on the following questions:

- Do you agree that the key issues identified above are the main priorities? What are other major issues or concerns from your perspective?
- Do you agree on the need for a regular senior management discussion of these issues? How frequently?
- Do you have other suggestions for enhancing Bank-wide coherence and effectiveness in engaging civil society?

Attachments:
Civil Society Progress Report FY1999-2000
Presentation to Board, January 31, 2001
Summary of Board Discussion, January 31, 2001
Background Note on the new ESSD-EXT Civil Society Group

WB-CS Collaboration - FY00-01 Progress Report - fi

CS Relations Strategy Jan 30 5pm. Summary of Technical Briefing to the Board on civil societyd

sdv-ext collaboration.dc

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Joanne Salop
Johannes F. Linn
Katherine Sierra
Ko-Yung Tung
Mieko Nishimizu
Motoo Kusakabe
Nemat Talaat Shafik
Nicholas Stern
Robert Picciotto
Vinod Thomas

cc: Sven Sandstrom
Shengman Zhang
Jeffrey Goldstein
Mamphela Ramphele
Ian Johnson
Elizabeth Mcallister
Steen Lau Jorgensen
Peter Woicke
Paul D. Mitchell
Carolyn Reynolds

William Reuben
Jeff Thindwa
Rachel Winter Jones
Kris Zedler
Joy Le Blanc-Alston
Vinodhini David
Karolina Ordon
Rita M. Hilton
Eveling Bermudez

World Bank-Civil Society Collaboration – Progress Report for Fiscal Years 2000 and 2001

The Social Development staff of the World Bank prepared this document. Social Development is part of the Environmentally and Socially Sustainable Development (ESSD) Network.

Documents in the Social Development report series are not formal publications of the World Bank. They are informal documents, circulated to encourage discussion and comment. The Social Development staff also produces Social Development Papers, Social Development Working Papers, and Social Development Notes.

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Social Development
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433
USA

Fax: 202-522-3247
E-mail: sdpublications@worldbank.org

World Bank-Civil Society Collaboration –
Progress Report for Fiscal Years 2000 and 2001

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1. Introduction

The *World Bank-Civil Society Collaboration – Progress Report for Fiscal Years 2000 and 2001* provides detailed information about the interaction and collaboration between the Bank and civil society.[1] The World Bank staff has produced similar reports during the last 18 years as a way of improving the Bank's relations with civil society and as a mechanism for greater transparency. This report provides information regarding (a) the Bank's dialogue with civil society and (b) civic engagement in Bank-supported operations, which may be useful to non-governmental organizations (NGOs) and other civil society organizations (CSOs), donor institutions, and countries borrowing from the World Bank.

During fiscal 2000 (July 1, 1999 to June 30, 2000) and fiscal 2001 (July 1, 2000 to June 30, 2001), the Bank continued to *facilitate* dialogue and engagement among various development stakeholders. The Bank's involvement in facilitation activities aims at enhancing the poverty-reduction impact of Bank-supported programs and projects in which client governments seek the engagement of CSOs as contractors, advisors, and monitoring bodies in the entire implementation process. The Bank strives to *consult* civil society actors through public consultations, the process by which the Bank listens and incorporates CSOs' suggestions into its initiatives. Frequently, the World Bank reaches out to *partner* with the CSOs, sharing in the provision of inputs and generation of outputs, while producing better operational outcomes through mutually shared accountability.

In executing these facilitation, consultation, and partnering functions, the Bank has learned that civil society is an important actor in development. Civil society has raised its voice and increased its activity in the new Bank mandates and emerging initiatives. This creates greater opportunities for interaction and collaboration in a multi-stakeholder setting. The "Operational Collaboration at Country Level" and the "Global Policy Dialogue with Civil Society" sections of this report provide good examples of growing possibilities to advance the poverty-reduction agenda worldwide and to address the unsustainable debt of poor countries. The "Initiatives to Promote Civic Engagement" section introduces a wide range of Bank efforts to deliver the messages of inclusion and empowerment contained in the *World Development Report 2000/2001: Attacking Poverty,* while multiplying its operational impact. All sections provide evidence of the Bank's commitment to enabling civic engagement, a goal that this multilateral development institution will continue to pursue in the new millennium.

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[1] Under the supervision and guidance of William Reuben, Carmen Monico prepared this report with the assistance of Adrian Alvarez and David Sands. Social Development/Civil Society Specialists (CSS) and NGO Liaison Officers from all Bank regions provided essential country information and data. Staff from various thematic teams across the Bank submitted valuable contributions to the report. Members from the Civil Society Thematic Team (CSTT) and staff from Social Development's Front Office provided substantial feedback on the final draft.

2. Operational Collaboration at the Country Level

This section reports on the World Bank-Civil Society operational collaboration taking place at the country level, particularly in Bank-funded lending operations and in the formulation of Country Assistance Strategies (CASs), and Poverty Reduction Strategies (PRSs) over the two years, fiscal 2000 and 2001. An overview of the context in which this collaboration has evolved is provided at the beginning of this section. The Regional Highlights at the end of this section illustrate this collaboration in countries borrowing from the World Bank ("client countries") across all Bank regions.

Background on the World Bank-Civil Society Collaboration

In the last two decades, the World Bank has significantly expanded and improved its relationship with Non-Governmental Organizations (NGOs) and other Civil Society Organizations (CSOs). During this period, the Bank's dialogue and collaboration with civil society has moved from negligible to substantial. Progress has been observed since the Bank's Board of Directors approved the first operational directive on relations with NGOs in the early 1980s. Participation was enhanced after the *Mainstreaming Participation Initiative* was launched in the mid-1990s, during the institutional transformation, or the *Strategic Compact*, and after the introduction of innovative approaches to development.

In December 1990, a Bank-wide *Learning Group on Participatory Development* was launched to examine the issue of participation, gather preliminary lessons from experience, and identify challenges to the support of a participation agenda in the Bank's operations. With the encouragement and collaboration of several bilateral and multilateral agencies and NGOs, the Learning Group organized two international workshops on participation in 1992 and 1994. Based on the outcome of these workshops, a long-term strategy and action plan to mainstream participation were formulated for consideration by the Policy Review Committee of the Bank's Board of Directors in August 1994.

The most recent improvements in civil society involvement are attributed to several initiatives:

- The implementation of the *Strategic Compact* from 1996 to 2000 strengthened the Bank's capacity to work with civil society and other development partners. It included the Bank's decentralization to the front line of development work, the Bank's new client orientation, poverty-reduction focus, and a knowledge-base emphasis in the Bank's work.
- The World Bank's policy environment for consulting and collaborating with civil society was enhanced. The *Good Practice (GP) 14.70 Involving Non-Governmental Organizations in Bank-Supported Activities* was updated in February 2000. By the end of fiscal 2001, several Bank policies, including those safeguarding the environment, respecting the cultures of indigenous peoples, and preserving the well-being of resettled communities, contain provisions for the participation of communities and groups affected by Bank operations.
- The World Bank has adopted new initiatives and products, such as the *Comprehensive Development Framework (CDF)* and the *Poverty Reduction Strategy (PRS)* (see page 8), encouraging the use of participatory approaches at the macro level. In embracing inclusiveness, transparency, and empowerment, the Bank is shaping a new institutional culture that will enable greater civic engagement.
- Specialized Bank staff members were assigned to work with civil society. In the early 1990s, the Bank did not have any such staff, but, by the end of fiscal 2001, the Bank had appointed Social Development/Civil Society Specialists (CSSs) and NGO Liaison Officers in about 70 Resident Missions.
- New tools for expanding the use of participatory approaches were produced. In 1999, the NGO and Civil Society Unit of Social Development prepared the *General Guidelines for World Bank Staff* to conduct consultations with CSOs. An additional tool, the World Bank's *Consultations with Civil Society – A Sourcebook*, was published in 2001. (Documents may be downloaded from the NGO and Civil Society Webpage http://www.worldbank.org/ngos.)
- Methods of recording civil society involvement at the project level have been enhanced. During fiscal years 2000 and 2001, substantial and detailed information on the participation of NGOs and other CSOs was included in the

Project Appraisal Document (PAD) and in the President's Reports, the main documents consulted in the desk review presented later in this section of the report.

Operational collaboration between the Bank and civil society at the project level has broadened considerably since the early 1980s. The increased participation of civil society in project development has corresponded to an improvement in the Bank's portfolio performance. According to the Operations Evaluation Department (OED), 77 percent of Bank-supported projects were successfully completed during fiscal 2000, up from satisfactory outcomes of 72 percent in fiscal 1999.

The first Country Assistance Strategies (CASs) were prepared with limited input from governments or NGOs in their respective countries. Today, CSOs engage in a broad range of the Bank's economic and sector activities, and provide input into Poverty Assessments, National Environmental Action Plans, and other key analytical tools. CSO involvement is also rising in national-level debates in borrowing countries on policy issues such as gender, the environment, economic development, and public expenditures. The Bank has often facilitated consultation processes and country dialogue on poverty reduction, by bringing CSO representatives together with key government officials.

Box 1. Improving Civic Engagement for Operational Collaboration

With the purpose of enhancing the Bank's development effectiveness related to civic engagement in policy dialogue, the Social Development Department released the publication *Learning to Partner: Engaging Civil Society in the Context of Country Assistance Strategies and the Comprehensive Development Framework*, dated December 2000. The publication summarizes various efforts to review CAS and CDF processes particularly regarding the participation of civil society.

The purpose of this effort was to document experiences to facilitate: (1) An understanding of issues and concerns in individual country contexts. (2) Tracking of the processes to engage civil society within the given contexts. (3) Appreciation of the similarities and differences in the process and results based on the local environment, profile of the development actors, historical trends, and dynamics of the inter-relationships among the different sectors and stakeholders. (4) Sharing the learning with key stakeholders within and outside the Bank, for enhancement of the processes and substance of engaging civil society in CAS and CDF.

The publication may be downloaded from the Bank's NGO and Civil Society web page (http://worldbank.org/ngos).

The Bank's Social Development Department (SDV) has joined efforts with other units across the Bank to improve collaboration with civil society. In 1998, the NGO and Civil Society Unit triggered the expansion of the Civil Society Thematic Team (CSTT) to harmonize and strengthen the Bank's work with civil society. The team is now comprised of staff members from the various regions and networks, who work on civil society issues and facilitate operational collaboration with local groups. The NGO and Civil Society Unit collaborated with other units within SDV and with the Environmentally and Socially Sustainable Development (ESSD) network to promote high-quality participation across the Bank. To improve the effectiveness of the Bank's support for civic engagement in development, the Civic Engagement and Participation Team was established within SDV toward the end of fiscal 2001. This group combines the skills and resources of the NGO and Civil Society Unit with those of the Participation Team. Around the same time, SDV and the Office of the Vice President of External Affairs (EXT) constituted the Civil Society Group to facilitate policy dialogue and outreach with civil society on a range of issues.

The Bank has increasingly encouraged public participation in the development of operations impacting the environment and the livelihoods of indigenous peoples. In recent years, promoting Community Driven Development (CDD) and enabling civic engagement in Bank-supported projects and policies have become an important way of "doing business" in the Bank. CDD aims at building project ownership at the community level, making development more inclusive of the interests of the poor and vulnerable groups, and creating strong multi-stakeholder partnerships. CDD seeks to build social capital, enhance long-term sustainability, and improve project efficiency and effectiveness.

Civic engagement is at the heart of the Bank's comprehensive approach to development. Civil society involvement in Bank-financed lending and non-lending operations seeks to enhance project reach, improve sustainability, provide the Bank with alternative perspectives, and facilitate consultation with local people. For that reason, the involvement of NGOs and other CSOs has be-come

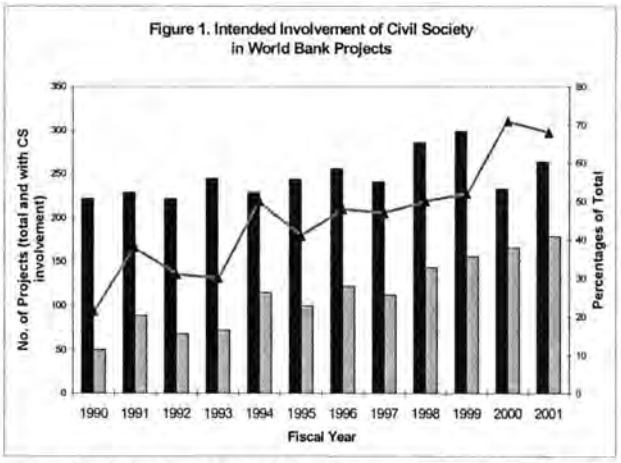
a major element of Bank-supported project development and policymaking. In the last few years, the focus has shifted from purely Bank-civil society relations to include governments and, thereby, to create multi-stakeholder settings. In the 21st century, the Bank faces major challenges to the advancement of the civic engagement agenda. They include:

- Enhancing the Bank's assistance to governments, so that the quality of participation of civil society in all Bank lending and non-lending instruments may be improved.
- Consolidating the civic engagement agenda at the macro level, particularly in country policy-making and budgetary processes.
- Advancing the debate on the role of civil society and multilateral institutions in the global context.

Civil Society Involvement in World Bank-Funded Projects

The Social Development Department's (SDV) portfolio review of fiscal years 2000 and 2001 confirmed the increasing trend in the intended involvement of civil society in Bank projects from the beginning of the 1990s to the present. By *intended civil society involvement in Bank projects*, SDV refers to actual involvement in project identification, preparation and, appraisal. It also refers to the involvement planned or provided for in the reminding stages of the project cycle, as stated in the project documents.

Just as most development indicators, the indicators presented in this report have their strengths and weaknesses. Two related measures are (a) the absolute number of projects with intended civil society involvement, and (b) the percentage of such operations out of all projects (see Figure 1 below). These measures have the advantage of indicating the absolute and relative intended involvement of NGOs/CSOs in the Bank's portfolio in any given fiscal year. Both of these indicators have been tracked consistently in the last two decades, allowing for the observation of trends in the intended involvement of civil society in Bank-funded projects. However, a limitation of these indicators is that the information was obtained strictly from project documents. The PADs and President's Reports summarize important information during the identification, preparation and appraisal of the project ("at entry"), but they do not capture the thrust of CSO participation throughout the life of the project. Another limitation is that they do not measure the quality of the participation, particularly during the implementation, and monitoring and evaluation of the projects.



Source: Desk review of World Bank documents conducted by the World Bank's Social Development Department (various years).

During fiscal years 2000 and 2001, intended civil society involvement in World Bank-supported projects reached the highest point in the operational collaboration of the Bank with borrowing countries and NGOs/CSOs. The Bank's portfolio during fiscal 2000 included a total of 233 operations. These operations were supported by loans from the International Bank for Reconstruction and Development (IBRD), credits from the International Development Association (IDA), and grants from the IDA Interim Trust Fund, and the Trust Fund for the West Bank and Gaza Assistance. The portfolio review conducted by Social Development staff revealed that, of the total number of projects considered by the Bank's Board, 71 percent (166 projects) reported intended civil society involvement.

During fiscal 2001, the Bank's Board approved 264 operations. Again, IBRD approved loans, IDA issued credits, and the Trust Funds for East Timor, the Federal Republic of Yugoslavia, the West Bank and Gaza, and Kosovo provided grants. Of all operations, 68 percent (179 projects) had the intended involvement of civil society. The rapid growth in the number of operations from fiscal years 2000 to 2001 conceals comparisons in relative terms. In spite of a slight decrease in the percentage of operations with intended civil society involvement from fiscal years 2000 to 2001, the absolute number of such operations actually increased. Figure 1 shows a substantial improvement in intended civil society involvement when

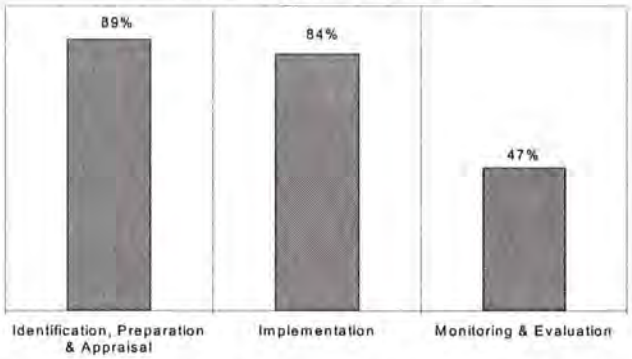
compared to the fiscal 1999 level, which was 52 percent of all projects. In both absolute and relative numbers, the overall trend in the last twenty years is one of expanded civil society involvement, as intended in the project documents.

Although percentages changed from one year to another, intended civil society involvement at the sector level in fiscal years 2000 and 2001 revealed a pattern similar to that in previous years. The involvement of civil society in sectors where participatory approaches have been traditionally adopted was relatively high. For example, intended civil society involvement rose in the Education sector from 77 percent in fiscal 1999 to 95 percent in fiscal 2001. Similarly, civil society involvement remained low in lending operations where participation previously has been low, such as structural adjustment and programmatic loans, or projects supporting economic and financial reforms. For example, the participation of CSOs in the Economic Policy sector was only 13 percent in fiscal 2001. As the Bank is committed to increase ownership and participation in all lending operations, particularly in adjustment loans, improvements in this area are expected. Involvement of civil society groups in project development has already become substantial in sectors which often address the social implications of adjustment lending, such as Social Protection, where the level of intended civil society involvement reached 93 percent in fiscal 2001. Efforts to improve the involvement of civil society in sectors where participation is non-traditional are already producing results. For instance, intended civil society involvement in the Transportation sector was 66 percent in fiscal 2001.

During fiscal 2001, intended civil society involvement in lending operations in all six regions continues to be substantial. This involvement accounted for more than one-half of projects approved by the Board for Africa. It was about two-thirds of approved projects for the Middle East and North Africa, and for Eastern Europe and Central Asia. It constituted about four-fifths of lending operations earmarked for Latin America and the Caribbean, East Asia and the Pacific, and South Asia.

The Social Development Department's (SDV) portfolio review of fiscal 2001 also found that more than four-fifths of the 179 projects registering intended participation actually involved civil society during the early phases of the project cycle. Figure 2 below suggests that most projects involving civil society in identification, preparation, and appraisal also contained provisions for the participation of civil society during project implementation. However, only about half of the projects registering intended participation provided for civil society involvement in project monitoring and evaluation.

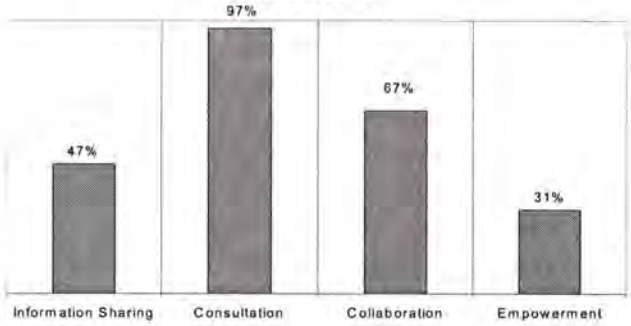
Figure 2. Intended Involvement of Civil Society in the Life Cycle of World Bank Projects



Source: Portfolio review of projects conducted by the World Bank's Social Development Department, fiscal 2001

As part of the improvement in tracking civil society involvement, the Bank's SDV used in its desk review the widely accepted "levels of participation" in project development to analyze the quality of intended civil society involvement in fiscal year 2001 lending operations. From lowest to highest, these levels of participation are: information sharing (one-way communication), consultation (two-way communication), collaboration (shared control over decisions and resources), and empowerment (transfer of control over decisions and resources).

Figure 3. Levels of Civil Society Participation in World Bank Projects



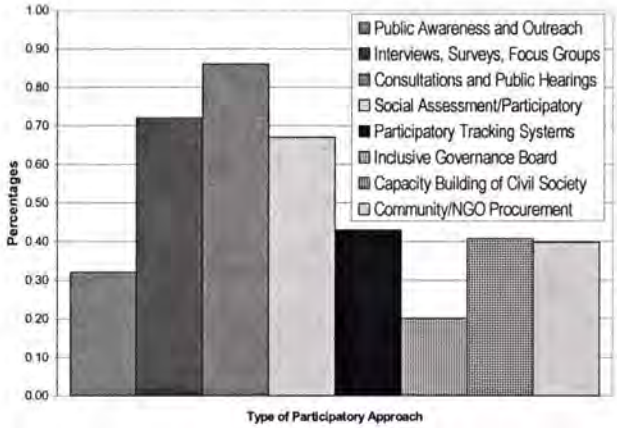
Source: Portfolio review of projects conducted by the World Bank's Social Development Department, fiscal 2001

Figure 3 above shows that about half of the projects registering intended participation limited it to its lowest level, which is the sharing of

information about the project or the gathering of opinions from beneficiary groups. The majority of projects with intended civil society involvement had or provided for higher levels of participation. Nearly all (97 percent) projects recording intended participation organized or planned activities and arrangements for consultative purposes and two-thirds (67 percent) did it for collaborative ends. Only about a one-third (31 percent) of the same set of projects intended to enable the highest level of participation, i.e., the empowerment of civil society groups.

As shown in Figure 4 below, participatory approaches most used and expected to be employed in the development of participatory projects approved in fiscal 2001 were consultations and public hearings; interviews, surveys and focus groups; and social assessments/analysis.

Figure 4. Types of Participatory Approaches in World Bank Projects



Source: Portfolio review of projects conducted by the World Bank's Social Development Department, fiscal 2001.

The Bank is engaged in an on-going effort to improve participatory approaches and encourage innovation in this field. As the civic engagement and participation agenda is increasingly adopted throughout the Bank, more diversified approaches conducive to the highest levels of participation are expected to be employed.

Civil Society Participation and Disclosure of Country Assistance Strategies

The Country Assistance Strategy (CAS) is the main document defining the World Bank's assistance strategy for any country contemplating borrowing from the IBRD or obtaining credits from IDA. The CAS describes the country's priorities, past portfolio performance, and creditworthiness. When CASs are prepared for a three-year period, which is often the case, they are considered "full" CASs and a CAS Report is produced. CAS revisions are often done for countries with large portfolios, on an annual basis, or whenever a country has undergone drastic changes due, for example, to natural disasters or human-made emergencies. Documents prepared under these circumstances are called: CAS Progress Reports, Interim Country Assistance Strategy Updates (IAUs), and Interim Assistance Strategies (IASs). Transitional Support Strategies (TSSs) are prepared only for countries undergoing post-conflict situations. Both types of CAS documents are the basic instruments to assess country conditions and performance in defining future Bank lending and non-lending operations.

Bank directives concerning CASs encourage the participation of governments, civil society, the private sector, and other stakeholders in the preparation of CAS reports. Civil society involvement has been increasingly considered important in this process. The percentage of CAS documents prepared with civil society participation improved substantially soon after the CAS disclosure policy went into effect in 1998. The trend in the last 3 years is that civil society involvement jumped from 20 percent in fiscal 1998 to become steady at 80 percent and above in fiscal years 2000 and 2001.

Consultations with civil society are key to identifying the internal and external challenges facing countries entering into CAS preparation. Participatory CASs engage a wide range of CSOs directly in debates over the country's development strategy, while increasing their access to information and their capacity to engage in the national development agenda (see examples of CAS consultation in Box 2 on page 7, Box 8 on page 13, and Box 9 on page 14). Appendix 1 on page 30 reports on the consultation processes in countries with a CAS or CAS Progress Report approved during fiscal years 2000 and 2001.

Of all 28 World Bank CAS documents considered by the Board during fiscal 2000, 25 (89 percent) included civil society consultations during preparation. Civil society participation was enabled in drafting all of the 18 "full" CASs. Of the 30 CAS documents reviewed by the Board in fiscal 2001, 19 (63 percent) had civil society involvement. Civil society was consulted in 16 (80 percent) of the 20 "full" CAS considered during fiscal 2001.

In the last few years, Bank policies and provisions have been modified to encourage and support the CAS disclosure practice. The 1998 CAS Information Disclosure policy allows for the public release of CAS Reports and issuing of CAS Public Information Notices (CPINs) with government consent, shortly after Board consideration. In addition, the 1999 IDA provisions recommended the disclosure of all CASs in all IDA-eligible countries. As a result, more frequently, governments are requesting to make CAS documents publicly available. The preparation and release of CPINs with government consent has also enhanced transparency and public accountability. According to Bank Procedure (BP) 2.30, Development Cooperation and Conflict, TSSs submitted to the Board after February 28, 2001, are disclosed in the same manner, and subject to the same conditions, as CASs.

In fiscal 2000, 24 (86 percent) of CAS documents were disclosed, and 27 (96 percent) CASs had a CPIN prepared and released. In fiscal 2001, of 30 Country Assistance/Transitional Support Strategy (TSS) documents discussed by the Board, 26 (87 percent) have been or are in the process of being disclosed. All of the documents from IDA-only countries (10) and from blend countries (6) were disclosed. In addition 71 percent or 10 of a total of 14 documents from IBRD countries were made publicly available

Box 2. Civil Society Consultations during CAS Formulation in Morocco

The Morocco CAS Progress Report was prepared with the active participation of civil society during consultations and public seminars held in late 2000 (see Appendix 1 on p. 29). The outcomes of these consultations were included as a Civil Society Annex in the CAS Progress Report approved by the Bank's Board in June 2001. The Annex described the priorities of civil society groups, their assessment of the Bank's work, and the possibilities for future engagement between the Bank and civil society. After the CAS was released, follow-up consultations with civil society were held in Rabat, Casablanca, and Oujda, a key city of east Morocco located near the border with Algeria. The 60 NGOs participating in the follow-up consultations raised critical issues and issued valuable suggestions, such as the need to address the legal environment of associations, the importance of collaboration between CSOs and local governments, and the weak institutional capacity of local authorities and civil society groups. Key priority areas identified included rural and urban poverty, gender disparity, the precarious situation of street children, the problems of high unemployment, and the limited access to financing for microcredit. Consultation outcomes are deepening civic engagement in Morocco, while feeding into the objectives of its new CAS due in late 2001.

Participation in Poverty Reduction Strategy Papers

The Poverty Reduction Strategy (PRS) is a country-driven and country-owned framework for action developed to enhance the poverty impact of country strategies and development assistance. As reported in the *World Bank-Civil Society Relations: Fiscal 1999 Progress Report*, the Bank's commitment to assist highly indebted and poor countries increased following the meeting of the finance ministers of the G-7 countries held in Germany in Spring 1999. The Cologne Debt Initiative endorsed and proposed to enhance international debt relief schemes with a poverty reduction focus by calling for the preparation of a report with concrete proposals to be agreed upon at the 1999 World Bank-IMF Annual Meetings.

In September 1999, the Board of Governors of the World Bank and the Fund approved the Heavily Indebted Poor Countries (HIPC) framework expansion and called for the formulation of Poverty Reduction Strategy Papers (PRSPs). Under the new arrangement, the Bank's Board would review PRSPs in about 70 low-income countries while considering assistance under the HIPC framework. Low-income countries—not necessarily highly indebted—are now considering the formulation of PRSs in order to promote higher poverty reduction outcomes. In fiscal 2001, the Bank launched a new lending instrument—Poverty Reduction Support Credits (PRSCs)—to support the poverty reduction schemes of International Development Association (IDA) countries with strong policy and institutional reform programs that are carrying out poverty reduction strategies.

As of June 2001, 23 countries had reached their HIPC decision points to receive a total amount of about $34 billion over time—or a reduction of $20.7 billion in net present value (NPV) of their outstanding stock of debt—which represents 70 percent of the total relief projected under the HIPC initiative. Up to 34 countries are expected to qualify for assistance under the HIPC framework. The two first countries obtaining PRSCs in June 2001 were Uganda, for a total of $150 million, and Vietnam, for a total of $250 million. During fiscal 2000 and 2001, 35 Interim PRSPs (IPRSPs) were completed and reviewed by the Board, along with four PRSPs. Appendix 2 on page 35 summarizes how civil

Box 3. Consultation and Participation of Partners: Formulation of the Uganda PRSP

In Uganda, the preparation of the PRSP coincided with the revision of the Poverty Eradication Action Plan (PEAP) first published in 1997. The Government, the IMF and the World Bank agreed that the revised PEAP would serve as the basis for a PRSP. The PEAP revision was conducted in a consultative and participatory manner [as the] Government wished to retain leadership and ownership of its development agenda and of the process of dialogue with development partners.

In Uganda, the current revision exercise builds on previous consultative processes and much of the work was undertaken with varying levels of civil society and private sector participation. NGOs, through the Uganda Debt Network, have also been very active in the debt relief campaign. In December 1999, the government produced an outline of the revised PEAP, which was the basis of a workshop organized by the Uganda Debt Network [UDN] and Oxfam [U.K.] to discuss civil society participation in the PEAP revision process. A CSO taskforce comprising 10 national and international NGOs, research institutions and other civil society organizations was formed to coordinate the overall process. UDN, an advocacy coalition composed of CSOs, was selected to be the lead agency that would undertake coordination and liaison work on behalf of the taskforce.

Task force members attended the regular meetings of the Steering and Drafting Committees in the Ministry of Finance, Planning and Economic Development (MFPED). CSO Taskforce members participated and facilitated a consultation meeting organized by the MFPED on the discussion draft of the PEAP and later organized its own consultative workshop to update its members, share the PEAP working draft and obtain further input. Additionally regional civil society consultations were held in 8 zones around the country and the view received into the PEAP revision.

One of the main lessons learned was that consultation and participation involving all partners is crucial for there to be any chance of success with poverty reduction planning. The Consultative Group Meetings made clear that CSOs are central to poverty eradication strategies in PRSP countries like Uganda. The participation was successful in part because of steps taken by the Government to have CSOs participate in the revision and implementation of the PEAP. The Uganda experience further demonstrates that dialogue can occur smoothly when government gives CSOs access to its plans and budgets. Additionally joint participation with government challenges CSOs to account for resources received and for power and influence such consultations/participation is perceived to give them.

Excerpts from Formulation of the Poverty Reduction Strategy Paper (PRSP): Two Heads Better Than One: Consultation and Participation of Partners—The Uganda Experience, by Warren Nyamugasira, Uganda Debt Network, Head of the Technical Team for the Revision of PEAP. May 3. 2000.

society groups have been involved in preparing these documents.

In the PRSPs, governments, in consultation with other stakeholders, diagnose and describe poverty conditions in a country and present medium-term action plans to reduce poverty and generate more rapid economic growth. The PRSP includes outcome indicators as a central element. Interim PRSPs (IPRSPs) were introduced to avoid delays in receiving HIPC assistance. IPRSPs must include an assessment of a country's current poverty reduction strategy and a road-map of how the country is going to develop its full PRSP. During the preparation of these documents, Bank and Fund staffs prepare Joint Staff Assessments (JSAs) to evaluate the strengths and weaknesses of a country's poverty reduction objectives and strategies. Using the PRS documents and accompanying JSA, the Boards of both institutions decide whether the poverty reduction strategy presents a sound basis for concessional assistance. Because the IPRSPs and PRSPs provide the analytical basis for assessing the country's readiness to implement poverty reduction strategies, they are also used in considering PRSCs.

Governments are encouraged to build on any existing national poverty reduction strategies in the preparation of a PRS. The promotion of national strategies is done through a wide participatory dialogue within government and throughout society. Participation processes are important because they foster ownership of effective policies, which are more likely to be implemented. Additionally, civil society participation can bring specialized or local knowledge to the drafting process by bringing in the opinions and priorities of the poor, which, in turn, improve the quality of policy-making. Participation also broadens public understanding and support of policy reforms, while increasing transparency and public understanding of government processes.

During fiscal years 2000 and 2001, many regional and national consultations on the PRS framework were held. National authorities have been encouraged to formulate poverty reduction strategies in broad consultation with other development stakeholders. As a result, substantial coordination exists among a wide range of stakeholders, including creditor and debtor governments, multilateral organizations, and various NGOs, churches, and other civil society groups. During consultations with civil society, NGOs raised concerns about the original timing and sequence for HIPC and PRS processes, requesting that countries must not be pressured to develop PRS as a condition to get access to debt relief funds under HIPC. To ease some of the original constraints in accessing debt relief, the World Bank

Box 4. Enhancing Civic Engagement in Poverty Reduction Strategies through Learning

The Social Development Department of the World Bank has been active in enhancing civic engagement in the PRS process by working in partnerships that bring perspectives from diverse stakeholders. In May 2001, in collaboration with facilitator trainers from the Sierra Leone Strategic Planning and Action Process (SPP), the Social Development Department assisted in designing a facilitators' training workshop to launch the "National Dialogue" for the PRS process in The Gambia. Members from the Unit also worked with government officials on process for PRSP formulation, especially in regards to the National Dialogue.

In early fiscal 2001, the Bank's Social Development Department took the lead in designing and organizing two thematic learning workshops on *Civic Engagement and Participation in Poverty Reduction Strategies* for multi-stakeholder groups from four countries in Eastern Europe and Central Asia (ECA) and eight in Africa. In June 2001, the first workshop was organized in Tbilisi, Georgia, in partnership with DFID and the ECA regional Social Development unit. The second will be organized in July 2001 in Addis Ababa, Ethiopia, with the cooperation of the African Development Bank, and the UN Economic Commission for Africa. In Georgia, the workshop focused on cross-country learning, reflection, and strategic planning exercises. Participants worked with material from the Action-Learning Program, learned about the experiences of other regions, and planed for future collaboration. The workshop included dialogues among and across stakeholder groups: government, parliamentarians, civil society organizations, private sector, trade unions, and the media.

The newly created Civic Engagement and Participation Group of the Social Development Department will continue to support PRS processes through the development of a project that seeks to strengthen civic engagement in public expenditure management (PEM). In mid 2001, the project design phase will be initiated in collaboration with the bilateral donors, DFID and other donor institutions, and civil society and local government representatives active in participatory budgeting. Expected outcomes of the project include establishing institutional arrangements for civic engagement in PEM, convening a country-level core group of trainers and practitioners, and enhancing and plan for future collaboration for participatory budgeting among stakeholders.

and IMF introduced, on a case-by-case basis, in fall 1999 more flexible ("floating") completion points for considering debt relief. Close to one-half of the countries reaching their completion points are doing it under floating conditions. All of the 23 countries that reached their HIPC decision points and the two countries that have received PRSCs have prepared an IPRSP or a PRSP in a participatory manner during fiscal years 2000 and 2001.

To foster the participatory process, the World Bank developed a Poverty Reduction Strategy Sourcebook, which is, in part, dedicated to providing guidelines to help governments assess the current status of participation in their countries. A centerpiece of the Sourcebook is a chapter on approaches to help foster participation while implementing and monitoring the strategy at the national and local levels. The Bank's Social Development Department is engaged in learning programs aimed at enhancing the capacities of Bank staff and other stakeholders involved to use participatory approaches in PRS processes. The recently launched pre-mission PRS Clinics for World Bank staff country teams, which provide guidance on the PRS processes and deliver technical aspects of designing a poverty reduction strategy, also include support on participatory approaches.

To promote transparency and accountability within the PRS processes at the country level, the Bank and Fund staffs has been holding briefings for civil society on the PRS framework during the preparation of specific IPRSP and PRSPs. Increasingly, PRS documentation is being made available to civil society and other development stakeholders. The Bank's PRSP Website http://www.worldbank.org/poverty/strategies contains all IPRSPs and PRSPs approved by the Bank's and IMF's Boards, as well as policy documentation and Joint Staff Assessments (JSAs). The Participation web page of the Social Development Department http://www.worldbank.org/participation provides knowledge resources to promote participatory approaches and civic engagement in PRSPs.

Box 5. Building Blocks for Participation in Macro-Level Decision-Making Processes

In fiscal 2001, World Bank Social Development staff began supporting client countries in the use of participatory processes to formulate and implement macro-level strategies aimed at achieving poverty reduction outcomes. The first in a series of events of this type was the workshop "Voices and Choices at a Macro Level: Participation in Country-Owned Poverty Reduction Strategies" held in Washington D.C. in April 2001. More than 160 participants from more than 20 countries, 15 NGOs, and nine donor agencies parti-cipated. The workshop created a unique opportunity to share innovative experiences in engaging citizens in processes aimed at assessing poverty, formulating macroeconomic policy, managing and monitoring public expenditures, and monitoring the development of economic and social policies. Presentation abstracts, power point files, and information on presenters and participants may be found in http://www.worldbank.org/participation.

Regional Highlights

Regional Highlights provide valuable information about the Bank's collaboration with civil society at the country level. The activities and initiatives presented in this section are only a sample of the extent to which the Bank's regional staff engage in dialogue and partnerships with CSOs, and facilitate civic engagement.

Africa

During fiscal years 2000 and 2001, consultations with civil society have improved the policy dialogue environment in Africa, particularly for CDFs, CASs and PRSs. In addition, special regional consultations have been held, and important partnerships have been established. World Bank-civil society collaboration continues to be crucial for project development, notably in addressing HIV/AIDS concerns.

The Bank has been working to foster an enabling environment for civil society to thrive in Africa. The *Sixth Annual Africa Regional NGO Consultations* held in the summer of 1999 took place in Addis Ababa, Ethiopia. Through video conferencing, the Bank's President, James D. Wolfensohn, made a compelling statement on the CDF, setting the stage for the deliberations on strengthening the partnership between the Bank's Africa Region and African NGOs. One of the resulting agreements was to facilitate country-level outreach and dialogue with national NGOs by working with Country Office staff. In the countries for which CASs and CAS Progress Reports were approved by the Board during fiscal years 2000 and 2001, national and sub-regional workshops were organized to solicit the views of NGOs and other CSOs on country priorities. They included Benin, Burkina Faso, Cameroon, Chad, Djibouti, Ghana, Malawi, Mozambique, Tanzania, Togo, Uganda, and Zambia (see Appendix 1 on page 30).

