

World Bank- Civil Society Engagement

Review of Fiscal Years
2002–2004

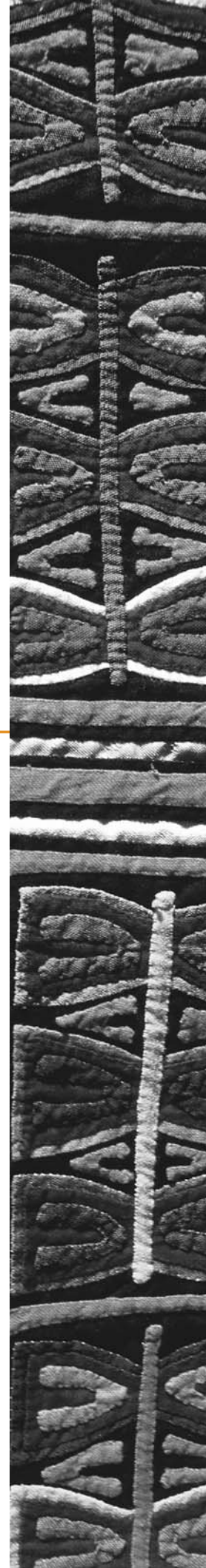


THE WORLD BANK



World Bank- Civil Society Engagement

Review of Fiscal Years
2002–2004



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Foreword

Recent events continue to demonstrate the increasingly important role played by civil society in international development. Whether through its active participation in global policy forums, the reconstruction efforts undertaken in such places as Kosovo or Afghanistan, or effective poverty reduction efforts at the community level, civil society is proving itself to be an indispensable development actor. In much of the developing world, civil society works with local governments to provide effective social services at the community level, and also embraces a greater civic role by advocating social accountability and participatory governance approaches. Yet civil society also continues to be a sector characterized by great diversity and changing contours which defies simple definitions.

Within this context, relations between the World Bank and civil society have continued to evolve and deepen over the past three years. This interaction has included more intense dialogue on Bank policies as well as expanded operational collaboration, particularly at the country level. On the policy side, Civil Society Organizations (CSOs) were actively involved in the review of several key operational policies such as the information disclosure policy review, providing feedback on World Development Reports, and participating in the discussions around the CASs in many countries. Bank-CSO collaboration also grew within Bank-supported projects, knowledge-sharing and joint training initiatives,

and institutional partnerships. The Bank and CSOs have joined together to fight AIDS in Africa, conserve the rainforest in Latin America, and promote rural development in Asia.

The Bank also took some internal measures to improve its civil society engagement practices during this period. These included efforts to improve the quality and breadth of its consultation efforts, preparing a comprehensive paper on the status of the Bank's relations with civil society, and introducing mechanisms for improved coordination and information sharing among civil society focal points based in more than 70 country offices.

This report provides a summary of the varied policies, programs, and activities through which the Bank engaged CSOs at the global, regional, and national levels. It highlights some of the more important initiatives and events while discussing the challenges and constraints the Bank faces in these evolving relations. These include the need to improve the quality of consultation efforts, streamline grant making and contracting procedures, and facilitate greater government-civil society operational collaboration. Finally, the report serves to reaffirm the Bank's commitment to strengthening relations with civil society and to demonstrate the important role this interaction has had in improving the outcomes of our poverty reduction efforts. We hope you find the report useful.

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Preface

The purpose of this review is to provide an overview of the activities undertaken by the World Bank Group¹ (hereafter referred to as the Bank) to reach out and engage with civil society during fiscal years 2002–04, which is the period from July 1, 2001–June 30, 2004. The audience for this report is wide and includes civil society representatives, government officials, business leaders, and the development community at large. The report covers civil society engagement across the Bank and from the country to the global levels; thus it attempts only to summarize and highlight the vast number of activities undertaken during the past three years. We welcome your comments and suggestions on this report. Please send any comments via email to: civilsociety@worldbank.org.

This publication was produced by John Garrison and Carmen Monico of the Bank's Civil Society Team. Carolyn Reynolds Mandell and Jeff Thindwa of the Team carried out a peer review of the draft, Steen Jorgensen, Director, and Ian Bannon, Unit Manager of the Social Development Department, provided management review. Several colleagues from Civil Society, including Elena McCollim of InterAction and Lawrence Egulu of the International Confederation of Free Trade Unions, provided valuable information and feedback on the draft. Linda Rabben provided general editorial work. Naylor

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

Abbreviations and Acronyms

ADB	Asian Development Bank
AiDA	Accessible Information on Development Activities
ARPA	Protected Amazonian Areas
ASP	Africa Stockpiles Program
BNPP	Bank-Netherlands Partnership Program
BPD	Business Partnerships for Development
CAS	Country Assistance Strategy
CBO	Community-Based Organization
CCD	Community-Driven Development
CDF	Comprehensive Development Framework
CEPF	Critical Ecosystems Partnership Fund
CGA	Country Gender Assessment
CGAP	Consultative Group to Assist the Poorest
CESI	Community Empowerment and Social Inclusion Learning Program
CIDA	Canadian International Development Agency
CPIN	CAS Public Information Notice
CRN	Country Reengagement Notes
CSAT	Civil Society Assessment Tool
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DEC	Development Economics Department
DFID	UK Department for International Development
DM	Development Marketplace
ECA	Europe and Central Asia Region
ECST	Europe Civil Society Team
EFA	Education For All
EIA	Environmental Impact Assessment
ESSD	Environment and Socially Sustainable Development Network
EXT	External Affairs, Communications, and United Nations Affairs Department
FY	Fiscal Year
GAVI	Global Alliance for Vaccines and Immunization
GDLN	Global Development Distance Learning Network
GDN	Global Development Network
GEF	Global Environmental Facility
GPRS	Growth and Poverty Reduction Strategy
HIPC	Heavily Indebted Countries Program
IBRD	International Bank for Reconstruction and Development
ICT	Information and Communications Technologies
IFC	International Finance Corporation
I-PRSP	Interim Poverty Reduction Strategy Papers

JSDF	Japan Social Development Fund
LCR	Latin America and Caribbean Region
LICUS	Low-Income Countries under Stress
MAP	Multi-Country AIDS Program
MNA	Middle East and North Africa Region
MDG	Millennium Development Goals
NGO	Nongovernmental Organization
NPO	Nonprofit or Not-for-profit Organization
OD	Operational Directive
OED	Operations Evaluations Department (IBRD)
OEG	Operations Evaluations Group (IFC)
OEU	Operations Evaluation Unit (MIGA)
OPWD	Organizations of People with Disabilities
PAD	Project Appraisal Document
PCE	Participation and Civic Engagement Unit
PER	Public Expenditure Review
PHRD	Policy and Human Resources Development Fund
PID	Public Information Document
PNoWB	Parliamentary Network of the World Bank
PPA	Participatory Poverty Assessment
PRSC	Poverty Reduction Support Credits
PRSP	Poverty Reduction Strategy Paper
PRSTF	Poverty Reduction Strategy Trust Fund
PSD	Private Sector Development
PSIA	Poverty and Social Impact Analysis
RIAS	Regional Integration Assistance Strategy
SAPRI	Structural Adjustment Participatory Review Initiative
SSP	Sector Strategy Paper
SDV	Social Development Department
SmGP	Small Grants Program
SOCAT	Social Capital Assessment Tool
TSS	Transitional Support Strategy
UNDP	United Nations Development Program
UNEP	United Nations Environmental Programme
WBI	World Bank Institute
WDR	World Development Report
WSF	World Social Forum

Executive Summary

Over more than two decades, engagement with civil society organizations (CSOs) has become an important part of the World Bank's efforts to help governments reduce poverty and promote sustainable development. During fiscal years 2002–2004, Bank–civil society relations continued to expand and deepen, bringing new opportunities as well as new challenges.

This Review, one of a series of regular progress reports, summarizes the varied ways in which the Bank has engaged CSOs at the global, regional, and national levels during this period. In a separate paper entitled *Issues and Options for Improving Engagement Between the World Bank and CSOs*, prepared during this same period, the Bank looks more in depth at the nature and quality of its engagement with CSOs, analyzes the evolving characteristics of global civil society, highlights trends, and recommends ways the Bank can improve its civil society outreach and engagement efforts.

The Bank's dialogue with CSOs continued during this period on several longstanding and often controversial issues such as adjustment lending and safeguard policies, and on global concerns such as extractive industries and human rights. Formal consultation processes with civil society took place during this period on several operational policy reviews (for example, information disclosure, water resources), major studies (services for the poor, land management), and ongoing programs (Poverty Reduction Strategy Papers, Heavily Indebted Countries Program). The use of new technologies and formats such as video conferencing and web-based discussions were increased to expand the reach of these consultation processes to CSOs in developing countries.

Policies and programs on civic engagement and participation expanded and consolidated across regions and countries. The definition of these concepts was further refined to include the notion of *social accountability* and the promotion of an *enabling environment* for civil society participation,

which are two key elements of the Bank's new social development approach to promote institutions that are responsive and inclusive and that empower poor and vulnerable people to participate effectively in development. In recent years, CSOs in low- and middle-income countries have developed methodologies to influence budget processes, allocation decisions, and monitoring of public expenditures. The participatory processes have increased consultation with a broader array of ministries in the executive branch, parliaments or legislatures, CSOs, private sector groups, and other donor agencies.

The Bank has also intensified its operational collaboration by encouraging greater involvement of CSOs in Bank-financed operations, providing grant funding, and sharing knowledge. The Bank and CSOs have also established important new institutional partnerships, particularly at the regional and country levels. Involvement by CSOs in Bank-funded projects comprised a wide range of activities, including contracting with government agencies to deliver social services such as AIDS prevention, managing village water systems, running day care centers, advancing small-enterprise development, and participating in environmental park management. A document review of loans approved in fiscal year 2004 found that 194 projects, or 74 percent of the 262 projects approved by the Bank's Board, had some form of civil society participation. Civil society involvement was generally more likely in the initial stages of the participation process (information-sharing and consultation) than in the later stages (collaboration and empowerment).

While the Bank's principal activity is to provide loans to governments, it has also established numerous funding mechanisms over the past two decades to provide grants to civil society. Grants are provided both indirectly, through government-run Social Funds, or directly, through Bank-managed grant programs and trust funds. These grant programs are often managed in partnership with other donor agencies and provide funding directly to CSOs in a



Town hall meeting between CSO leaders and heads of the WB and IMF during 2004 Annual Meetings (Washington, DC—October 2004)

variety of areas such as environment, micro-credit, post-conflict reconstruction, information technology, human rights, and civic engagement.