PRS processes present an opportunity to increase the ownership and participation of civil society in combating poverty (see page 8 for background information on PRS). These processes have been uppermost for social development and the inclusion of civil society in 24 African countries for which PRSPs and interim PRSPs (IPRSPs) were considered by the Board in fiscal years 2000 and 2001 (see Box 3 on page 8, and Appendix 2 on page 35). A Poverty Reduction Strategy Forum held in Yamoussoukro, Cote d'Ivoire in June 2000 was attended by high-level delegations from eight countries, donor and development agencies, and members of civil society. This event provided a setting for the sharing of experiences in strategic thinking on poverty reduction planning and the drafting of PRSs. About a year later, a regional training workshop on PRSs, jointly organized by the World Bank Institute (WBI), the African Development Bank (ADB), and the United Nations Economic Commission for Africa (UNECA), brought together governments and civil society organizations from Anglophone countries in Addis Ababa.

Box 6. Building Partnerships to Address the HIV/AIDS Crisis Worldwide

AIDS has taken the lives of over 21 million people since the outbreak of the epidemic. In the world as a whole, there currently are 36 million people living with HIV/AIDS, and, in Africa alone, 25 million people suffer from the disease. HIV/AIDS is a deterrent to development and poverty reduction because it orphans children, destroys families and communities, and hampers the well-being of social and economic groups. Between fiscal 1996 and fiscal 2001, the Bank committed approximately $493 million for new HIV/AIDS components and stand–alone projects in 39 countries. Throughout fiscal 2001, the Bank committed $501 million for new HIV/AIDS prevention and care efforts.

In September 2000, the Bank launched Phase I of the Multi-Country AIDS Program for Africa (MAP), which partners with UNAIDS, the International Partnership against AIDS in Africa, bilateral donors, and NGOs. The Bank has made $500 million in credits available to any African country that meets simple eligibility requirements, including eligibility for IDA credits. Members of civil society will be active in implementing the MAP projects.

In Ethiopia and Kenya, the program has set aside an emergency AIDS fund to provide grants to local communities, NGOs, CBOs (community-based organizations) and the private sector to work towards increasing access to HIV/AIDS prevention, care, and treatment programs. In June 2001, a similar program was approved for the Caribbean, making $155 million in credits available. The Bank is also one of seven co-sponsors of UNAIDS, which partners with governments, NGOs, and the private sector.

The Bank's Board approved fourteen health, nutrition and education, and private sector development loans for a total of $642.6 million during fiscal 2001. All of these projects included NGO involvement in their preparation or have provisions for the participation of civil society throughout implementation.

The Bank's regional management for Africa has conveyed a clear message that HIV/AIDS should be incorporated into every facet of the Bank's country programs. As this issue is decisive for the wider development context, it has been raised with the Africa Regional network of NGOs and included in joint work programs to seek concrete country-level interventions. Bank staff in Zimbabwe, Uganda, Zambia, Niger, Kenya, and Togo have enabled the creation of partnerships with NGOs working on HIV/AIDS and focused on learning about best practices and disseminating information on how to deal with the consequences of HIV/AIDS. In Ghana, five international NGOs established a partnership with the government for the implementation of the Early Childhood Development Project, which includes innovative development approaches targeting most vulnerable groups.

Middle East and North Africa

Civil society-World Bank relations in the Middle East and North Africa (MENA) region have been focused on engaging civil society in CAS processes, integrating a gender perspective in project and policy development, ensuring social services and protection, and enabling country environments for civic engagement. Civil society consultations during the preparation of CASs and CAS Progress Reports approved by the Board during fiscal years 2000 and 2001 were carried out in Jordan, Morocco, and Tunisia (see Appendix 1 on page 30). Consultations were also held in the preparation of the IPRSP for Yemen (see Appendix 2 on page 35).

During fiscal 2000, a civil society workshop was organized during the *Third Mediterranean Development Forum* held in Cairo. The objective of the workshop was to introduce civil society as a partner in sustainable development and to acknowledge civil society's contributions to governance. Panels were held on NGOs and advocacy, NGOs and service delivery, the legal framework of NGOs, women's empowerment, and developing partnerships. Dialogue was further fostered as members of the MENA NGO Working Group met for the first time with representatives from the World Bank to discuss the development policies of the Bank vis-à-vis civil society.

The World Bank and the European Union (EU) co-sponsored two meetings on freedom of association in the Arab world in order to study the regulatory framework governing the relationship between governments and NGOs and the internal democracy and self-governance of the latter. The meetings resulted in the creation of a book entitled *Organization of Associations in the Arab World* and a Website, www.arabifa.org.

A Social Protection Strategy was prepared in collaboration with NGOs in Morocco, looking at

Box 7. Bank-NGO Collaboration in West Bank and Gaza

The Bank launched the first Palestinian NGO Project (PNGO-I) in 1996 as a pioneering project. For the first time in the Bank's history, financing from the Bank's net income was channeled through NGOs. Substantial advances have taken place since then.

The Welfare Association, the British Council, and the Charities Aid Foundation, comprise the Welfare Association Consortium, which acts as the Project Management Organization (PMO). The Bank granted $10 million to the PNGO-I for six years. Local contributors and the Saudi and Italian Governments together supplied US$4.5 million.

Every four to six months, NGOs involved in the PNGO-I have awarded funding for selected annual or biannual activities upon recommendation by the PMO and the 'no objection' of the Bank and the Ministry of Planning and International Cooperation of the Palestinian Authorities. Development grants have included screening and rehabilitation of children and adults with disabilities, child health care, rural clinics, pre-school education, social programs for youth, vocational training for adults, micro-economic development, and environmental awareness in agricultural communities. In addition, the sub-projects support capacity-building activities, and research studies.

The PNGO-I has incorporated participatory approaches, such as community involvement in project management, consultation of stakeholders about local and central priorities and mechanisms, and the establishment of a consultative body, the 'Governance Committee', composed of elected representatives of Palestinian NGOs and prominent independent Palestinian figures.

By the end of fiscal 2000, around 50 sub-projects have been implemented under the development grant scheme. Two-thirds of the 39 sub-projects financed under the first cycle of development grants have been successfully completed. As of mid-2000, about 68,750 Palestinians have directly benefited from the PNGO-I, and about 294,900 indirectly. In August 2000, the PMO undertook the first impact assessment to inform the design of the second phase of the PNGO-I.

In June 2001, the Board approved $8 million for the second Palestinian NGO Project (PNGO-II), and other foreign sources provided an additional $8 million for the program. PNGO-II will build upon lessons learned from Phase I, gender will be mainstreamed, and technical capacities of NGOs will be further enhanced.

innovations pioneered by NGOs and the lessons of their experience. The goal was to understand and support the role of civil society in the broader social protection strategy, incorporating these innovations into the CAS, and into concrete actions by the Bank.

The Bank is also facilitating work between national governments and NGOs/CSOs in the Education Sector. Fifty-three NGOs have signed an agreement to carry out literacy training through the Social Priorities Program (BAJ) Education Project in Morocco. Technical assistance is being sought from other donors to strengthen this training, particularly for young women.

For the first time, Yemen offered small grants to projects aimed at improving dialogue and partnerships in program priorities. The country team received 50 proposals and awarded eight grants to support activities such as AIDS education in schools, a workshop on mental health, and the development of commercial arbitration.

There was significant work in addressing issues of gender that have involved civil society in the MENA region. The Consultative Council on Gender was established in the MENA region to consult with members of civil society, and to identify and ensure that gender concerns in the region are addressed as an integral part of the Bank's socio-economic development efforts. The Council met in Washington, D.C. in June 2000, providing an opportunity to clarify objectives, expectations, and organizational arrangements. The Council is a new approach introduced by the MENA region and is seen as a model that could be considered by other regions.

Latin America and the Caribbean

In mid-1999, the Civil Society Steering Committee of the Latin American and Caribbean Region (LCR) finalized the preparation of a regional strategy to guide the Region's work with civil society for fiscal year 2000 and 2001, the first of its kind in the Bank. Headquarters and field staff jointly developed the regional strategy, while seeking to encompass four strategic directions: (a) broadening the policy dialogue, (b) building strategic partnerships around "high impact" operations, (c) improving the management of knowledge and lessons learned, and (d) increasing team effectiveness.

Consultations with civil society have contributed to substantial improvements in the Bank's analytical and operational work in LCR. In the last two years, consultative processes have been carried out during formulation of full CASs and CAS Progress Reports in Argentina, Belize, Brazil, Colombia, the Dominican Republic, Honduras, Jamaica, and Uruguay (see Box 8 below and Appendix 1 on page 30). Some examples of other dialogues include discussions with the business

Box 8. Participatory CAS Consultations in Honduras, Argentina, and Brazil

CAS consultations in Honduras, Argentina, and Brazil exemplify the importance of civil society consultation in policy dialogue. All three countries had a wide array of CSOs involved, which was a key factor in instilling a better understanding of country needs in the minds of World Bank staff.

The Honduras CAS began preparation on the eve of the disaster caused by the 1998 Hurricane Mitch. Mitch posed greater development challenges, but raised awareness about the need for decentralization of decision-making and service delivery, for more dynamic Government-civil society collaboration, and for a sharper focus on transparency and governance. Throughout 1999, the Bank intensified the dialogue with the government and CSOs, including NGOs, women's and faith-based groups, labor unions, universities, private firms, and donors. The CAS dialogue with civil society helped the Bank to understand the country's development challenges, the best strategies for national consensus priorities, and the evolving role of civil society.

In Argentina, more than 4,000 civil society leaders from NGOs, trade unions, community-based organizations, academia, research centers, and religious groups participated in the CAS dialogue along with the business community and private foundations. The Bank's country office co-hosted consultations with the National NGO Working Group. At each forum, breakout groups were formed of participants from across social, economic, and geographic divides. While the exchanges unveiled some deep differences in perceptions and approaches between the Bank and CSO participants, the sessions occurred in a climate of mutual respect.

In Brazil, the CAS consultation involved six meetings in several state capitals with representatives of NGOs, social movements, churches, professional associations, donor agencies, and members of Congress. In the consultations, CSOs stressed the need to address issues concerning social exclusion, low-income housing, and the pace and quality of the structural reforms being undertaken in the country. The CAS consultation process is the result of an increasingly collaborative relationship with civil society, which has included information exchange, improved dialogue, and the establishment of consultation mechanisms in Bank-funded loans.

community (Central America and Brazil), consultations with indigenous peoples on resettlement and bio-diversity preservation (Brazil), and meetings with the Indigenous Women's Forum (Peru). In the context of rural development and protected areas, the Bank has been engaged with indigenous groups and small farmers' organizations (Mexico). In addition, interaction was prioritized with Afro-Latinos (Nicaragua, Peru, and across the region), and with trade unions from various countries (Argentina, Brazil, Chile, Colombia, and Venezuela). The Third Regional Forum on Poverty and Inequality held in Guatemala in March 2000 focused on poverty concerns and contributed to the preparation of the *World Development Report 2000-2001: Attacking Poverty*. National meetings were arranged in three countries prior to the regional assembly of the World Bank-NGO Committee held in October 1999 in Chile. Events to follow up on country-level dialogues took place in Mexico, Venezuela, and Argentina.

Operational collaboration at the project level has been exceptional in many projects. To mention a few, in Ecuador, consistent consultation and communications planning has taken place in the development of an indigenous framework for the PROMEC project. In Guatemala, participatory methodologies have been used and enhanced during the implementation of the Local Reconstruction and Development Project (PDL). In Mexico, while preparing the Municipal Development Project, Bank staff is contributing to building greater ownership at the local level, while enriching social participation in the definition of budget priorities and the design of specific investments for social infrastructure. Bank staff members in Venezuela are providing technical assistance to a dozen projects, one of which includes an empowerment program for the social monitoring of public works.

Social Development/Civil Society Specialists (CSS) have provided guidance to governments in participatory processes during the preparation of PRSs in Bolivia, Guyana, Honduras, and Nicaragua (see Appendix 2 on page 35). During a 2001 Regional Workshop held in Colombia, 70 government delegates, representatives from civil society groups, and officials from bilateral and multilateral agencies worked together to draw lessons learned from PRS processes. Country follow-up workshops are being organized using the same methodology.

To build on these accomplishments, the Region formulated a new strategy for fiscal years 2002-2004. Embracing a vision of empowerment, LCR's regional strategy will aim to bring about more equity and less poverty through institutions that respond to and are accountable to the interests and contributions of their citizens. The draft strategy will be consulted with civil society in late 2001.

Eastern Europe and Central Asia

Civil society-World Bank relations progressed through policy dialogue, Bank-supported operations,

Box 9. Civic Engagement in ECA Country Assistance Strategies

Consultative processes on the Country Assistance Strategies (CASs) in Eastern Europe and Central Asia (ECA) reveal a variety of participatory approaches. Consultations held in the Slovak Republic and in Belarus reflect broader avenues for civic engagement consistent with the growing trend of civil society in the ECA region. (For information about other CAS projects approved by the Board during fiscal 2000 and 2001, see Appendix 1 on page 30).

The Bank's interaction with civil society has developed considerably in the Slovak Republic. Consultations with civil society were held relatively late in preparing the CAS, but, once underway, they provided valuable insight to reflect the views of civil society. In February 2000, the first major consultation was organized by the Slovak Academic Information Agency–Service Center for the Third Sector, a member of the Slovak Republic's Gremium of the Third Sector (G3S), and a main umbrella organization for NGOs in the Slovak Republic to discuss the draft CAS. A follow-up meeting held in March focused on key themes prevalent within the CAS. The inputs from civil society were used to adjust the CAS. The consultative meetings also provided information for future assistance programs and projects. The Bank's Board reviewed the CAS in February 2001.

In Belarus, the participatory process was conducted in two phases. In March 2001, a series of seminars, round tables and focus groups were held to elicit inputs for the draft CAS. All meetings were open to the public, although some civil society organizations (CSOs) received invitations. More than 1,000 CSO representatives participated. Materials were made available prior to the consultations to facilitate meaningful dialogue on global public goods, the impact of the Chernobyl disaster, ways to reach vulnerable sectors of society, and private sector development. After the second round, the Bank has been holding monthly meetings with international organizations relating to civil society. In June 2001, the draft CAS was discussed at a second round of consultations and the document was placed on the Bank's web site to seek public feedback. The Bank's Board is scheduled to consider the final CAS in fiscal 2002.

anti-poverty, good governance, post-conflict reconstruction work, civil society capacity building and a program of small grants, administered by ECA Field Offices. The overarching objectives of these efforts were (a) to create an environment conducive to successful implementation of projects and reforms supported by the Bank in our client countries, and (b) to promote civil society empowerment and social inclusion across the region. In regard to operations, the last two years witnessed a growing involvement of civil society/NGOs in the design and implementation of Bank-supported projects. For instance, in Bosnia and Herzegovina, civil society organizations participated in the preparation of the Community Development Project, the Second Local Initiatives (Microfinance) Project, and the Social Sector Adjustment Credit. In Latvia, public meetings were conducted in connection with a project addressing solid waste management, housing and welfare as well as pension reform. The implementation of the Bank-supported trade and transport facilitation program in six Balkan states envisages the active participation of local business communities in the design, implementation, and monitoring of the program. This entails in-depth interviews, focus groups, and workshops that examine major problems and the requirements for the resolution of constraints on trade as well as monitoring progress in actions keyed to the resolution of these constraints. During the preparation phase of the Agriculture Reform Implementation Project in Turkey, consultations were held with NGOs within the framework of the social assessment preparatory work. The Social Risk Mitigation Project that is currently under preparation will create opportunities for active NGO involvement. In Croatia, civil society representatives provided input into the Public Expenditure and Institutional Review, the poverty assessment study (entitled *Croatia Economic Vulnerability and Social Welfare*), and the National Environmental Action Plan. In addition, a US$1 million post-conflict grant for returning refugees and regional development is being implemented by two Croatian NGOs.

The region's project portfolio now contains 20 Social Investment Fund-type operations—projects that assist community-based organizations working in the area of social service delivery and social assistance. The region has also initiated operational work in the area of community-driven development (CDD). Nineteen projects approved in fiscal 2001 contain CDD activities and a similar number is envisaged in the projects under preparation for approval in fiscal 2002. In fiscal 2001, strategies for scaling up CDD were finalized for Armenia, Romania and Central Asia and were discussed with country teams. With the help of the Norwegian Trust Fund, a program of grants was developed for supporting various community-based initiatives. In Armenia, CSOs were hired to test CDD activities in the framework of the Natural Resource Management and Poverty Project. NGOs, professional associations and community-based organizations were heavily involved in many operations in social sectors such as (a) the TB/AIDS Epidemic Control Project, (b) the Educational Sector Policy Note in Ukraine, and (c) coal sector restructuring in Poland, Romania, and Russia.

In the area of advocacy and policy dialogue, meetings and internet-based interactions with civil society groups took place during the preparation of CASs in a number of countries (see examples in Appendix 1 on page 30). Various forms of consultations with civil society on poverty reduction strategies were initiated in all nine ECA PRSP countries (see Appendix 2 on page 35). A regional training workshop on PRSP for government and civil society representatives from six former Soviet Union republics (Armenia, Azerbaijan, Georgia, Moldova, the Kyrgyz Republic and Tajikistan) was held in Moscow in November 2000, followed by a workshop on "Civic Engagement and Participation in Poverty Reduction" in Tbilisi in June 2001. The aim of this workshop, attended by representatives of civil society organizations, governments, parliaments and donor and development agencies, was to familiarize the participants with appropriate tools for participation and civic engagement, including participatory approaches to policy making, public expenditure management, and monitoring and evaluation. Government and civil society representatives were also consulted on sector strategies (e.g., rural, environment, social development, and urban transport), the new Bank information disclosure policy, and Bank safeguard policies.

During fiscal 2001, civil society groups from Hungary and the Slovak Republic participated in a joint workshop to discuss the *Gender Policy Research Report Engendering Development*. With the support of the Bank, the Slovak Open Society Foundation organized and financed a workshop on lessons from Roma projects that involved 70 Hungarian and Slovak NGOs, and other

stakeholders. In Romania, CDF principles have become instrumental in the development of a long-term development strategy in the coal mining area of the Jiu Valley. In fiscal 2001, many advocacy NGOs became increasingly involved in issues of corruption, governance, social service delivery, and the environment. In the spring of 2000, an External Advisory Board on anti-corruption was set up, consisting of prominent ECA civil society representatives, who regularly provide counsel on effective approaches to fighting corruption in the region. The People's Voice Project, supported by the Canadian Trust Fund and the Bank, assists four cities in improving local governance, monitoring the delivery of services and empowering local citizens. The Bank's Kazakhstan office organized a discussion with NGOs specialized in legal matters about their involvement in good governance and anti-corruption activities. In Poland, an Anti-Corruption Workshop was organized to involve government, business and civil society representatives in a consultative meeting on the Bank's Report *Anti-Corruption in Transition: Confronting the Challenge of State Capture*. With the help of the Bank and the Danish Trust Fund, a local NGO in Albania, the Women's Jurists Association is implementing a project on combating corruption and promoting transparency and good governance in the country's legal system. In addition, in February 2001, two workshops were held to present the report, *Anti-Corruption in Transition, a Contribution to the Policy Debate. The workshops* aimed at sharing the report results with the Albanian government and civil society (parliamentarians, media, NGOs, and the business community), and to help the government to evaluate its own program in the context of these findings. In Bulgaria, the Policy Forum of the Judicial Reform Initiative (a coalition of leading NGOs) was held with World Bank support, presenting the Program for Judicial Reform. The Bank Office in Georgia was working with three environmental NGOs on the development of a National Biodiversity Strategy and Action Plan. In October 1999 the Country Office in Poland jointly sponsored a conference on Public Urban Transport with the Polish Ecological Club.

In regard to civil society capacity building, with the assistance of the World Bank Institute, a workshop on Civic Engagement for Development was held in Almaty in November 2000 for civil society representatives from five Central Asian republics. In addition, a three-day regional workshop on Civic Participation and Community Empowerment for Southeastern Europe (Albania, Bosnia and Herzegovina, Croatia, FYR Macedonia, and the Federal Republic of Yugoslavia [Serbia/Montenegro]) was held in Budapest in May 2001. The workshop, financed by the Italian Ministry of Foreign Affairs, was aimed at enhancing civil society participation in local and national policy, and focused on sharing knowledge on initiatives and improving the relationship between civic groups and governments from the region.

At the regional level, in the fall of 1999, an Organizing Committee of twelve ECA-based NGOs and ECA management initiated preparations for the establishment of a regional mechanism for dialogue and collaboration to improve the impact of World Bank-supported operations. As a result, the first ECA NGO Assembly, attended by nearly 80 ECA-based NGOs, took place in Vilnius in late March 2000. The meeting elected a group of nine NGO representatives—the ECA NGO Working Group—who would regularly meet with ECA management to discuss cross-border development issues of concern to the NGO community and the Bank. To date, the Working Group has met three times and the discussions have centered on three topics: poverty alleviation and PRS consultations, good governance and anti-corruption, and NGO capacity building.

East Asia and the Pacific

East Asia and the Pacific (EAP) moved forward in terms of policy dialogue and partnering with NGOs and other CSOs, poverty reduction and social protection, governance and anti-corruption, and civil society involvement in multi-donor mechanisms.

Consultations with civil society groups in policy dialogues on poverty reduction and the Bank's lending priorities have broadened, reaching new stakeholders and engaging civil society in crucial development issues. In all PRSPs and IPRSPs formulated during fiscal years 2000 and 2001, in Cambodia, Lao People's Democratic Republic, and Vietnam, consultative processes were used (see Appendix 2 on page 35). Civil society involvement has been documented in the preparation of Country Assistance Strategies (CASs) in Cambodia, Indonesia, Papua New Guinea, and Vietnam (see Appendix 1 on page 30).

The follow-up consultations have been critical to building greater credibility in the consultative process and fostering Bank-NGO partnerships. For instance, in the Philippines, after Board approval of the CAS, 260 NGOs and People's Organizations participated in regional dissemination and feedback workshops on the CAS document. During fiscal 2001, partnerships between the Bank and NGOs are flourishing and becoming more effective in the Philippines. For example, three NGOs were invited to conduct social assessments (SAs) during the piloting of the Mindanao Post-Conflict Piloting Transition Strategy—Community Family (CFSI) in selected communities. The project uses a set of approaches with the goal of developing innovative models of community activity, and the results of the SA will strengthen the Mindanao Plan formulated by the government.

In China, Bank staff participated as key resource people in the first conference on Chinese NGOs. China is benefiting from an IDF grant that aims to strengthen the institutional capacity of the Ministry tasked with NGO affairs and to contribute toward improving the policy environment for NGOs. A joint Bank-civil society team was created to develop a set of training materials for CSOs; a panel of experts including local NGO leaders, government officials, and scholars will supervise the team.

In Vietnam, the Bank office established a unique drafting committee to prepare a Country Report on Poverty in preparation for the Consultative Group (CG) meeting held in fiscal 2000. The Bank assisted the government in holding a milestone public forum on "Laws Relating to NGOs," allowing for the first time national NGOs to attend part of the CG meeting. In June 2000, four NGOs participated in the Mid-Term Consultative Group where they underlined the significance of NGOs in helping to guide policy making on issues relating to poverty.

The Indonesia program's cooperation with CSOs and NGOs spans both policy dialogue and operational involvement. At the level of development policy, the Bank program consulted widely with NGOs in drafting the Regional Public Expenditure Reviews and CAS (see Appendix 1 on page 30). The Bank has pioneered NGO participation in Consultative Group meetings. Operational work with NGOs takes place through

Box 10. Multi-Stakeholder Cooperation for Reconstruction in East Timor

In East Timor, national ownership in the reconstruction and transition processes has been at the center of the World Bank's priorities from the outset. During the initial Joint Assessment Mission (JAM) carried out in the wake of the post-referendum violence of September 1999, East Timorese representatives participated along with international experts in every sector. The findings of the JAM were presented during an international donors' meeting in Tokyo in December 1999 and led to the establishment of the Trust Fund for East Timor (TFET).

The TFET is a multi-donor trust fund set up to support the restoration of critical services in the areas of health, education, infrastructure, agriculture, water and sanitation, community and private sector development. To date, ten donor countries have pledged over US$160 million to the TFET. Fifteen projects are under implemention and two have been completed. Project design and supervision include the participation of sectoral experts from TFET donor countries, strengthening donor coordination in the field and laying the ground for forward looking sustainable development through a sector-wide approach.

Civil society has been involved throughout the preparation and implementation of the TFET. Projects have extensively used community participation agreements to allow villagers to participate in their own development. For example, over 500 community grants were awarded for the reconstruction of schools throughout the territory. Community grants were also used for the rehabilitation of irrigation systems and road network. The Community Empowerment and Local Governance Project (CEP) has built on the establishment of Councils elected by communities at the village and sub-district levels. Councils assist to identify and address local development priorities.

NGOs and other civil society organizations (women, youth and church groups) have been active players in almost all aspects of the reconstruction efforts. By entering into partnerships with TFET, NGOs have played a key role in supporting the rehabilitation of health, education, and water systems.

Civil society representatives have been involved in appraisal and supervision missions alongside donors. The East Timorese NGO community has been engaged since the beginning of the process. NGOs established a Forum to coordinate its interaction with the authorities and other actors in development. They are an integral part of the development dialogue taking place in East Timor. In addition, NGO representatives started participating as delegates in the bi-annual Consultative Group meetings.

(a) special NGO direct funding initiatives, such as the Partnership on Governance and the Community Recovery Program (developed jointly with UNDP and bilateral partners); (b) NGOs work as service deliverers to the poor and as independent monitors and advocates for local interests in Bank-funded projects; and (c) longer-term collaborations, such as the joint program on traditional leadership with the NGO forum in Aceh and the program to support the rights of women overseas workers.

In Thailand, the Social Research Institute (SRI) of Chulalongkorn University, supported by the Bank, has completed a database on NGOs and community-based organizations (CBOs) in Thailand. The Social Funds office of the Social Investment Project has commissioned a team of academic institutions and NGOs, led by SRI, to monitor and evaluate the performance of sub-projects, providing funds to NGOs and CBOs. The Bank supports the Office of the National Commission on Women's Affairs (ONCWA) to raise awareness of violence against women. Together the Bank and ONCWA drafted a strategic action plan and database system. The newly created Country Development Partnership (CDP) to provide technical assistance to Thailand has set the basis for strengthening NGO capacity and improving the country's environment for civil society.

For the first time, the Bank met with the EAP NGO Working Group on April 2001 in Tagaytay, Philippines. The meeting included the participation of 23 representatives from local and international NGOs from seven EAP countries and sought to establish a joint dialogue mechanism.

Box 11. Learning Across Borders: Building the Skills of Japanese and Other Asian NGOs

The Learning Across Borders: Capacity Building of Japanese and Other Asian Pacific NGOs program sought to build the knowledge, skills, and organizational capacities of Japanese and other Asian Pacific NGOs through a series of four workshops in Tokyo, Manila, and Washington.

The workshops, held between January and June 2001, included representatives from 20 Japanese NGOs and 10 Asian Pacific NGOs interested in developing relationships with external donor agencies and international finance and development support institutions. Each workshop had a different theme, allowing participants and Bank staff to share experiences and enhance knowledge and skills in specific areas, such as Community-Driven Development (CDD) Projects, Bank procurement, strategic communication, and engagement in policy dialogue.

In between the four workshops, participants had the opportunity to consult with each other as a means of creating an active learning network of development practitioners who collaborate on specific projects and programs and support each other beyond the completion of the series. The initiative is part of a broader World Bank strategy to deepen dialogue and partnerships with NGOs and Civil Society in Japan.

South Asia

In South Asia, the Bank is playing a major part in facilitating communication and collaboration among the government, civil society and other stakeholders around major reconstruction, poverty alleviation, and development initiatives. NGOs and other CSOs have been consulted on country-level strategies in Bangladesh, Bhutan, India, Maldives and Pakistan (see Appendix 1 on page 30) and engaged in the discussion of other acute development concerns and in specific projects.

During fiscal 2000, in India, NGOs participated as partners in planning and implementation in the large majority of all projects in the portfolio. This included emergency operations both in the case of the Orissa Cyclone, and in the damage assessment and reconstruction assistance provided following the large earthquake in Gujarat. For the first time, the Bank's New Delhi office participated in the India Trade Promotion Organization's annual Social Development Fair held in June 2001. The Fair attracted more than 1,000 visitors from government departments, international agencies, NGOs, cooperative societies, charitable trusts, and others interested in the areas of education, health, gender-related issues, child development, street and working children, poverty reduction, population control, and environmental protection. Additional consultations and meetings included a well attended workshop on the themes of Governance and Empowerment during President Wolfensohn's visit to India, and participation by the Bank in an NGO-sponsored workshop on the impacts of the reform program in Andhra Pradesh. In other states where the Bank is supporting a reform agenda, public-private partnerships have been successful in providing feedback to the Government on the quality of social services and in studies on the poverty impacts of power sector reform. NGOs also participated actively in Bank-supported workshops

on decentralization, which were held in Karnataka (June 2001) and Kerala (August 2001). In Economic and Sector Work, local NGOs participated in a recent study on poverty in Uttar Pradesh.

The Bank, in conjunction with donors from the Pakistan Development Forum, met with NGOs and is supporting the preparation of a report on the status of NGOs on the government's request. Facilitating and sustaining an enabling environment for NGOs that includes legislation relating to NGOs is still under consideration. The Bank finances the Pakistan Poverty Alleviation Fund, launched in October 1999, to support NGO poverty alleviation programs, increase the incomes of poor households, and enhance NGO institutional capacity and financial sustainability.

The Bank's office in Pakistan produced a report from the one-day Workshop on "Women and Law: Hadood Ordinance and Muslim Family Law (1961)." The workshop was held in Islamabad in late 2000 and it brought together representatives from diverse spheres of government and civil society. This was the first time in Pakistan that religious and liberal groups had been brought together to discuss such sensitive issues. The challenge is to take the dialogue forward in an atmosphere of tolerance.

The Bank is providing a forum for discussion of issues and facilitating collaboration between the government and NGOs in Bangladesh. The challenge has been fostering partnerships with the government, creating and sustaining an enabling environment, and sustainable poverty reduction. In fiscal 2000, the Bank's Urban Strategy discussion provided a forum for debate as NGO's were opposing government slum eviction in Dhaka City. In fiscal 2001, as partners, government, civil society, and NGOs have established a Committee for Gender Budgeting and are conducting a Gender Analysis of the National Budget, which is jointly finance by the governments of Norway, the Netherlands, and the World Bank. With the support of the Bank and other donors, CBOs and NGOs conducted a study on the establishment of report cards on government performance.

3. Global Policy Dialogue with Civil Society

This chapter presents ways in which policy dialogue on various Bank instruments and products is occurring globally.

NGO-World Bank Committee and Future Global Policy Dialogue

In the early 1980s, an innovative global mechanism for policy dialogue with NGOs was established. The NGO-World Bank Committee enabled discussions on poverty reduction, participation, and other issues essential to civil society, and moved the dialogue closer to the field. During its nearly 20 years of existence, this mechanism broadened and enriched policy dialogue in all Bank regions, with the active participation of mostly Southern NGOs belonging to the NGO Working Group on the World Bank.

The Committee was established in 1982 to enhance and facilitate dialogue between the Bank and NGOs. A couple of years later, a dozen NGOs invited to be part of the Committee established the NGO Working Group to interact more coherently and effectively with the Bank. During fiscal 2000, the Committee was co-chaired from the Bank's side, by Ian Johnson, the Vice President for the Environmentally and Socially Sustainable Network, and Mats Karlsson, Vice-President of External Affairs and United Nations Affairs. The Committee's NGO chair was Chris Sinckler of the Caribbean Policy Development Center in Barbados.

The Working Group is a very active civil society structure executing a range of programs from policy dialogue to monitoring Bank operations. For several years, the Bank held policy discussions with the Working Group on important development concerns, including participation, gender integration, poverty reduction and debt relief, among others. Special discussions have included CDF, PRSP, and the *World Development Report (WDR) 2000/2001: Attacking Poverty*. At the suggestion of the Working Group, the Committee began restructuring to strengthen Regional Assemblies and national dialogues. This process corresponded with the Bank's own decentralization to the countries and front-line work. In mid-1999, the Bank's President, James D. Wolfensohn, requested the NGO Working Group of the World Bank to rethink its role and that of the NGO-World Bank Committee in the context of an evolving relationship between the Bank and civil society. The Working Group agreed to submit a detailed proposal to the Bank setting out recommendations on its future role, and on how the Bank's relationship with NGOs and other civil society actors may be organized. A meeting of the Committee held in December 2000 focused on the Working Group's proposal and a joint resolution for establishing an enhanced, more inclusive dialogue mechanism between the Bank and civil society. It was agreed that the World Bank-Civil Society Thematic Forum will convene a broader range of CSOs, including representatives of NGOs, trade unions, community organizations, small farmers' groups, religious institutions, and women's organizations to discuss specific issues. A Joint Facilitation Committee (JFC) will be created to organize the Thematic Forum, and the NGO Working Group will advise the Bank on the role and function of the JFC. Members of the JFC will rotate according to the topic of the Thematic Forum, while ensuring civil society participation from across all the regions. In consultation with Bank Country Offices and civil society groups involved in policy dialogue, Regional Vice-Presidencies will facilitate the establishment of regional dialogue spaces. For example, in Latin America, a forum for dialogue on empowerment has been proposed

Dialogue with Civil Society on World Bank Sector Strategies and Operational Policies

Acknowledging the existence of a new international scenario and a broader development agenda, the Bank has increased its engagement in global consultations with civil society on Bank-wide sector strategies and operational policies. Ad-hoc consultative mechanisms allow more proactive interaction between the Bank and civil society by addressing specific issues. An outstanding example is the consultation process of the Bank's Sector Strategy Papers (SSPs) and a number of Bank Operational Policies.

The Bank's first thematic and sector strategies—Rural Development and Health, Nutrition, and Population—were completed in 1997. These strategies reviewed the Bank's track record, incorporated lessons from the Operations Evaluation Department (OED) findings and other evaluations, and articulated a vision to guide the Bank's future work in the sector.

Thematic and sector strategies are updated every three years on a rolling basis. When reviewing and updating these strategies, the Bank engages in extensive consultations with a wide variety of stakeholders. In the last two years, systematic consultations involving civil society have been observed during the preparation of SSPs due for Board consideration.

The Bank is in the process of converting several of its policies into Operational Policies (OP) in an effort to upgrade the Bank's overall policy environment, particularly those safeguarding the environment, protecting the livelihood of indigenous communities, minimizing the harm of resettlements, etc. Civil society consultations on the draft policies have become the norm, not the exception. Table 1 below provides examples of the consultative processes underway in upcoming Bank sector strategies and policies.

Box 12. Consultative Formulation of the Water Resources Sector Strategy

Through the Water Resources Management Group, the Bank is preparing a Water Resources Sector Strategy, scheduled for Board presentation in late 2001. The Water Resources Group was established in 2000, and has oversight responsibility for the Bank's water resources portfolio and staffing related to water resources management. The Board is composed of regional water advisors from each of the Bank's six regions, and representatives from the World Bank Institute (WBI), the Environment Department (ENV) and Finance, Private Sector, and Infrastructure (FPSI).

The Sector Strategy process started in mid-1999 and has focused on assessing consultations with a broad range of stakeholders, particularly in the Bank's client countries. In an effort to "take stock" of what the Bank is doing in water resources, each of the Bank's six regions is being studied through: (a) a regional portfolio review, supplemented by discussions with Bank staff; and (b) a focus country study. A comprehensive database on Bank-financed water projects has also been created and is now part of the ESSD core database. The regional portfolio review examined the Bank's lending and non-lending activities to help identify issues and provide a broad-brush overview of Bank efforts to implement its 1993 Water Resources Management Policy. The portfolio reviews were based on project reviews and interviews with key staff, followed by discussions with Regional staff. The focus country studies consist of project visits and a stakeholder Roundtable event. All six regions have been studied and focus country studies/roundtables have been held in Brazil, Yemen, Philippines, India, Nigeria, and Washington, D.C. (for the ECA countries). About 250 national stakeholders attended the Roundtable consultations, with at least 30% of the participants drawn from NGOs and other CSOs. A brief consultation was also held for ECA.

There have also been internal and external workshops held at the Bank in Washington to explain the process. The initial external stakeholder consultation was held in June 2000 and included 50 people from outside the Bank, approximately 30% from NGO groups. When this process is finished, the Water Resources Management Group will focus on the formulation of the Sector Strategy, with a first draft expected in late 2001. Most of the material produced may be found at http://www.worldbank.org/environment/topics.htm under Water Resources Management.