The Bank also continued to promote knowledge-sharing initiatives among governments, CSOs, and other stakeholders during the past three years. These efforts ranged from technical skills training and policy analysis courses to institutional capacity-building workshops. In some cases, CSOs utilized the videoconferencing equipment available in Bank offices or at the 28 semi-independent video-conferencing centers that are part of the Global Development Learning Network to promote their own training. The World Bank Institute, through the Community Empowerment and Social Inclusion learning program, carried out the most active training program for civil society.

The Bank's most significant civil society engagement efforts occurred at the country level in the 100 developing countries where it worked during the period. The civil society engagement work varied across the Bank's six regions, although there were common efforts in all regions, which included supporting social accountability and empowerment efforts, strengthening CSO involvement in Bank operations, and funding CSO initiatives through the Small Grants Program. In the Africa, Europe and Central Asia regions, the Bank helped train CSOs to participate in PRSPs and support AIDS prevention activities. In the East Asia and Pacific, and Latin America and Caribbean regions, initiatives included supporting greater civil society voice in policy dialogue and supporting CSO networking efforts. In the Middle East and North Africa, and South Asia

regions, the Bank supported research on gender and governance issues, and also facilitated CSO involvement in Bank-financed poverty reduction efforts.

In Europe, Japan, and North America, the Bank engaged CSOs in policy dialogue on global development issues and also made efforts to increase operational collaboration with international CSOs working in the developing world. The International Finance Corporation, the private-sector arm of the World Bank Group, continued to dialogue and consult with CSOs on its environmental sustainability and disclosure agendas.

As part of its efforts to broaden and deepen its relations with civil society, the Bank has developed initiatives to reach out to specific constituencies, including children and youth, disabled persons, faith-based groups, foundations, indigenous peoples, labor unions, gender groups, parliamentarians, and Roma populations. Activities focusing on these constituencies have included undertaking research studies, hosting meetings, providing grants, hiring specialized staff, and setting up organizational units within the Bank to coordinate this work.

Despite notable advances in civil society participation in Bank activities overall, a number of challenges remain. One is to consolidate and improve consultation methodologies in order to address perceived "consultation fatigue." Another is the need to reduce the gap between discourse and practice on participation and inclusion mechanisms. Last and most important, the Bank needs to enable greater government-civil society collaboration at the country level and improve its ability to monitor the results of its civil society engagement work.



World Bank Policy Dialogue and Consultation with Civil Society

World Bank–civil society dialogue and consultation on policies, studies, programs, and projects became more systematic and widespread during fiscal years 2002–2004. It occurred in many forms and venues, and at the local, national, regional, and global levels. At times the Bank initiated the discussions on Bank policies, strategies, or studies, and at other times CSOs approached the Bank to discuss concerns about specific projects or issues.

Policy *dialogue* ranged from discussions on complex issues, including the effects of globalization and trade at the global level, empowerment and social inclusion at the regional level, and numerous Bank-financed projects at the country level. *Consultations*, which tend to be more systematic and formal than dialogue, also occurred with greater frequency at various levels. Consultations at the global level focused on the Bank’s operational policy review processes, World Development Reports, and major initiatives such as the Comprehensive Review of the PRSP. At the regional level, consultations took place on issues such as AIDS policy in Africa and empowerment in Latin America. At the country level, consultations with civil society centered on CASSs, which were drafted in more than 69 countries over the period.

During this period, the Bank also assessed its relations with civil society in a paper titled *Issues and Options for Improving Engagement Between the World Bank and CSOs*. The paper analyzes the evolving nature and characteristics of global civil society, highlights trends in Bank–civil society relations, and recommends ways the Bank can improve its civil society outreach and engagement efforts. The paper was discussed by Bank managers and staff and disseminated to CSOs to elicit their feedback. The paper is expected to be published in fiscal 2005.

This section will describe the most significant experiences of dialogue and consultation at the global, regional, and country levels. While the level

and quality of this involvement varied from country to country, depending on factors such as Bank staff commitment, government openness, and civil society activism, it clearly reflects the growing global trend toward more accountable and transparent governance in the development field.

Dialogue on Global Issues

At the global level, dialogue took place on issues such as structural adjustment, globalization, environment, and human rights. Ongoing dialogue with CSOs occurred during the two Annual Meetings² and three Spring Meetings held during this period and involved senior Bank managers, government officials, and CSO representatives from around the world. During these Meetings, the Bank’s Civil Society Team organized some 60 thematic sessions on topics such as PRSPs, the Heavily Indebted Countries Program, Low-Income Countries Under Stress, Education for All, HIV/AIDS, safeguard policies, and trade involving representatives of several hundred policy-advocacy CSOs from both developed and developing countries. Summary notes and participants’ lists of many of these sessions are posted on the Bank’s Civil Society website (<http://www.worldbank.org/civilsociety>).

Dialogue also continued during this period on complex and contested issues such as dams, adjustment lending, and extractive industries, highlighting some of the conceptual and institutional differences that often characterize Bank–civil society relations. While CSOs fulfill their policy advocacy roles by stressing principles and defending best case standards, the Bank has to work within parameters of different country contexts, limited government capacity, and operational challenges. Despite these inherently different roles and positions, the Bank

² The 2001 Annual Meetings were canceled at the last moment because of the terrorist attacks of September 11, 2001, in New York and Washington.



Global WB–CSO workshop on AIDS (United Kingdom, June 2004)

and CSOs have been able to find common ground in some areas such as forest conservation, and AIDS prevention and education but will continue to dialogue on many other issues where differences still persist.

An issue that demonstrated the complexity of the global debate is the environmental and social impact of dams, as raised by the **World Commission on Dams**. The World Commission on Dams process ran from May 1998 to November 2001 and was an innovative multi-stakeholder process that brought together dozens of governments, CSOs, companies, and donor agencies to research, analyze, and debate how to develop and manage hydraulic infrastructure in an environmentally and socially sustainable manner. The Commission produced a report in 2000 titled *Dams and Development: A New Framework for Decision-Making*, which included seven strategic priorities and 26 guidelines for water and energy resource development.

The World Bank funded and participated actively in the work of the Commission alongside numerous other donors and released a formal response to the World Commission on Dams report in December 2001. While the Bank expressed its support for the participatory commission process and welcomed the thrust of the findings, many CSOs that participated in the process were critical of the Bank for not having more actively supported the report's findings. The controversy regarding the commission's report centered on the 26 "guidelines," which have been interpreted by some as representing a new set of binding standards. The Bank, which carried out

extensive consultations among its member governments and staff, believes that the guidelines should serve as guidance and not a set of rules to be obeyed rigidly in the context of specific water resources projects. In such cases, the Bank committed itself to work with governments on applying the relevant guidelines in a practical and timely manner.

Another process of dialogue around controversial issues was on the economic and social impact of structural adjustment policies in developing countries. The **Structural Adjustment Participatory Review Initiative (SAPRI)** involved hundreds of CSO representatives, government officials, and Bank staff who joined together to carry out research in seven countries and also held several meetings between senior Bank managers and civil society leaders. SAPRI shed light on the complex and difficult nature of macroeconomic policy choices and the need to consider the socioeconomic impacts of these strategies. SAPRI also opened greater space for civil society participation in reviewing the CASs, developing PRSPs, and discussing adjustment lending (see Box 1 for more details on SAPRI).

Structured and substantive dialogue on development issues also occurred through Strategic Policy Workshops held between Bank and CSO staff in the United Kingdom during the past three years. The workshops, which were funded by the Government of Finland, brought together 25–30 (for each event) CSO leaders from throughout the world (particularly the developing world), senior Bank managers and staff, and academic experts. The first workshop, on **trade**, took place in May 2002; the second, on **rural livelihoods**, in May 2003; and the third, on **HIV/AIDS**, in June 2004. A participatory methodology was used in these residential workshops to ensure greater ownership and involvement by participants. An informal steering group composed of Bank and CSO staff were established at the outset to define themes for discussion, agenda, and list of participants. The steering group also helped select independent professionals to facilitate the workshop, record the proceedings, and produce the final report. Chatham House rules (whereby comments by participants are recorded but not attributed) were adopted in order to ensure informal, interactive, and frank discussion among participants. For agendas, participants lists, and summary reports of these workshops, visit the Bank's Civil Society website.

Dialogue also emerged during this period with leaders of the so-called global social justice move-

Box 1: SAPRI's Participatory Review of Structural Adjustment

In 1997, the World Bank and a network of CSOs jointly launched the Structural Adjustment Participatory Review Initiative (SAPRI), which was geared to improving understanding about the social impacts of adjustment policies and about how the participation of civil society can improve economic policy making. The initiative was designed to be participatory by bringing together a network of 250 CSO, government, and Bank representatives to oversee country-based research in seven countries: Bangladesh, Ecuador, Ghana, Hungary, Mali, Uganda, and Zimbabwe. A joint steering committee was established to coordinate SAPRI, headed by the Bank's Development Economics Vice Presidency and the Development GAP, a well-known policy advocacy non-governmental organization based in Washington, D.C.

The findings and lessons from the research were discussed at two high level events that brought together senior Bank staff, government officials, and civil society leaders from throughout the world. The first event was the Second Global Forum, which was held in Washington, D.C., in July 2001. The second was a meeting in July 2002, in Washington, D.C., between CSO lead-

ers and senior Bank managers, including President James D. Wolfensohn. Both the CSOs and the Bank presented extensive reports that analyzed the findings of the 5-year initiative and discussed ways to utilize the lessons learned to improve the effectiveness of future adjustment loans.

The SAPRI study demonstrated that economic adjustment is often a difficult process that can profoundly affect people's lives. Several potentially adverse effects were apparent in some of the seven countries studied: reduced government spending on social services; reduced level of employment security; and reduction of food subsidies. While there is still disagreement on the impacts the SAPRI study had on Bank policies, from the Bank's perspective, the SAPRI study reinforced the notion that adjustment policies must not only take into account social and political impacts, but also be more country owned and flexibly designed. The SAPRI experience also helped shape the Poverty and Social Impact Analysis and the Poverty Reduction Strategy Paper instruments that were established by the Bank to promote participatory poverty analysis and reduction.

ment. A new venue for dialogue on globalization issues was created through the *Bridge Initiative*, which was initiated by independent media professionals and geared to promoting constructive policy discussion between leaders of the World Economic Forum in Davos and the World Social Forums (WSF) in Porto Alegre. The Initiative has involved annual two-day workshops in Paris and public debates in other European capitals that has brought together representatives from international CSOs and Bank, International Monetary Fund, World Trade Organization, and United Nations agencies to discuss issues such as the social impacts of globalization, global security issues, and trade. In addition, Bank staff participated as observers in the WSF in Porto Alegre, Brazil, in January 2002 and 2003, and in Mumbai, India, in January 2004.