Table 1. Examples of Civil Society Participation in World Bank Sector Strategies and Operational Policies Scheduled for Board Review in FY02

Strategy or Policy	Network	Consultative Processes and Websites
Environment Strategy	ESSD	The Bank obtained initial inputs from civil society for the strategy between April and December 1999 through broad discussions with NGOs and other stakeholders. Once the framework for the strategy was completed, regional meetings were held between March and December 2000 to formulate regional strategies. This process was reinforced at the World Bank Environment Forum, which included the participation of NGOs and academics. The Bank posted the draft document on its web site and sought public inputs through July 2001. http://www.worldbank.org/environment/
Rural Development Strategy	ESSD	Between February and April 2001, the Bank held nine regional consultations. Participants were selected through a consultative process and included government representatives, members of the private sector, NGOs, and selected academics. The consultations solicited feedback from participants on the respective rural Regional Action Plans for the Bank's six regions. In April 2001, Bank rural staff discussed the draft regional action plans, the framework, and the major thrust of the strategy during Rural Week 2001. http://www.worldbank.org/ruraldevelopment/
Private Sector Strategy	FPSA	The Bank will solicit feedback electronically on its Private Sector Strategy Discussion Paper through its web site. The strategy seeks to develop approaches for the private and public sectors to work together on poverty reduction and to define the Bank's role in improving this collaboration. http://www.worldbank.org/html/fpd/privatesector/
Involuntary Resettlement Policy	ESSD	Between July and November 1999, the draft OP/BP 4.12 was posted on the World Bank's external web site in eleven languages in order to solicit comments from interested external parties. Numerous comments received from a variety of NGOs, national government agencies, and other interested parties were useful in preparing a new draft of the policy. In March 2001, a matrix of the comments received, and a list of frequently asked questions and their answers were also placed on the Bank's Website. Following its approval, the OP/BP will be available to the public in the Bank's Operational Manual. Technical guidance and good practice recommendations will be provided in the Resettlement Sourcebook: Comprehensive Guidelines for the Resettlement and Rehabilitation of Project-Displaced People (forthcoming). http://www.worldbank.org/socialdevelopment/
Indigenous Peoples Policy	ESSD	Between July and December 2001, the Bank will carry out electronic consultations in English, Spanish, and French on its Draft Policy on Indigenous Peoples. The revised Indigenous Peoples Policy is part of a Bank-wide process of converting policies from Operational Directives (OD) format into Operational Policies (OP). The Bank will also elicit comments from borrower governments, indigenous organizations, NGOs, academic experts, and multilateral and bilateral agencies through Global "Institutional" Discussions and Regional and in-country discussions. http://www.worldbank.org/socialdevelopment/
Information Disclosure Policy	OPCS	The Bank launched a public consultation process at its Annual Meeting in September 2000 to discuss the draft Review of the World Bank Policy on Information Disclosure. During the process, the Bank met with representatives of government, academia, the private sector, civil society, and interested members of the public in Africa, Asia, Latin America, the Middle East and Eastern Europe. The document was made available on the Bank's web site in seven languages for public review. Partly as a response to the feedback received, in April 2001, the Board made the PRSPs, IPRSPs, and JSAs publicly available. The Board also approved the disclosure of the Chairman's Summings Up of PRS and HIPC discussions. http://www.worldbank.org/infoshop/disclosure/.

World Bank-Trade Union Dialogue

The World Bank has increasingly engaged in dialogue with trade unions over the last two years. This commitment was most recently emphasized at high level meetings in October 2000 with the International Confederation of Free Trade Unions (ICFTU) and, in March 2001, with the World Confederation of Labour (WCL). Dialogue with organized labor reflects the Bank's acknowledgement of the contribution that constructive relations with unions can make to our economic development mission. The Bank has endorsed the value of a policy framework that supports collective bargaining (e.g., 1995 World Development Report) and continues to study the policy structures that best contribute to positive economic performance.

The World Bank, IMF, and the ICFTU have initiated discussions on how to establish a substantive, ongoing dialogue to address pressing policy issues such as HIV/AIDS, privatization, and national Poverty Reduction Strategies. The first such meeting was held in July 2001. Discussions of a Terms of Reference document for the dialogue continue, and a second meeting to focus on PRSPs is tentatively scheduled for the fall.

As Bank staff is encouraged to consult with trade unions in the field, there are numerous examples of Bank dialogue with trade unions in client countries. In Argentina, for example, staff in the country office met with more than 4,000 representatives from civil society, including trade unions, in five regional forums, as well as in a national forum attended by senior government officials. In Brazil, consultations with trade unions during CAS preparation in 1999 led to ongoing dialogue in numerous venues and the direct involvement of the agricultural workers union, CONTAG, in the design and implementation of a follow-up loan to the Pilot Agrarian Reform. Trade unions are active members of PRSP Thematic Working Groups in Malawi, form part of the National Civil Society Advisory Group in Albania, and meet with the National Development Planning Commission in Ghana. They were instrumental in National Dialogues about the PRSP in Bolivia and are monitoring poverty reduction expenditures in Uganda. Trade unions have also been involved in a Bank-financed restructuring of the rail and port system in Mozambique and in the privatization of railroads in Poland.

Box 13. Enhancing Policy Dialogue with Trade Unions

Since the beginning of 2000, the World Bank's Social Protection Group of the Human Development Network has facilitated policy dialogues with trade unions, and built the capacity of Bank staff to engage in dialogue with this important civil society group. In February 2000, Bank staff participated in a session of Human Development Learning Week to learn about building partnerships with trade unions for poverty reduction. Speakers included representatives from the International Confederation of Free Trade Unions (ICFTU)-African Regional Organization, and the American Center for International Labor Solidarity (ACILS).

Bank staff has attended several ICTFU meetings, including its World Congress in April 2000, a seminar on international financial institutions and fiscal/monetary policy during the Asian economic crisis in June 2000, and the September 2000 Conference on HIV/AIDS of the ICFTU-Africa. In October 2000, a high-level ICFTU delegation met with Bank senior management to discuss issues concerning labor standards, as well as HIPC/debt relief, AIDS, and privatization. In March 2001, a senior delegation from the World Confederation of Labour (WCL) met World Bank and IMF senior staff to discuss Bank relations with other UN agencies; Poverty Reduction Strategies and HIPC, and implementation of the World Development Report 2000/2001 on Poverty and Development. In May 2001, trade union representatives participated as students and resource persons in a Bank course on Labor Market Policy.

Civil Society Participation in the Global Development Gateway

In collaboration with a wide range of development actors, the World Bank is preparing the first major launch of the Global Development Gateway (GDG) in 2001. The Gateway is a web-based portal bringing together other donors, governments, businesses, and civil society organizations to exchange information, seek common goals, and build partnerships to promote development and address poverty worldwide. As civil society is one of the Gateway's intended audiences and one of its stakeholder groups, efforts to attend to the needs, concerns and contributions of NGOs and CSOs have been considerable.

Due to the often-isolated nature of vast segments of civil society in the developing world, the potential value to be derived from Internet connectivity and access to computer technology is especially important. The Gateway is being designed to provide important benefits to civil society organizations, particularly in the developing world. These include: providing access to strategic donor/government information, creating opportunities to influence the development agenda and participate in macro-level policy debates, and giving visibility to CSO development experiences and expertise. Other features are: establishing horizontal information-exchange and improved networking capability; bringing access to information on markets, jobs, and fundraising sources; and providing useful on-line training and institutional capacity-building tools.

Effectively engaging the civil society sector worldwide is an integral part of the Gateway's core objectives of promoting knowledge-sharing functions and addressing the information divide in developing countries. During fiscal 2000, the Gateway team consulted leading CSOs from North America, Europe, and Latin America. Over a dozen consultation meetings with many and diverse organizations were held. Bellanet and the Global Knowledge for Development Forum (GKD) hosted electronic discussions on the Gateway with CSO representatives from around the world. A high degree of frankness characterized these meetings, and electronic discussions produced valuable and substantive feedback. The principal messages, both positive and negative, received during these consultations included concerns about the Gateway's editorial policies, governance structure, consultation process, and technical design.

The Gateway Team has listened carefully to this feedback, and as a result, has adopted a series of changes in its technology, editorial policy, and governance structure. These include adopting open-source software and a more decentralized information-sharing architecture so users from around the world can instantly post and retrieve data from the Gateway. In addition, the system allows for autonomous piloting and decentralized civil society community sites, adopting an institutional, rather than an individual, guide model for topic pages, appointing an autonomous Editorial Committee, and moving forward with launching the independent Gateway Foundation.

The Gateway established important partnerships with leading CSOs in many regions. Examples of collaborative agreements are: CSOs hosting consultation meetings and providing technical assistance; and CSOs becoming institutional guides on the contents of various Gateway Web-pages. NGOs, faith-based groups, indigenous organizations, ICT networks, and research institutions have been involved. CSOs are invited to join this effort by registering on the site, searching data, contributing content, participating in discussions, sending feedback, and serving as topic guides to the Gateway content pages.

Structural Adjustment Participatory Review Initiative

The Structural Adjustment Participatory Review Initiative (SAPRI) has engaged the World Bank and a network of international and Southern research centers since 1996 in the review of 15 years of structural adjustment operations. They jointly explored economic options and the role of civil society in reform policy. The initiative reviewed structural adjustment operations in Bangladesh, Ecuador, Ghana, Hungary, Mali and Uganda. SAPRI Network (SAPRIN) developed parallel initiatives known as the Citizens' Assessment of Structural Adjustment (CASA) in the countries where governments decided not to participate in SAPRI (Mexico, the Philippines, El Salvador, and Zimbabwe). Citizens' groups in Argentina and other countries of Central America engaged in similar processes.

SAPRI was launched in July 1997 at the First Global Forum held in Washington, D.C., followed by a First National Forum in each of the participating countries. Civil society, governments, and the World Bank worked together to design the

review and to contract with local research institutes to carry out the consultations and field work. SAPRI assessed six macroeconomic and sectoral policies: financial liberalization, privatization, agricultural liberalization, labor market deregulation, trade liberalization, and public expenditure reform. Local research institutions worked with civil society and other stakeholders to conduct household surveys, group interviews, participatory rural appraisals, and workshop discussions. The initiative strengthened research capacities in the six countries and helped to demystify economic policy, as research organizations built relationships with civil society organizations and policy formulation teams throughout the process. The findings from the research were presented at a series of Second National Forums held during May and June 2001. The Second Global Forum that took place in July 2001 in Washington, D.C. marked the conclusion of SAPRI. The Bank presented a report summarizing the lessons it drew from SAPRI. The Network of participating NGOs is in the process of finalizing its report. Forum proceedings may be found at http://www.worldbank.org/research/sapri/index.htm

Dialogues with Civil Society during the Spring and Annual Meetings of the World Bank and IMF

Each autumn, the Board of Governors of the World Bank Group and the International Monetary Fund (IMF) hold their Annual Meetings to discuss a range of issues related to poverty reduction, international economic development, and finance. Each year, the joint World Bank-IMF Development Committee and the IMF's International Monetary and Financial Committee hold their "Spring" meetings to discuss progress on the work of the Bank and the Fund. Over the years, dialogues with civil society organizations (CSOs), focusing on the agenda of these two sets of meetings and other issues of concern to various civil society groups, have become regular events.

Since the 1999 Annual Meetings, there has been an increased involvement of CSOs in both the Spring and Annual Meetings. For example, during the 2000 Annual Meetings held in Prague, Czech Republic, nearly 400 representatives of CSOs from Africa, Latin America, Asia, Central and Eastern Europe, the U.S., and Western Europe participated in 25 different discussion seminars with senior Bank and IMF staff. The 400 NGO representatives also had a two-hour debate with President of the World Bank Group, Mr. James D. Wolfensohn. Issues debated in these discussions included Poverty Reduction Strategy Papers (PRSPs), the expanded Heavily Indebted Poor Countries debt relief initiative, the Comprehensive Development Framework, adjustment lending, environmental issues, education, the information technology initiative known as Global Development Gateway, access to information about Bank projects, the distribution of aid, financing of development, and private sector involvement in crisis resolution. During the World Bank-IMF Spring meetings in 2000 and 2001, as at Annual Meetings, World Bank CSO-liaison staff organized the dialogues in direct response to the interests expressed by CSOs during their numerous meetings held throughout the year with Bank staff. On the occasion of the upcoming Annual Meetings, which will take place in September 2001 in Washington, D.C., discussions with senior Bank and Fund officials will again be organized for interested CSO representatives.

Dialogues with representatives of CSOs, facilitated during the Spring and Annual meetings, are another form of engagement with civil society, complementing the ongoing discussions with CSOs at World Bank resident missions in developing countries, in Europe, and at World Bank headquarters.

4. Initiatives to Promote Civic Engagement

Creating an Enabling Environment for Civic Engagement

Fostering an enabling environment for civil society in developing countries is important to enhance civic participation in these countries' development agendas. Nations with a vibrant civil society have produced more effective and accountable public institutions. However, for civil society to play an active role, appropriate policies, rules, and conventions must be in place. This initiative aims at developing an essential resource and an overall strategy to help enable countries' regulations and practices relating to non-governmental organizations (NGOs) and civil society organizations (CSOs).

The enabling environment can be defined as a set of interrelated conditions (legal, fiscal, informational, political, and cultural) that foster the capacity of NGOs and CSOs to engage in development policies, strategies and projects at the national and local level in a sustained and effective manner. The Civil Society Thematic Team (CSTT) has acknowledged that the Bank is well placed to assist borrowing countries in transforming their policy and institutional frameworks to create better conditions for civic engagement. The need to focus on the enabling environment for NGOs and CSOs surfaced in a number of conferences and seminars, including the CIVICUS World Assembly (September 1999), NGO-Working Group Africa regional meeting in Africa (September 1999), the NGO Unit-sponsored Civil Society Seminar (June 1999), and the Second Learning Forum for NGO/CS Specialists (May 1999), among others.

The Bank possesses comparative advantages for playing a positive and effective role in strengthening the legal, fiscal, political, informational, and institutional environment for civil society engagement—for example, by promoting reforms of laws affecting NGOs. With the support of a Netherlands Consultant Trust Fund, the Social Development Department was able to hire legal experts from the International Center for Not-for-Profit Law (ICNL) to provide technical assistance to several countries. Based on the review of country legislation in additional countries, ICNL prepared a Draft Discussion paper entitled "Handbook on Good Practices for Laws Relating to Non-governmental Organizations." A number of consultations were held during its preparation. Some NGOs found the draft Handbook useful in their discussions with governments concerning

Box 14. Building the Capacity of Southern NGOs

The International Forum on Capacity Building (IFCB) provides an environment in which non-governmental organizations from developing regions can engage other Southern NGOs and donors about approaches, practices, and policies on capacity building. IFCB was launched in response to calls for such an entity by Southern NGOs at the international conference, "Future Capacity Building of Southern NGOs," held in May 1998 in Brussels, Belgium.

In fiscal 2000, IFCB developed and launched a Global Action Plan. with a three-pronged operating strategy for capacity building. The first strategy element is to survey the capacity-building needs of Southern NGOs and identify donor practices in capacity building. The second is to carry out multi-stakeholder dialogues at the country level to allow Southern NGOs to engage Northern NGOs, donors, and government representatives on their capacity-building priorities in an open forum. And the last element is to produce a collection of lessons learned from regional conferences and documentation of innovative examples of coalitions and alliances for capacity building.

Through fiscal 2001, IFCB continued on course with the Global Action Plan. In February, the Social Development Department commissioned a longitudinal study of the IFCB to measure its progress over two years. The study measured the changes in policies and behaviors of capacity building providers as a result of the Forum. Additionally, it focused on the IFCB's client outreach, and its ability to leverage additional funding and to meet members' expectations. In May 2001, the Forum held a Global Conference in Washington, D.C. to share lessons learned from regional multi-stakeholder dialogues, identify emerging policy issues for donors, develop future action plans, and select a new steering committee.

Through the Netherlands Trust Fund, the World Bank's NGO and Civil Society Unit has disbursed US $108,000 to the IFCB to hold National Multi-Stakeholder Dialogues in Africa, Latin America/Caribbean, and Asia. The Unit has also supported the IFCB through technical expertise in designing and implementing donor surveys and in designing the methodology for Multi-Stakeholder Dialogues. Finally, the Unit has represented multilateral donor members of the IFCB at two Steering Committee meetings.

Box 15. Building Capacity and Knowledge among Civic Associations

The Civic Association Outreach and Training Program is part of the World Bank Institute's Knowledge Products and Outreach Division (WBIKP). The program aims at strengthening civil society by providing civic associations with the analytical and strategic tools that they need to participate more effectively in the public debate. The program is based on the belief that a robust civic culture is essential to achieving sustainable social and economic development.

The program's core curriculum encompasses analytical and strategic tools. The first set of tools focuses on issue identification, problem-solving, policy analysis, and organizational management, and the second set identifies key players involved, entry points for involvement with government, use of the media to build public support, and the development of time-sensitive plans for intervention. The core curriculum is adapted to meet needs identified through in-country assessments and demands. Recently, the program carried out these and other activities:

- In Romania, partnered with PREM to deliver a seminar to senior policy makers and key decision makers on the role of social capital and economic development.
- In Thailand and Vietnam, developed curriculum on the role of civic participation in effective governance, which it delivered to government officials at both the national and local levels.
- In Mexico, conducted a series of workshops aimed at strengthening the capacity of civil society organizations to better understand their role as 'interlocutors' with local governments and in sharing responsibility for development projects.

For additional information, please check http://www.worldbank.org/wbi/civicassociation

national NGO legislation, while others were uncertain about the Bank's role in this area and criticized various aspects of the draft Handbook.

As a follow-up to these discussions, a seminar on "Legal Dimensions of the Enabling Environment for Civic Engagement" was held in The Hague in October 2000, which was sponsored by CIVICUS, the Institute of Social Studies, and the Bank's NGO and Civil Society Unit. The seminar brought together representatives from developing-country NGOs, international NGO networks, the World Bank, and legal experts and practitioners. The seminar's presentations enabled participants to engage in a broad debate over the legal dimensions of an enabling environment for civic engagement and to make suggestions as to how the Bank can contribute to this area in the future. As a follow-up to this seminar, with the continuing support of the Netherlands Consultant Trust Fund, the Bank is about to engage a wider range of civil society groups, NGO law practitioners, and Bank staff from country offices in the collection and production of valuable and practical resources. These resources will be hosted on a Website and used to assist client governments and CSOs in enabling developing countries' environments for civic engagement.

Community-Driven Development (CDD) and Civic Engagement

The World Development Report 2000/2001 on Poverty and Development highlights three main strategies for fighting poverty in the 21st century: opportunity, security, and empowerment. Community-driven development (CDD) is an important component of a comprehensive poverty reduction strategy, empowering poor people to create opportunities for themselves, giving them control over decisions and resources that directly affect them, and giving them a voice to demand greater accountability from those institutions relevant to their livelihoods. CDD is defined as the exercise of community control over decisions and resources for poverty reduction. This implies mobilization of funds for communities to invest in their own development priorities and improving communities' access to information and markets. Critically, it is also about the fit and linkages of communities and their organizations within a broader institutional and governance context which requires partnerships among community groups, the private sector, civil society, and government institutions, both national and local.

Projects involving a high degree of civic engagement and control of resources on the part of the community, such as social investment funds, water supply projects, and natural resource management programs, are considered to have embraced community-driven development. The Africa Region has identified five critical dimensions in using the CDD approach: empowerment of communities; strengthening of local government; re-alignment of the role of central government; improvement of social accountability; and building the capacity of communities and local governments for

development. The East Asia and Pacific (EAP) Region identified four stages in the continuum from community involvement to community empowerment, including community consultation and participation ("first generation"), management of resources ("second generation"), building of local institutions ("third generation"), and reaching out to excluded and vulnerable groups ("fourth generation"). In practice, the CDD approach is proving to be an effective mechanism for poverty reduction, sustainable development, and the empowerment of poor people.

During fiscal 2001, the cross-network CDD Group plans to monitor Bank lending and non-lending investments in community-driven development. The tracking system will consider how resources are managed and investment decisions are made by the various stakeholders involved at the project and policy levels in client countries where CDD approaches are being tested. The Bank portfolio for fiscal 2001 with CDD-type activities is estimated at $1.6 million.

All regions have formulated strategies to promote the CDD approach, set goals for intensifying lending in support of CDD-type activities, and are refining indicators to track progress in this area. In East Asia and the Pacific Region alone, by the end of fiscal 2000, 76 projects totaling $5.8 million have incorporated some form of community participation. By the end of fiscal 2000, the Latin American Region increased the CDD-related investment to one-third of its total portfolio, and Community Action Programs have been supported in more than one-half of African countries. The Middle East and North Africa Region began an in-depth stocktaking exercise on CDD, and aims to increase CDD-related investment from $1 billion to $1.5 billion during fiscal 2001-2003. During fiscal 2001, the Eastern Europe and Central Asia Region has made CDD an integral part of institutional reform and the decentralization agenda in four pilot areas (Armenia, Albania, Central Asia, and Romania). Similarly, the South Asia Region is carrying out Analytical and Advisory Activities (AAA) in two countries (India and Nepal).

Civil Society in Bank Grant-Making Programs

The Bank participates in a number of programs involving grant making to NGOs and other civil society organizations. These programs include the education, environment, health, nutrition and population, information technology, microfinance, and post-conflict sectors. CSOs can gain access for funding to more than 30 grant mechanisms set up with Bank resources and in conjunction with donor institutions. A list of *Grant Resources for Civil Society Organizations* may be found in the Bank's NGO and Civil Society Unit at this address: http://www.worldbank.org/ngos. The following presents one example of these initiatives, the Small Grants Program.

The Small Grants Program

The Small Grants Program complements and facilitates the social development agenda in the World Bank by providing funding to the Country Offices for grants to civil society organizations. The NGO and Civil Society Unit is responsible for the overall administration of the program. The Development Grant Facility (DGF) finances the Program. A Steering Committee comprised of representatives from the Bank regions, Social Development, the Development Grant Facility (DGF) and External Affairs provides guidance and oversight to the Program.

The Program was created in 1983 to promote dialogue and dissemination of information about international development in forums outside the World Bank's regular operations and to enhance partnerships with key players in the development

Box 16. Development Marketplace's Innovation Days, and Forums on Civic Engagement

In partnership with the Development Marketplace's Innovation Days, the Small Grants Program organized forums focusing on civic engagement in Ukraine, Thailand, and Peru in June 2001. The forums brought together representatives from civil society, government, the private sector, and development agencies to dialogue about the national development agendas and to improve development operations. Ukraine's forum included NGOs from Moldova, Belarus, and Ukraine. In Bangkok, 15 NGOs from Indonesia, Thailand, the Philippines, and Vietnam presented cases on the themes of Governance, Urban and Rural Development, and Information Communication Technology. Eighty representatives of civil society organizations attended the Peruvian forum, where case studies centered around the theme "Empowering the Poor." A publication will be prepared based on selected cases presented during the Innovation Days.

arena. In fiscal 2001, the Country Offices were encouraged to relate the Program to the country strategies, in particular to social development and poverty reduction, by supporting local- and community-level initiatives. The Small Grants Program funded through 58 Country Offices a total of almost $2.3 million. It also supported country and regional forums in Peru, Thailand, and Ukraine through a partnership with the Development Marketplace (see Box 16 below). The Program also provided a grant to promote a debate on civic inclusion in preparation of the UN World Conference Against Racism, Racial Discrimination, Xenophobia, and Related Intolerance.

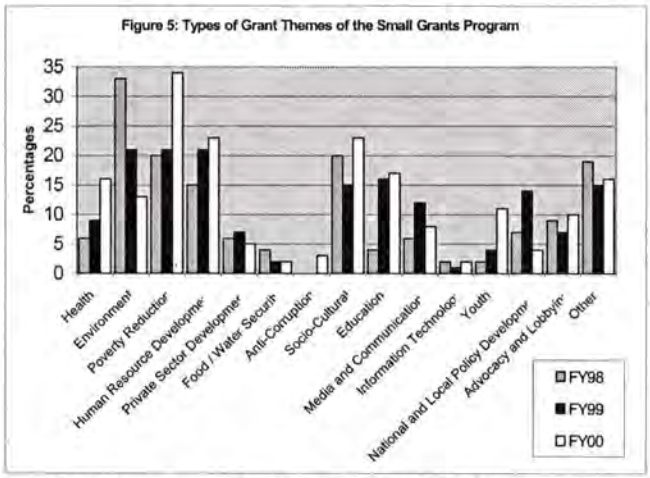
Through the Small Grants Program, Country Offices have funded innovative NGO/CSO activities while supporting civil society efforts to address critical development needs. In Ethiopia, eight activities were supported to promote early childhood nutrition, which was the country funding priority area for fiscal 2001. In Mozambique, twelve CSOs were awarded $30,000 for their information and outreach activities on HIV/AIDS among vulnerable groups in remote rural areas. In Zimbabwe, five NGOs were supported, each of them organizing dialogues between politicians and civil society, promoting the culture of a minority ethnic indigenous group, creating a civil society network for Women Members of Parliament, holding seminars on land reform and national elections, and assisting an NGO in youth development.

The Small Grants Program has augmented its reach and potential impact by increasing the leverage of the funds it provides. About half of the program's total funding comes from non-Bank sources. For example, in Hungary, 60 programs were awarded a total of $78,000, an amount that was collected after the Prime Minister's Office matched every dollar that the Bank contributed with about 73 cents.

At the request of the Bank's NGO and Civil Society Unit, Chemonics International, Inc. conducted an evaluation of the Small Grants Program during fiscal years 1998-2000. The evaluation sought to assess the Bank's decentralization approach in managing the program, and to gather lessons for future grant-making. Key findings include the following:

- The use of a combination of grassroots media and communication tools has increased the program's outreach to potentially qualified civil society groups.
- Acceptance of the applications in the local languages at the country level has allowed the most capable local organizations to apply.
- NGO umbrella organizations and networks have proven extremely useful in explaining to other CSOs the program's objectives, eligibility criteria, and guidelines.
- Multi-stakeholder screening and selection committees have maximized the chances of awarding grants to the most apt CSOs and have increased accountability.
- Greater communication, awareness-building, and training are needed for the program to further its reach to grassroots organizations in the poorest communities.

Additional findings are depicted in Figure 5 below.



Source: Chemonics International, *World Bank Small Grants Program (SmGP) Evaluation, FY 1998-2000,* June 2001

Appendix 1. Country Assistance Strategies (CASs) Approved by the Board in Fiscal Years 2000 and 2001 that Involved Civil Society

Country	Board Dates	Participatory Approach
Albania	CAS review: February 2000	As part of the CAS process, consultations were held with *Friends of Albania,* a group created by the Organization for Security and Cooperation in Europe (OSCE).
Argentina	CAS review: June 2000	In June-July 1999, a client survey was administered to obtain feedback on the Bank's performance. A consultative meeting was held with the Argentina NGO Working Group in September 1999. About 4,000 representatives from civil society met to discuss the CAS in five regional forums held in January-March 2000. Unions, journalists, academics, local authorities, politicians, NGOs, community organizations, and churches attended regional and national meetings on the CAS framework. Consultations gathered civil society inputs about their main concerns and priority areas for future discussions. As a result, structures for permanent regional dialogues between government and civil society were created.
Armenia	CAS review: May 2001	The Bank's discussions included focus groups comprising NGOs, the foreign and domestic private sector, development partners, and trade unions. The Sociology Department of Yerevan State University and the Armenian Democratic Forum helped to organize meetings in 17 urban and rural locations. The Bank further consulted civil society at a meeting to discuss the Institutional and Governance Review and the Consultative Group Meeting held in October 2000.
Azerbaijan	CAS review: September 1999	A Bank mission to Azerbaijan identified members of civil society to offer support in implementing the CAS. Possible joint actions for Bank-civil society collaboration identified were: providing inputs to working groups on reform, monitoring Bank performance, and providing knowledge to better adapt to the local context.
Bangladesh	Review of CAS Progress Report (PR): July 1999. CAS review: December 2000	For the participatory preparation of the CAS, a series of nation-wide public consultations were organized with the government, academics, professional groups, women's organizations, NGOs, villagers, and urban slum dwellers between January and June 2000. The first-phase consultations elicited views from each stakeholder group on their vision for the future in the context of recent achievements and current challenges facing the nation. Phase-two consultations provided feedback on the priorities that emerged from phase one and shared preliminary ideas on the CAS in workshops that brought the different groups together. A growing public dialogue among the media, business entrepreneurs, NGOs, academics, and other leaders is gaining momentum to counter groups that oppose reform.
Belize	CAS review: August 2000	CAS consultations build upon the national Poverty Elimination Strategy and Action Plan (NPESAP) and consultations between DFID and civic groups. The Bank consulted with members of the Government, the private sector, and NGOs in order to come to a general agreement on the development agenda and poverty reduction.
Benin	CAS review: January 2001	In 1998, the Bank held consultative meetings with government and state enterprises, farmers' cooperatives, women's groups, health committees, parents' associations, traditional leaders, private business groups, the media, NGOs, local community representatives, and village elders. The consultations informed the public of the CAS process, elicited a critical assessment of the Bank's performance, and drew lessons from the review for the Bank's future assistance to Benin.
Bhutan	CAS review: December 1999	IDA held consultations with government officials and civil society in Thimphu and in rural areas to discuss education, forestry, urban development, infrastructure, and social development. These consultations provided input to the CAS.
Bosnia and Herzegovina	CAS review: May 2000	CAS consultations were held during 1999 through a series of meetings, workshops, and roundtables with representatives of academia, the media, trade organizations, the private sector, local NGOs, and community groups, among others.

Country	Board Dates	Participatory Approach
Brazil	CAS review: March 2001. Review of CAS PR: May 2001	CAS consultations involved a wide range of stakeholders in 6 meeting held throughout the country (see more in Box 3 on page 8). In addition, the Bank consulted the Government, academics, and economists throughout the Growth Study, which analyses the country's policy choices for sustainable long-run growth, and feeds into the CAS PR. The government agreed to disclose the CAS PR, which has been posted n the Bank's Website.
Burkina Faso	CAS review: November 2000	In the summer of 1999, the Bank held workshops in Ouagadougou, Bob-Dioulasso, and Tenkodogo with officials from rural areas and with civil society groups. These groups advised the Bank on development priorities and assistance strategies for the country.
Cambodia	CAS review: February 2000	A CAS information document was translated into Khmer and used for the consultative process. The country team met with members of the government, including parliamentarians, the prime minister, and opposition political parties, as well as with local and international NGOs, the private sector, and the donor community. In addition, poor communities were consulted through focus group sessions. The CAS also drew from two participatory studies on gender and on the living conditions of vulnerable groups in Cambodia.
Cameroon	CAS review: June 2000	A client feedback survey was undertaken in 1999. The survey found that respondents believe that the Bank gives low priority to poverty reduction, in spite of its stated poverty reduction goals. In response to the survey, the Bank has publicized less visible aspects of its poverty reduction work. The Bank has also engaged in ongoing public dialogue over major social sector reforms and has begun consultations for the PRSP and the next CAS.
Chad	CAS review: May 2000	This is the first time in Chad that a participatory approach has been used to design a CAS. The Bank and government representatives organized five workshops across the country with women's organizations, producer associations, farming organizations, human rights organizations, trade unions, local government officials, and religious groups. Workshops were held in small towns, and groups from the surrounding urban and rural communities were consulted.
Colombia	Review of CAS PR: November 1999	The 1997 CAS involved in its deliberations a broad representation of civil society. Consultative workshops provided crucial input to the development of the CAS objectives. The CAS PR reconfirmed these objectives, while recommending a reassessment of the Bank's lending program due to domestic and international changes.
Djibouti	CAS review: December 2000	The CAS for Djibouti, the first for the country, was developed in consultations with government officials, senior policy makers, civil society, and donors. Discussions with donors and civil society were conducted in conjunction with the PRSP.
Dominican Republic	CAS review: July 1999	In December 1998, the Technical Secretary of the President coordinated discussions pertaining to CAS themes and objectives with different branches of government. In January-February 1999, the Bank presented the CAS approach to international agencies. Between April and May 1999, the Technical Secretary of the President held working sessions on primary CAS proposals with Government and civil society.
Ghana	CAS review: March 2000	The Bank conducted (a) a client survey to monitor its performance and (b) six regional consultations as part of the national dialogue on priorities and constraints to development, and on options for participation in Bank-supported projects. In November 1999, the Ghanaian NGO, CIVISOC, arranged consultations between the Bank and NGOs, professional associations, local governments, and small businesses in six regions of the country. In February 1999, the Bank, the IFC, and MIGA held consultations with the government and the private sector.
Honduras	CAS review: December 1999	At the government's request, the Bank began preparations for the CAS consultative process in early 1998, holding meetings with the government, the private sector, and NGOs that were working on debt relief and the HIPC process. The aftermath of Hurricane Mitch resulted in a stronger cooperation between the government and civil society. The Bank held a CAS workshop in October 1999 with two sessions; groups representing labor, rural associations, women's groups, the private sector, NGO umbrella organizations, universities, rural organizations, faith-based NGOs, and the media, among others, attended the workshop.

Country	Board Dates	Participatory Approach
India	CAS review: April 2001	Twelve sectoral workshops organized in conjunction with OED included the participation of 40 representatives from central and state government officials, NGOs, academics, private sector, and other multilateral and bilateral agencies attended. About 100 stakeholders attended the final workshop. Separate consultation workshops were conducted in the capitals of three states. A "Bank in India" image survey was commissioned as well. Finally, a CAS web site was established to continue the CAS dialogue in electronic form.
Indonesia	CAS review: January 2001	Early in the preparatory process, the Bank consulted about 400 organizations over a three-month period through interviews, seminars, and focus group discussions. Recommendations from these consultations were discussed at a National Roundtable in August 2000. Follow-up sessions were focused on how inputs from consultations were considered for inclusion in the final draft of the report. The Bank plans to involve civil society representatives more upstream in the design of future projects, and to disseminate information on its activities and projects.
Jamaica	CAS review: November 2000	The Caribbean Public Information Center of the University of the West Indies received a grant from the EU to help disseminate information to civil society and has served as a place for the Bank to discuss economic issues with NGOs. Bank officials discussed the draft CAS with the Ministry of Finance and Planning, the Planning Institute of Jamaica, and the Bank of Jamaica in September 2000. The Bank held two discussion sessions with civil society in late September 2000.
Jordan	CAS review: December 1999	In May 1998, meetings were held with government agencies, women's and children's groups, NGOs, business associations, academicians, and donors. A second round of consultations was held in June 1999 with additional stakeholders, including parliamentarians.
Kazakhstan	CAS review: February 2001	Between November 1999 and June 2000, several rounds of consultations took place with different civil society groups. These included NGOs; focus groups of citizens in Kostanai, Ust Kamenogorsk, Astana, Karaganda and Zhambul oblasts (provinces) of the country; the donor community; parliamentarians; and representatives from the private sector. An Annex of comments gathered in these consultations was attached to the final CAS documents.
Malawi	Review of CAS PR: December 2000	IDA is improving dissemination of analytical work and joining with the government to ensure greater inclusiveness through PRSP and CAS consultations. The Bank's partnership with the Government, civil society, and the private sector has broadened, and interaction has become more frequent as a result of these consultations. A client survey indicated that the Bank needs to communicate its poverty reduction mission better.
Maldives	CAS review: December 2000	Consultations were held to determine the country's vision of development objectives with the island communities, the private-sector NGOs, and donors. The CAS was prepared with the inputs from a client survey and assessments of vulnerability and poverty.
Morocco	Review of CAS PR : June 2001	The Bank organized a series of public seminars throughout 2000 with the Government and civil society, as part of the Comprehensive Development Framework (CDF) process to discuss health financing, education, rural development, SME development, and corruption. The Bank organized a full-day consultation with civil society in October 2000 to explore areas of closer collaboration between the Bank and NGOs. (See Box 2 on page 7.)
Mozambique	CAS review: June 2000	The "listening" round of consultations took place in November 1999. The Bank consulted government officials, donors, civil society, and the private sector to discuss the visions that Mozambicans have for their country's development. The Bank held a second round of consultations in March 2000 to present the outline for the draft CAS.
Pakistan	Review of CAS PR : June 2001	The Bank held the first round of consultations for the forthcoming CAS in October 2000 and February 2001 with government officials, business leaders, villagers, and women's and professional associations. IFC held a round of consultations with the private sector in March 2001. A second round of consultations with civil society was held in May 2001 at the federal level and in provincial capitals. The Government carried out consultations with civil society while formulating its reform agenda.
Papua New Guinea	CAS review: December 1999	The Bank held a series of day-long workshops with 180 representatives of national and international community-based organizations, churches, professional groups, business groups, private sector representatives, and government officials from 16 of PNG's 20 provinces. The main issues to emerge from the workshop were the need for better governance, improved service delivery, and better management of natural resources.

Country	Board Dates	Participatory Approach
Poland (PR)	Review of CAS PR : September 2000	The Bank has periodically held briefing meetings with NGOs to inform them of its progress. NGOs also contribute to Bank projects throughout their preparation and implementation.
Romania	CAS review: June 2001	CAS consultations started in January 2001, and follow-up meetings were held after Board approval of the CAS document. Civil society groups (NGOs, business associations, and union leaders) and parliamentarians, including political opposition parties, were consulted. Virtual consultations through the Internet included over 4,500 visitors to the CAS Website. Many of the comments and proposals generated in these consultations were reflected in the CAS. The final CAS document was posted in the Website.
Russian Federation	CAS review: December 1999.	The CAS has been developed in close consultation with the Russian Government, and has benefited from consultations with stakeholders in Russia.
Slovak Republic	CAS review: February 2001	In 1999-2000, NGOs collaborated with Bank staff on the initial technical work of public sector reform. The Slovak Academic Information Agency—Service Center for the Third Sector organized the first major CAS meeting in February 2000 to discuss the draft CAS document. A second meeting, held in March 2000, focused on key issues within the major CAS themes. Slovak and international NGOs submitted a document entitled "Comments and requests of NGOs in the Slovak Republic related to the CAS of the World Bank."
Tanzania	CAS review: June 2000	Between June and July 1999, the Bank held consultations with a diverse group of civil society organizations to learn about Tanzanians' perceptions of the current economic situation, public services, and constraints to poverty alleviation, among other issues. Priorities which emerged during these sessions were the need for improved delivery of public services and greater accelerated growth.
Togo	Review of CAS PR: June 2000	IDF grants were requested to strengthen collaboration between government and civil society in the area of social protection, and to assist NGOs working for the promotion of women's status.
Tunisia	CAS review: April 2000	Throughout 1999, while preparing the CAS, the Bank has consulted the private sector and the NGO and academic communities of Tunisia. The bank has held discussions with trade union representatives and employers, and focus group discussions with civil society concerning the impacts and priorities for reforms.
Turkey	CAS review: December 2000	The Bank administered a client survey in 1999 to assess the Bank's performance. A consultant study combined the results of consultative activities held since 1999. The Bank and IFC jointly held four consultative sessions for the CAS, including one session with NGOs. Representatives of 23 NGOs responded to ways the Bank and NGOs could interact in the future. In addition, Mr. Wolfensohn held a meeting with NGOs on his visit to Turkey to discuss the potential role of NGOs and issues of organization among NGOs.
Uganda	CAS review: November 2000	Bank staff held consultations with the Government and civil society at the beginning of the CAS preparatory process. The Bank circulated and discussed a draft CAS document with the Government, donors, parliamentarians, NGOs, the private sector, and other civil society representatives between April and May 2000.
Ukraine	CAS review: September 2000	During the CAS consultations in 2000, Bank staff held roundtables with parliamentarians, members of local governments, over 200 NGO representatives, academics, professional associations, think tanks, business circles, mass media, and agricultural workers. A series of regional discussions were held, written comments from NGOs were obtained, and background information on the proposed strategy was disseminated widely. In May 2000, a Contact Group of NGO representatives was set up to act as an advisory body to the Ukraine World Bank team for the organization of future consultations. A special Website was set up in English, Ukrainian and Russian to further facilitate the consultation process and to provide regular updates.
Uruguay	CAS review: June 2000	A poverty assessment was carried out in consultation with major stakeholders, including NGOs. The assessment was participatory, and focus group interviews with key informants and direct observations were implemented.
Vietnam	CAS review: May 2000	NGOs participated in Working Groups and in the Consultative Group for the CDF. NGOs conducted four participatory poverty assessments for the Bank-sponsored report, "Vietnam: Attacking Poverty."

Country	Board Dates	Participatory Approach
Zambia	CAS review: October 1999	Between February and July 1999, the Bank held CAS consultations in conjunction with consultations centered on the CDF. These consultations included individual sessions with government officials, heads of UN agencies, 60 NGOs, trade unions, church groups, private-sector leaders, academics, parliamentarians, and a sample of ten poor urban and rural communities.

Appendix 2. Participation in Formulating Interim and Full Poverty Reduction Strategy Papers in Fiscal Years 2000 and 2001

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
Albania	IPRSP Board review: June 8, 2000.	In early 2000, the Government set up a PRS Steering Committee accountable to the Council of Ministries, civil society, and donors. In preparing the IPRSP, the Ministry of Finance conducted consultations with government entities and sought comments from research and donor institutions. After IPRSP review, a multi-stakeholder consultation was held. A workshop is planned for November 2001. The Participation process in Albania has grown into a multi-donor, multi-stakeholder process involving the support of UNICEF and UNDP. The Carter Center has contributed staff time to facilitate civil society participation in the formulation of the PRSP and to strengthen Government's ownership of the process.
Armenia	IPRSP Board Review: May 2001.	A PRS Steering Committee established to prepare the IPRSP includes representatives from parliamentary committees, political parties, civil society, and the donor community. Countrywide seminars, information campaigns, focus group discussions, and stakeholder assessments created public awareness and ensured civil society participation in designing, implementing, and monitoring the PRS process.
Benin	IPRSP Board review: July 2000.	The National Development and Anti-Poverty Commission, comprised of the public administration, specialized agency officials, and civil society representatives will prepare the PRSP. At the local level, the commission will survey living conditions in rural and urban areas and hold 12 regional workshops for local government, decentralized state agencies, and civil society. At the national level, the commission will hold issue-specific group consultations and more general consultations with representatives from sectoral ministries and resource persons from civil society.
Bolivia (PRSP)	PRSP Board review: June 2001.	The National Dialogue 2000 was the culminating participatory event for the PRSP. It drew inputs from the 1997 National Dialogue, the Jubilee 2000, the Liaison Committee, and other participatory national and regional workshops. These workshops consulted political parties, parliamentarians, indigenous groups, youth groups, religious organizations, and rural women's groups, among others, and were supported by the UNDP, the Catholic Church, and other bilateral and multilateral donors. After completion of the draft PRSP, the government elicited inputs from civil society through a series of discussion workshops through the "Government Listens" initiative. Comments and proposals made by civil society were considered in the final version of the PRSP.
Burkina Faso	PRSP Board review: June 2000.	The PRS dialogue has benefited from the country's tradition of participatory development (see Box 1 on page 3 and Box 3 on page 8). During the IPRSP preparation, government agencies attended two meetings, and civil society and other stakeholders participated in two regional workshops. The process also included the private sector and donor agencies. In its intra-governmental participation, the central ministries sought parliamentary ratification of the PRSP. A participatory poverty assessment will be completed in 2001.
Cambodia	IPRSP Board review: January 2001.	The government will disseminate the IPRSP in Khmer and carry out a Public Information Campaign. Key stakeholders, including umbrella NGO groups and members of the National Assembly, will have the opportunity to comment on the draft PRSP. Civil society will respond to the full PRSP through surveys, workshops at local and national levels, participatory poverty assessments, and stakeholder analysis.
Cameroon	IPRSP Board review: October 2000.	The PRS participatory process was launched in January 2000 at a seminar attended by representatives of the central government, para-public entities, universities, NGOs, and donors. During March and April 2000, missions dispatched to the provinces identified groups to be consulted; 203 target groups representing all segments of civil society initiated the consultation phase. In May 2000, a national workshop presented the results of the participatory consultations. The government plans to create a National Poverty Reduction Network to provide a public space for citizens to raise concerns and make proposals about the effectiveness and efficiency of public expenditures on social services and social infrastructure.

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
Central African Republic	IPRSP Board review: January 2001.	With UNDP's assistance, stakeholder consultations will build upon the participatory process for the National Poverty Reduction Plan (NPRP) developed in 1999. Civil society will engage in discussions on policy priorities, strategies, and planned actions through representation on the national PRS steering committee. Several sector studies have been commissioned to identify action that would directly benefit the neediest part of the population; one study will focus on community participation. Conclusions from sector studies will be shared with all stakeholders, including civil society.
Chad	IPRSP Board review: July 2000.	A steering committee, established in April 2000, will prepare, evaluate, monitor and implement the National Poverty Reduction Strategy (NPRS) with representatives from Parliament, central government, civil society, and the private sector. Civil society will be consulted through national seminars, studies on poverty, participatory consultations, and through a Civil Society Forum in November 2000.
Ethiopia	IPRSP Board Review: March 2001.	At the level of the federal government, a steering committee will oversee the preparation of the PRSP, in consultation with domestic and external partners. Professional associations and trade unions will be consulted at this level. At the level of district government, consultations will take place with women's groups, cooperatives, locally active NGOs, and district-level civil servants and elected officials. At the level of regional government, consultations will include members from civil society, the private sector, and urban communities.
Gambia, The	IPRSP Board review: December 2000.	In 1992, The Gambia prepared the Strategy for Poverty Alleviation (SPA) in consultation with a cross-section of society. The current PRSP, known as the SPA II, follows the same tradition. Umbrella NGO organizations facilitated the workshops, and representatives of local government and members of civil society attended. In October 2000, the government held a National Workshop to share the results of six Divisional Workshops held for greater consultation and validation of the process.
Georgia	IPRSP Board review: December 2000.	A consultative process with civil society groups on Interim Poverty Reduction and Economic Growth Progress (PREGP) was completed in February 2001. A special consultation with international organizations and donors was held in March 2001. The final version of the interim PREGP involved consultations among NGOs, representatives of civil society, mass media, and professional associations in April 2001.
Ghana	IPRSP Board review: August 2000.	The National Development Planning Commission assembled eight Cross-Sectoral Planning Groups (CSPG), representing religious and traditional institutions, the private sector, community organizations, NGOs, and central and local government. These groups will establish the policy focus, goals, and objectives, and will formulate strategies in their respective thematic areas. A national forum will be held to review the groups' proposals, culminating in a single national policy framework document, *The Second Step: 2001-2005.*
Guinea	IPRSP Board review: December 2000.	Despite the short period for the IPRSP preparation, the government organized consultations in the country's five key regions, resulting in broad grassroots participation. The consultations targeted vulnerable groups, i.e., the handicapped, the unemployed, street children, and women in rural areas. Consultations addressed the groups' perceptions of poverty and their proposed remedies. The results of the regional workshops were validated at a national workshop held in Conakry on March 2000.
Guinea Bissau	IPRSP Board review: December 2000.	The drafting of the IPRSP included participatory discussions held from June through August 2000 with civil society, the military, diplomatic representatives, international organizations, NGOs, development partners, and local authorities. When formulating the full PRSP, the Government will continue to achieve national consensus by consulting local communities in urban and rural areas and will improve living standards by preparing regional programs to reduce poverty.
Guyana	IPRSP Board review: November 2000.	The IPRSP builds upon previously implemented participatory efforts, such as the National Development Strategy of 1993 and the Business Summit of 1999 for greater investment and accelerated growth. The IPRSP will be distributed among civil society groups to gather input for the PRSP. Public seminars and workshops will be held in three key counties. Extensive use of electronic and print media will

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
		be used to inform the public through panel discussions on television and radio. NGOs will play a greater role in implementing anti-poverty programs by providing support to new rural NGOs and their umbrella organizations.
Honduras	IPRSP Board review: July 2000.	The Social Cabinet has jointly directed the PRS participatory process in consultation with FONAC, an NGO consortium, and the Commission for the Participation of Civil Society, a committee composed of a wide range of civil society organizations. In early 2000, civil society participated in a workshop organized to discuss plans for drafting the PRSP and to explain conceptual aspects of the PRSP diagnostic assessment. Members have included trade unions, confederations of workers, farmers, ethnic groups, cooperatives, women's organizations, NGOs, private enterprises, and political parties. Meetings with civil society were held in different regions of the country throughout 2000 in order to present the findings of preliminary diagnostic assessments, and to get inputs from civil society.
Kenya	IPRSP Board review: August 2000.	Between July and August 2000, a National Consultative Structure was created, with participants representing the government, the private sector, poor communities, the media, women's groups, and NGOs. Activities included stakeholder mapping and capacity building on the PRS process for all stakeholders. Consultations and workshops with civil society have taken place at the national, provincial, district, and local levels. A parliamentary consultation was conducted in March 2001.
Lao People's Democratic Republic	IPRSP Board review: April 2001.	A Participatory Poverty Assessment (PPA) was completed between March and October 2000. The State Planning Committee, in conjunction with grassroots organizations, NGOs, and donors, analyzed the PPA results at central, provincial, and selected district levels. The draft IPRSP was circulated to stakeholders, including NGOs. Feedback was provided at a workshop in March 2001.
Lesotho	IPRSP Board review: March 2001.	The Technical Working Group (TWG), the Poverty Council, and the Civil Society Poverty Reduction Forum will steer the PRS process. The TWG will implement the consultative workshops in collaboration with the NGO-driven Forum. Community-level stakeholders will be consulted through public hearings, workshops, and stakeholder briefings. The Poverty Council, headed by the Minister of Finance and Development Planning, will facilitate consultations with government institutions and will ensure that the TWG has access to them. District and community consultations will culminate in a National Poverty Forum.
Macedonia	IPRSP Board review: December 2000	A Participation Plan has been designed in consultation with key government officials and representatives from civil society. Through the plan, representatives of government voiced opinions on general or political issues in January-February 2001 at a Stakeholder Workshop. Individual ministries provided inputs to more specific issues and areas in March 2001. The Government has set up a working group made up of representatives from various ministries, and they are now working on the preparation of a full PRSP.
Madagascar	IPRSP Board review: December 2000.	In November 2000, representatives from public institutions and private organizations attended a National Workshop to prepare the IPRSP. Separate participatory consultations were held concerning rural development, nutrition, health, private sector development, rural water supplies, population, the environment, and education. Participants included NGOs, rural organizations, local government officials, and donors.
Malawi	IPRSP Board review: December 2000.	The PRSP builds upon the participatory process of Vision 2020, a document prepared in 1998 to seek consensus on national goals and aspirations. Several consultative mechanisms have been used to draft the IPRSP, including a consultative group meeting in May 2000, and a household survey and series of consultative workshops held in September 2000. In November 2000, the draft IPRSP was discussed with donors, government, NGOs, the private sector, Cabinet officials, and the Parliament through a series of workshops.
Mali	IPRSP Board review: September 2000.	The PRS process builds upon the National Strategy for the Fight Against Poverty, a reference and coordination framework for all actions aimed at reducing poverty in Mali. This participatory strategy will be prepared with national and local government representatives, civil society, private-sector organizations, state

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
		institutions, and donors. A Committee overseeing the strategy will determine the participatory methods to be used, as well as the stakeholders to be involved in the process. In addition, the Committee will select the criteria and approaches for selecting participants, forms of involvement in the process, potential role of each participant, frequency of dialogues, resources necessary to conduct these consultations, and financing of these events.
Mauritania	PRSP Board review: February 2001.	A Consultative Committee will monitor the technical aspects and promote the participatory approach of the PRSP. The Ministry of Economic Affairs and Development presides over the Committee, in association with national government officials, local elected officials, and civil society representatives. In September 2000, nearly 100 NGOs were invited to a workshop to give their opinions of the draft PRSP. Four inter-regional poverty reduction seminars were organized in November 2000. Representatives of the thirteen *wilayas* and all elected officials, representatives of NGOs, and other organizations of civil society active in each region attended these events. In December 2000, national sessions on poverty reduction were organized just before the final version of the IPRSP was submitted to the Board for review.
Moldova	IPRSP Board review: December 2000.	In July 2000, the Cabinet created a PRS Steering Committee, which is headed by the Prime Deputy Minister. In December 2000, the government organized an IPRSP roundtable discussion with civil society, the private sector, and academia. In August 2001, a new PRSP Coordinating Council was created under the President's leadership. The next step is the creation of a Technical Committee, which will lead the updating of the IPRSP by late 2001 and a participatory process for the full PRSP in 2002.
Mozambique	IPRSP Board review: April 6, 2000.	In 1998, with the assistance of international agencies, the central government launched a broad consultative process to draft the Action Plan for the Reduction of Absolute Poverty (PARPA). The PARPA, contained in the IPRSP, was presented in December 1999 to provincial governments, donors, and NGOs. In March 2000, a broader PRS consultation process began to include producers' associations, trade unions, religious groups, and others. The consultations will be run largely on sectoral lines, and will be brought together in the final strategy.
Nicaragua	IPRSP Board review: December 2000.	In 1999, the government created the National Council for Social and Economic Planning (CONPES) for advice on economic issues. CONPES is comprised of representatives from business, labor, political parties, NGOs, and key ministries and regional government bodies. CONPES formed the Institutional Development Commission to coordinate civil society participation in the PRS, with technical assistance from UNDP. To date, CONPES has consulted former presidents, the head of the Catholic Church in Nicaragua, the business community, political parties, civil society organizations, NGOs, universities, labor unions, and the media.
Niger	IPRSP Board review: December 2000.	In 1998, the government developed a National Framework Program to Combat Poverty (PCNLCP) in consultation with a wide range of stakeholders. Civil society will contribute to the participatory process through representation on national, regional, and local steering committees for the PRS. At the local level, committees will conduct a participatory analysis exercise to capture the real needs of the people by involving them from the outset in the identification of solutions to their problems, and in defining and implementing modalities of poverty reduction efforts.
Rwanda	IPRSP Board review: December 2000.	A Participation Task Force (PTF) will manage implementation of the PRSP consultations. Planned dialogues for different target groups include focus groups at prefecture levels with local authorities, elected women's and youth representatives, NGOs and associations, religious groups, and resource people. In addition, a participatory poverty assessment will be conducted in almost 60 communes, the five poorest from each prefecture. Consultative workshops will be held with NGO umbrella organizations, the private and government-owned media, business people, politicians, religious leadership, senior civil servants, and bilateral and multilateral donors.

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
Sao Tome and Principe	IPRSP Board review: April 27, 2000.	In June 1999, the government completed a participatory process for preparing a policy paper on strategic options and a priority plan for 2000-05, with the UNDP's support. Based on this plan, the government prepared a draft IPRS and a policy matrix in November 1999. Both documents were submitted for review to NGOs, labor unions, religious leaders, the Chamber of Commerce, and donor agencies.
Senegal	IPRSP Board review: June 20, 2000.	A Poverty Alleviation Program (PLP) was adopted in December 1997, after consultations with public officials, local communities, civil service institutions, and international agencies. The PLP constitutes the basis for the IPRSP. Since May 2000, profile updates and poverty indicator studies have been conducted. PRS national consultations and focus groups will be held with a wide range of development stakeholders in 2001.
Tajikistan	IPRSP Board review: October 2000.	The Government committed to conduct interviews, seminars, and conferences during the second half of 2000 and to continue its public information campaign aimed at increasing knowledge about the PRS. The participatory process will culminate with a national seminar prior to completion and approval of the PRSP.
Tanzania	IPRSP Board review: April 2000. PRSP Board Review: November 2000	The National Poverty Eradication Strategy (NPES) formulated in 1997 serves as a point of reference for the preparation of the country's PRS. Zonal workshops with representatives of the poor at the village level provided critical inputs to the process. A national workshop with 25 participants, held in August 2000, sought further reactions to the targets, priorities, and actions outlined in the draft PRSP. Among the participants were Permanent Secretaries, Regional Commissioners, representatives of the donor community, multilateral institutions, private sector organizations, NGOs, the public media, and informal sector representatives.
Uganda	PRSP Board review: May 2, 2000.	Consultations were conducted in preparing the national *Vision 2025,* the Medium Term Expenditure Framework (MTEF), and the Participatory Poverty Assessment. The 2000 revision of the 1997 Poverty Eradication Action Plan (PEAP), the country's CDF and PRSP, included consultative meetings with government officials, politicians, NGOs, the private sector, local authorities, donors, and the media.
Vietnam	IPRSP Board review: April 2001.	The IPRSP process is committed to strengthening the participatory process and ensuring active consultation with the poor on program development and implementation. During the IPRSP formulation process, the government received suggestions from national and international organizations. For the government's poverty study group, donors and NGOs conducted a study on hunger eradication and poverty reduction. The government has organized several meetings with NGOs to discuss the process and content of the IPRSP. A draft of the IPRSP was circulated to the participants and discussed at the Consultative Group meeting in December 2000.
Yemen	IPRSP Board Review: February 2001	One-day seminars were held to discuss the draft IPRSP in four governorates. Government officials, civic leaders, labor unions, NGOs, interest groups (such as women's organizations), professional syndicates, academia, political groups, the media, and the private sector attended the seminars that took place between June and October 2000. A three-day conference was organized in cooperation with the Consultative Council and a diverse group of concerned parties. Two more seminars took place in February 2001. Following comments and suggestions made by seminar participants, a semi-final vision paper was drafted by the end of November 2000
Zambia	IPRSP Board review: August 2000	The PRS Technical Committee framework will contain provisions to form sub-committees or working groups, in which representatives from civil society, the private sector, NGOs, the Church, and donor agencies will be included. Stakeholders will be asked to join the working groups that are of primary interest to them or in which they have special expertise. The development of a series of radio and television discussions on poverty reduction in Zambia is under consideration.

Prepared jointly by ESSD and EXT

Engaging with Civil Society

Facilitating, Consulting, Partnering

Technical Briefing for the Board

January 31, 2001

Purpose of today's meeting

To discuss our relationship with civil society organizations (CSOs)

To listen to your concerns and suggestions for Bank-civil society relations

Civil society is complex and dynamic

Civil society comprises a wide variety of private organizations that have a presence in public life expressing the interests and values of their members or others, based on cultural, economic, ethical, political, or religious considerations.

Why do we engage civil society?

- Improve quality and sustainability of operations
- Leverage impact
- Manage risk
- Expand common ground of understanding
- Build political and public support
- Learn from its experience

Facilitating, consulting, partnering

	Local	Country	Global/Regional
Facilitating	Projects, programs, CDD, capacity building	Projects, programs, PRSP, policy lending, capacity building	World Commission on Dams, capacity building
Consulting	Sector work, CASs	Sector work, CASs, OED evaluations, WB policies	Sector strategies, HIPC, WB policies
Partnering	Grassroots partnerships as follow-up to Voices of the Poor	Evaluation and monitoring, WBI and training institutes	River blindness, WWF on forestry, Business Partners for Development, WB/NGO Committee, CGIAR, Development Gateway

Facilitating: Where are we?

Project and programs

Exception → widespread
Few international NGOs → broad spectrum
NGOs as "contractors" with governments → CSOs as partners

→ Improved outcomes

PRSPs - new opportunities and challenges

Consulting: Where are we?

From confidential country strategy papers to

→ better CASs through consultation

From contentious relations to

→ definition of new Bank instruments (Jubilee 2000/enhanced HIPC)

→ better sector strategies

→ better policies (resettlement)

Partnering: Where are we?

From limited interactions to dynamic partnerships:

- WB/NGO Committee
- GAVI
- WWF on forestry
- Business Partners for Development

CSOs as key players

- Increasing confidence, strength
- Growing financial, research, and communications capacity
- Influencing public policy
- Gaining trust among the general public, parliamentarians, and media
- Partnering with the private sector

With whom do we consult and partner?

- Key criteria: credibility, competence, local knowledge, representativeness, and institutional capacity
- Application of criteria more difficult as civil society becomes more diverse, complex, and influential
- Engagement must be more strategic and targeted

What are the rules of engagement?

- Common goals
- Clear roles and expectations
- Disclosure and transparency
- Mutual respect

How do we manage risks and costs?

- Engagement is costly -- so is not-engaging
- Greater flexibility required in the way we do business
- Supporting reform has political dimensions
- Responding to questions about Bank's governance

Questions for discussion

Seeking your views:

- How can we ensure that engaging civil society yields the greatest benefit?
- Where do we need to strengthen our rules of engagement?
- How do we balance the benefits and risks of engaging?

Record Removal Notice

The World Bank Group Archives & Records Management

File Title		Barcode No.
Policy Development Records - World Bank Engagement with Civil Society - Report - October 3, 2001		1831376
Document Date	**Document Type**	
31 January, 2001	Board Record	

Correspondents / Participants

Subject / Title

Technical Briefing for the Executive Directors on Bank-Civil Society Relations
Wednesday, January 31, 2001
Summary of Discussion

Exception(s)

Additional Comments

Declassification review of this record may be initiated upon request.

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.

Withdrawn by	Date
Sherrine M. Thompson	October 28, 2022

June 2001 (this note was circulated to SDV and EXT staff)

SDV/EXT NGO and Civil Society Collaboration -- Civil Society Group

Dear Colleagues,

Some of you will have already learned about the ongoing process between EXT and SDV aimed at furthering our collaboration in aspects of our work programs where we share important commonalities. We have reached important understandings, although we see this as an evolving process. Our hope is that the collaborative approach will lead to efficiencies in the delivery of our services, and much greater effectiveness in the Bank's overall strategies for working with civil society.

We have borrowed from the concept of the "*Star Alliance*" to describe the new working arrangement. This comes out of recommendations from a consultancy engaged to help us think through this process. Like an airline alliance SDV/EXT would offer a number of common services in those areas of overlap, where we share interest, expertise, and responsibility, and where in fact the combined strengths of the two groups would offer a much stronger business line and service.

It is important for us to stress that there is no attempt in this exercise to create a framework to be necessarily replicated in country or regional operations. The way the Alliance's work will translate in the regions will in fact differ from region to region. But we hope that it will enable our communications with you from HQ, in these particular areas of common interest, to be more coordinated and cohesive.

Below is a detailed description of how we see the Alliance working. We will be "piloting" this arrangement for one year, with a mid-term review.

What we would offer is the following:

a set of common services
a set of unit responsibilities
a task manager approach to many activities in the CS area
a joint strategy development; information sharing; work planning arrangement

We see the following potential advantages to this type of alliance:

it can provide to the Bank a set of unified business services
it offers in many cases a one-window approach to civil society here at HQ
it capitalizes on all the assets of the two groups
it rationalizes the work load; makes it more efficient; ends duplication

We realize that, for this to work, we would need a change in culture and the way we approach work, and we will have to demonstrate commitment to teamwork.

The way we expect this to work is that requests for service can come into anyone of the team, but would be discussed among the group to decide who provides the service, based on interest, expertise, time and budgets. The idea would be that the person chosen would task manage the activity for the group and would be empowered by the group to undertake this activity . The group acts as a filter and decides if the activity was warranted in terms of strategic directions and work programming for the civil society work in the Bank.

The shared business lines would be:

Bank Wide Strategy and Coordination
Consultation
Capacity Building

Civil Society Dialogue (Global Forum)
Help Desk/Enquiry

1. Bank Wide Strategy and Coordination

The Alliance would assist senior management in defining strategic directions for outreach and dialogue with civil society, and reviewing progress
The alliance will ensure that there is a strong understanding of regional and country civil society issues and strategies and that these are linked to formulation of the corporate strategy. The alliance will also provide intellectual and analytical work and advice on global social movements. A preliminary proposal for this work has already been discussed by the group.

2. Consultation

The alliance would offer and market a Bank wide service on consultations both advice and direct support. This would relate to any consultation whether it was CAS, , sectoral, issues, etc. The service would include:

strategic advice on timing related to other events; who to invite; how to structure etc.
factual advice on the mechanisms of holding the consultation
guidelines and best practice
case studies
knowledge management; tool kits
in country support for specific consultations

If there was a request to support a process (for example the new work on adjustment) the alliance would jointly decide who the focal point would be and that person would task manage the process with the support of the alliance.

3. Capacity Building

The alliance would continue to offer its current basket of capacity building programs from the individual units but the alliance would package and market a combined service for civil society capacity building:

for Bank staff
for client governments
for NGOs.

The alliance will work with WBI to identify civil society components that should be included in on-going training programs and undertake a needs analysis leading to the development of further capacity building programs that may be required or needed

4. Civil Society Dialogue/Global Forum

As you know, the Global Forum was established in December, 2000 following discussions of the NGO World Bank Committee, and will effectively replace the Committee and its annual meetings. It will be a theme based, mostly Southern focused forum for Bank/civil society engagement, facilitated by Joint Facilitation Committee. The alliance would jointly manage the organization of the Global Forum, which would include participating in the Joint Facilitation Committee, coordinating Bank staff involvement in the Forum, fund-raising and overseeing staff/consultants to be hired by the Forum Secretariat

5. HelpDesk/Enquiry

A one stop place for all internal and external enquiries related to civil society. We would need to have one telephone number/fax/e-mail address etc. for people to access. This would not stop the many direct requests each unit receives but would offer a common entry point to users not familiar with the groups. Hopefully the person who receive these enquiries would be able to respond to many of them but would direct those that needed more support to the group for decision. This function would need resources and would need to be physically placed in one of the units.

Individual Unit Responsibilities

The establishment of the Alliance will not take away from the distinctive mandates and specific work programs of both the NGO and Civil Society Unit and EXT. Bu but we will be re-shaping these individual responsibilities more into business lines. For example EXT would take on the responsibilities for external communications with NGOs. This would include the news letter, WEB page, special mailing etc. these might be divided this way:

EXT responsibilities:

1. Corporate Level Strategic Relations

Developing external messages on Bank-civil society relations
Acting as a front door for President and MDs, advising on the use of their time with civil society
Identify and manage target opportunities/events for strategic engagement with civil society
Assisting senior management (President, MDs, NVPs, RVPs) and the Board in defining strategic directions for outreach and dialogue with civil society, reviewing progress, prioritizing/targeting selective engagement with key civil society actors, developing consistent messaging to civil society, and addressing "hot" issues (e.g., human rights, debt relief, user fees, accountability, etc.).
In close cooperation with SDV preparing institutional/corporate briefings and reports for senior management and the Board on strategic Bank-civil society engagement issues, drawing upon other units' knowledge and experience as appropriate.
Working with the Board to develop an ongoing series of Board seminars on civil society-related topics, drawing heavily upon the knowledge and experience of SDV especially when pertaining to mainstreaming civil society in the Bank's work.

2. Political Advice, Risk and Crisis Management

Assessing the political dimensions of cross-cutting issues/priorities for the Bank (e.g. globalization, IDA-13, structural adjustment, information disclosure, Global Gateway, etc.) of interest to civil society; advising and assisting lead Bank units in managing institutional responses, and organizing civil society consultations on Bank policies/issues -- in close cooperation with other relevant Bank units.
Managing an early warning system to collect/monitor data from CSO websites, e:mail traffic, etc. on emerging activities/trends vis-à-vis the Bank. Prepare regular internal reports.
Providing advice to senior management on the political implications of high-risk projects.
Provide advice and support on crisis issues

3. Corporate Level External Communications with Civil Society

Managing external communications and outreach: namely maintaining NGO pages on Bank's external website; global e:mail newsletter; mass media interface, publications, and other global dissemination to civil society about key Bank initiatives.

Organizing and managing specific activities for civil society groups during the Annual and Spring Meetings (workshops, seminars, accreditation, Program of Seminars, NGO press, etc.) Organizing new Bank-civil society Annual Forum .

4. Institutional Relationship Management

Managing cooperation with UN agencies in civil society related matters, including liaising with civil society focal points of the UN system, responding to requests for staff involvement in conferences, commenting on UN reports, providing advice to EXTUN offices, etc.)
Coordinating overall liaison with civil society focal points in EU, OECD/DAC, WTO, MDBs, and bilaterals.
Maintaining overall political relations with NGOs worldwide, particularly related to NGO campaigns related to the Bank and its work.

5. Operational Support

Through DevComs providing on-the-job support to country teams, task team leaders, and client governments for enhancing civic engagement and building effective partnerships for development.
Providing direct support to project teams on civil society engagement in projects.
Providing advice and support to governments on communications for change and civil society dialogue on specific themes/sectors. Also advising governments on how to develop interactions with civil society

SDV responsibilities:

1. Monitoring and tracking Bank-civil society collaboration

Establishing and managing an effective system of monitoring and tracking of all Bank-civil society collaboration at the project, program, and policy levels.
Preparing, in conjunction with RVPs and NVPs, the semi-annual and annual reports on Bank-civil society relations across regions/networks.

2. Coordinating the Civic Engagement Thematic Team

The team will focus on the operational dimension of our work with civil society. The team will discuss joining efforts with the participation learning group in order to develop a coherent framework for civic engagement at the macro level.

3. Developing and refining tools, methodologies, and operational guidelines on constructive civic engagement for Bank staff.

- Identification and dissemination of good practice/lessons of experience in civic engagement across regions and networks (e.g., on public consultation, participation, CDF/PRSPs, etc). This business line includes revisiting GP 14.70
- Enhancing civic engagement and participation in CDF/PRSP formulation and monitoring.
- Developing strategies and tools for fostering an enabling environment for civic engagement in development and poverty reduction, including developing and disseminating good practice guidelines for consultations with civil society.

4. Identification of cutting-edge knowledge resources on civil society/civic engagement
...with the aim of building up the Bank's own knowledge base at the central, regional/network, and country levels.

5. Developing and fostering effective partnerships for civic engagement

Fostering special global partnerships for development and poverty reduction with civil society organizations. , and supporting partnerships by networks, regions, and families with civil society organizations (e.g., WWF Alliance, WCOD, etc.).
Developing partnerships with UN agencies, MDBs, and donors to enhance the operational work with civil society.
Building strategic partnerships and providing support to specific global, regional, and country activities with civil society through administration of the Small Grants Program.

The NGO/Civil Society team will joint efforts with the Participation and CDD groups to form the Empowerment Cluster in the Social Development Department.

Management of the Alliance

The Alliance will operate as much as possible by consensus. William Reuben and Paul Mitchell will be jointly responsible for the management and delivery of a joint agreed upon work program and set of deliverables. Carolyn and Jeff would be responsible for most of the day to day work.

We hope that this update helps you to appreciate this new approach to delivering on the respective work programs of EXT and the NGO and Civil Society Unit. If you have any questions comments or suggestions, please do not hesitate to contact us, Najma Siddiqi, Jeff Thindwa or Carolyn Reynolds.

Best regards,

Paul Mitchell and William Reuben

Calendar Entry:

Appointment

Subject:	Bank's Engagement with Civil Society--VPs/MDs	Location:	MC13-121
Begins:	Wed 10/03/2001 10:30 AM	Entry type:	Appointment
Ends:	Wed 10/03/2001 11:30 AM		
Chair:	Ian Johnson/Person/World Bank		

☐ Pencil In — Time will appear free to others.
☐ Mark Private — Others cannot see any details about this event.
☐ Notify me — Have Notes notify you before the event.
Categorize:

Description:

Mats Karlsson
09/24/2001 01:59 PM
85914 EXTVP

To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H. Choudhury, Frannie A. Leautier, Gary L. Perlin, Gobind T. Nankani, Jean-Francois Rischard, Jean-Louis Sarbib, Jemal-Ud-Din Kassum, Jo Ritzen, Joanne Salop, Johannes F. Linn, Katherine Sierra, Ko-Yung Tung, Mieko Nishimizu, Motoo Kusakabe, Nemat Talaat Shafik, Nicholas Stern, Robert Picciotto, Vinod Thomas
cc: Sven Sandstrom, Shengman Zhang, Jeffrey Goldstein, Mamphela Ramphele, Ian Johnson, Elizabeth Mcallister, Steen Lau Jorgensen, Peter Woicke, Paul D. Mitchell, Carolyn Reynolds, William Reuben, Jeff Thindwa, Rachel Winter Jones, Kris Zedler, Joy Le Blanc-Alston, Vinodhini David, Karolina Ordon, Rita M. Hilton, Eveling Bermudez
Subject: RESCHEDULE: Meeting on Bank's Future Engagement with Civil Society, Wednesday October 3 at 10:30-11:30 a.m., in MC 13-121

Colleagues,

With apologies for one more change in timing, we have decided to move the meeting with Vice Presidents on the Bank's engagement with civil society to the morning of **Wednesday, October 3, at 10:30-11:30am** so that our staff in Europe can also participate via videoconference. The meeting will be held in **Room MC-13-121.** Coffee and pastries will be provided.

Below is a **background note for the meeting**. We hope that you can personally participate in this important discussion on the future of our engagement with civil society. **Please confirm your attendance with Joy Le Blanc-Alston at x30922 as soon as possible** so that we are assured of an appropriate quorum.

Many thanks.

Mats Karlsson and Ian Johnson

* *

Background Note for Meeting with Vice Presidents on the Future of Bank-Civil Society Engagement

As noted in the invitation to this meeting (attached), the purpose of this meeting is to improve our institutional approach to civil society relations. A new approach is needed to respond to the risks being raised in conjunction with engaging civil society organizations, and to help the Bank improve the quality of its deliverables through more effective means of engagement.

This results from the discussion we held in late January on Bank-civil society relations with senior management and with the Executive Directors (see attached power point presentation and summary of discussion note). The presentation to the Board outlined the different types of Bank-civil society engagement: the Bank as facilitator, as consulter, and as partner. While it is generally recognized that engaging civil society is a critical, and positive, element in achieving the Bank's mission, it was also generally agreed that the effectiveness of these interactions needs to be improved.

The need for a new approach also results from a number of events over the past year, including the continuing mobilizations against the Bank and other international organizations and summits by anti-globalization groups, the most recent in Genoa resulting in the death of a protester. The events of September 11 will change the political landscape, but how is too early to say. It is also clear that many other groups in civil society around the globe, while they may elect not to protest, nevertheless have deep-seated concerns about the inequities of globalization and the perceived gap between the Bank's rhetoric on empowerment and poverty and its actual practice and impact on poverty reduction.

There are a number of critical issues which shape the horizon for Bank-civil society relations. We would expect to lay out these in an issues paper for discussion later this fall, subject to advice and input from you and your staffs. In forming the new joint ESSD-EXT Civil Society Group in HQ (see background note attached), some of the key priority areas we have identified for attention during this fiscal year include:

Stronger Bank-wide coordination and coherence on civil society relations. This includes developing a common vision of what we hope to achieve, better ways of sharing information and experience about what is and is not working, and what constraints need to be addressed. This requires a regular space for dialogue at the senior management level as well as at the staff level; more consistent reporting of what is happening across the Bank; and engaging the Board regularly in this discussion as well.

More strategic management of global consultations. There are a growing number of global consultations on Bank policies and strategies. While these are rightly intended to manage risks, they often become risks in themselves because they are poorly managed, under-resourced, overlapping, and create expectations which are not, or cannot, be met by Bank management. They also have become time consuming and costly in many cases. A more strategic approach is needed to ensure that these are managed with a view toward greater quality control, incorporating best practices from previous consultations.

New mechanisms for dialogue at the global level. There also has been a dramatic expansion of Bank dialogues with civil society in recent years on various global issues. However, these do not always reach the necessary range of actors to ensure the range of views and expertise that exists across civil society. In addition, there is need for a new space to address issues that are of an institutional nature, e.g. the Bank's role in globalization, or the role of civil society in Bank operations. The Bank-NGO Committee was dismantled in December 2000, and the plan is to create in its stead a thematic Bank-Civil Society Global Forum. The framework for this is currently under development.

Improved and more strategic training. Bank staff are often ill-prepared for interactions with civil society. There is need for better information and orientation, and new skills to facilitate better engagement, such as in strategic communications. Governments and civil society representatives are also often not equipped well enough to engage one another in dialogue and partnership. Training provided by the Bank should focus on developing the appropriate skills for Bank staff and partners.