During this period, the Bank and several CSO networks introduced a new platform for dialogue and engagement at the global level to fill the void left by the phasing out of an earlier mechanism. The first structured mechanism for dialogue between the World Bank and civil society at the global level was the World Bank-NGO Committee, which was established in 1982. The committee sponsored annual dialogue meetings between senior Bank staff and

international civil society leaders, and thus served as a useful and strategic forum for information exchange and policy dialogue in areas such as environment, debt, and structural adjustment. In 1995, regional Bank-NGO committees were formed in the Africa, Latin America and Caribbean, and Europe and Central Asia regions, thus decentralizing and intensifying this dialogue. However, as Bank relations with the civil society sector began to expand beyond NGOs (to include labor unions, social movements, faith-based groups, and others) and a variety of global, regional and national venues for engagement emerged around issues such as education, HIV/AIDS, and the Poverty Reduction Strategy Paper (PRSP), both the Bank and CSOs realized that a new, more inclusive and strategic mechanism was needed. The WB-NGO Committee was phased out in late 2000, and an interim and informal **Joint Facilitation Committee** was formed to establish a "second-generation" mechanism for Bank-civil society engagement. The committee was initially comprised of Bank staff and 15 civil society networks representing a broader cross-section of civil society, including trade unions, indigenous groups, faith-based organizations, NGOs, and foundations.

The first organizing meeting of the Joint Facilitation Committee took place in December 2001 and discussed strategies for expanding the civil society membership within the JFC, as well as ideas for improving Bank–civil society engagement at the global level, including annual thematic forums. An executive group, composed of both Bank and CSO staff, was formed in early 2002. To guarantee greater autonomy, participants decided the **Joint Facilitation Committee** process needed to be convened and coordinated by a CSO network with global reach, experience with institutional dialogues, and with credibility among a wide spectrum of CSOs. Several of the committee's civil society members proposed that CIVICUS, the World Alliance for Citizen Participation, fill this role, which was endorsed by the Joint Facilitation Committee members. In November 2002, CIVICUS assumed the role of a secretariat for the committee and began reaching out to civil society networks around the world and planning for the first meeting of the expanded committee.

The expanded committee met in Washington in October 2003, with participants from 14 major civil society networks and senior Bank managers, including President Wolfensohn. The Bank presented its draft paper, *Issues and Options for Improving Engagement Between the World Bank and CSOs*, which analyzes relations between the Bank and civil society. Participating CSOs presented an 18-month work plan for an independent assessment of Bank-civil society relations, global policy dialogues, and capacity-building activities. The consensus emerging from this meeting framed the Joint Facilitation Committee as a consultative and transitional body to facilitate dialogue and engagement between the Bank and civil society, and in particular to help create greater access of southern civil society groups to the Bank. CSO members of the committee undertook further outreach to civil society networks during the first semester of 2004 through a global survey and numerous meetings, and began planning for a Bank-civil society global policy forum to be held in Spring 2005.

Consultation on Bank Operational Policies and Sector Strategies

Formal consultation processes took place during this period on several Bank operational policy reviews, major studies, and ongoing programs. An important trend over the past three years was greater civil society involvement in macroeconomic and government

national development planning through the PRSP process in many countries, as well as in providing feedback to the Bank's Country Assistance Strategy drafts in 69 countries (see Box 4 and Annex I). There were also consultations on several operational policy reviews in such areas as adjustment lending, indigenous peoples, extractive industries, water resources, and social development.³

While these policy reviews have varied in length, methodology, and intensity depending on the subject matter and approach undertaken by the Bank unit overseeing them, they all followed similar methodologies. They generally lasted one to two years (although several, such as the indigenous peoples policy, lasted longer) and involved consultations during the various phases from the review paper outline to the drafts of each policy revision. The consultations were carried out through various modalities including face-to-face meetings, videoconferences, and, increasingly, web-based discussions. These operational policy reviews often benefited from evaluation studies by the Bank's independent Operations Evaluation Department, which generally also benefited from the inputs of CSOs.

An illustrative example of an operational policy review was the comprehensive process the Bank undertook between 2002–2004 to consult with civil society about updating Operational Directive (OD) 8.60, on adjustment lending. The purpose of the review was to better align different Bank lending instruments, promote greater country ownership of these policies, and incorporate lessons from 15 years of adjustment lending. The consultation process involved seeking views from a broad range of CSOs on the draft paper *From Adjustment Lending to Development Policy Support Lending: Key Issues in the Update of World Bank Policy*, which was translated into six languages and covered 15 themes including poverty and social impacts, environmental aspects, use of economic performance triggers, and civil society participation. Consultation meetings were held during the period of July 2002 through January 2003 with a variety of stakeholders, including CSOs, in nine countries: Jordan,

³ Over the past two decades, the Bank's Board of Directors has adopted numerous policies and procedures to guide Bank work in the many areas in which it works. Many of these policies are being reviewed in order to be updated, simplified, and further mainstreamed in Bank operations and to be adopted by the Bank's government-partner agencies. Thus Operational Directives are being converted to Operational Policies, Bank Procedures, and Good Practices.

Korea, Mexico, Pakistan, Poland, Senegal, Tanzania, United Kingdom, and United States. Additional feedback was sought as the paper was posted on the Bank's website from June 2002 through May 2003.

The revised policy, approved by the Bank's Board in August 2004, incorporates several new environmental and social measures recommended by the CSOs during the consultation process. These include strengthening social and environmental analytical and advisory activities before operations occur; integrating environmental and social priorities into the design of the adjustment operation; and improving oversight and support for operations that balance or mitigate those consequences. Another important but distinct policy consultation, characterized by an independent review process, was the Extractive Industries Review process (see Box 2).