To improve Bank-civil society relations, we are dependent on all of you. During the October 3 meeting, we would like to invite discussion on the following questions:

- Do you agree that the key issues identified above are the main priorities? What are other major issues or concerns from your perspective?
- Do you agree on the need for a regular senior management discussion of these issues? How frequently?
- Do you have other suggestions for enhancing Bank-wide coherence and effectiveness in engaging civil society?

Attachments:
Civil Society Progress Report FY1999-2000
Presentation to Board, January 31, 2001
Summary of Board Discussion, January 31, 2001
Background Note on the new ESSD-EXT Civil Society Group

WB-CS Collaboration - FY00-01 Progress Report - fi

CS Relations Strategy Jan 30 5pm. Summary of Technical Briefing to the Board on civil societyd

sdv-ext collaboration.dc

Colleagues,

In light of the events of the past week and the resulting urgent business, we have **postponed** the meeting on the Bank's Future Engagement with Civil Society, originally scheduled for tomorrow, September 18 from 2:00 - 3:00 p.m. The meeting has been rescheduled for **Tuesday, October 2 from 3:00-4:00 p.m.** Details on room and agenda will be provided in a follow-up e:mail.

This meeting is an important one, as we embark on a new approach to respond to the reputational risks being raised in conjunction with engaging civil society organizations, and to help the Bank improve the quality of its deliverables through more effective means of engagement. We encourage you personally to attend.

Thank you, and we look forward to seeing you on October 2.

Mats Karlsson and Ian Johnson

---------- Forwarded by Carolyn Reynolds/Person/World Bank on 09/17/2001 03:52 PM ----------

From: Mats Karlsson on 09/10/2001 04:26 PM
Extn: 85914 EXTVP
To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H.

Subject: Meeting on Bank's Future Engagement with Civil Society

Colleagues,

We would like to invite you to a briefing and meeting on **September 18 at 2:00-3:00 p.m. in Room MC-4-800** to discuss the Bank's future engagement with civil society.

As the Bank's relationships with civil society organizations expand at the country level, and become more complex at the regional and global level, we have identified the need for a more effective Bank-wide approach to these relations. As you know, during the past six years, focal points for civil society have been designated across headquarters departments, and more than 70 of our country offices have staff designated to manage these relations. Consultations and partnerships with civil society organizations are increasing. The Bank's role as facilitator of civic engagement at the country level has also stepped up dramatically.

While these changes in the Bank have allowed for more productive relationships, they have also created new challenges with respect to knowledge sharing, and have increased the risks of inconsistent or overlapping approaches. This is particularly true with relationships and consultations we are managing at the global level. International, internet-driven advocacy campaigns and mass mobilizations against the Bank are also demanding new spaces for engagement and new methods for managing Bank-civil society relations.

But as you realize relationships with civil society belong to almost all of us and parts of the Bank, other than EXT or ESSD, are also responsible for engagements with civil society, for example labor groups, foundations and the business sector. An important part of the effort going forward will be stronger senior management leadership and coordination in our efforts across the Bank to engage with this influential set of stakeholders. We invite your time and assistance in this effort going forward.

Starting at the beginning of the fiscal year on July 1, we have begun to address these challenges within our vice-presidencies. As a first step, we have asked our respective staffs in the ESSD and EXT civil society units to join efforts at headquarters, as the Civil Society Group. This group is being jointly managed by Steen Jorgensen from SDV and Elizabeth McAllister from EXT. The group's aim is to increase the Bank's readiness to engage directly and strategically with civil society. Achieving this outcome requires improving and mainstreaming best practices in civil society relations, identifying the institutional constraints that have created a "credibility gap" for the Bank from the perspective of civil society groups, and putting processes in place to address those constraints.

The new Civil Society Group will be preparing a conceptual framework for Bank-civil society relations; designing a learning program for management, staff and the Board on global developments and trends in civil society; leading efforts to ensure better management of the Bank's global policy and strategy consultations; leading efforts on capacity building for Bank staff who are working with civil society; developing new mechanisms of information sharing and coordination; and creating and organizing major global dialogues with civil society. They will of course be liaising closely with your staffs in this work.

We hope you will join us on September 18 to discuss a new approach to civil society. We would like to use this time to discuss our efforts, starting with the Annual Meetings but looking beyond, and inviting your questions and suggestions on how to proceed. We hope that you can personally attend, but if your schedule does not permit, then please send an appropriate senior member of your staff.

Thank you.

Mats Karlsson and Ian Johnson

Conference Services

Sent by: Antonino Smillo

09/20/2001 11:48 AM

To: Umou S. Al-Bazzaz
cc: Vinodhini David
Subject: Confirmation Letter

Attached is your event confirmation letter for room MC 13-121 10-3-01.
Your meeting planner is Tracy Farrall.
Please contact her at Ext. 81967 for any additional assistance.

EXTVP MC 13-121 10-3-01.d

Thank you.

Nino

Mats Karlsson

09/17/2001 04:18 PM
85914 EXTVP

To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H. Choudhury, Frannie A. Leautier, Gary L. Perlin, Gobind T. Nankani, Jean-Francois Rischard, Jean-Louis Sarbib, Jemal-Ud-Din Kassum, Jo Ritzen, Joanne Salop, Johannes F. Linn, Katherine Sierra, Ko-Yung Tung, Mieko Nishimizu, Motoo Kusakabe, Nemat Talaat Shafik, Nicholas Stern, Robert Picciotto, Vinod Thomas
cc: Sven Sandstrom, Shengman Zhang, Jeffrey Goldstein, Mamphela Ramphele, Peter Woicke, Ian Johnson, Carolyn Reynolds, Paul D. Mitchell, Karolina Ordon, William Reuben, Jeff Thindwa, Elizabeth Mcallister, Joy Le Blanc-Alston, Vinodhini David, Kris Zedler, Eveling Bermudez, Richard M. Uku, Elena Serrano, Jill S. Wilkins, Dale Lautenbach, Christina Lin Hasley, Nick Van Praag, Maria Ionata, Phillip Jeremy Hay, Kristyn E. Ebro, Jean-Marie Yamine, Andrew P. Rogerson, Haleh Z. Bridi
Subject: Postponed Meeting on Bank's Future Engagement with Civil Society

Colleagues,

In light of the events of the past week and the resulting urgent business, we have **postponed** the meeting on the Bank's Future Engagement with Civil Society, originally scheduled for tomorrow, September 18 from 2:00 - 3:00 p.m. The meeting has been rescheduled for **Tuesday, October 2 from 3:00-4:00 p.m.** Details on room and agenda will be provided in a follow-up e:mail.

This meeting is an important one, as we embark on a new approach to respond to the reputational risks being raised in conjunction with engaging civil society organizations, and to help the Bank improve the quality of its deliverables through more effective means of engagement. We encourage you personally to attend.

Thank you, and we look forward to seeing you on October 2.

Mats Karlsson and Ian Johnson

---------- Forwarded by Carolyn Reynolds/Person/World Bank on 09/17/2001 03:52 PM ----------

From: Mats Karlsson on 09/10/2001 04:26 PM
Extn: 85914 EXTVP
To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H.
Subject: Meeting on Bank's Future Engagement with Civil Society

Colleagues,

We would like to invite you to a briefing and meeting on **September 18 at 2:00-3:00 p.m. in Room MC-4-800** to discuss the Bank's future engagement with civil society.

As the Bank's relationships with civil society organizations expand at the country level, and become more complex at the regional and global level, we have identified the need for a more effective Bank-wide approach to these relations. As you know, during the past six years, focal points for civil society have been designated across headquarters departments, and more than 70 of our country offices have staff designated to manage these relations. Consultations and partnerships with civil society organizations are increasing. The Bank's role as facilitator of civic engagement at the country level has also stepped up dramatically.

While these changes in the Bank have allowed for more productive relationships, they have also created new challenges with respect to knowledge sharing, and have increased the risks of inconsistent or overlapping approaches. This is particularly true with relationships and consultations we are managing at the global level. International, internet-driven advocacy campaigns and mass mobilizations against the Bank are also demanding new spaces for engagement and new methods for managing Bank-civil society relations.

But as you realize relationships with civil society belong to almost all of us and parts of the Bank, other than EXT or ESSD, are also responsible for engagements with civil society, for example labor groups, foundations and the business sector. An important part of the effort going forward will be stronger senior management leadership and coordination in our efforts across the Bank to engage with this influential set of stakeholders. We invite your time and assistance in this effort going forward.

Starting at the beginning of the fiscal year on July 1, we have begun to address these challenges within our vice-presidencies. As a first step, we have asked our respective staffs in the ESSD and EXT civil society units to join efforts at headquarters, as the Civil Society Group. This group is being jointly managed by Steen Jorgensen from SDV and Elizabeth McAllister from EXT. The group's aim is to increase the Bank's readiness to engage directly and strategically with civil society. Achieving this outcome requires improving and mainstreaming best practices in civil society relations, identifying the institutional constraints that have created a "credibility gap" for the Bank from the perspective of civil society groups, and putting processes in place to address those constraints.

The new Civil Society Group will be preparing a conceptual framework for Bank-civil society relations; designing a learning program for management, staff and the Board on global developments and trends in civil society; leading efforts to ensure better management of the Bank's global policy and strategy consultations; leading efforts on capacity building for Bank staff who are working with civil society; developing new mechanisms of information sharing and coordination; and creating and organizing major global dialogues with civil society. They will of course be liaising closely with your staffs in this work.

We hope you will join us on September 18 to discuss a new approach to civil society. We would like to use this time to discuss our efforts, starting with the Annual Meetings but looking beyond, and inviting your questions and suggestions on how to proceed. We hope that you can personally attend, but if your schedule does not permit, then please send an appropriate senior member of your staff.

Thank you.

Mats Karlsson and Ian Johnson

Mats Karlsson

09/10/2001 04:26 PM
85914 EXTVP

To: Anil Sood, Callisto E. Madavo, Cheikh Ibrahima Fall, Cheryl W. Gray, David De Ferranti, Eduardo A. Doryan, Fayezul H. Choudhury, Frannie A. Leautier, Gary L. Perlin, Gobind T. Nankani, Jean-Francois Rischard, Jean-Louis Sarbib, Jemal-Ud-Din Kassum, Jo Ritzen, Joanne Salop, Johannes F. Linn, Katherine Sierra, Ko-Yung Tung, Mieko Nishimizu, Motoo Kusakabe, Nemat Talaat Shafik, Nicholas Stern, Robert Picciotto, Vinod Thomas
cc: Sven Sandstrom, Shengman Zhang, Jeffrey Goldstein, Mamphela Ramphele, Ian Johnson, Carolyn Reynolds, Paul D. Mitchell, Karolina Ordon, William Reuben, Jeff Thindwa, Elizabeth Mcallister, Joy Le Blanc-Alston, Vinodhini David, Kris Zedler, Eveling Bermudez
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Thank you.

Mats Karlsson and Ian Johnson

Paul D. Mitchell
09/07/2001 06:12 PM
81423 EXTRO

To: Mats Karlsson, Odin K. Knudsen, Ian Johnson, Steen Lau Jorgensen, Elizabeth Mcallister
cc: Carolyn Reynolds, William Reuben, Rachel Winter Jones, Kris Zedler
Subject: REVISED: Note from Ian and Mats to VPS

After further comments the note has been revised

****

Dear Colleagues:

We would like to invite you to a briefing and meeting on September 18 at 2:00 p.m. in room to discuss the Bank's future engagement with civil society.

As the Bank's relationships with civil society organizations expand at the country level, and become more complex at the regional and global level, we have identified the need for a more effective Bank-wide approach to these relations. As you know, during the past six years, focal points for civil society have been designated across headquarters departments, and more than 70 of our country offices have staff designated to manage these relations. Consultations and partnerships with civil society organizations are increasing. The Bank's role as facilitator of civic engagement at the country level has also stepped up dramatically.

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Thank you.

Mats Karlsson and Ian Johnson

Carolyn Reynolds
09/06/2001 08:44 AM
30049 EXTRO

To: Eveling Bermudez, William Reuben
cc: Karolina Ordon, Vinodhini David, Kris Zedler, Umou S. Al-Bazzaz, Paul D. Mitchell
Subject: URGENT: Draft memo from Mats and Ian to VPs/MDs

Evi/William: We are still waiting on Ian's (or Odin's) sign off on the note below to the VPs. Mats is fine. We need to get this settled asap today. Can you make it a priority please?

Vino/Umou: Can you all confirm asap today a one hour slot and venue on the 18th (preferable) or sometime during that week which works for both Ian and Mats? Please let Karolina or me know if you have any questions.

Thanks,

CR

---------- Forwarded by Carolyn Reynolds/Person/World Bank on 09/06/2001 08:40 AM ----------

Paul D. Mitchell 08/31/2001 11:18 AM

Extn: 81423 EXTRO
To: Elizabeth McAllister, Carolyn Reynolds, William Reuben
Subject: Draft memo from Mats and Ian to VPs/MDs

Okay I have made some changes to this. have asked to see what time Ian and Mats have on the 19th to do this

Dear Colleagues:

We would like to invite you to a briefing and meeting on September 19 at in room to discuss the Bank's engagement with civil society

As the Bank's relationships with civil society organizations expand at the country level and become more complex at the regional and global level, we have identified the need for a more effective Bank-wide approach to these relations.. As you know, during the past six years, focal points for civil society have been designated across headquarters departments, and more than 70 of our country offices have staff designated to manage these relations. Consultations and partnerships with civil society organizations are

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Thank you.

Mats Karlsson

Ian Johnson

Carolyn Reynolds
office phone: 202/473-0049
US cell phone: 202/957-7817
fax: 202/522-7131
e:mail: creynolds@worldbank.org

World Bank-Civil Society Collaboration – Progress Report for Fiscal Years 2000 and 2001

The Social Development staff of the World Bank prepared this document. Social Development is part of the Environmentally and Socially Sustainable Development (ESSD) Network.

Documents in the Social Development report series are not formal publications of the World Bank. They are informal documents, circulated to encourage discussion and comment. The Social Development staff also produces Social Development Papers, Social Development Working Papers, and Social Development Notes.

The findings, interpretations, judgments, and conclusions expressed in this document are those of the author(s). They should not be attributed to the World Bank, to its affiliated organizations, or to members of the Board of Executive Directors or the governments which they represent.

Copies of Social Development Reports, Papers, Working Papers, and Notes are available from:

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Washington, D.C. 20433
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E-mail: sdpublications@worldbank.org

World Bank-Civil Society Collaboration –
Progress Report for Fiscal Years 2000 and 2001

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1. Introduction

The *World Bank-Civil Society Collaboration – Progress Report for Fiscal Years 2000 and 2001* provides detailed information about the interaction and collaboration between the Bank and civil society.[1] The World Bank staff has produced similar reports during the last 18 years as a way of improving the Bank's relations with civil society and as a mechanism for greater transparency. This report provides information regarding (a) the Bank's dialogue with civil society and (b) civic engagement in Bank-supported operations, which may be useful to non-governmental organizations (NGOs) and other civil society organizations (CSOs), donor institutions, and countries borrowing from the World Bank.

During fiscal 2000 (July 1, 1999 to June 30, 2000) and fiscal 2001 (July 1, 2000 to June 30, 2001), the Bank continued to *facilitate* dialogue and engagement among various development stakeholders. The Bank's involvement in facilitation activities aims at enhancing the poverty-reduction impact of Bank-supported programs and projects in which client governments seek the engagement of CSOs as contractors, advisors, and monitoring bodies in the entire implementation process. The Bank strives to *consult* civil society actors through public consultations, the process by which the Bank listens and incorporates CSOs' suggestions into its initiatives. Frequently, the World Bank reaches out to *partner* with the CSOs, sharing in the provision of inputs and generation of outputs, while producing better operational outcomes through mutually shared accountability.

In executing these facilitation, consultation, and partnering functions, the Bank has learned that civil society is an important actor in development. Civil society has raised its voice and increased its activity in the new Bank mandates and emerging initiatives. This creates greater opportunities for interaction and collaboration in a multi-stakeholder setting. The "Operational Collaboration at Country Level" and the "Global Policy Dialogue with Civil Society" sections of this report provide good examples of growing possibilities to advance the poverty-reduction agenda worldwide and to address the unsustainable debt of poor countries. The "Initiatives to Promote Civic Engagement" section introduces a wide range of Bank efforts to deliver the messages of inclusion and empowerment contained in the *World Development Report 2000/2001: Attacking Poverty,* while multiplying its operational impact. All sections provide evidence of the Bank's commitment to enabling civic engagement, a goal that this multilateral development institution will continue to pursue in the new millennium.

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[1] Under the supervision and guidance of William Reuben, Carmen Monico prepared this report with the assistance of Adrian Alvarez and David Sands. Social Development/Civil Society Specialists (CSS) and NGO Liaison Officers from all Bank regions provided essential country information and data. Staff from various thematic teams across the Bank submitted valuable contributions to the report. Members from the Civil Society Thematic Team (CSTT) and staff from Social Development's Front Office provided substantial feedback on the final draft.

2. Operational Collaboration at the Country Level

This section reports on the World Bank-Civil Society operational collaboration taking place at the country level, particularly in Bank-funded lending operations and in the formulation of Country Assistance Strategies (CASs), and Poverty Reduction Strategies (PRSs) over the two years, fiscal 2000 and 2001. An overview of the context in which this collaboration has evolved is provided at the beginning of this section. The Regional Highlights at the end of this section illustrate this collaboration in countries borrowing from the World Bank ("client countries") across all Bank regions.

Background on the World Bank-Civil Society Collaboration

In the last two decades, the World Bank has significantly expanded and improved its relationship with Non-Governmental Organizations (NGOs) and other Civil Society Organizations (CSOs). During this period, the Bank's dialogue and collaboration with civil society has moved from negligible to substantial. Progress has been observed since the Bank's Board of Directors approved the first operational directive on relations with NGOs in the early 1980s. Participation was enhanced after the *Mainstreaming Participation Initiative* was launched in the mid-1990s, during the institutional transformation, or the *Strategic Compact*, and after the introduction of innovative approaches to development.

In December 1990, a Bank-wide *Learning Group on Participatory Development* was launched to examine the issue of participation, gather preliminary lessons from experience, and identify challenges to the support of a participation agenda in the Bank's operations. With the encouragement and collaboration of several bilateral and multilateral agencies and NGOs, the Learning Group organized two international workshops on participation in 1992 and 1994. Based on the outcome of these workshops, a long-term strategy and action plan to mainstream participation were formulated for consideration by the Policy Review Committee of the Bank's Board of Directors in August 1994.

The most recent improvements in civil society involvement are attributed to several initiatives:

- The implementation of the *Strategic Compact* from 1996 to 2000 strengthened the Bank's capacity to work with civil society and other development partners. It included the Bank's decentralization to the front line of development work, the Bank's new client orientation, poverty-reduction focus, and a knowledge-base emphasis in the Bank's work.
- The World Bank's policy environment for consulting and collaborating with civil society was enhanced. The *Good Practice (GP) 14.70 Involving Non-Governmental Organizations in Bank-Supported Activities* was updated in February 2000. By the end of fiscal 2001, several Bank policies, including those safeguarding the environment, respecting the cultures of indigenous peoples, and preserving the well-being of resettled communities, contain provisions for the participation of communities and groups affected by Bank operations.
- The World Bank has adopted new initiatives and products, such as the *Comprehensive Development Framework (CDF)* and the *Poverty Reduction Strategy (PRS)* (see page 8), encouraging the use of participatory approaches at the macro level. In embracing inclusiveness, transparency, and empowerment, the Bank is shaping a new institutional culture that will enable greater civic engagement.
- Specialized Bank staff members were assigned to work with civil society. In the early 1990s, the Bank did not have any such staff, but, by the end of fiscal 2001, the Bank had appointed Social Development/Civil Society Specialists (CSSs) and NGO Liaison Officers in about 70 Resident Missions.
- New tools for expanding the use of participatory approaches were produced. In 1999, the NGO and Civil Society Unit of Social Development prepared the *General Guidelines for World Bank Staff* to conduct consultations with CSOs. An additional tool, the World Bank's *Consultations with Civil Society – A Sourcebook*, was published in 2001. (Documents may be downloaded from the NGO and Civil Society Webpage http://www.worldbank.org/ngos.)
- Methods of recording civil society involvement at the project level have been enhanced. During fiscal years 2000 and 2001, substantial and detailed information on the participation of NGOs and other CSOs was included in the

Project Appraisal Document (PAD) and in the President's Reports, the main documents consulted in the desk review presented later in this section of the report.

Operational collaboration between the Bank and civil society at the project level has broadened considerably since the early 1980s. The increased participation of civil society in project development has corresponded to an improvement in the Bank's portfolio performance. According to the Operations Evaluation Department (OED), 77 percent of Bank-supported projects were successfully completed during fiscal 2000, up from satisfactory outcomes of 72 percent in fiscal 1999.

The first Country Assistance Strategies (CASs) were prepared with limited input from governments or NGOs in their respective countries. Today, CSOs engage in a broad range of the Bank's economic and sector activities, and provide input into Poverty Assessments, National Environmental Action Plans, and other key analytical tools. CSO involvement is also rising in national-level debates in borrowing countries on policy issues such as gender, the environment, economic development, and public expenditures. The Bank has often facilitated consultation processes and country dialogue on poverty reduction, by bringing CSO representatives together with key government officials.

Box 1. Improving Civic Engagement for Operational Collaboration

With the purpose of enhancing the Bank's development effectiveness related to civic engagement in policy dialogue, the Social Development Department released the publication *Learning to Partner: Engaging Civil Society in the Context of Country Assistance Strategies and the Comprehensive Development Framework*, dated December 2000. The publication summarizes various efforts to review CAS and CDF processes particularly regarding the participation of civil society.

The purpose of this effort was to document experiences to facilitate: (1) An understanding of issues and concerns in individual country contexts. (2) Tracking of the processes to engage civil society within the given contexts. (3) Appreciation of the similarities and differences in the process and results based on the local environment, profile of the development actors, historical trends, and dynamics of the inter-relationships among the different sectors and stakeholders. (4) Sharing the learning with key stakeholders within and outside the Bank, for enhancement of the processes and substance of engaging civil society in CAS and CDF.

The publication may be downloaded from the Bank's NGO and Civil Society web page (http://worldbank.org/ngos).

The Bank's Social Development Department (SDV) has joined efforts with other units across the Bank to improve collaboration with civil society. In 1998, the NGO and Civil Society Unit triggered the expansion of the Civil Society Thematic Team (CSTT) to harmonize and strengthen the Bank's work with civil society. The team is now comprised of staff members from the various regions and networks, who work on civil society issues and facilitate operational collaboration with local groups. The NGO and Civil Society Unit collaborated with other units within SDV and with the Environmentally and Socially Sustainable Development (ESSD) network to promote high-quality participation across the Bank. To improve the effectiveness of the Bank's support for civic engagement in development, the Civic Engagement and Participation Team was established within SDV toward the end of fiscal 2001. This group combines the skills and resources of the NGO and Civil Society Unit with those of the Participation Team. Around the same time, SDV and the Office of the Vice President of External Affairs (EXT) constituted the Civil Society Group to facilitate policy dialogue and outreach with civil society on a range of issues.

The Bank has increasingly encouraged public participation in the development of operations impacting the environment and the livelihoods of indigenous peoples. In recent years, promoting Community Driven Development (CDD) and enabling civic engagement in Bank-supported projects and policies have become an important way of "doing business" in the Bank. CDD aims at building project ownership at the community level, making development more inclusive of the interests of the poor and vulnerable groups, and creating strong multi-stakeholder partnerships. CDD seeks to build social capital, enhance long-term sustainability, and improve project efficiency and effectiveness.

Civic engagement is at the heart of the Bank's comprehensive approach to development. Civil society involvement in Bank-financed lending and non-lending operations seeks to enhance project reach, improve sustainability, provide the Bank with alternative perspectives, and facilitate consultation with local people. For that reason, the involvement of NGOs and other CSOs has be-come

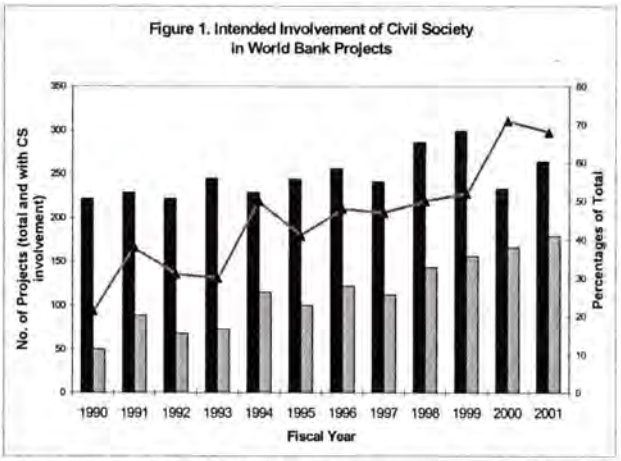
a major element of Bank-supported project development and policymaking. In the last few years, the focus has shifted from purely Bank-civil society relations to include governments and, thereby, to create multi-stakeholder settings. In the 21st century, the Bank faces major challenges to the advancement of the civic engagement agenda. They include:

- Enhancing the Bank's assistance to governments, so that the quality of participation of civil society in all Bank lending and non-lending instruments may be improved.
- Consolidating the civic engagement agenda at the macro level, particularly in country policy-making and budgetary processes.
- Advancing the debate on the role of civil society and multilateral institutions in the global context.

Civil Society Involvement in World Bank-Funded Projects

The Social Development Department's (SDV) portfolio review of fiscal years 2000 and 2001 confirmed the increasing trend in the intended involvement of civil society in Bank projects from the beginning of the 1990s to the present. By *intended civil society involvement in Bank projects*, SDV refers to actual involvement in project identification, preparation and, appraisal. It also refers to the involvement planned or provided for in the reminding stages of the project cycle, as stated in the project documents.

Just as most development indicators, the indicators presented in this report have their strengths and weaknesses. Two related measures are (a) the absolute number of projects with intended civil society involvement, and (b) the percentage of such operations out of all projects (see Figure 1 below). These measures have the advantage of indicating the absolute and relative intended involvement of NGOs/CSOs in the Bank's portfolio in any given fiscal year. Both of these indicators have been tracked consistently in the last two decades, allowing for the observation of trends in the intended involvement of civil society in Bank-funded projects. However, a limitation of these indicators is that the information was obtained strictly from project documents. The PADs and President's Reports summarize important information during the identification, preparation and appraisal of the project ("at entry"), but they do not capture the thrust of CSO participation throughout the life of the project. Another limitation is that they do not measure the quality of the participation, particularly during the implementation, and monitoring and evaluation of the projects.



Source: Desk review of World Bank documents conducted by the World Bank's Social Development Department (various years).

During fiscal years 2000 and 2001, intended civil society involvement in World Bank-supported projects reached the highest point in the operational collaboration of the Bank with borrowing countries and NGOs/CSOs. The Bank's portfolio during fiscal 2000 included a total of 233 operations. These operations were supported by loans from the International Bank for Reconstruction and Development (IBRD), credits from the International Development Association (IDA), and grants from the IDA Interim Trust Fund, and the Trust Fund for the West Bank and Gaza Assistance. The portfolio review conducted by Social Development staff revealed that, of the total number of projects considered by the Bank's Board, 71 percent (166 projects) reported intended civil society involvement.

During fiscal 2001, the Bank's Board approved 264 operations. Again, IBRD approved loans, IDA issued credits, and the Trust Funds for East Timor, the Federal Republic of Yugoslavia, the West Bank and Gaza, and Kosovo provided grants. Of all operations, 68 percent (179 projects) had the intended involvement of civil society. The rapid growth in the number of operations from fiscal years 2000 to 2001 conceals comparisons in relative terms. In spite of a slight decrease in the percentage of operations with intended civil society involvement from fiscal years 2000 to 2001, the absolute number of such operations actually increased. Figure 1 shows a substantial improvement in intended civil society involvement when

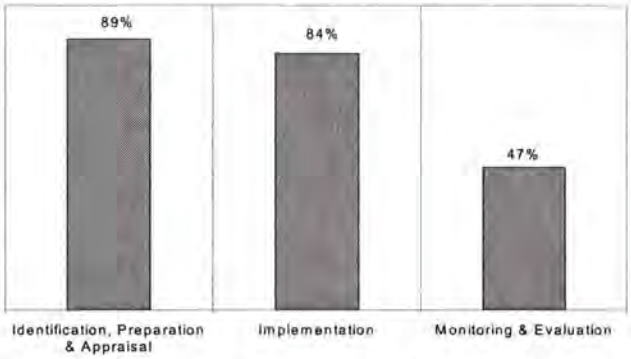
compared to the fiscal 1999 level, which was 52 percent of all projects. In both absolute and relative numbers, the overall trend in the last twenty years is one of expanded civil society involvement, as intended in the project documents.

Although percentages changed from one year to another, intended civil society involvement at the sector level in fiscal years 2000 and 2001 revealed a pattern similar to that in previous years. The involvement of civil society in sectors where participatory approaches have been traditionally adopted was relatively high. For example, intended civil society involvement rose in the Education sector from 77 percent in fiscal 1999 to 95 percent in fiscal 2001. Similarly, civil society involvement remained low in lending operations where participation previously has been low, such as structural adjustment and programmatic loans, or projects supporting economic and financial reforms. For example, the participation of CSOs in the Economic Policy sector was only 13 percent in fiscal 2001. As the Bank is committed to increase ownership and participation in all lending operations, particularly in adjustment loans, improvements in this area are expected. Involvement of civil society groups in project development has already become substantial in sectors which often address the social implications of adjustment lending, such as Social Protection, where the level of intended civil society involvement reached 93 percent in fiscal 2001. Efforts to improve the involvement of civil society in sectors where participation is non-traditional are already producing results. For instance, intended civil society involvement in the Transportation sector was 66 percent in fiscal 2001.

During fiscal 2001, intended civil society involvement in lending operations in all six regions continues to be substantial. This involvement accounted for more than one-half of projects approved by the Board for Africa. It was about two-thirds of approved projects for the Middle East and North Africa, and for Eastern Europe and Central Asia. It constituted about four-fifths of lending operations earmarked for Latin America and the Caribbean, East Asia and the Pacific, and South Asia.

The Social Development Department's (SDV) portfolio review of fiscal 2001 also found that more than four-fifths of the 179 projects registering intended participation actually involved civil society during the early phases of the project cycle. Figure 2 below suggests that most projects involving civil society in identification, preparation, and appraisal also contained provisions for the participation of civil society during project implementation. However, only about half of the projects registering intended participation provided for civil society involvement in project monitoring and evaluation.

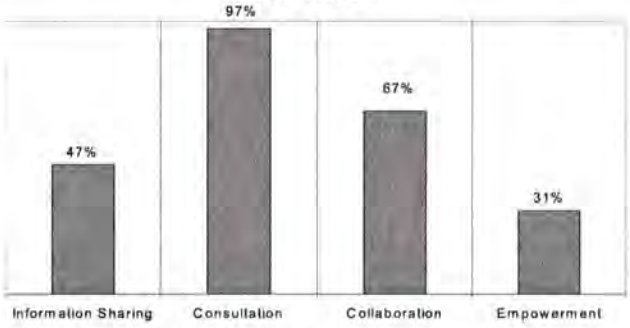
Figure 2. Intended Involvement of Civil Society in the Life Cycle of World Bank Projects



Source: Portfolio review of projects conducted by the World Bank's Social Development Department, fiscal 2001

As part of the improvement in tracking civil society involvement, the Bank's SDV used in its desk review the widely accepted "levels of participation" in project development to analyze the quality of intended civil society involvement in fiscal year 2001 lending operations. From lowest to highest, these levels of participation are: information sharing (one-way communication), consultation (two-way communication), collaboration (shared control over decisions and resources), and empowerment (transfer of control over decisions and resources).

Figure 3. Levels of Civil Society Participation in World Bank Projects



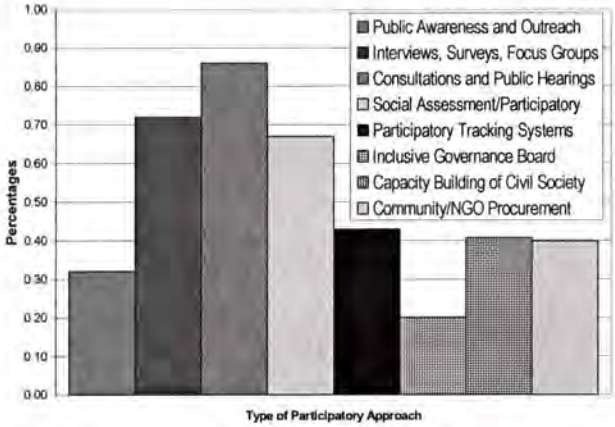
Source: Portfolio review of projects conducted by the World Bank's Social Development Department, fiscal 2001

Figure 3 above shows that about half of the projects registering intended participation limited it to its lowest level, which is the sharing of

information about the project or the gathering of opinions from beneficiary groups. The majority of projects with intended civil society involvement had or provided for higher levels of participation. Nearly all (97 percent) projects recording intended participation organized or planned activities and arrangements for consultative purposes and two-thirds (67 percent) did it for collaborative ends. Only about a one-third (31 percent) of the same set of projects intended to enable the highest level of participation, i.e., the empowerment of civil society groups.

As shown in Figure 4 below, participatory approaches most used and expected to be employed in the development of participatory projects approved in fiscal 2001 were consultations and public hearings; interviews, surveys and focus groups; and social assessments/analysis.

Figure 4. Types of Participatory Approaches in World Bank Projects



Source: Portfolio review of projects conducted by the World Bank's Social Development Department, fiscal 2001.

The Bank is engaged in an on-going effort to improve participatory approaches and encourage innovation in this field. As the civic engagement and participation agenda is increasingly adopted throughout the Bank, more diversified approaches conducive to the highest levels of participation are expected to be employed.

Civil Society Participation and Disclosure of Country Assistance Strategies

The Country Assistance Strategy (CAS) is the main document defining the World Bank's assistance strategy for any country contemplating borrowing from the IBRD or obtaining credits from IDA. The CAS describes the country's priorities, past portfolio performance, and creditworthiness. When CASs are prepared for a three-year period, which is often the case, they are considered "full" CASs and a CAS Report is produced. CAS revisions are often done for countries with large portfolios, on an annual basis, or whenever a country has undergone drastic changes due, for example, to natural disasters or human-made emergencies. Documents prepared under these circumstances are called: CAS Progress Reports, Interim Country Assistance Strategy Updates (IAUs), and Interim Assistance Strategies (IASs). Transitional Support Strategies (TSSs) are prepared only for countries undergoing post-conflict situations. Both types of CAS documents are the basic instruments to assess country conditions and performance in defining future Bank lending and non-lending operations.

Bank directives concerning CASs encourage the participation of governments, civil society, the private sector, and other stakeholders in the preparation of CAS reports. Civil society involvement has been increasingly considered important in this process. The percentage of CAS documents prepared with civil society participation improved substantially soon after the CAS disclosure policy went into effect in 1998. The trend in the last 3 years is that civil society involvement jumped from 20 percent in fiscal 1998 to become steady at 80 percent and above in fiscal years 2000 and 2001.

Consultations with civil society are key to identifying the internal and external challenges facing countries entering into CAS preparation. Participatory CASs engage a wide range of CSOs directly in debates over the country's development strategy, while increasing their access to information and their capacity to engage in the national development agenda (see examples of CAS consultation in Box 2 on page 7, Box 8 on page 13, and Box 9 on page 14). Appendix 1 on page 30 reports on the consultation processes in countries with a CAS or CAS Progress Report approved during fiscal years 2000 and 2001.

Of all 28 World Bank CAS documents considered by the Board during fiscal 2000, 25 (89 percent) included civil society consultations during preparation. Civil society participation was enabled in drafting all of the 18 "full" CASs. Of the 30 CAS documents reviewed by the Board in fiscal 2001, 19 (63 percent) had civil society involvement. Civil society was consulted in 16 (80 percent) of the 20 "full" CAS considered during fiscal 2001.

In the last few years, Bank policies and provisions have been modified to encourage and support the CAS disclosure practice. The 1998 CAS Information Disclosure policy allows for the public release of CAS Reports and issuing of CAS Public Information Notices (CPINs) with government consent, shortly after Board consideration. In addition, the 1999 IDA provisions recommended the disclosure of all CASs in all IDA-eligible countries. As a result, more frequently, governments are requesting to make CAS documents publicly available. The preparation and release of CPINs with government consent has also enhanced transparency and public accountability. According to Bank Procedure (BP) 2.30, Development Cooperation and Conflict, TSSs submitted to the Board after February 28, 2001, are disclosed in the same manner, and subject to the same conditions, as CASs.

In fiscal 2000, 24 (86 percent) of CAS documents were disclosed, and 27 (96 percent) CASs had a CPIN prepared and released. In fiscal 2001, of 30 Country Assistance/Transitional Support Strategy (TSS) documents discussed by the Board, 26 (87 percent) have been or are in the process of being disclosed. All of the documents from IDA-only countries (10) and from blend countries (6) were disclosed. In addition 71 percent or 10 of a total of 14 documents from IBRD countries were made publicly available

Box 2. Civil Society Consultations during CAS Formulation in Morocco

The Morocco CAS Progress Report was prepared with the active participation of civil society during consultations and public seminars held in late 2000 (see Appendix 1 on p. 29). The outcomes of these consultations were included as a Civil Society Annex in the CAS Progress Report approved by the Bank's Board in June 2001. The Annex described the priorities of civil society groups, their assessment of the Bank's work, and the possibilities for future engagement between the Bank and civil society. After the CAS was released, follow-up consultations with civil society were held in Rabat, Casablanca, and Oujda, a key city of east Morocco located near the border with Algeria. The 60 NGOs participating in the follow-up consultations raised critical issues and issued valuable suggestions, such as the need to address the legal environment of associations, the importance of collaboration between CSOs and local governments, and the weak institutional capacity of local authorities and civil society groups. Key priority areas identified included rural and urban poverty, gender disparity, the precarious situation of street children, the problems of high unemployment, and the limited access to financing for microcredit. Consultation outcomes are deepening civic engagement in Morocco, while feeding into the objectives of its new CAS due in late 2001.

Participation in Poverty Reduction Strategy Papers

The Poverty Reduction Strategy (PRS) is a country-driven and country-owned framework for action developed to enhance the poverty impact of country strategies and development assistance. As reported in the *World Bank-Civil Society Relations: Fiscal 1999 Progress Report*, the Bank's commitment to assist highly indebted and poor countries increased following the meeting of the finance ministers of the G-7 countries held in Germany in Spring 1999. The Cologne Debt Initiative endorsed and proposed to enhance international debt relief schemes with a poverty reduction focus by calling for the preparation of a report with concrete proposals to be agreed upon at the 1999 World Bank-IMF Annual Meetings.

In September 1999, the Board of Governors of the World Bank and the Fund approved the Heavily Indebted Poor Countries (HIPC) framework expansion and called for the formulation of Poverty Reduction Strategy Papers (PRSPs). Under the new arrangement, the Bank's Board would review PRSPs in about 70 low-income countries while considering assistance under the HIPC framework. Low-income countries—not necessarily highly indebted—are now considering the formulation of PRSs in order to promote higher poverty reduction outcomes. In fiscal 2001, the Bank launched a new lending instrument—Poverty Reduction Support Credits (PRSCs)—to support the poverty reduction schemes of International Development Association (IDA) countries with strong policy and institutional reform programs that are carrying out poverty reduction strategies.

As of June 2001, 23 countries had reached their HIPC decision points to receive a total amount of about $34 billion over time—or a reduction of $20.7 billion in net present value (NPV) of their outstanding stock of debt—which represents 70 percent of the total relief projected under the HIPC initiative. Up to 34 countries are expected to qualify for assistance under the HIPC framework. The two first countries obtaining PRSCs in June 2001 were Uganda, for a total of $150 million, and Vietnam, for a total of $250 million. During fiscal 2000 and 2001, 35 Interim PRSPs (IPRSPs) were completed and reviewed by the Board, along with four PRSPs. Appendix 2 on page 35 summarizes how civil

Box 3. Consultation and Participation of Partners: Formulation of the Uganda PRSP

In Uganda, the preparation of the PRSP coincided with the revision of the Poverty Eradication Action Plan (PEAP) first published in 1997. The Government, the IMF and the World Bank agreed that the revised PEAP would serve as the basis for a PRSP. The PEAP revision was conducted in a consultative and participatory manner [as the] Government wished to retain leadership and ownership of its development agenda and of the process of dialogue with development partners.

In Uganda, the current revision exercise builds on previous consultative processes and much of the work was undertaken with varying levels of civil society and private sector participation. NGOs, through the Uganda Debt Network, have also been very active in the debt relief campaign. In December 1999, the government produced an outline of the revised PEAP, which was the basis of a workshop organized by the Uganda Debt Network [UDN] and Oxfam [U.K.] to discuss civil society participation in the PEAP revision process. A CSO taskforce comprising 10 national and international NGOs, research institutions and other civil society organizations was formed to coordinate the overall process. UDN, an advocacy coalition composed of CSOs, was selected to be the lead agency that would undertake coordination and liaison work on behalf of the taskforce.

Task force members attended the regular meetings of the Steering and Drafting Committees in the Ministry of Finance, Planning and Economic Development (MFPED). CSO Taskforce members participated and facilitated a consultation meeting organized by the MFPED on the discussion draft of the PEAP and later organized its own consultative workshop to update its members, share the PEAP working draft and obtain further input. Additionally regional civil society consultations were held in 8 zones around the country and the view received into the PEAP revision.

One of the main lessons learned was that consultation and participation involving all partners is crucial for there to be any chance of success with poverty reduction planning. The Consultative Group Meetings made clear that CSOs are central to poverty eradication strategies in PRSP countries like Uganda. The participation was successful in part because of steps taken by the Government to have CSOs participate in the revision and implementation of the PEAP. The Uganda experience further demonstrates that dialogue can occur smoothly when government gives CSOs access to its plans and budgets. Additionally joint participation with government challenges CSOs to account for resources received and for power and influence such consultations/participation is perceived to give them.

Excerpts from Formulation of the Poverty Reduction Strategy Paper (PRSP): Two Heads Better Than One: Consultation and Participation of Partners—The Uganda Experience, by Warren Nyamugasira, Uganda Debt Network, Head of the Technical Team for the Revision of PEAP. May 3, 2000.

society groups have been involved in preparing these documents.

In the PRSPs, governments, in consultation with other stakeholders, diagnose and describe poverty conditions in a country and present medium-term action plans to reduce poverty and generate more rapid economic growth. The PRSP includes outcome indicators as a central element. Interim PRSPs (IPRSPs) were introduced to avoid delays in receiving HIPC assistance. IPRSPs must include an assessment of a country's current poverty reduction strategy and a road-map of how the country is going to develop its full PRSP. During the preparation of these documents, Bank and Fund staffs prepare Joint Staff Assessments (JSAs) to evaluate the strengths and weaknesses of a country's poverty reduction objectives and strategies. Using the PRS documents and accompanying JSA, the Boards of both institutions decide whether the poverty reduction strategy presents a sound basis for concessional assistance. Because the IPRSPs and PRSPs provide the analytical basis for assessing the country's readiness to implement poverty reduction strategies, they are also used in considering PRSCs.

Governments are encouraged to build on any existing national poverty reduction strategies in the preparation of a PRS. The promotion of national strategies is done through a wide participatory dialogue within government and throughout society. Participation processes are important because they foster ownership of effective policies, which are more likely to be implemented. Additionally, civil society participation can bring specialized or local knowledge to the drafting process by bringing in the opinions and priorities of the poor, which, in turn, improve the quality of policy-making. Participation also broadens public understanding and support of policy reforms, while increasing transparency and public understanding of government processes.

During fiscal years 2000 and 2001, many regional and national consultations on the PRS framework were held. National authorities have been encouraged to formulate poverty reduction strategies in broad consultation with other development stakeholders. As a result, substantial coordination exists among a wide range of stakeholders, including creditor and debtor governments, multilateral organizations, and various NGOs, churches, and other civil society groups. During consultations with civil society, NGOs raised concerns about the original timing and sequence for HIPC and PRS processes, requesting that countries must not be pressured to develop PRS as a condition to get access to debt relief funds under HIPC. To ease some of the original constraints in accessing debt relief, the World Bank

Box 4. Enhancing Civic Engagement in Poverty Reduction Strategies through Learning

The Social Development Department of the World Bank has been active in enhancing civic engagement in the PRS process by working in partnerships that bring perspectives from diverse stakeholders. In May 2001, in collaboration with facilitator trainers from the Sierra Leone Strategic Planning and Action Process (SPP), the Social Development Department assisted in designing a facilitators' training workshop to launch the "National Dialogue" for the PRS process in The Gambia. Members from the Unit also worked with government officials on process for PRSP formulation, especially in regards to the National Dialogue.

In early fiscal 2001, the Bank's Social Development Department took the lead in designing and organizing two thematic learning workshops on *Civic Engagement and Participation in Poverty Reduction Strategies* for multi-stakeholder groups from four countries in Eastern Europe and Central Asia (ECA) and eight in Africa. In June 2001, the first workshop was organized in Tbilisi, Georgia, in partnership with DFID and the ECA regional Social Development unit. The second will be organized in July 2001 in Addis Ababa, Ethiopia, with the cooperation of the African Development Bank, and the UN Economic Commission for Africa. In Georgia, the workshop focused on cross-country learning, reflection, and strategic planning exercises. Participants worked with material from the Action-Learning Program, learned about the experiences of other regions, and planed for future collaboration. The workshop included dialogues among and across stakeholder groups: government, parliamentarians, civil society organizations, private sector, trade unions, and the media.

The newly created Civic Engagement and Participation Group of the Social Development Department will continue to support PRS processes through the development of a project that seeks to strengthen civic engagement in public expenditure management (PEM). In mid 2001, the project design phase will be initiated in collaboration with the bilateral donors, DFID and other donor institutions, and civil society and local government representatives active in participatory budgeting. Expected outcomes of the project include establishing institutional arrangements for civic engagement in PEM, convening a country-level core group of trainers and practitioners, and enhancing and plan for future collaboration for participatory budgeting among stakeholders.

and IMF introduced, on a case-by-case basis, in fall 1999 more flexible ("floating") completion points for considering debt relief. Close to one-half of the countries reaching their completion points are doing it under floating conditions. All of the 23 countries that reached their HIPC decision points and the two countries that have received PRSCs have prepared an IPRSP or a PRSP in a participatory manner during fiscal years 2000 and 2001.

To foster the participatory process, the World Bank developed a Poverty Reduction Strategy Sourcebook, which is, in part, dedicated to providing guidelines to help governments assess the current status of participation in their countries. A centerpiece of the Sourcebook is a chapter on approaches to help foster participation while implementing and monitoring the strategy at the national and local levels. The Bank's Social Development Department is engaged in learning programs aimed at enhancing the capacities of Bank staff and other stakeholders involved to use participatory approaches in PRS processes. The recently launched pre-mission PRS Clinics for World Bank staff country teams, which provide guidance on the PRS processes and deliver technical aspects of designing a poverty reduction strategy, also include support on participatory approaches.

To promote transparency and accountability within the PRS processes at the country level, the Bank and Fund staffs has been holding briefings for civil society on the PRS framework during the preparation of specific IPRSP and PRSPs. Increasingly, PRS documentation is being made available to civil society and other development stakeholders. The Bank's PRSP Website http://www.worldbank.org/poverty/strategies contains all IPRSPs and PRSPs approved by the Bank's and IMF's Boards, as well as policy documentation and Joint Staff Assessments (JSAs). The Participation web page of the Social Development Department http://www.worldbank.org/participation provides knowledge resources to promote participatory approaches and civic engagement in PRSPs.

Box 5. Building Blocks for Participation in Macro-Level Decision-Making Processes

In fiscal 2001, World Bank Social Development staff began supporting client countries in the use of participatory processes to formulate and implement macro-level strategies aimed at achieving poverty reduction outcomes. The first in a series of events of this type was the workshop "Voices and Choices at a Macro Level: Participation in Country-Owned Poverty Reduction Strategies" held in Washington D.C. in April 2001. More than 160 participants from more than 20 countries, 15 NGOs, and nine donor agencies parti-cipated. The workshop created a unique opportunity to share innovative experiences in engaging citizens in processes aimed at assessing poverty, formulating macroeconomic policy, managing and monitoring public expenditures, and monitoring the development of economic and social policies. Presentation abstracts, power point files, and information on presenters and participants may be found in http://www.worldbank.org/participation.

Regional Highlights

Regional Highlights provide valuable information about the Bank's collaboration with civil society at the country level. The activities and initiatives presented in this section are only a sample of the extent to which the Bank's regional staff engage in dialogue and partnerships with CSOs, and facilitate civic engagement.

Africa

During fiscal years 2000 and 2001, consultations with civil society have improved the policy dialogue environment in Africa, particularly for CDFs, CASs and PRSs. In addition, special regional consultations have been held, and important partnerships have been established. World Bank-civil society collaboration continues to be crucial for project development, notably in addressing HIV/AIDS concerns.

The Bank has been working to foster an enabling environment for civil society to thrive in Africa. The *Sixth Annual Africa Regional NGO Consultations* held in the summer of 1999 took place in Addis Ababa, Ethiopia. Through video conferencing, the Bank's President, James D. Wolfensohn, made a compelling statement on the CDF, setting the stage for the deliberations on strengthening the partnership between the Bank's Africa Region and African NGOs. One of the resulting agreements was to facilitate country-level outreach and dialogue with national NGOs by working with Country Office staff. In the countries for which CASs and CAS Progress Reports were approved by the Board during fiscal years 2000 and 2001, national and sub-regional workshops were organized to solicit the views of NGOs and other CSOs on country priorities. They included Benin, Burkina Faso, Cameroon, Chad, Djibouti, Ghana, Malawi, Mozambique, Tanzania, Togo, Uganda, and Zambia (see Appendix 1 on page 30).

PRS processes present an opportunity to increase the ownership and participation of civil society in combating poverty (see page 8 for background information on PRS). These processes have been uppermost for social development and the inclusion of civil society in 24 African countries for which PRSPs and interim PRSPs (IPRSPs) were considered by the Board in fiscal years 2000 and 2001 (see Box 3 on page 8, and Appendix 2 on page 35). A Poverty Reduction Strategy Forum held in Yamoussoukro, Cote d'Ivoire in June 2000 was attended by high-level delegations from eight countries, donor and development agencies, and members of civil society. This event provided a setting for the sharing of experiences in strategic thinking on poverty reduction planning and the drafting of PRSs. About a year later, a regional training workshop on PRSs, jointly organized by the World Bank Institute (WBI), the African Development Bank (ADB), and the United Nations Economic Commission for Africa (UNECA), brought together governments and civil society organizations from Anglophone countries in Addis Ababa.

Box 6. Building Partnerships to Address the HIV/AIDS Crisis Worldwide

AIDS has taken the lives of over 21 million people since the outbreak of the epidemic. In the world as a whole, there currently are 36 million people living with HIV/AIDS, and, in Africa alone, 25 million people suffer from the disease. HIV/AIDS is a deterrent to development and poverty reduction because it orphans children, destroys families and communities, and hampers the well-being of social and economic groups. Between fiscal 1996 and fiscal 2001, the Bank committed approximately $493 million for new HIV/AIDS components and stand–alone projects in 39 countries. Throughout fiscal 2001, the Bank committed $501 million for new HIV/AIDS prevention and care efforts.

In September 2000, the Bank launched Phase I of the Multi-Country AIDS Program for Africa (MAP), which partners with UNAIDS, the International Partnership against AIDS in Africa, bilateral donors, and NGOs. The Bank has made $500 million in credits available to any African country that meets simple eligibility requirements, including eligibility for IDA credits. Members of civil society will be active in implementing the MAP projects.

In Ethiopia and Kenya, the program has set aside an emergency AIDS fund to provide grants to local communities, NGOs, CBOs (community-based organizations) and the private sector to work towards increasing access to HIV/AIDS prevention, care, and treatment programs. In June 2001, a similar program was approved for the Caribbean, making $155 million in credits available. The Bank is also one of seven co-sponsors of UNAIDS, which partners with governments, NGOs, and the private sector.

The Bank's Board approved fourteen health, nutrition and education, and private sector development loans for a total of $642.6 million during fiscal 2001. All of these projects included NGO involvement in their preparation or have provisions for the participation of civil society throughout implementation.

The Bank's regional management for Africa has conveyed a clear message that HIV/AIDS should be incorporated into every facet of the Bank's country programs. As this issue is decisive for the wider development context, it has been raised with the Africa Regional network of NGOs and included in joint work programs to seek concrete country-level interventions. Bank staff in Zimbabwe, Uganda, Zambia, Niger, Kenya, and Togo have enabled the creation of partnerships with NGOs working on HIV/AIDS and focused on learning about best practices and disseminating information on how to deal with the consequences of HIV/AIDS. In Ghana, five international NGOs established a partnership with the government for the implementation of the Early Childhood Development Project, which includes innovative development approaches targeting most vulnerable groups.

Middle East and North Africa

Civil society-World Bank relations in the Middle East and North Africa (MENA) region have been focused on engaging civil society in CAS processes, integrating a gender perspective in project and policy development, ensuring social services and protection, and enabling country environments for civic engagement. Civil society consultations during the preparation of CASs and CAS Progress Reports approved by the Board during fiscal years 2000 and 2001 were carried out in Jordan, Morocco, and Tunisia (see Appendix 1 on page 30). Consultations were also held in the preparation of the IPRSP for Yemen (see Appendix 2 on page 35).

During fiscal 2000, a civil society workshop was organized during the *Third Mediterranean Development Forum* held in Cairo. The objective of the workshop was to introduce civil society as a partner in sustainable development and to acknowledge civil society's contributions to governance. Panels were held on NGOs and advocacy, NGOs and service delivery, the legal framework of NGOs, women's empowerment, and developing partnerships. Dialogue was further fostered as members of the MENA NGO Working Group met for the first time with representatives from the World Bank to discuss the development policies of the Bank vis-à-vis civil society.

The World Bank and the European Union (EU) co-sponsored two meetings on freedom of association in the Arab world in order to study the regulatory framework governing the relationship between governments and NGOs and the internal democracy and self-governance of the latter. The meetings resulted in the creation of a book entitled *Organization of Associations in the Arab World* and a Website, www.arabifa.org.

A Social Protection Strategy was prepared in collaboration with NGOs in Morocco, looking at

Box 7. Bank-NGO Collaboration in West Bank and Gaza

The Bank launched the first Palestinian NGO Project (PNGO-I) in 1996 as a pioneering project. For the first time in the Bank's history, financing from the Bank's net income was channeled through NGOs. Substantial advances have taken place since then.

The Welfare Association, the British Council, and the Charities Aid Foundation, comprise the Welfare Association Consortium, which acts as the Project Management Organization (PMO). The Bank granted $10 million to the PNGO-I for six years. Local contributors and the Saudi and Italian Governments together supplied US$4.5 million.

Every four to six months, NGOs involved in the PNGO-I have awarded funding for selected annual or biannual activities upon recommendation by the PMO and the 'no objection' of the Bank and the Ministry of Planning and International Cooperation of the Palestinian Authorities. Development grants have included screening and rehabilitation of children and adults with disabilities, child health care, rural clinics, pre-school education, social programs for youth, vocational training for adults, micro-economic development, and environmental awareness in agricultural communities. In addition, the sub-projects support capacity-building activities, and research studies.

The PNGO-I has incorporated participatory approaches, such as community involvement in project management, consultation of stakeholders about local and central priorities and mechanisms, and the establishment of a consultative body, the 'Governance Committee', composed of elected representatives of Palestinian NGOs and prominent independent Palestinian figures.

By the end of fiscal 2000, around 50 sub-projects have been implemented under the development grant scheme. Two-thirds of the 39 sub-projects financed under the first cycle of development grants have been successfully completed. As of mid-2000, about 68,750 Palestinians have directly benefited from the PNGO-I, and about 294,900 indirectly. In August 2000, the PMO undertook the first impact assessment to inform the design of the second phase of the PNGO-I.

In June 2001, the Board approved $8 million for the second Palestinian NGO Project (PNGO-II), and other foreign sources provided an additional $8 million for the program. PNGO-II will build upon lessons learned from Phase I, gender will be mainstreamed, and technical capacities of NGOs will be further enhanced.

innovations pioneered by NGOs and the lessons of their experience. The goal was to understand and support the role of civil society in the broader social protection strategy, incorporating these innovations into the CAS, and into concrete actions by the Bank.

The Bank is also facilitating work between national governments and NGOs/CSOs in the Education Sector. Fifty-three NGOs have signed an agreement to carry out literacy training through the Social Priorities Program (BAJ) Education Project in Morocco. Technical assistance is being sought from other donors to strengthen this training, particularly for young women.

For the first time, Yemen offered small grants to projects aimed at improving dialogue and partnerships in program priorities. The country team received 50 proposals and awarded eight grants to support activities such as AIDS education in schools, a workshop on mental health, and the development of commercial arbitration.

There was significant work in addressing issues of gender that have involved civil society in the MENA region. The Consultative Council on Gender was established in the MENA region to consult with members of civil society, and to identify and ensure that gender concerns in the region are addressed as an integral part of the Bank's socio-economic development efforts. The Council met in Washington, D.C. in June 2000, providing an opportunity to clarify objectives, expectations, and organizational arrangements. The Council is a new approach introduced by the MENA region and is seen as a model that could be considered by other regions.

Latin America and the Caribbean

In mid-1999, the Civil Society Steering Committee of the Latin American and Caribbean Region (LCR) finalized the preparation of a regional strategy to guide the Region's work with civil society for fiscal year 2000 and 2001, the first of its kind in the Bank. Headquarters and field staff jointly developed the regional strategy, while seeking to encompass four strategic directions: (a) broadening the policy dialogue, (b) building strategic partnerships around "high impact" operations, (c) improving the management of knowledge and lessons learned, and (d) increasing team effectiveness.

Consultations with civil society have contributed to substantial improvements in the Bank's analytical and operational work in LCR. In the last two years, consultative processes have been carried out during formulation of full CASs and CAS Progress Reports in Argentina, Belize, Brazil, Colombia, the Dominican Republic, Honduras, Jamaica, and Uruguay (see Box 8 below and Appendix 1 on page 30). Some examples of other dialogues include discussions with the business

Box 8. Participatory CAS Consultations in Honduras, Argentina, and Brazil

CAS consultations in Honduras, Argentina, and Brazil exemplify the importance of civil society consultation in policy dialogue. All three countries had a wide array of CSOs involved, which was a key factor in instilling a better understanding of country needs in the minds of World Bank staff.

The Honduras CAS began preparation on the eve of the disaster caused by the 1998 Hurricane Mitch. Mitch posed greater development challenges, but raised awareness about the need for decentralization of decision-making and service delivery, for more dynamic Government-civil society collaboration, and for a sharper focus on transparency and governance. Throughout 1999, the Bank intensified the dialogue with the government and CSOs, including NGOs, women's and faith-based groups, labor unions, universities, private firms, and donors. The CAS dialogue with civil society helped the Bank to understand the country's development challenges, the best strategies for national consensus priorities, and the evolving role of civil society.

In Argentina, more than 4,000 civil society leaders from NGOs, trade unions, community-based organizations, academia, research centers, and religious groups participated in the CAS dialogue along with the business community and private foundations. The Bank's country office co-hosted consultations with the National NGO Working Group. At each forum, breakout groups were formed of participants from across social, economic, and geographic divides. While the exchanges unveiled some deep differences in perceptions and approaches between the Bank and CSO participants, the sessions occurred in a climate of mutual respect.

In Brazil, the CAS consultation involved six meetings in several state capitals with representatives of NGOs, social movements, churches, professional associations, donor agencies, and members of Congress. In the consultations, CSOs stressed the need to address issues concerning social exclusion, low-income housing, and the pace and quality of the structural reforms being undertaken in the country. The CAS consultation process is the result of an increasingly collaborative relationship with civil society, which has included information exchange, improved dialogue, and the establishment of consultation mechanisms in Bank-funded loans.

community (Central America and Brazil), consultations with indigenous peoples on resettlement and bio-diversity preservation (Brazil), and meetings with the Indigenous Women's Forum (Peru). In the context of rural development and protected areas, the Bank has been engaged with indigenous groups and small farmers' organizations (Mexico). In addition, interaction was prioritized with Afro-Latinos (Nicaragua, Peru, and across the region), and with trade unions from various countries (Argentina, Brazil, Chile, Colombia, and Venezuela). The Third Regional Forum on Poverty and Inequality held in Guatemala in March 2000 focused on poverty concerns and contributed to the preparation of the *World Development Report 2000-2001: Attacking Poverty*. National meetings were arranged in three countries prior to the regional assembly of the World Bank-NGO Committee held in October 1999 in Chile. Events to follow up on country-level dialogues took place in Mexico, Venezuela, and Argentina.

Operational collaboration at the project level has been exceptional in many projects. To mention a few, in Ecuador, consistent consultation and communications planning has taken place in the development of an indigenous framework for the PROMEC project. In Guatemala, participatory methodologies have been used and enhanced during the implementation of the Local Reconstruction and Development Project (PDL). In Mexico, while preparing the Municipal Development Project, Bank staff is contributing to building greater ownership at the local level, while enriching social participation in the definition of budget priorities and the design of specific investments for social infrastructure. Bank staff members in Venezuela are providing technical assistance to a dozen projects, one of which includes an empowerment program for the social monitoring of public works.

Social Development/Civil Society Specialists (CSS) have provided guidance to governments in participatory processes during the preparation of PRSs in Bolivia, Guyana, Honduras, and Nicaragua (see Appendix 2 on page 35). During a 2001 Regional Workshop held in Colombia, 70 government delegates, representatives from civil society groups, and officials from bilateral and multilateral agencies worked together to draw lessons learned from PRS processes. Country follow-up workshops are being organized using the same methodology.

To build on these accomplishments, the Region formulated a new strategy for fiscal years 2002-2004. Embracing a vision of empowerment, LCR's regional strategy will aim to bring about more equity and less poverty through institutions that respond to and are accountable to the interests and contributions of their citizens. The draft strategy will be consulted with civil society in late 2001.

Eastern Europe and Central Asia

Civil society-World Bank relations progressed through policy dialogue, Bank-supported operations,

Box 9. Civic Engagement in ECA Country Assistance Strategies

Consultative processes on the Country Assistance Strategies (CASs) in Eastern Europe and Central Asia (ECA) reveal a variety of participatory approaches. Consultations held in the Slovak Republic and in Belarus reflect broader avenues for civic engagement consistent with the growing trend of civil society in the ECA region. (For information about other CAS projects approved by the Board during fiscal 2000 and 2001, see Appendix 1 on page 30).

The Bank's interaction with civil society has developed considerably in the Slovak Republic. Consultations with civil society were held relatively late in preparing the CAS, but, once underway, they provided valuable insight to reflect the views of civil society. In February 2000, the first major consultation was organized by the Slovak Academic Information Agency–Service Center for the Third Sector, a member of the Slovak Republic's Gremium of the Third Sector (G3S), and a main umbrella organization for NGOs in the Slovak Republic to discuss the draft CAS. A follow-up meeting held in March focused on key themes prevalent within the CAS. The inputs from civil society were used to adjust the CAS. The consultative meetings also provided information for future assistance programs and projects. The Bank's Board reviewed the CAS in February 2001.

In Belarus, the participatory process was conducted in two phases. In March 2001, a series of seminars, round tables and focus groups were held to elicit inputs for the draft CAS. All meetings were open to the public, although some civil society organizations (CSOs) received invitations. More than 1,000 CSO representatives participated. Materials were made available prior to the consultations to facilitate meaningful dialogue on global public goods, the impact of the Chernobyl disaster, ways to reach vulnerable sectors of society, and private sector development. After the second round, the Bank has been holding monthly meetings with international organizations relating to civil society. In June 2001, the draft CAS was discussed at a second round of consultations and the document was placed on the Bank's web site to seek public feedback. The Bank's Board is scheduled to consider the final CAS in fiscal 2002.

anti-poverty, good governance, post-conflict reconstruction work, civil society capacity building and a program of small grants, administered by ECA Field Offices. The overarching objectives of these efforts were (a) to create an environment conducive to successful implementation of projects and reforms supported by the Bank in our client countries, and (b) to promote civil society empowerment and social inclusion across the region. In regard to operations, the last two years witnessed a growing involvement of civil society/NGOs in the design and implementation of Bank-supported projects. For instance, in Bosnia and Herzegovina, civil society organizations participated in the preparation of the Community Development Project, the Second Local Initiatives (Microfinance) Project, and the Social Sector Adjustment Credit. In Latvia, public meetings were conducted in connection with a project addressing solid waste management, housing and welfare as well as pension reform. The implementation of the Bank-supported trade and transport facilitation program in six Balkan states envisages the active participation of local business communities in the design, implementation, and monitoring of the program. This entails in-depth interviews, focus groups, and workshops that examine major problems and the requirements for the resolution of constraints on trade as well as monitoring progress in actions keyed to the resolution of these constraints. During the preparation phase of the Agriculture Reform Implementation Project in Turkey, consultations were held with NGOs within the framework of the social assessment preparatory work. The Social Risk Mitigation Project that is currently under preparation will create opportunities for active NGO involvement. In Croatia, civil society representatives provided input into the Public Expenditure and Institutional Review, the poverty assessment study (entitled *Croatia Economic Vulnerability and Social Welfare*), and the National Environmental Action Plan. In addition, a US$1 million post-conflict grant for returning refugees and regional development is being implemented by two Croatian NGOs.

The region's project portfolio now contains 20 Social Investment Fund-type operations—projects that assist community-based organizations working in the area of social service delivery and social assistance. The region has also initiated operational work in the area of community-driven development (CDD). Nineteen projects approved in fiscal 2001 contain CDD activities and a similar number is envisaged in the projects under preparation for approval in fiscal 2002. In fiscal 2001, strategies for scaling up CDD were finalized for Armenia, Romania and Central Asia and were discussed with country teams. With the help of the Norwegian Trust Fund, a program of grants was developed for supporting various community-based initiatives. In Armenia, CSOs were hired to test CDD activities in the framework of the Natural Resource Management and Poverty Project. NGOs, professional associations and community-based organizations were heavily involved in many operations in social sectors such as (a) the TB/AIDS Epidemic Control Project, (b) the Educational Sector Policy Note in Ukraine, and (c) coal sector restructuring in Poland, Romania, and Russia.

In the area of advocacy and policy dialogue, meetings and internet-based interactions with civil society groups took place during the preparation of CASs in a number of countries (see examples in Appendix 1 on page 30). Various forms of consultations with civil society on poverty reduction strategies were initiated in all nine ECA PRSP countries (see Appendix 2 on page 35). A regional training workshop on PRSP for government and civil society representatives from six former Soviet Union republics (Armenia, Azerbaijan, Georgia, Moldova, the Kyrgyz Republic and Tajikistan) was held in Moscow in November 2000, followed by a workshop on "Civic Engagement and Participation in Poverty Reduction" in Tbilisi in June 2001. The aim of this workshop, attended by representatives of civil society organizations, governments, parliaments and donor and development agencies, was to familiarize the participants with appropriate tools for participation and civic engagement, including participatory approaches to policy making, public expenditure management, and monitoring and evaluation. Government and civil society representatives were also consulted on sector strategies (e.g., rural, environment, social development, and urban transport), the new Bank information disclosure policy, and Bank safeguard policies.

During fiscal 2001, civil society groups from Hungary and the Slovak Republic participated in a joint workshop to discuss the *Gender Policy Research Report Engendering Development*. With the support of the Bank, the Slovak Open Society Foundation organized and financed a workshop on lessons from Roma projects that involved 70 Hungarian and Slovak NGOs, and other

stakeholders. In Romania, CDF principles have become instrumental in the development of a long-term development strategy in the coal mining area of the Jiu Valley. In fiscal 2001, many advocacy NGOs became increasingly involved in issues of corruption, governance, social service delivery, and the environment. In the spring of 2000, an External Advisory Board on anti-corruption was set up, consisting of prominent ECA civil society representatives, who regularly provide counsel on effective approaches to fighting corruption in the region. The People's Voice Project, supported by the Canadian Trust Fund and the Bank, assists four cities in improving local governance, monitoring the delivery of services and empowering local citizens. The Bank's Kazakhstan office organized a discussion with NGOs specialized in legal matters about their involvement in good governance and anti-corruption activities. In Poland, an Anti-Corruption Workshop was organized to involve government, business and civil society representatives in a consultative meeting on the Bank's Report *Anti-Corruption in Transition: Confronting the Challenge of State Capture*. With the help of the Bank and the Danish Trust Fund, a local NGO in Albania, the Women's Jurists Association is implementing a project on combating corruption and promoting transparency and good governance in the country's legal system. In addition, in February 2001, two workshops were held to present the report, *Anti-Corruption in Transition, a Contribution to the Policy Debate. The workshops* aimed at sharing the report results with the Albanian government and civil society (parliamentarians, media, NGOs, and the business community), and to help the government to evaluate its own program in the context of these findings. In Bulgaria, the Policy Forum of the Judicial Reform Initiative (a coalition of leading NGOs) was held with World Bank support, presenting the Program for Judicial Reform. The Bank Office in Georgia was working with three environmental NGOs on the development of a National Biodiversity Strategy and Action Plan. In October 1999 the Country Office in Poland jointly sponsored a conference on Public Urban Transport with the Polish Ecological Club.

In regard to civil society capacity building, with the assistance of the World Bank Institute, a workshop on Civic Engagement for Development was held in Almaty in November 2000 for civil society representatives from five Central Asian republics. In addition, a three-day regional workshop on Civic Participation and Community Empowerment for Southeastern Europe (Albania, Bosnia and Herzegovina, Croatia, FYR Macedonia, and the Federal Republic of Yugoslavia [Serbia/Montenegro]) was held in Budapest in May 2001. The workshop, financed by the Italian Ministry of Foreign Affairs, was aimed at enhancing civil society participation in local and national policy, and focused on sharing knowledge on initiatives and improving the relationship between civic groups and governments from the region.

At the regional level, in the fall of 1999, an Organizing Committee of twelve ECA-based NGOs and ECA management initiated preparations for the establishment of a regional mechanism for dialogue and collaboration to improve the impact of World Bank-supported operations. As a result, the first ECA NGO Assembly, attended by nearly 80 ECA-based NGOs, took place in Vilnius in late March 2000. The meeting elected a group of nine NGO representatives—the ECA NGO Working Group—who would regularly meet with ECA management to discuss cross-border development issues of concern to the NGO community and the Bank. To date, the Working Group has met three times and the discussions have centered on three topics: poverty alleviation and PRS consultations, good governance and anti-corruption, and NGO capacity building.

East Asia and the Pacific

East Asia and the Pacific (EAP) moved forward in terms of policy dialogue and partnering with NGOs and other CSOs, poverty reduction and social protection, governance and anti-corruption, and civil society involvement in multi-donor mechanisms.

Consultations with civil society groups in policy dialogues on poverty reduction and the Bank's lending priorities have broadened, reaching new stakeholders and engaging civil society in crucial development issues. In all PRSPs and IPRSPs formulated during fiscal years 2000 and 2001, in Cambodia, Lao People's Democratic Republic, and Vietnam, consultative processes were used (see Appendix 2 on page 35). Civil society involvement has been documented in the preparation of Country Assistance Strategies (CASs) in Cambodia, Indonesia, Papua New Guinea, and Vietnam (see Appendix 1 on page 30).

The follow-up consultations have been critical to building greater credibility in the consultative process and fostering Bank-NGO partnerships. For instance, in the Philippines, after Board approval of the CAS, 260 NGOs and People's Organizations participated in regional dissemination and feedback workshops on the CAS document. During fiscal 2001, partnerships between the Bank and NGOs are flourishing and becoming more effective in the Philippines. For example, three NGOs were invited to conduct social assessments (SAs) during the piloting of the Mindanao Post-Conflict Piloting Transition Strategy—Community Family (CFSI) in selected communities. The project uses a set of approaches with the goal of developing innovative models of community activity, and the results of the SA will strengthen the Mindanao Plan formulated by the government.

In China, Bank staff participated as key resource people in the first conference on Chinese NGOs. China is benefiting from an IDF grant that aims to strengthen the institutional capacity of the Ministry tasked with NGO affairs and to contribute toward improving the policy environment for NGOs. A joint Bank-civil society team was created to develop a set of training materials for CSOs; a panel of experts including local NGO leaders, government officials, and scholars will supervise the team.

In Vietnam, the Bank office established a unique drafting committee to prepare a Country Report on Poverty in preparation for the Consultative Group (CG) meeting held in fiscal 2000. The Bank assisted the government in holding a milestone public forum on "Laws Relating to NGOs," allowing for the first time national NGOs to attend part of the CG meeting. In June 2000, four NGOs participated in the Mid-Term Consultative Group where they underlined the significance of NGOs in helping to guide policy making on issues relating to poverty.

The Indonesia program's cooperation with CSOs and NGOs spans both policy dialogue and operational involvement. At the level of development policy, the Bank program consulted widely with NGOs in drafting the Regional Public Expenditure Reviews and CAS (see Appendix 1 on page 30). The Bank has pioneered NGO participation in Consultative Group meetings. Operational work with NGOs takes place through

Box 10. Multi-Stakeholder Cooperation for Reconstruction in East Timor

In East Timor, national ownership in the reconstruction and transition processes has been at the center of the World Bank's priorities from the outset. During the initial Joint Assessment Mission (JAM) carried out in the wake of the post-referendum violence of September 1999, East Timorese representatives participated along with international experts in every sector. The findings of the JAM were presented during an international donors' meeting in Tokyo in December 1999 and led to the establishment of the Trust Fund for East Timor (TFET).

The TFET is a multi-donor trust fund set up to support the restoration of critical services in the areas of health, education, infrastructure, agriculture, water and sanitation, community and private sector development. To date, ten donor countries have pledged over US$160 million to the TFET. Fifteen projects are under implemention and two have been completed. Project design and supervision include the participation of sectoral experts from TFET donor countries, strengthening donor coordination in the field and laying the ground for forward looking sustainable development through a sector-wide approach.

Civil society has been involved throughout the preparation and implementation of the TFET. Projects have extensively used community participation agreements to allow villagers to participate in their own development. For example, over 500 community grants were awarded for the reconstruction of schools throughout the territory. Community grants were also used for the rehabilitation of irrigation systems and road network. The Community Empowerment and Local Governance Project (CEP) has built on the establishment of Councils elected by communities at the village and sub-district levels. Councils assist to identify and address local development priorities.

NGOs and other civil society organizations (women, youth and church groups) have been active players in almost all aspects of the reconstruction efforts. By entering into partnerships with TFET, NGOs have played a key role in supporting the rehabilitation of health, education, and water systems.