New technologies and formats were also mainstreamed to expand the reach of these dialogue and consultation processes. The use of *videoconferencing* increased steadily through this period, including biannual video dialogues involving Bank President Wolfensohn, senior Bank managers, and CSO rep-



CSOs march in downtown Washington, DC during WB/IMF Spring Meeting (April 2004)

Box 2: Consulting on Extractive Industries Review

The Bank announced in 2000, in response to a request by environmental CSOs, that it would conduct a comprehensive assessment of its extractive industries investments (oil, gas, and mining) in order to assess the performance and impacts of the Bank's projects in this area. The review process included an *external stakeholder consultation process* as well as several *internal studies* carried on jointly by the independent evaluation units of World Bank Group agencies: the Operations Evaluation Department (OED) of IBRD, the Operations Evaluations Group (OEG) of IFC, and the Operations Evaluation Unit (OEU) of MIGA.

The external consultation process was headed by Dr. Emil Salim, former environment minister of Indonesia, who set up an external Secretariat in Jakarta. The process involved research, numerous informal planning meetings, community visits, and web-based consultations. There were also seven regional workshops that involved several hundred government officials, CSO representatives, businesses executives, experts, and Bank managers. The final external report, *Striking a Better Balance*, was finalized and presented to the Bank in December 2003. The Bank prepared a management response, which was reviewed by the Bank's Board of Executive Directors in August 2004, following a months-long consultation process involving dozens of meetings, videoconferences, and a web-based consultation

process with leading environmental, human rights, and developmental CSOs. Throughout this process, CSOs participated actively in the consultations and generated numerous letters, petitions, and documents in support of the recommendations of the external report.

As a result of the extensive consultation process, the revised policy incorporates several important new guidelines and instruments to strengthen revenue transparency, local governance, community participation in decision-making, and the poverty reduction benefits of extractive industry projects. It also supports an increase in investment for cleaner, more efficient, and renewable sources of energy. As with other similar consultation processes, the final policy does not satisfy any one group completely but it does represent a good-faith effort to reconcile the differing and, at times, divergent positions of major government, industry, and civil society stakeholders. On the other hand, the consultation process has clearly forged new ground on improving the development outcomes of extractive industries, and it has furthered the Bank's understanding of how to carry out multi-stakeholder consultation processes. As part of the package of reforms proposed by management, the Bank Group will create an advisory group, including civil society representatives, to review Bank practices and discuss issues associated with extractive industries going forward.

representatives from an average of five countries per session. Consultations on the World Development Reports during this period took place with CSOs from more than 30 countries. The other technological innovation that was employed more intensely was *internet-based consultation*. In the case of the World Development Report 2004 on social services, the web-based discussion elicited detailed and substantive comments from more than 100 civil society representatives from several dozen countries.

Despite these efforts, the inconsistent institutional approach to dialogue and consultations, particularly at the global level, continues to pose problems for Bank–civil society relations. While consultation with CSOs occurs widely across the Bank today, Bank staff and civil society representatives alike report that their breadth and quality vary considerably. CSOs report that these consultations are often unsatisfactory in terms of preparation, logistics, and methodology. Further, timely and useful feedback has not always been provided to those CSOs consulted, leaving them uncertain whether their inputs were considered and/or incorporated by the Bank. These and other problems have contributed to what is being referred to as “consultation fatigue” within development circles. The Bank is taking several steps to address this problem and improve the quality and usefulness of consultations, including promotion of staff training on consultations, updating of a stakeholder consultation sourcebook, and establishment of a Bank-wide consultations advisory service.

Consultations on Bank Research

Several major Bank studies, such as the World Development Reports, Policy Research Reports, and reports by the Operations Evaluation Department and the Operations Evaluations Group, also underwent formal consultations during the past three fiscal years.⁴ Three World Development Reports were prepared since 2001: *Sustainable Development in a Dynamic World* (2002–03), *Making Services Work for*

⁴ It should be noted that while these studies are generally quite rigorous and their findings carefully analyzed within the Bank, they are research exercises intended to promote critical analysis and innovative ideas in keeping with the goals of a “knowledge Bank”. As such, they are not intended to set Bank policy or determine operational practice per se. The final decisions regarding their findings and conclusions are made by the research teams and their supervisory units such as DEC, OED, and WBI.

the Poor (2003–04), and *Improving the Investment Climate for Growth and Poverty Reduction* (2004–05). The consultation processes for each of these reports varied depending on the subject matter, consultation plans adopted by the study team, and interest shown by civil society. The most comprehensive effort occurred with the World Development Report 2004 (see Box 3).

Several Operations Evaluation Department and Operations Evaluations Group studies on indigenous peoples policy, poverty reduction strategies, AIDS, and extractive industries also underwent different forms of consultation (for example, research

Box 3: Civil Society Participation in the WDR 2004 on Services for the Poor

The World Development Report 2004, *Making Services Work for the Poor*, represented an important example of how the Bank should consult with civil society groups on Bank studies. One of the major features of the process was that CSOs were consulted at various stages of the research, beginning with its design. Several meetings took place with dozens of CSO representatives to discuss the outline, solicit feedback, and gather country case studies and local examples. With the first draft of the study in hand, the research team launched a second and expanded consultation phase, which included meetings throughout the world, several video conferences, and a moderated web-based discussion.