Civil society representatives have been involved in appraisal and supervision missions alongside donors. The East Timorese NGO community has been engaged since the beginning of the process. NGOs established a Forum to coordinate its interaction with the authorities and other actors in development. They are an integral part of the development dialogue taking place in East Timor. In addition, NGO representatives started participating as delegates in the bi-annual Consultative Group meetings.

(a) special NGO direct funding initiatives, such as the Partnership on Governance and the Community Recovery Program (developed jointly with UNDP and bilateral partners); (b) NGOs work as service deliverers to the poor and as independent monitors and advocates for local interests in Bank-funded projects; and (c) longer-term collaborations, such as the joint program on traditional leadership with the NGO forum in Aceh and the program to support the rights of women overseas workers.

In Thailand, the Social Research Institute (SRI) of Chulalongkorn University, supported by the Bank, has completed a database on NGOs and community-based organizations (CBOs) in Thailand. The Social Funds office of the Social Investment Project has commissioned a team of academic institutions and NGOs, led by SRI, to monitor and evaluate the performance of sub-projects, providing funds to NGOs and CBOs. The Bank supports the Office of the National Commission on Women's Affairs (ONCWA) to raise awareness of violence against women. Together the Bank and ONCWA drafted a strategic action plan and database system. The newly created Country Development Partnership (CDP) to provide technical assistance to Thailand has set the basis for strengthening NGO capacity and improving the country's environment for civil society.

For the first time, the Bank met with the EAP NGO Working Group on April 2001 in Tagaytay, Philippines. The meeting included the participation of 23 representatives from local and international NGOs from seven EAP countries and sought to establish a joint dialogue mechanism.

Box 11. Learning Across Borders: Building the Skills of Japanese and Other Asian NGOs

The Learning Across Borders: Capacity Building of Japanese and Other Asian Pacific NGOs program sought to build the knowledge, skills, and organizational capacities of Japanese and other Asian Pacific NGOs through a series of four workshops in Tokyo, Manila, and Washington.

The workshops, held between January and June 2001, included representatives from 20 Japanese NGOs and 10 Asian Pacific NGOs interested in developing relationships with external donor agencies and international finance and development support institutions. Each workshop had a different theme, allowing participants and Bank staff to share experiences and enhance knowledge and skills in specific areas, such as Community-Driven Development (CDD) Projects, Bank procurement, strategic communication, and engagement in policy dialogue.

In between the four workshops, participants had the opportunity to consult with each other as a means of creating an active learning network of development practitioners who collaborate on specific projects and programs and support each other beyond the completion of the series. The initiative is part of a broader World Bank strategy to deepen dialogue and partnerships with NGOs and Civil Society in Japan.

South Asia

In South Asia, the Bank is playing a major part in facilitating communication and collaboration among the government, civil society and other stakeholders around major reconstruction, poverty alleviation, and development initiatives. NGOs and other CSOs have been consulted on country-level strategies in Bangladesh, Bhutan, India, Maldives and Pakistan (see Appendix 1 on page 30) and engaged in the discussion of other acute development concerns and in specific projects.

During fiscal 2000, in India, NGOs participated as partners in planning and implementation in the large majority of all projects in the portfolio. This included emergency operations both in the case of the Orissa Cyclone, and in the damage assessment and reconstruction assistance provided following the large earthquake in Gujarat. For the first time, the Bank's New Delhi office participated in the India Trade Promotion Organization's annual Social Development Fair held in June 2001. The Fair attracted more than 1,000 visitors from government departments, international agencies, NGOs, cooperative societies, charitable trusts, and others interested in the areas of education, health, gender-related issues, child development, street and working children, poverty reduction, population control, and environmental protection. Additional consultations and meetings included a well attended workshop on the themes of Governance and Empowerment during President Wolfensohn's visit to India, and participation by the Bank in an NGO-sponsored workshop on the impacts of the reform program in Andhra Pradesh. In other states where the Bank is supporting a reform agenda, public-private partnerships have been successful in providing feedback to the Government on the quality of social services and in studies on the poverty impacts of power sector reform. NGOs also participated actively in Bank-supported workshops

on decentralization, which were held in Karnataka (June 2001) and Kerala (August 2001). In Economic and Sector Work, local NGOs participated in a recent study on poverty in Uttar Pradesh.

The Bank, in conjunction with donors from the Pakistan Development Forum, met with NGOs and is supporting the preparation of a report on the status of NGOs on the government's request. Facilitating and sustaining an enabling environment for NGOs that includes legislation relating to NGOs is still under consideration. The Bank finances the Pakistan Poverty Alleviation Fund, launched in October 1999, to support NGO poverty alleviation programs, increase the incomes of poor households, and enhance NGO institutional capacity and financial sustainability.

The Bank's office in Pakistan produced a report from the one-day Workshop on "Women and Law: Hadood Ordinance and Muslim Family Law (1961)." The workshop was held in Islamabad in late 2000 and it brought together representatives from diverse spheres of government and civil society. This was the first time in Pakistan that religious and liberal groups had been brought together to discuss such sensitive issues. The challenge is to take the dialogue forward in an atmosphere of tolerance.

The Bank is providing a forum for discussion of issues and facilitating collaboration between the government and NGOs in Bangladesh. The challenge has been fostering partnerships with the government, creating and sustaining an enabling environment, and sustainable poverty reduction. In fiscal 2000, the Bank's Urban Strategy discussion provided a forum for debate as NGO's were opposing government slum eviction in Dhaka City. In fiscal 2001, as partners, government, civil society, and NGOs have established a Committee for Gender Budgeting and are conducting a Gender Analysis of the National Budget, which is jointly finance by the governments of Norway, the Netherlands, and the World Bank. With the support of the Bank and other donors, CBOs and NGOs conducted a study on the establishment of report cards on government performance.

3. Global Policy Dialogue with Civil Society

This chapter presents ways in which policy dialogue on various Bank instruments and products is occurring globally.

NGO-World Bank Committee and Future Global Policy Dialogue

In the early 1980s, an innovative global mechanism for policy dialogue with NGOs was established. The NGO-World Bank Committee enabled discussions on poverty reduction, participation, and other issues essential to civil society, and moved the dialogue closer to the field. During its nearly 20 years of existence, this mechanism broadened and enriched policy dialogue in all Bank regions, with the active participation of mostly Southern NGOs belonging to the NGO Working Group on the World Bank.

The Committee was established in 1982 to enhance and facilitate dialogue between the Bank and NGOs. A couple of years later, a dozen NGOs invited to be part of the Committee established the NGO Working Group to interact more coherently and effectively with the Bank. During fiscal 2000, the Committee was co-chaired from the Bank's side, by Ian Johnson, the Vice President for the Environmentally and Socially Sustainable Network, and Mats Karlsson, Vice-President of External Affairs and United Nations Affairs. The Committee's NGO chair was Chris Sinckler of the Caribbean Policy Development Center in Barbados.

The Working Group is a very active civil society structure executing a range of programs from policy dialogue to monitoring Bank operations. For several years, the Bank held policy discussions with the Working Group on important development concerns, including participation, gender integration, poverty reduction and debt relief, among others. Special discussions have included CDF, PRSP, and the *World Development Report (WDR) 2000/2001: Attacking Poverty*. At the suggestion of the Working Group, the Committee began restructuring to strengthen Regional Assemblies and national dialogues. This process corresponded with the Bank's own decentralization to the countries and front-line work. In mid-1999, the Bank's President, James D. Wolfensohn, requested the NGO Working Group of the World Bank to rethink its role and that of the NGO-World Bank Committee in the context of an evolving relationship between the Bank and civil society. The Working Group agreed to submit a detailed proposal to the Bank setting out recommendations on its future role, and on how the Bank's relationship with NGOs and other civil society actors may be organized. A meeting of the Committee held in December 2000 focused on the Working Group's proposal and a joint resolution for establishing an enhanced, more inclusive dialogue mechanism between the Bank and civil society. It was agreed that the World Bank-Civil Society Thematic Forum will convene a broader range of CSOs, including representatives of NGOs, trade unions, community organizations, small farmers' groups, religious institutions, and women's organizations to discuss specific issues. A Joint Facilitation Committee (JFC) will be created to organize the Thematic Forum, and the NGO Working Group will advise the Bank on the role and function of the JFC. Members of the JFC will rotate according to the topic of the Thematic Forum, while ensuring civil society participation from across all the regions. In consultation with Bank Country Offices and civil society groups involved in policy dialogue, Regional Vice-Presidencies will facilitate the establishment of regional dialogue spaces. For example, in Latin America, a forum for dialogue on empowerment has been proposed

Dialogue with Civil Society on World Bank Sector Strategies and Operational Policies

Acknowledging the existence of a new international scenario and a broader development agenda, the Bank has increased its engagement in global consultations with civil society on Bank-wide sector strategies and operational policies. Ad-hoc consultative mechanisms allow more proactive interaction between the Bank and civil society by addressing specific issues. An outstanding example is the consultation process of the Bank's Sector Strategy Papers (SSPs) and a number of Bank Operational Policies.

The Bank's first thematic and sector strategies—Rural Development and Health, Nutrition, and Population—were completed in 1997. These strategies reviewed the Bank's track record, incorporated lessons from the Operations Evaluation Department (OED) findings and other evaluations, and articulated a vision to guide the Bank's future work in the sector.

Thematic and sector strategies are updated every three years on a rolling basis. When reviewing and updating these strategies, the Bank engages in extensive consultations with a wide variety of stakeholders. In the last two years, systematic consultations involving civil society have been observed during the preparation of SSPs due for Board consideration.

The Bank is in the process of converting several of its policies into Operational Policies (OP) in an effort to upgrade the Bank's overall policy environment, particularly those safeguarding the environment, protecting the livelihood of indigenous communities, minimizing the harm of resettlements, etc. Civil society consultations on the draft policies have become the norm, not the exception. Table 1 below provides examples of the consultative processes underway in upcoming Bank sector strategies and policies.

Box 12. Consultative Formulation of the Water Resources Sector Strategy

Through the Water Resources Management Group, the Bank is preparing a Water Resources Sector Strategy, scheduled for Board presentation in late 2001. The Water Resources Group was established in 2000, and has oversight responsibility for the Bank's water resources portfolio and staffing related to water resources management. The Board is composed of regional water advisors from each of the Bank's six regions, and representatives from the World Bank Institute (WBI), the Environment Department (ENV) and Finance, Private Sector, and Infrastructure (FPSI).

The Sector Strategy process started in mid-1999 and has focused on assessing consultations with a broad range of stakeholders, particularly in the Bank's client countries. In an effort to "take stock" of what the Bank is doing in water resources, each of the Bank's six regions is being studied through: (a) a regional portfolio review, supplemented by discussions with Bank staff; and (b) a focus country study. A comprehensive database on Bank-financed water projects has also been created and is now part of the ESSD core database. The regional portfolio review examined the Bank's lending and non-lending activities to help identify issues and provide a broad-brush overview of Bank efforts to implement its 1993 Water Resources Management Policy. The portfolio reviews were based on project reviews and interviews with key staff, followed by discussions with Regional staff. The focus country studies consist of project visits and a stakeholder Roundtable event. All six regions have been studied and focus country studies/roundtables have been held in Brazil, Yemen, Philippines, India, Nigeria, and Washington, D.C. (for the ECA countries). About 250 national stakeholders attended the Roundtable consultations, with at least 30% of the participants drawn from NGOs and other CSOs. A brief consultation was also held for ECA.

There have also been internal and external workshops held at the Bank in Washington to explain the process. The initial external stakeholder consultation was held in June 2000 and included 50 people from outside the Bank, approximately 30% from NGO groups. When this process is finished, the Water Resources Management Group will focus on the formulation of the Sector Strategy, with a first draft expected in late 2001. Most of the material produced may be found at http://www.worldbank.org/environment/topics.htm under Water Resources Management.

Table 1. Examples of Civil Society Participation in World Bank Sector Strategies and Operational Policies Scheduled for Board Review in FY02

Strategy or Policy	Network	Consultative Processes and Websites
Environment Strategy	ESSD	The Bank obtained initial inputs from civil society for the strategy between April and December 1999 through broad discussions with NGOs and other stakeholders. Once the framework for the strategy was completed, regional meetings were held between March and December 2000 to formulate regional strategies. This process was reinforced at the World Bank Environment Forum, which included the participation of NGOs and academics. The Bank posted the draft document on its web site and sought public inputs through July 2001. http://www.worldbank.org/environment/
Rural Development Strategy	ESSD	Between February and April 2001, the Bank held nine regional consultations. Participants were selected through a consultative process and included government representatives, members of the private sector, NGOs, and selected academics. The consultations solicited feedback from participants on the respective rural Regional Action Plans for the Bank's six regions. In April 2001, Bank rural staff discussed the draft regional action plans, the framework, and the major thrust of the strategy during Rural Week 2001. http://www.worldbank.org/ruraldevelopment/
Private Sector Strategy	FPSA	The Bank will solicit feedback electronically on its Private Sector Strategy Discussion Paper through its web site. The strategy seeks to develop approaches for the private and public sectors to work together on poverty reduction and to define the Bank's role in improving this collaboration. http://www.worldbank.org/html/fpd/privatesector/
Involuntary Resettlement Policy	ESSD	Between July and November 1999, the draft OP/BP 4.12 was posted on the World Bank's external web site in eleven languages in order to solicit comments from interested external parties. Numerous comments received from a variety of NGOs, national government agencies, and other interested parties were useful in preparing a new draft of the policy. In March 2001, a matrix of the comments received, and a list of frequently asked questions and their answers were also placed on the Bank's Website. Following its approval, the OP/BP will be available to the public in the Bank's Operational Manual. Technical guidance and good practice recommendations will be provided in the Resettlement Sourcebook: Comprehensive Guidelines for the Resettlement and Rehabilitation of Project-Displaced People (forthcoming). http://www.worldbank.org/socialdevelopment/
Indigenous Peoples Policy	ESSD	Between July and December 2001, the Bank will carry out electronic consultations in English, Spanish, and French on its Draft Policy on Indigenous Peoples. The revised Indigenous Peoples Policy is part of a Bank-wide process of converting policies from Operational Directives (OD) format into Operational Policies (OP). The Bank will also elicit comments from borrower governments, indigenous organizations, NGOs, academic experts, and multilateral and bilateral agencies through Global "Institutional" Discussions and Regional and in-country discussions. http://www.worldbank.org/socialdevelopment/
Information Disclosure Policy	OPCS	The Bank launched a public consultation process at its Annual Meeting in September 2000 to discuss the draft Review of the World Bank Policy on Information Disclosure. During the process, the Bank met with representatives of government, academia, the private sector, civil society, and interested members of the public in Africa, Asia, Latin America, the Middle East and Eastern Europe. The document was made available on the Bank's web site in seven languages for public review. Partly as a response to the feedback received, in April 2001, the Board made the PRSPs, IPRSPs, and JSAs publicly available. The Board also approved the disclosure of the Chairman's Summings Up of PRS and HIPC discussions. http://www.worldbank.org/infoshop/disclosure/.

World Bank-Trade Union Dialogue

The World Bank has increasingly engaged in dialogue with trade unions over the last two years. This commitment was most recently emphasized at high level meetings in October 2000 with the International Confederation of Free Trade Unions (ICFTU) and, in March 2001, with the World Confederation of Labour (WCL). Dialogue with organized labor reflects the Bank's acknowledgement of the contribution that constructive relations with unions can make to our economic development mission. The Bank has endorsed the value of a policy framework that supports collective bargaining (e.g., 1995 World Development Report) and continues to study the policy structures that best contribute to positive economic performance.

The World Bank, IMF, and the ICFTU have initiated discussions on how to establish a substantive, ongoing dialogue to address pressing policy issues such as HIV/AIDS, privatization, and national Poverty Reduction Strategies. The first such meeting was held in July 2001. Discussions of a Terms of Reference document for the dialogue continue, and a second meeting to focus on PRSPs is tentatively scheduled for the fall.

As Bank staff is encouraged to consult with trade unions in the field, there are numerous examples of Bank dialogue with trade unions in client countries. In Argentina, for example, staff in the country office met with more than 4,000 representatives from civil society, including trade unions, in five regional forums, as well as in a national forum attended by senior government officials. In Brazil, consultations with trade unions during CAS preparation in 1999 led to ongoing dialogue in numerous venues and the direct involvement of the agricultural workers union, CONTAG, in the design and implementation of a follow-up loan to the Pilot Agrarian Reform. Trade unions are active members of PRSP Thematic Working Groups in Malawi, form part of the National Civil Society Advisory Group in Albania, and meet with the National Development Planning Commission in Ghana. They were instrumental in National Dialogues about the PRSP in Bolivia and are monitoring poverty reduction expenditures in Uganda. Trade unions have also been involved in a Bank-financed restructuring of the rail and port system in Mozambique and in the privatization of railroads in Poland.

Box 13. Enhancing Policy Dialogue with Trade Unions

Since the beginning of 2000, the World Bank's Social Protection Group of the Human Development Network has facilitated policy dialogues with trade unions, and built the capacity of Bank staff to engage in dialogue with this important civil society group. In February 2000, Bank staff participated in a session of Human Development Learning Week to learn about building partnerships with trade unions for poverty reduction. Speakers included representatives from the International Confederation of Free Trade Unions (ICFTU)-African Regional Organization, and the American Center for International Labor Solidarity (ACILS).

Bank staff has attended several ICTFU meetings, including its World Congress in April 2000, a seminar on international financial institutions and fiscal/monetary policy during the Asian economic crisis in June 2000, and the September 2000 Conference on HIV/AIDS of the ICFTU-Africa. In October 2000, a high-level ICFTU delegation met with Bank senior management to discuss issues concerning labor standards, as well as HIPC/debt relief, AIDS, and privatization. In March 2001, a senior delegation from the World Confederation of Labour (WCL) met World Bank and IMF senior staff to discuss Bank relations with other UN agencies; Poverty Reduction Strategies and HIPC, and implementation of the World Development Report 2000/2001 on Poverty and Development. In May 2001, trade union representatives participated as students and resource persons in a Bank course on Labor Market Policy.

Civil Society Participation in the Global Development Gateway

In collaboration with a wide range of development actors, the World Bank is preparing the first major launch of the Global Development Gateway (GDG) in 2001. The Gateway is a web-based portal bringing together other donors, governments, businesses, and civil society organizations to exchange information, seek common goals, and build partnerships to promote development and address poverty worldwide. As civil society is one of the Gateway's intended audiences and one of its stakeholder groups, efforts to attend to the needs, concerns and contributions of NGOs and CSOs have been considerable.

Due to the often-isolated nature of vast segments of civil society in the developing world, the potential value to be derived from Internet connectivity and access to computer technology is especially important. The Gateway is being designed to provide important benefits to civil society organizations, particularly in the developing world. These include: providing access to strategic donor/government information, creating opportunities to influence the development agenda and participate in macro-level policy debates, and giving visibility to CSO development experiences and expertise. Other features are: establishing horizontal information-exchange and improved networking capability; bringing access to information on markets, jobs, and fundraising sources; and providing useful on-line training and institutional capacity-building tools.

Effectively engaging the civil society sector worldwide is an integral part of the Gateway's core objectives of promoting knowledge-sharing functions and addressing the information divide in developing countries. During fiscal 2000, the Gateway team consulted leading CSOs from North America, Europe, and Latin America. Over a dozen consultation meetings with many and diverse organizations were held. Bellanet and the Global Knowledge for Development Forum (GKD) hosted electronic discussions on the Gateway with CSO representatives from around the world. A high degree of frankness characterized these meetings, and electronic discussions produced valuable and substantive feedback. The principal messages, both positive and negative, received during these consultations included concerns about the Gateway's editorial policies, governance structure, consultation process, and technical design.

The Gateway Team has listened carefully to this feedback, and as a result, has adopted a series of changes in its technology, editorial policy, and governance structure. These include adopting open-source software and a more decentralized information-sharing architecture so users from around the world can instantly post and retrieve data from the Gateway. In addition, the system allows for autonomous piloting and decentralized civil society community sites, adopting an institutional, rather than an individual, guide model for topic pages, appointing an autonomous Editorial Committee, and moving forward with launching the independent Gateway Foundation.

The Gateway established important partnerships with leading CSOs in many regions. Examples of collaborative agreements are: CSOs hosting consultation meetings and providing technical assistance; and CSOs becoming institutional guides on the contents of various Gateway Web-pages. NGOs, faith-based groups, indigenous organizations, ICT networks, and research institutions have been involved. CSOs are invited to join this effort by registering on the site, searching data, contributing content, participating in discussions, sending feedback, and serving as topic guides to the Gateway content pages.

Structural Adjustment Participatory Review Initiative

The Structural Adjustment Participatory Review Initiative (SAPRI) has engaged the World Bank and a network of international and Southern research centers since 1996 in the review of 15 years of structural adjustment operations. They jointly explored economic options and the role of civil society in reform policy. The initiative reviewed structural adjustment operations in Bangladesh, Ecuador, Ghana, Hungary, Mali and Uganda. SAPRI Network (SAPRIN) developed parallel initiatives known as the Citizens' Assessment of Structural Adjustment (CASA) in the countries where governments decided not to participate in SAPRI (Mexico, the Philippines, El Salvador, and Zimbabwe). Citizens' groups in Argentina and other countries of Central America engaged in similar processes.

SAPRI was launched in July 1997 at the First Global Forum held in Washington, D.C., followed by a First National Forum in each of the participating countries. Civil society, governments, and the World Bank worked together to design the

review and to contract with local research institutes to carry out the consultations and field work. SAPRI assessed six macroeconomic and sectoral policies: financial liberalization, privatization, agricultural liberalization, labor market deregulation, trade liberalization, and public expenditure reform. Local research institutions worked with civil society and other stakeholders to conduct household surveys, group interviews, participatory rural appraisals, and workshop discussions. The initiative strengthened research capacities in the six countries and helped to demystify economic policy, as research organizations built relationships with civil society organizations and policy formulation teams throughout the process. The findings from the research were presented at a series of Second National Forums held during May and June 2001. The Second Global Forum that took place in July 2001 in Washington, D.C. marked the conclusion of SAPRI. The Bank presented a report summarizing the lessons it drew from SAPRI. The Network of participating NGOs is in the process of finalizing its report. Forum proceedings may be found at http://www.worldbank.org/research/sapri/index.htm

Dialogues with Civil Society during the Spring and Annual Meetings of the World Bank and IMF

Each autumn, the Board of Governors of the World Bank Group and the International Monetary Fund (IMF) hold their Annual Meetings to discuss a range of issues related to poverty reduction, international economic development, and finance. Each year, the joint World Bank-IMF Development Committee and the IMF's International Monetary and Financial Committee hold their "Spring" meetings to discuss progress on the work of the Bank and the Fund. Over the years, dialogues with civil society organizations (CSOs), focusing on the agenda of these two sets of meetings and other issues of concern to various civil society groups, have become regular events.

Since the 1999 Annual Meetings, there has been an increased involvement of CSOs in both the Spring and Annual Meetings. For example, during the 2000 Annual Meetings held in Prague, Czech Republic, nearly 400 representatives of CSOs from Africa, Latin America, Asia, Central and Eastern Europe, the U.S., and Western Europe participated in 25 different discussion seminars with senior Bank and IMF staff. The 400 NGO representatives also had a two-hour debate with President of the World Bank Group, Mr. James D. Wolfensohn. Issues debated in these discussions included Poverty Reduction Strategy Papers (PRSPs), the expanded Heavily Indebted Poor Countries debt relief initiative, the Comprehensive Development Framework, adjustment lending, environmental issues, education, the information technology initiative known as Global Development Gateway, access to information about Bank projects, the distribution of aid, financing of development, and private sector involvement in crisis resolution. During the World Bank-IMF Spring meetings in 2000 and 2001, as at Annual Meetings, World Bank CSO-liaison staff organized the dialogues in direct response to the interests expressed by CSOs during their numerous meetings held throughout the year with Bank staff. On the occasion of the upcoming Annual Meetings, which will take place in September 2001 in Washington, D.C., discussions with senior Bank and Fund officials will again be organized for interested CSO representatives.

Dialogues with representatives of CSOs, facilitated during the Spring and Annual meetings, are another form of engagement with civil society, complementing the ongoing discussions with CSOs at World Bank resident missions in developing countries, in Europe, and at World Bank headquarters.

4. Initiatives to Promote Civic Engagement

Creating an Enabling Environment for Civic Engagement

Fostering an enabling environment for civil society in developing countries is important to enhance civic participation in these countries' development agendas. Nations with a vibrant civil society have produced more effective and accountable public institutions. However, for civil society to play an active role, appropriate policies, rules, and conventions must be in place. This initiative aims at developing an essential resource and an overall strategy to help enable countries' regulations and practices relating to non-governmental organizations (NGOs) and civil society organizations (CSOs).

The enabling environment can be defined as a set of interrelated conditions (legal, fiscal, informational, political, and cultural) that foster the capacity of NGOs and CSOs to engage in development policies, strategies and projects at the national and local level in a sustained and effective manner. The Civil Society Thematic Team (CSTT) has acknowledged that the Bank is well placed to assist borrowing countries in transforming their policy and institutional frameworks to create better conditions for civic engagement. The need to focus on the enabling environment for NGOs and CSOs surfaced in a number of conferences and seminars, including the CIVICUS World Assembly (September 1999), NGO-Working Group Africa regional meeting in Africa (September 1999), the NGO Unit-sponsored Civil Society Seminar (June 1999), and the Second Learning Forum for NGO/CS Specialists (May 1999), among others.

The Bank possesses comparative advantages for playing a positive and effective role in strengthening the legal, fiscal, political, informational, and institutional environment for civil society engagement—for example, by promoting reforms of laws affecting NGOs. With the support of a Netherlands Consultant Trust Fund, the Social Development Department was able to hire legal experts from the International Center for Not-for-Profit Law (ICNL) to provide technical assistance to several countries. Based on the review of country legislation in additional countries, ICNL prepared a Draft Discussion paper entitled "Handbook on Good Practices for Laws Relating to Non-governmental Organizations." A number of consultations were held during its preparation. Some NGOs found the draft Handbook useful in their discussions with governments concerning

Box 14. Building the Capacity of Southern NGOs

The International Forum on Capacity Building (IFCB) provides an environment in which non-governmental organizations from developing regions can engage other Southern NGOs and donors about approaches, practices, and policies on capacity building. IFCB was launched in response to calls for such an entity by Southern NGOs at the international conference, "Future Capacity Building of Southern NGOs," held in May 1998 in Brussels, Belgium.

In fiscal 2000, IFCB developed and launched a Global Action Plan. with a three-pronged operating strategy for capacity building. The first strategy element is to survey the capacity-building needs of Southern NGOs and identify donor practices in capacity building. The second is to carry out multi-stakeholder dialogues at the country level to allow Southern NGOs to engage Northern NGOs, donors, and government representatives on their capacity-building priorities in an open forum. And the last element is to produce a collection of lessons learned from regional conferences and documentation of innovative examples of coalitions and alliances for capacity building.

Through fiscal 2001, IFCB continued on course with the Global Action Plan. In February, the Social Development Department commissioned a longitudinal study of the IFCB to measure its progress over two years. The study measured the changes in policies and behaviors of capacity building providers as a result of the Forum. Additionally, it focused on the IFCB's client outreach, and its ability to leverage additional funding and to meet members' expectations. In May 2001, the Forum held a Global Conference in Washington, D.C. to share lessons learned from regional multi-stakeholder dialogues, identify emerging policy issues for donors, develop future action plans, and select a new steering committee.

Through the Netherlands Trust Fund, the World Bank's NGO and Civil Society Unit has disbursed US $108,000 to the IFCB to hold National Multi-Stakeholder Dialogues in Africa, Latin America/Caribbean, and Asia. The Unit has also supported the IFCB through technical expertise in designing and implementing donor surveys and in designing the methodology for Multi-Stakeholder Dialogues. Finally, the Unit has represented multilateral donor members of the IFCB at two Steering Committee meetings.

Box 15. Building Capacity and Knowledge among Civic Associations

The Civic Association Outreach and Training Program is part of the World Bank Institute's Knowledge Products and Outreach Division (WBIKP). The program aims at strengthening civil society by providing civic associations with the analytical and strategic tools that they need to participate more effectively in the public debate. The program is based on the belief that a robust civic culture is essential to achieving sustainable social and economic development.

The program's core curriculum encompasses analytical and strategic tools. The first set of tools focuses on issue identification, problem-solving, policy analysis, and organizational management, and the second set identifies key players involved, entry points for involvement with government, use of the media to build public support, and the development of time-sensitive plans for intervention. The core curriculum is adapted to meet needs identified through in-country assessments and demands. Recently, the program carried out these and other activities:

- In Romania, partnered with PREM to deliver a seminar to senior policy makers and key decision makers on the role of social capital and economic development.
- In Thailand and Vietnam, developed curriculum on the role of civic participation in effective governance, which it delivered to government officials at both the national and local levels.
- In Mexico, conducted a series of workshops aimed at strengthening the capacity of civil society organizations to better understand their role as 'interlocutors' with local governments and in sharing responsibility for development projects.

For additional information, please check http://www.worldbank.org/wbi/civicassociation

national NGO legislation, while others were uncertain about the Bank's role in this area and criticized various aspects of the draft Handbook.

As a follow-up to these discussions, a seminar on "Legal Dimensions of the Enabling Environment for Civic Engagement" was held in The Hague in October 2000, which was sponsored by CIVICUS, the Institute of Social Studies, and the Bank's NGO and Civil Society Unit. The seminar brought together representatives from developing-country NGOs, international NGO networks, the World Bank, and legal experts and practitioners. The seminar's presentations enabled participants to engage in a broad debate over the legal dimensions of an enabling environment for civic engagement and to make suggestions as to how the Bank can contribute to this area in the future. As a follow-up to this seminar, with the continuing support of the Netherlands Consultant Trust Fund, the Bank is about to engage a wider range of civil society groups, NGO law practitioners, and Bank staff from country offices in the collection and production of valuable and practical resources. These resources will be hosted on a Website and used to assist client governments and CSOs in enabling developing countries' environments for civic engagement.

Community-Driven Development (CDD) and Civic Engagement

The World Development Report 2000/2001 on Poverty and Development highlights three main strategies for fighting poverty in the 21st century: opportunity, security, and empowerment. Community-driven development (CDD) is an important component of a comprehensive poverty reduction strategy, empowering poor people to create opportunities for themselves, giving them control over decisions and resources that directly affect them, and giving them a voice to demand greater accountability from those institutions relevant to their livelihoods. CDD is defined as the exercise of community control over decisions and resources for poverty reduction. This implies mobilization of funds for communities to invest in their own development priorities and improving communities' access to information and markets. Critically, it is also about the fit and linkages of communities and their organizations within a broader institutional and governance context which requires partnerships among community groups, the private sector, civil society, and government institutions, both national and local.

Projects involving a high degree of civic engagement and control of resources on the part of the community, such as social investment funds, water supply projects, and natural resource management programs, are considered to have embraced community-driven development. The Africa Region has identified five critical dimensions in using the CDD approach: empowerment of communities; strengthening of local government; re-alignment of the role of central government; improvement of social accountability; and building the capacity of communities and local governments for

development. The East Asia and Pacific (EAP) Region identified four stages in the continuum from community involvement to community empowerment, including community consultation and participation ("first generation"), management of resources ("second generation"), building of local institutions ("third generation"), and reaching out to excluded and vulnerable groups ("fourth generation"). In practice, the CDD approach is proving to be an effective mechanism for poverty reduction, sustainable development, and the empowerment of poor people.

During fiscal 2001, the cross-network CDD Group plans to monitor Bank lending and non-lending investments in community-driven development. The tracking system will consider how resources are managed and investment decisions are made by the various stakeholders involved at the project and policy levels in client countries where CDD approaches are being tested. The Bank portfolio for fiscal 2001 with CDD-type activities is estimated at $1.6 million.

All regions have formulated strategies to promote the CDD approach, set goals for intensifying lending in support of CDD-type activities, and are refining indicators to track progress in this area. In East Asia and the Pacific Region alone, by the end of fiscal 2000, 76 projects totaling $5.8 million have incorporated some form of community participation. By the end of fiscal 2000, the Latin American Region increased the CDD-related investment to one-third of its total portfolio, and Community Action Programs have been supported in more than one-half of African countries. The Middle East and North Africa Region began an in-depth stocktaking exercise on CDD, and aims to increase CDD-related investment from $1 billion to $1.5 billion during fiscal 2001-2003. During fiscal 2001, the Eastern Europe and Central Asia Region has made CDD an integral part of institutional reform and the decentralization agenda in four pilot areas (Armenia, Albania, Central Asia, and Romania). Similarly, the South Asia Region is carrying out Analytical and Advisory Activities (AAA) in two countries (India and Nepal).

Civil Society in Bank Grant-Making Programs

The Bank participates in a number of programs involving grant making to NGOs and other civil society organizations. These programs include the education, environment, health, nutrition and population, information technology, microfinance, and post-conflict sectors. CSOs can gain access for funding to more than 30 grant mechanisms set up with Bank resources and in conjunction with donor institutions. A list of *Grant Resources for Civil Society Organizations* may be found in the Bank's NGO and Civil Society Unit at this address: http://www.worldbank.org/ngos. The following presents one example of these initiatives, the Small Grants Program.

The Small Grants Program

The Small Grants Program complements and facilitates the social development agenda in the World Bank by providing funding to the Country Offices for grants to civil society organizations. The NGO and Civil Society Unit is responsible for the overall administration of the program. The Development Grant Facility (DGF) finances the Program. A Steering Committee comprised of representatives from the Bank regions, Social Development, the Development Grant Facility (DGF) and External Affairs provides guidance and oversight to the Program.

The Program was created in 1983 to promote dialogue and dissemination of information about international development in forums outside the World Bank's regular operations and to enhance partnerships with key players in the development

Box 16. Development Marketplace's Innovation Days, and Forums on Civic Engagement

In partnership with the Development Marketplace's Innovation Days, the Small Grants Program organized forums focusing on civic engagement in Ukraine, Thailand, and Peru in June 2001. The forums brought together representatives from civil society, government, the private sector, and development agencies to dialogue about the national development agendas and to improve development operations. Ukraine's forum included NGOs from Moldova, Belarus, and Ukraine. In Bangkok, 15 NGOs from Indonesia, Thailand, the Philippines, and Vietnam presented cases on the themes of Governance, Urban and Rural Development, and Information Communication Technology. Eighty representatives of civil society organizations attended the Peruvian forum, where case studies centered around the theme "Empowering the Poor." A publication will be prepared based on selected cases presented during the Innovation Days.

arena. In fiscal 2001, the Country Offices were encouraged to relate the Program to the country strategies, in particular to social development and poverty reduction, by supporting local- and community-level initiatives. The Small Grants Program funded through 58 Country Offices a total of almost $2.3 million. It also supported country and regional forums in Peru, Thailand, and Ukraine through a partnership with the Development Marketplace (see Box 16 below). The Program also provided a grant to promote a debate on civic inclusion in preparation of the UN World Conference Against Racism, Racial Discrimination, Xenophobia, and Related Intolerance.

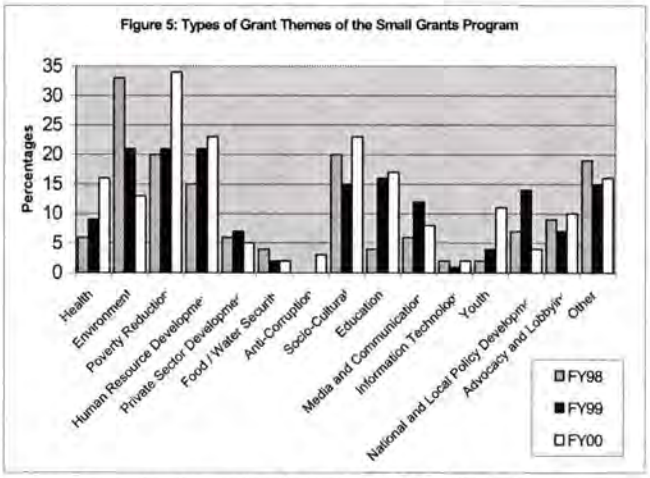
Through the Small Grants Program, Country Offices have funded innovative NGO/CSO activities while supporting civil society efforts to address critical development needs. In Ethiopia, eight activities were supported to promote early childhood nutrition, which was the country funding priority area for fiscal 2001. In Mozambique, twelve CSOs were awarded $30,000 for their information and outreach activities on HIV/AIDS among vulnerable groups in remote rural areas. In Zimbabwe, five NGOs were supported, each of them organizing dialogues between politicians and civil society, promoting the culture of a minority ethnic indigenous group, creating a civil society network for Women Members of Parliament, holding seminars on land reform and national elections, and assisting an NGO in youth development.

The Small Grants Program has augmented its reach and potential impact by increasing the leverage of the funds it provides. About half of the program's total funding comes from non-Bank sources. For example, in Hungary, 60 programs were awarded a total of $78,000, an amount that was collected after the Prime Minister's Office matched every dollar that the Bank contributed with about 73 cents.

At the request of the Bank's NGO and Civil Society Unit, Chemonics International, Inc. conducted an evaluation of the Small Grants Program during fiscal years 1998-2000. The evaluation sought to assess the Bank's decentralization approach in managing the program, and to gather lessons for future grant-making. Key findings include the following:

- The use of a combination of grassroots media and communication tools has increased the program's outreach to potentially qualified civil society groups.
- Acceptance of the applications in the local languages at the country level has allowed the most capable local organizations to apply.
- NGO umbrella organizations and networks have proven extremely useful in explaining to other CSOs the program's objectives, eligibility criteria, and guidelines.
- Multi-stakeholder screening and selection committees have maximized the chances of awarding grants to the most apt CSOs and have increased accountability.
- Greater communication, awareness-building, and training are needed for the program to further its reach to grassroots organizations in the poorest communities.

Additional findings are depicted in Figure 5 below.



Source: Chemonics International, *World Bank Small Grants Program (SmGP) Evaluation, FY 1998-2000,* June 2001

Appendix 1. Country Assistance Strategies (CASs) Approved by the Board in Fiscal Years 2000 and 2001 that Involved Civil Society

Country	Board Dates	Participatory Approach
Albania	CAS review: February 2000	As part of the CAS process, consultations were held with *Friends of Albania,* a group created by the Organization for Security and Cooperation in Europe (OSCE).
Argentina	CAS review: June 2000	In June-July 1999, a client survey was administered to obtain feedback on the Bank's performance. A consultative meeting was held with the Argentina NGO Working Group in September 1999. About 4,000 representatives from civil society met to discuss the CAS in five regional forums held in January-March 2000. Unions, journalists, academics, local authorities, politicians, NGOs, community organizations, and churches attended regional and national meetings on the CAS framework. Consultations gathered civil society inputs about their main concerns and priority areas for future discussions. As a result, structures for permanent regional dialogues between government and civil society were created.
Armenia	CAS review: May 2001	The Bank's discussions included focus groups comprising NGOs, the foreign and domestic private sector, development partners, and trade unions. The Sociology Department of Yerevan State University and the Armenian Democratic Forum helped to organize meetings in 17 urban and rural locations. The Bank further consulted civil society at a meeting to discuss the Institutional and Governance Review and the Consultative Group Meeting held in October 2000.
Azerbaijan	CAS review: September 1999	A Bank mission to Azerbaijan identified members of civil society to offer support in implementing the CAS. Possible joint actions for Bank-civil society collaboration identified were: providing inputs to working groups on reform, monitoring Bank performance, and providing knowledge to better adapt to the local context.
Bangladesh	Review of CAS Progress Report (PR): July 1999. CAS review: December 2000	For the participatory preparation of the CAS, a series of nation-wide public consultations were organized with the government, academics, professional groups, women's organizations, NGOs, villagers, and urban slum dwellers between January and June 2000. The first-phase consultations elicited views from each stakeholder group on their vision for the future in the context of recent achievements and current challenges facing the nation. Phase-two consultations provided feedback on the priorities that emerged from phase one and shared preliminary ideas on the CAS in workshops that brought the different groups together. A growing public dialogue among the media, business entrepreneurs, NGOs, academics, and other leaders is gaining momentum to counter groups that oppose reform.
Belize	CAS review: August 2000	CAS consultations build upon the national Poverty Elimination Strategy and Action Plan (NPESAP) and consultations between DFID and civic groups. The Bank consulted with members of the Government, the private sector, and NGOs in order to come to a general agreement on the development agenda and poverty reduction.
Benin	CAS review: January 2001	In 1998, the Bank held consultative meetings with government and state enterprises, farmers' cooperatives, women's groups, health committees, parents' associations, traditional leaders, private business groups, the media, NGOs, local community representatives, and village elders. The consultations informed the public of the CAS process, elicited a critical assessment of the Bank's performance, and drew lessons from the review for the Bank's future assistance to Benin.
Bhutan	CAS review: December 1999	IDA held consultations with government officials and civil society in Thimphu and in rural areas to discuss education, forestry, urban development, infrastructure, and social development. These consultations provided input to the CAS.
Bosnia and Herzegovina	CAS review: May 2000	CAS consultations were held during 1999 through a series of meetings, workshops, and roundtables with representatives of academia, the media, trade organizations, the private sector, local NGOs, and community groups, among others.

Country	Board Dates	Participatory Approach
Brazil	CAS review: March 2001. Review of CAS PR: May 2001	CAS consultations involved a wide range of stakeholders in 6 meeting held throughout the country (see more in Box 3 on page 8). In addition, the Bank consulted the Government, academics, and economists throughout the Growth Study, which analyses the country's policy choices for sustainable long-run growth, and feeds into the CAS PR. The government agreed to disclose the CAS PR, which has been posted n the Bank's Website.
Burkina Faso	CAS review: November 2000	In the summer of 1999, the Bank held workshops in Ouagadougou, Bob-Dioulasso, and Tenkodogo with officials from rural areas and with civil society groups. These groups advised the Bank on development priorities and assistance strategies for the country.
Cambodia	CAS review: February 2000	A CAS information document was translated into Khmer and used for the consultative process. The country team met with members of the government, including parliamentarians, the prime minister, and opposition political parties, as well as with local and international NGOs, the private sector, and the donor community. In addition, poor communities were consulted through focus group sessions. The CAS also drew from two participatory studies on gender and on the living conditions of vulnerable groups in Cambodia.
Cameroon	CAS review: June 2000	A client feedback survey was undertaken in 1999. The survey found that respondents believe that the Bank gives low priority to poverty reduction, in spite of its stated poverty reduction goals. In response to the survey, the Bank has publicized less visible aspects of its poverty reduction work. The Bank has also engaged in ongoing public dialogue over major social sector reforms and has begun consultations for the PRSP and the next CAS.
Chad	CAS review: May 2000	This is the first time in Chad that a participatory approach has been used to design a CAS. The Bank and government representatives organized five workshops across the country with women's organizations, producer associations, farming organizations, human rights organizations, trade unions, local government officials, and religious groups. Workshops were held in small towns, and groups from the surrounding urban and rural communities were consulted.
Colombia	Review of CAS PR: November 1999	The 1997 CAS involved in its deliberations a broad representation of civil society. Consultative workshops provided crucial input to the development of the CAS objectives. The CAS PR reconfirmed these objectives, while recommending a reassessment of the Bank's lending program due to domestic and international changes.
Djibouti	CAS review: December 2000	The CAS for Djibouti, the first for the country, was developed in consultations with government officials, senior policy makers, civil society, and donors. Discussions with donors and civil society were conducted in conjunction with the PRSP.
Dominican Republic	CAS review: July 1999	In December 1998, the Technical Secretary of the President coordinated discussions pertaining to CAS themes and objectives with different branches of government. In January-February 1999, the Bank presented the CAS approach to international agencies. Between April and May 1999, the Technical Secretary of the President held working sessions on primary CAS proposals with Government and civil society.
Ghana	CAS review: March 2000	The Bank conducted (a) a client survey to monitor its performance and (b) six regional consultations as part of the national dialogue on priorities and constraints to development, and on options for participation in Bank-supported projects. In November 1999, the Ghanaian NGO, CIVISOC, arranged consultations between the Bank and NGOs, professional associations, local governments, and small businesses in six regions of the country. In February 1999, the Bank, the IFC, and MIGA held consultations with the government and the private sector.
Honduras	CAS review: December 1999	At the government's request, the Bank began preparations for the CAS consultative process in early 1998, holding meetings with the government, the private sector, and NGOs that were working on debt relief and the HIPC process. The aftermath of Hurricane Mitch resulted in a stronger cooperation between the government and civil society. The Bank held a CAS workshop in October 1999 with two sessions; groups representing labor, rural associations, women's groups, the private sector, NGO umbrella organizations, universities, rural organizations, faith-based NGOs, and the media, among others, attended the workshop.

Country	Board Dates	Participatory Approach
India	CAS review: April 2001	Twelve sectoral workshops organized in conjunction with OED included the participation of 40 representatives from central and state government officials, NGOs, academics, private sector, and other multilateral and bilateral agencies attended. About 100 stakeholders attended the final workshop. Separate consultation workshops were conducted in the capitals of three states. A "Bank in India" image survey was commissioned as well. Finally, a CAS web site was established to continue the CAS dialogue in electronic form.
Indonesia	CAS review: January 2001	Early in the preparatory process, the Bank consulted about 400 organizations over a three-month period through interviews, seminars, and focus group discussions. Recommendations from these consultations were discussed at a National Roundtable in August 2000. Follow-up sessions were focused on how inputs from consultations were considered for inclusion in the final draft of the report. The Bank plans to involve civil society representatives more upstream in the design of future projects, and to disseminate information on its activities and projects.
Jamaica	CAS review: November 2000	The Caribbean Public Information Center of the University of the West Indies received a grant from the EU to help disseminate information to civil society and has served as a place for the Bank to discuss economic issues with NGOs. Bank officials discussed the draft CAS with the Ministry of Finance and Planning, the Planning Institute of Jamaica, and the Bank of Jamaica in September 2000. The Bank held two discussion sessions with civil society in late September 2000.
Jordan	CAS review: December 1999	In May 1998, meetings were held with government agencies, women's and children's groups, NGOs, business associations, academicians, and donors. A second round of consultations was held in June 1999 with additional stakeholders, including parliamentarians.
Kazakhstan	CAS review: February 2001	Between November 1999 and June 2000, several rounds of consultations took place with different civil society groups. These included NGOs; focus groups of citizens in Kostanai, Ust Kamenogorsk, Astana, Karaganda and Zhambul oblasts (provinces) of the country; the donor community; parliamentarians; and representatives from the private sector. An Annex of comments gathered in these consultations was attached to the final CAS documents.
Malawi	Review of CAS PR: December 2000	IDA is improving dissemination of analytical work and joining with the government to ensure greater inclusiveness through PRSP and CAS consultations. The Bank's partnership with the Government, civil society, and the private sector has broadened, and interaction has become more frequent as a result of these consultations. A client survey indicated that the Bank needs to communicate its poverty reduction mission better.
Maldives	CAS review: December 2000	Consultations were held to determine the country's vision of development objectives with the island communities, the private-sector NGOs, and donors. The CAS was prepared with the inputs from a client survey and assessments of vulnerability and poverty.
Morocco	Review of CAS PR : June 2001	The Bank organized a series of public seminars throughout 2000 with the Government and civil society, as part of the Comprehensive Development Framework (CDF) process to discuss health financing, education, rural development, SME development, and corruption. The Bank organized a full-day consultation with civil society in October 2000 to explore areas of closer collaboration between the Bank and NGOs. (See Box 2 on page 7.)
Mozambique	CAS review: June 2000	The "listening" round of consultations took place in November 1999. The Bank consulted government officials, donors, civil society, and the private sector to discuss the visions that Mozambicans have for their country's development. The Bank held a second round of consultations in March 2000 to present the outline for the draft CAS.
Pakistan	Review of CAS PR : June 2001	The Bank held the first round of consultations for the forthcoming CAS in October 2000 and February 2001 with government officials, business leaders, villagers, and women's and professional associations. IFC held a round of consultations with the private sector in March 2001. A second round of consultations with civil society was held in May 2001 at the federal level and in provincial capitals. The Government carried out consultations with civil society while formulating its reform agenda.
Papua New Guinea	CAS review: December 1999	The Bank held a series of day-long workshops with 180 representatives of national and international community-based organizations, churches, professional groups, business groups, private sector representatives, and government officials from 16 of PNG's 20 provinces. The main issues to emerge from the workshop were the need for better governance, improved service delivery, and better management of natural resources.

Country	Board Dates	Participatory Approach
Poland (PR)	Review of CAS PR : September 2000	The Bank has periodically held briefing meetings with NGOs to inform them of its progress. NGOs also contribute to Bank projects throughout their preparation and implementation.
Romania	CAS review: June 2001	CAS consultations started in January 2001, and follow-up meetings were held after Board approval of the CAS document. Civil society groups (NGOs, business associations, and union leaders) and parliamentarians, including political opposition parties, were consulted. Virtual consultations through the Internet included over 4,500 visitors to the CAS Website. Many of the comments and proposals generated in these consultations were reflected in the CAS. The final CAS document was posted in the Website.
Russian Federation	CAS review: December 1999.	The CAS has been developed in close consultation with the Russian Government, and has benefited from consultations with stakeholders in Russia.
Slovak Republic	CAS review: February 2001	In 1999-2000, NGOs collaborated with Bank staff on the initial technical work of public sector reform. The Slovak Academic Information Agency—Service Center for the Third Sector organized the first major CAS meeting in February 2000 to discuss the draft CAS document. A second meeting, held in March 2000, focused on key issues within the major CAS themes. Slovak and international NGOs submitted a document entitled "Comments and requests of NGOs in the Slovak Republic related to the CAS of the World Bank."
Tanzania	CAS review: June 2000	Between June and July 1999, the Bank held consultations with a diverse group of civil society organizations to learn about Tanzanians' perceptions of the current economic situation, public services, and constraints to poverty alleviation, among other issues. Priorities which emerged during these sessions were the need for improved delivery of public services and greater accelerated growth.
Togo	Review of CAS PR: June 2000	IDF grants were requested to strengthen collaboration between government and civil society in the area of social protection, and to assist NGOs working for the promotion of women's status.
Tunisia	CAS review: April 2000	Throughout 1999, while preparing the CAS, the Bank has consulted the private sector and the NGO and academic communities of Tunisia. The bank has held discussions with trade union representatives and employers, and focus group discussions with civil society concerning the impacts and priorities for reforms.
Turkey	CAS review: December 2000	The Bank administered a client survey in 1999 to assess the Bank's performance. A consultant study combined the results of consultative activities held since 1999. The Bank and IFC jointly held four consultative sessions for the CAS, including one session with NGOs. Representatives of 23 NGOs responded to ways the Bank and NGOs could interact in the future. In addition, Mr. Wolfensohn held a meeting with NGOs on his visit to Turkey to discuss the potential role of NGOs and issues of organization among NGOs.
Uganda	CAS review: November 2000	Bank staff held consultations with the Government and civil society at the beginning of the CAS preparatory process. The Bank circulated and discussed a draft CAS document with the Government, donors, parliamentarians, NGOs, the private sector, and other civil society representatives between April and May 2000.
Ukraine	CAS review: September 2000	During the CAS consultations in 2000, Bank staff held roundtables with parliamentarians, members of local governments, over 200 NGO representatives, academics, professional associations, think tanks, business circles, mass media, and agricultural workers. A series of regional discussions were held, written comments from NGOs were obtained, and background information on the proposed strategy was disseminated widely. In May 2000, a Contact Group of NGO representatives was set up to act as an advisory body to the Ukraine World Bank team for the organization of future consultations. A special Website was set up in English, Ukrainian and Russian to further facilitate the consultation process and to provide regular updates.
Uruguay	CAS review: June 2000	A poverty assessment was carried out in consultation with major stakeholders, including NGOs. The assessment was participatory, and focus group interviews with key informants and direct observations were implemented.
Vietnam	CAS review: May 2000	NGOs participated in Working Groups and in the Consultative Group for the CDF. NGOs conducted four participatory poverty assessments for the Bank-sponsored report, "Vietnam: Attacking Poverty."

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
		be used to inform the public through panel discussions on television and radio. NGOs will play a greater role in implementing anti-poverty programs by providing support to new rural NGOs and their umbrella organizations.
Honduras	IPRSP Board review: July 2000.	The Social Cabinet has jointly directed the PRS participatory process in consultation with FONAC, an NGO consortium, and the Commission for the Participation of Civil Society, a committee composed of a wide range of civil society organizations. In early 2000, civil society participated in a workshop organized to discuss plans for drafting the PRSP and to explain conceptual aspects of the PRSP diagnostic assessment. Members have included trade unions, confederations of workers, farmers, ethnic groups, cooperatives, women's organizations, NGOs, private enterprises, and political parties. Meetings with civil society were held in different regions of the country throughout 2000 in order to present the findings of preliminary diagnostic assessments, and to get inputs from civil society.
Kenya	IPRSP Board review: August 2000.	Between July and August 2000, a National Consultative Structure was created, with participants representing the government, the private sector, poor communities, the media, women's groups, and NGOs. Activities included stakeholder mapping and capacity building on the PRS process for all stakeholders. Consultations and workshops with civil society have taken place at the national, provincial, district, and local levels. A parliamentary consultation was conducted in March 2001.
Lao People's Democratic Republic	IPRSP Board review: April 2001.	A Participatory Poverty Assessment (PPA) was completed between March and October 2000. The State Planning Committee, in conjunction with grassroots organizations, NGOs, and donors, analyzed the PPA results at central, provincial, and selected district levels. The draft IPRSP was circulated to stakeholders, including NGOs. Feedback was provided at a workshop in March 2001.
Lesotho	IPRSP Board review: March 2001.	The Technical Working Group (TWG), the Poverty Council, and the Civil Society Poverty Reduction Forum will steer the PRS process. The TWG will implement the consultative workshops in collaboration with the NGO-driven Forum. Community-level stakeholders will be consulted through public hearings, workshops, and stakeholder briefings. The Poverty Council, headed by the Minister of Finance and Development Planning, will facilitate consultations with government institutions and will ensure that the TWG has access to them. District and community consultations will culminate in a National Poverty Forum.
Macedonia	IPRSP Board review: December 2000	A Participation Plan has been designed in consultation with key government officials and representatives from civil society. Through the plan, representatives of government voiced opinions on general or political issues in January-February 2001 at a Stakeholder Workshop. Individual ministries provided inputs to more specific issues and areas in March 2001. The Government has set up a working group made up of representatives from various ministries, and they are now working on the preparation of a full PRSP.
Madagascar	IPRSP Board review: December 2000.	In November 2000, representatives from public institutions and private organizations attended a National Workshop to prepare the IPRSP. Separate participatory consultations were held concerning rural development, nutrition, health, private sector development, rural water supplies, population, the environment, and education. Participants included NGOs, rural organizations, local government officials, and donors.
Malawi	IPRSP Board review: December 2000.	The PRSP builds upon the participatory process of Vision 2020, a document prepared in 1998 to seek consensus on national goals and aspirations. Several consultative mechanisms have been used to draft the IPRSP, including a consultative group meeting in May 2000, and a household survey and series of consultative workshops held in September 2000. In November 2000, the draft IPRSP was discussed with donors, government, NGOs, the private sector, Cabinet officials, and the Parliament through a series of workshops.
Mali	IPRSP Board review: September 2000.	The PRS process builds upon the National Strategy for the Fight Against Poverty, a reference and coordination framework for all actions aimed at reducing poverty in Mali. This participatory strategy will be prepared with national and local government representatives, civil society, private-sector organizations, state

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
		institutions, and donors. A Committee overseeing the strategy will determine the participatory methods to be used, as well as the stakeholders to be involved in the process. In addition, the Committee will select the criteria and approaches for selecting participants, forms of involvement in the process, potential role of each participant, frequency of dialogues, resources necessary to conduct these consultations, and financing of these events.
Mauritania	PRSP Board review: February 2001.	A Consultative Committee will monitor the technical aspects and promote the participatory approach of the PRSP. The Ministry of Economic Affairs and Development presides over the Committee, in association with national government officials, local elected officials, and civil society representatives. In September 2000, nearly 100 NGOs were invited to a workshop to give their opinions of the draft PRSP. Four inter-regional poverty reduction seminars were organized in November 2000. Representatives of the thirteen *wilayas* and all elected officials, representatives of NGOs, and other organizations of civil society active in each region attended these events. In December 2000, national sessions on poverty reduction were organized just before the final version of the IPRSP was submitted to the Board for review.
Moldova	IPRSP Board review: December 2000.	In July 2000, the Cabinet created a PRS Steering Committee, which is headed by the Prime Deputy Minister. In December 2000, the government organized an IPRSP roundtable discussion with civil society, the private sector, and academia. In August 2001, a new PRSP Coordinating Council was created under the President's leadership. The next step is the creation of a Technical Committee, which will lead the updating of the IPRSP by late 2001 and a participatory process for the full PRSP in 2002.
Mozambique	IPRSP Board review: April 6, 2000.	In 1998, with the assistance of international agencies, the central government launched a broad consultative process to draft the Action Plan for the Reduction of Absolute Poverty (PARPA). The PARPA, contained in the IPRSP, was presented in December 1999 to provincial governments, donors, and NGOs. In March 2000, a broader PRS consultation process began to include producers' associations, trade unions, religious groups, and others. The consultations will be run largely on sectoral lines, and will be brought together in the final strategy.
Nicaragua	IPRSP Board review: December 2000.	In 1999, the government created the National Council for Social and Economic Planning (CONPES) for advice on economic issues. CONPES is comprised of representatives from business, labor, political parties, NGOs, and key ministries and regional government bodies. CONPES formed the Institutional Development Commission to coordinate civil society participation in the PRS, with technical assistance from UNDP. To date, CONPES has consulted former presidents, the head of the Catholic Church in Nicaragua, the business community, political parties, civil society organizations, NGOs, universities, labor unions, and the media.
Niger	IPRSP Board review: December 2000.	In 1998, the government developed a National Framework Program to Combat Poverty (PCNLCP) in consultation with a wide range of stakeholders. Civil society will contribute to the participatory process through representation on national, regional, and local steering committees for the PRS. At the local level, committees will conduct a participatory analysis exercise to capture the real needs of the people by involving them from the outset in the identification of solutions to their problems, and in defining and implementing modalities of poverty reduction efforts.
Rwanda	IPRSP Board review: December 2000.	A Participation Task Force (PTF) will manage implementation of the PRSP consultations. Planned dialogues for different target groups include focus groups at prefecture levels with local authorities, elected women's and youth representatives, NGOs and associations, religious groups, and resource people. In addition, a participatory poverty assessment will be conducted in almost 60 communes, the five poorest from each prefecture. Consultative workshops will be held with NGO umbrella organizations, the private and government-owned media, business people, politicians, religious leadership, senior civil servants, and bilateral and multilateral donors.

Country	Board Dates	Participatory Approach and Civil Society Involvement in PRS formulation – Key Activities and Plans
Sao Tome and Principe	IPRSP Board review: April 27, 2000.	In June 1999, the government completed a participatory process for preparing a policy paper on strategic options and a priority plan for 2000-05, with the UNDP's support. Based on this plan, the government prepared a draft IPRS and a policy matrix in November 1999. Both documents were submitted for review to NGOs, labor unions, religious leaders, the Chamber of Commerce, and donor agencies.
Senegal	IPRSP Board review: June 20, 2000.	A Poverty Alleviation Program (PLP) was adopted in December 1997, after consultations with public officials, local communities, civil service institutions, and international agencies. The PLP constitutes the basis for the IPRSP. Since May 2000, profile updates and poverty indicator studies have been conducted. PRS national consultations and focus groups will be held with a wide range of development stakeholders in 2001.
Tajikistan	IPRSP Board review: October 2000.	The Government committed to conduct interviews, seminars, and conferences during the second half of 2000 and to continue its public information campaign aimed at increasing knowledge about the PRS. The participatory process will culminate with a national seminar prior to completion and approval of the PRSP.
Tanzania	IPRSP Board review: April 2000. PRSP Board Review: November 2000	The National Poverty Eradication Strategy (NPES) formulated in 1997 serves as a point of reference for the preparation of the country's PRS. Zonal workshops with representatives of the poor at the village level provided critical inputs to the process. A national workshop with 25 participants, held in August 2000, sought further reactions to the targets, priorities, and actions outlined in the draft PRSP. Among the participants were Permanent Secretaries, Regional Commissioners, representatives of the donor community, multilateral institutions, private sector organizations, NGOs, the public media, and informal sector representatives.
Uganda	PRSP Board review: May 2, 2000.	Consultations were conducted in preparing the national *Vision 2025,* the Medium Term Expenditure Framework (MTEF), and the Participatory Poverty Assessment. The 2000 revision of the 1997 Poverty Eradication Action Plan (PEAP), the country's CDF and PRSP, included consultative meetings with government officials, politicians, NGOs, the private sector, local authorities, donors, and the media.
Vietnam	IPRSP Board review: April 2001.	The IPRSP process is committed to strengthening the participatory process and ensuring active consultation with the poor on program development and implementation. During the IPRSP formulation process, the government received suggestions from national and international organizations. For the government's poverty study group, donors and NGOs conducted a study on hunger eradication and poverty reduction. The government has organized several meetings with NGOs to discuss the process and content of the IPRSP. A draft of the IPRSP was circulated to the participants and discussed at the Consultative Group meeting in December 2000.
Yemen	IPRSP Board Review: February 2001	One-day seminars were held to discuss the draft IPRSP in four governorates. Government officials, civic leaders, labor unions, NGOs, interest groups (such as women's organizations), professional syndicates, academia, political groups, the media, and the private sector attended the seminars that took place between June and October 2000. A three-day conference was organized in cooperation with the Consultative Council and a diverse group of concerned parties. Two more seminars took place in February 2001. Following comments and suggestions made by seminar participants, a semi-final vision paper was drafted by the end of November 2000
Zambia	IPRSP Board review: August 2000	The PRS Technical Committee framework will contain provisions to form sub-committees or working groups, in which representatives from civil society, the private sector, NGOs, the Church, and donor agencies will be included. Stakeholders will be asked to join the working groups that are of primary interest to them or in which they have special expertise. The development of a series of radio and television discussions on poverty reduction in Zambia is under consideration.

Prepared jointly by ESSD and EXT

Engaging with Civil Society

Facilitating, Consulting, Partnering

Technical Briefing for the Board

January 31, 2001

Purpose of today's meeting

To discuss our relationship with civil society organizations (CSOs)

To listen to your concerns and suggestions for Bank-civil society relations

Civil society is complex and dynamic

Civil society comprises a wide variety of private organizations that have a presence in public life expressing the interests and values of their members or others, based on cultural, economic, ethical, political, or religious considerations.

Why do we engage civil society?

- Improve quality and sustainability of operations
- Leverage impact
- Manage risk
- Expand common ground of understanding
- Build political and public support
- Learn from its experience

Facilitating, consulting, partnering

	Local	Country	Global/Regional
Facilitating	Projects, programs, CDD, capacity building	Projects, programs, PRSP, policy lending, capacity building	World Commission on Dams, capacity building
Consulting	Sector work, CASs	Sector work, CASs, OED evaluations, WB policies	Sector strategies, HIPC, WB policies
Partnering	Grassroots partnerships as follow-up to Voices of the Poor	Evaluation and monitoring, WBI and training institutes	River blindness, WWF on forestry, Business Partners for Development, WB/NGO Committee, CGIAR, Development Gateway

Facilitating: Where are we?

Project and programs

Exception → widespread
Few international NGOs → broad spectrum
NGOs as "contractors" → CSOs as partners with governments

→ Improved outcomes

PRSPs - new opportunities and challenges

Consulting: Where are we?

From confidential country strategy papers to

→ better CASs through consultation

From contentious relations to

→ definition of new Bank instruments (Jubilee 2000/enhanced HIPC)

→ better sector strategies

→ better policies (resettlement)

. . . . . .

Partnering: Where are we?

From limited interactions to dynamic partnerships:

- WB/NGO Committee
- GAVI
- WWF on forestry
- Business Partners for Development

CSOs as key players

- Increasing confidence, strength
- Growing financial, research, and communications capacity
- Influencing public policy
- Gaining trust among the general public, parliamentarians, and media
- Partnering with the private sector

With whom do we consult and partner?

- Key criteria: credibility, competence, local knowledge, representativeness, and institutional capacity
- Application of criteria more difficult as civil society becomes more diverse, complex, and influential
- Engagement must be more strategic and targeted

What are the rules of engagement?

- Common goals
- Clear roles and expectations
- Disclosure and transparency
- Mutual respect

How do we manage risks and costs?

- Engagement is costly -- so is not-engaging
- Greater flexibility required in the way we do business
- Supporting reform has political dimensions
- Responding to questions about Bank's governance

Questions for discussion

Seeking your views:

- How can we ensure that engaging civil society yields the greatest benefit?
- Where do we need to strengthen our rules of engagement?
- How do we balance the benefits and risks of engaging?

Record Removal Notice

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File Title		Barcode No.
Policy Development Records - World Bank Engagement with Civil Society - Report - October 3, 2001		1831376
Document Date	**Document Type**	
31 January, 2001	Board Record	

Correspondents / Participants

Subject / Title

Technical Briefing for the Executive Directors on Bank-Civil Society Relations
Wednesday, January 31, 2001
Summary of Discussion

Exception(s)

Additional Comments

Declassification review of this record may be initiated upon request.

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.

Withdrawn by	Date
Sherrine M. Thompson	October 28, 2022

June 2001 (this note was circulated to SDV and EXT staff)

SDV/EXT NGO and Civil Society Collaboration -- Civil Society Group

Dear Colleagues,

Some of you will have already learned about the ongoing process between EXT and SDV aimed at furthering our collaboration in aspects of our work programs where we share important commonalities. We have reached important understandings, although we see this as an evolving process. Our hope is that the collaborative approach will lead to efficiencies in the delivery of our services, and much greater effectiveness in the Bank's overall strategies for working with civil society.

We have borrowed from the concept of the "*Star Alliance*" to describe the new working arrangement. This comes out of recommendations from a consultancy engaged to help us think through this process. Like an airline alliance SDV/EXT would offer a number of common services in those areas of overlap, where we share interest, expertise, and responsibility, and where in fact the combined strengths of the two groups would offer a much stronger business line and service.

It is important for us to stress that there is no attempt in this exercise to create a framework to be necessarily replicated in country or regional operations. The way the Alliance's work will translate in the regions will in fact differ from region to region. But we hope that it will enable our communications with you from HQ, in these particular areas of common interest, to be more coordinated and cohesive.

Below is a detailed description of how we see the Alliance working. We will be "piloting" this arrangement for one year, with a mid-term review.

What we would offer is the following:

a set of common services
a set of unit responsibilities
a task manager approach to many activities in the CS area
a joint strategy development; information sharing; work planning arrangement

We see the following potential advantages to this type of alliance:

it can provide to the Bank a set of unified business services
it offers in many cases a one-window approach to civil society here at HQ
it capitalizes on all the assets of the two groups
it rationalizes the work load; makes it more efficient; ends duplication

We realize that, for this to work, we would need a change in culture and the way we approach work, and we will have to demonstrate commitment to teamwork.

The way we expect this to work is that requests for service can come into anyone of the team, but would be discussed among the group to decide who provides the service, based on interest, expertise, time and budgets. The idea would be that the person chosen would task manage the activity for the group and would be empowered by the group to undertake this activity . The group acts as a filter and decides if the activity was warranted in terms of strategic directions and work programming for the civil society work in the Bank.

The shared business lines would be:

Bank Wide Strategy and Coordination
Consultation
Capacity Building

Civil Society Dialogue (Global Forum)
Help Desk/Enquiry

1. Bank Wide Strategy and Coordination

The Alliance would assist senior management in defining strategic directions for outreach and dialogue with civil society, and reviewing progress
The alliance will ensure that there is a strong understanding of regional and country civil society issues and strategies and that these are linked to formulation of the corporate strategy. The alliance will also provide intellectual and analytical work and advice on global social movements. A preliminary proposal for this work has already been discussed by the group.

2. Consultation

The alliance would offer and market a Bank wide service on consultations both advice and direct support. This would relate to any consultation whether it was CAS, , sectoral, issues, etc. The service would include:

strategic advice on timing related to other events; who to invite; how to structure etc.
factual advice on the mechanisms of holding the consultation
guidelines and best practice
case studies
knowledge management; tool kits
in country support for specific consultations

If there was a request to support a process (for example the new work on adjustment) the alliance would jointly decide who the focal point would be and that person would task manage the process with the support of the alliance.

3. Capacity Building

The alliance would continue to offer its current basket of capacity building programs from the individual units but the alliance would package and market a combined service for civil society capacity building:

for Bank staff
for client governments
for NGOs.

The alliance will work with WBI to identify civil society components that should be included in on-going training programs and undertake a needs analysis leading to the development of further capacity building programs that may be required or needed

4. Civil Society Dialogue/Global Forum

As you know, the Global Forum was established in December, 2000 following discussions of the NGO World Bank Committee, and will effectively replace the Committee and its annual meetings. It will be a theme based, mostly Southern focused forum for Bank/civil society engagement, facilitated by Joint Facilitation Committee. The alliance would jointly manage the organization of the Global Forum, which would include participating in the Joint Facilitation Committee, coordinating Bank staff involvement in the Forum, fund-raising and overseeing staff/consultants to be hired by the Forum Secretariat

5. HelpDesk/Enquiry

A one stop place for all internal and external enquiries related to civil society. We would need to have one telephone number/fax/e-mail address etc. for people to access. This would not stop the many direct requests each unit receives but would offer a common entry point to users not familiar with the groups. Hopefully the person who receive these enquiries would be able to respond to many of them but would direct those that needed more support to the group for decision. This function would need resources and would need to be physically placed in one of the units.

Individual Unit Responsibilities

The establishment of the Alliance will not take away from the distinctive mandates and specific work programs of both the NGO and Civil Society Unit and EXT. Bu but we will be re-shaping these individual responsibilities more into business lines. For example EXT would take on the responsibilities for external communications with NGOs. This would include the news letter, WEB page, special mailing etc. these might be divided this way:

EXT responsibilities:

1. Corporate Level Strategic Relations

Developing external messages on Bank-civil society relations
Acting as a front door for President and MDs, advising on the use of their time with civil society
Identify and manage target opportunities/events for strategic engagement with civil society
Assisting senior management (President, MDs, NVPs, RVPs) and the Board in defining strategic directions for outreach and dialogue with civil society, reviewing progress, prioritizing/targeting selective engagement with key civil society actors, developing consistent messaging to civil society, and addressing "hot" issues (e.g., human rights, debt relief, user fees, accountability, etc.).
In close cooperation with SDV preparing institutional/corporate briefings and reports for senior management and the Board on strategic Bank-civil society engagement issues, drawing upon other units' knowledge and experience as appropriate.
Working with the Board to develop an ongoing series of Board seminars on civil society-related topics, drawing heavily upon the knowledge and experience of SDV especially when pertaining to mainstreaming civil society in the Bank's work.

2. Political Advice, Risk and Crisis Management

Assessing the political dimensions of cross-cutting issues/priorities for the Bank (e.g. globalization, IDA-13, structural adjustment, information disclosure, Global Gateway, etc.) of interest to civil society; advising and assisting lead Bank units in managing institutional responses, and organizing civil society consultations on Bank policies/issues -- in close cooperation with other relevant Bank units.
Managing an early warning system to collect/monitor data from CSO websites, e:mail traffic, etc. on emerging activities/trends vis-à-vis the Bank. Prepare regular internal reports.
Providing advice to senior management on the political implications of high-risk projects.
Provide advice and support on crisis issues

3. Corporate Level External Communications with Civil Society

Managing external communications and outreach: namely maintaining NGO pages on Bank's external website; global e:mail newsletter; mass media interface, publications, and other global dissemination to civil society about key Bank initiatives.

Organizing and managing specific activities for civil society groups during the Annual and Spring Meetings (workshops, seminars, accreditation, Program of Seminars, NGO press, etc.) Organizing new Bank-civil society Annual Forum .

4. Institutional Relationship Management

Managing cooperation with UN agencies in civil society related matters, including liaising with civil society focal points of the UN system, responding to requests for staff involvement in conferences, commenting on UN reports, providing advice to EXTUN offices, etc.)
Coordinating overall liaison with civil society focal points in EU, OECD/DAC, WTO, MDBs, and bilaterals.
Maintaining overall political relations with NGOs worldwide, particularly related to NGO campaigns related to the Bank and its work.

5. Operational Support

Through DevComs providing on-the-job support to country teams, task team leaders, and client governments for enhancing civic engagement and building effective partnerships for development.
Providing direct support to project teams on civil society engagement in projects.
Providing advice and support to governments on communications for change and civil society dialogue on specific themes/sectors. Also advising governments on how to develop interactions with civil society

<u>SDV responsibilities</u>:

1. Monitoring and tracking Bank-civil society collaboration

Establishing and managing an effective system of monitoring and tracking of all Bank-civil society collaboration at the project, program, and policy levels.
Preparing, in conjunction with RVPs and NVPs, the semi-annual and annual reports on Bank-civil society relations across regions/networks.

2. Coordinating the Civic Engagement Thematic Team

The team will focus on the operational dimension of our work with civil society. The team will discuss joining efforts with the participation learning group in order to develop a coherent framework for civic engagement at the macro level.

3. Developing and refining tools, methodologies, and operational guidelines on constructive civic engagement for Bank staff.

- Identification and dissemination of good practice/lessons of experience in civic engagement across regions and networks (e.g., on public consultation, participation, CDF/PRSPs, etc). This business line includes revisiting GP 14.70
- Enhancing civic engagement and participation in CDF/PRSP formulation and monitoring.
- Developing strategies and tools for fostering an enabling environment for civic engagement in development and poverty reduction, including developing and disseminating good practice guidelines for consultations with civil society.

4. Identification of cutting-edge knowledge resources on civil society/civic engagement
...with the aim of building up the Bank's own knowledge base at the central, regional/network, and country levels.

5. Developing and fostering effective partnerships for civic engagement

Fostering special global partnerships for development and poverty reduction with civil society organizations. , and supporting partnerships by networks, regions, and families with civil society organizations (e.g., WWF Alliance, WCOD, etc.).
Developing partnerships with UN agencies, MDBs, and donors to enhance the operational work with civil society.
Building strategic partnerships and providing support to specific global, regional, and country activities with civil society through administration of the Small Grants Program.

The NGO/Civil Society team will joint efforts with the Participation and CDD groups to form the Empowerment Cluster in the Social Development Department.

Management of the Alliance

The Alliance will operate as much as possible by consensus. William Reuben and Paul Mitchell will be jointly responsible for the management and delivery of a joint agreed upon work program and set of deliverables. Carolyn and Jeff would be responsible for most of the day to day work.

We hope that this update helps you to appreciate this new approach to delivering on the respective work programs of EXT and the NGO and Civil Society Unit. If you have any questions comments or suggestions, please do not hesitate to contact us, Najma Siddiqi, Jeff Thindwa or Carolyn Reynolds.

Best regards,

Paul Mitchell and William Reuben