Face-to-face meetings took place with staff from NGOs, labor unions, donor agencies, and research centers in countries including Bangladesh, Egypt, Sri Lanka, Switzerland, Uganda, United Kingdom, and the United States. Three videoconferences featuring the study authors and CSO representatives from 15 developing countries were held. The web-based discussion, moderated by Public World, a United Kingdom-based CSO, elicited substantive and thoughtful comments by more than 100 individuals and organizations. Once the final study was published, the study team carried out the third stage of its outreach strategy by disseminating the study widely to the public and holding several meetings to obtain feedback on the final version. All written input from civil society was included in a CD-ROM attached to the main report and distributed widely.

planning workshops, focus group meetings, interviews) and involved dozens of CSOs. The Bank also consulted on several Policy Research Reports completed during the period. The report on land policy, for instance, involved a comprehensive consultation process that not only greatly improved the technical quality of the product but promoted a useful dialogue between government officials, small-farmer groups, land experts, and Bank staff. The *Land Policies for Growth and Poverty Reduction* study took place as the Bank sought to update its 30-year-old policy paper on land, increase knowledge within the Bank on the underlying issues, and encourage collaboration with civil society on land issues. The Bank and other donor agencies sponsored four regional workshops in 2002 on land issues in Cambodia, Hungary, Mexico, and Uganda, which brought together about 700 participants from more than 70 countries. The *Land* report was launched in June 2003 and was disseminated through workshops and meetings throughout the world, as well as through distance-learning courses involving more than 20 countries in Africa, Asia, and Latin America.

Consultations on Country Assistance Strategies

The Country Assistance Strategy (CAS) is the World Bank's comprehensive development strategy for any country planning to borrow from the IBRD or IDA. The CAS⁵ analyzes the country's economic and social conditions and delineates Bank lending for the coming years. The Bank streamlined and consolidated its policy and operational framework for CAS disclosure and stakeholder consultation during fiscal years 2002–2004. As a result, the Bank review found that civil society participation occurred in 79, or 70 percent, of the 113 CASs, CAS Progress



Bank staff consult with Russian CSOs on the Country Assistance Strategy (Moscow, 2002)

Reports, and other related strategies submitted to the Board during fiscal years 2002–2004. The participatory processes in CAS formulation have involved increasing consultation with a broader array of ministries in the executive branch, parliaments or legislatures, CSOs, private sector groups, and other donor agencies. This is an important finding, as it demonstrates a significant increase in civil society involvement in CAS consultations over the past four years as CASs have become increasingly public documents. This level of disclosure represents an important advance, because as recently as five years ago, most CASs were still not publicly available.⁶ Increasingly, information contained in the CAS, such as country priorities and proposed timetables, is shared with stakeholders.

Recent reviews have also found that the nature of civil society involvement in the CAS formulation process varied according to the type of document being prepared. CSO involvement has been largely mainstreamed in the preparation of regular CASs designed for 2–3 years. CAS updates and other special

⁵ A full Country Assistance Strategy may be prepared alone by the IBRD/IDA or jointly with the IFC and is drafted every 2–3 years depending on the size of the country, with larger countries drafting CASs more frequently. The short-term CAS documents prepared for Low-Income Countries Under Stress and post-conflict countries, known as the Transitional Support Strategies and the Country Re-engagement Notes are often prepared under special circumstances, such as post-conflict. All country offices must issue a CAS Public Information Notice in accordance with the Bank's 1998 information disclosure policy. In the interim period between CASs, often the Bank produces a CAS Progress Report that assesses the accuracy of the prognosis made and includes any necessary corrective measures or addenda.

⁶ Changes in information disclosure policies in the past few years have substantially improved the disclosure of the Bank's country strategies. In 1998 the policy was changed so that CAS documents became public after Board consideration and if governments consented. In 1999 IDA established provisions recommending the disclosure of CASs for all IDA countries. In February 2001 the Board mandated that Transitional Support Strategies be disclosed, and in August 2001 the Board recommended the disclosure of the Chairman's Concluding Remarks on all IDA or IBRD Country Assistance Strategies or Transitional Support Strategies that were disclosed.

CASs such as Transitional Support Strategies (TSSs) and Country Reengagement Notes (CRNs) are increasingly involving civil society consultation. During fiscal years 2002–2004, the Board considered 31 full CASs and 34 Joint Bank/IFC CASs, or a total of 65 documents, of which 63, or 97 percent, included civil society participation. Of 14 CAS Progress Reports and 15 Joint Bank/IFC CAS Progress Reports, or a total of 29 documents submitted to the Board during that period, 11, or 38 percent, included civil society participation. Despite the disclosure provisions for CASs prepared in Low-Income Countries under Stress, of the 19 TSSs and CRNs presented to the board, only 5, or 26 percent, reported having undergone consultation with civil society. Opportunities for greater civil society involvement in CAS formulation have been opened with the recently launched “results-based” CASs⁷, of which one was approved in fiscal year 2003 and five were approved

in fiscal year 2004. Five, or 83 percent, of these first pilots reported civil society involvement.

On the other hand, the track record is stronger in the area of disclosure, as nearly all CAS documents approved in the last three years have become public documents. The disclosure of CASs figured prominently in the revised Bank disclosure policy approved in 2001, which mandated that CASs were to be disclosed in all International Development Association countries, and that strongly encouraged governments to disclose the country strategies in all other countries. As a result, over the past three fiscal years all but one of the 113 CASs and related strategies have been or are in the process of being disclosed. In many countries, Bank staff have worked hard to include new civil society actors in CAS consultations. Annex I offers specific examples of civil society involvement in CAS processes in the 71 country and regional CASs reviewed, by giving specific examples of participatory activities by country. The table includes the specific participatory approach or methodology used, the type of consultation activities carried out, the types of CSOs involved in the consultation process, the outcome of the consultations, and the manner in which feedback was used to prepare the final CAS document. For a more detailed example of a participatory CAS consultation, see Box 4, which describes the process in Poland.

Despite these advances in civil society participation and disclosure of CASs, a number of challenges remain in order to achieve greater consistency in these policies. They include establishing greater linkages with other in-country participatory processes, such as participatory budgeting and government-citizen oversight bodies; engaging a broader spectrum of CSOs in the design, implementation, and evaluation of CAS results; and aligning the CAS with government-managed instruments such as the PRSP. In addition, there is a need to promote more proactive disclosure, including translating the CAS into local languages. Several countries, such as Mexico, Mozambique, and Poland, have taken important steps to improve the quality of CAS consultations and translate the CAS into local languages. The Bank’s challenge is to learn more systematically from these best practices to incorporate their lessons and achieve similar results in other countries.

Box 4: Consulting Civil Society on the CAS in Poland

In 2001, the Bank’s office in Poland consulted with a broad range of stakeholders as part of the process of formulating the Bank’s Country Assistance Strategy. The Bank had undertaken limited consultations with the Polish CAS in 1997 and was determined to build on this experience to ensure a more participatory process.

The methodology employed included baseline surveys, individual interviews, focus group meetings, and electronic surveys. The process extended through August 2002. First, Bank staff asked independent researchers and CSOs to conduct a baseline opinion survey of 1,200 stakeholders on the country’s most pressing development challenges. This was complemented by in-depth interviews with 58 opinion leaders from different sectors. A series of consultation meetings followed with representatives from civil society, professional associations, businesses, academic institutions, trade unions, and municipal authorities.

The Bank enlisted the support of an important civil society network, the Polish Green Network, to help select participants, define methodology, and facilitate consultation meetings. The Bank also posted the CAS draft in Polish and English on its website to elicit feedback. This consultation was deemed successful and resulted in several important modifications to the country assistance strategy draft document. The changes included more in-depth poverty analysis, inclusion of greater gender analysis, and inclusion of data on labor markets, education, health, infrastructure, and environment.

⁷ Unlike traditional CASs, which largely focus on the Bank’s country strategy for the coming years, the results-based CAS also analyzes the performance of the past and current Bank portfolio, with an emphasis on operational outcomes and impact on poverty reduction. The results-based CAS also calls for more systematic dialogue with the government and civil society, and better coordination among donors. The pilot phase of the results-based CAS will be assessed in fiscal year 2005, at which point this practice will become mainstreamed.

2

Civic Engagement and Participation

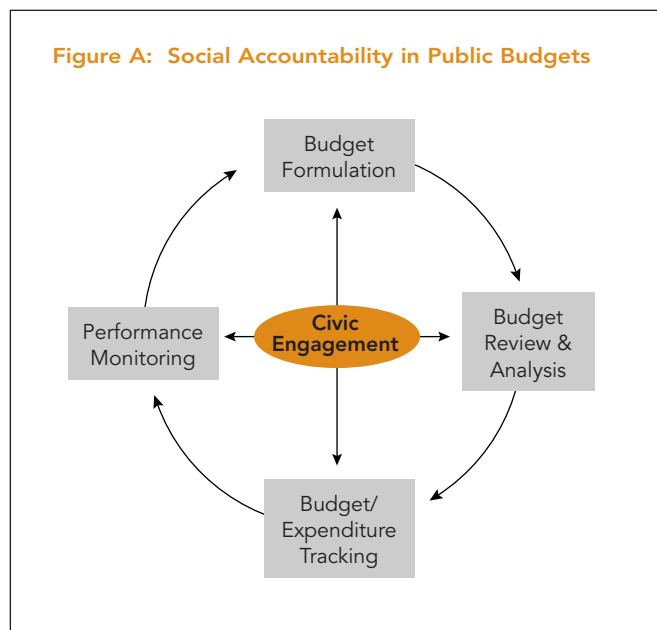
During fiscal years 2002–2004, the policies and programs in civic engagement and participation expanded and consolidated across regions and countries. The definition and scope of these concepts were further refined to include the notion of *social accountability* and the promotion of an *enabling environment* for civil society participation. This section will provide information on the Bank’s evolving social accountability agenda and work on promoting an enabling environment for civic engagement. It will highlight the efforts to promote participatory budgeting, provide voice through grassroots media, and report on advances in civil society participation in the PRSPs.

Promoting Social Accountability in Bank Operations

In recent years, CSOs in developing countries have developed *social accountability* methodologies to influence budget processes, allocation decisions, and expenditure monitoring. Social accountability is an approach in which ordinary citizens and/or CSOs participate directly or indirectly in promoting accountability within public institutions. Social accountability mechanisms are demand-driven, operate from the bottom up, and aim to promote development effectiveness, empowerment, and good governance. Social accountability includes actions at both the national and community levels that focus on the formulation and monitoring of public policy, government revenue collection, and engagement in the budget cycle, namely budget formulation, budget review/analysis, public expenditure/input tracking, and performance monitoring and evaluation of publicly funded programs and projects (see Figure A).

There are many illustrative examples of participatory approaches civil society has developed to influence the budgeting process during its various phases:

- **Budget Formulation**—In *Brazil*, civil society has worked closely with the city government of Porto Alegre to implement a participatory budgeting process that has engaged some 50,000 citizens in determining municipal spending priorities.
- **Budget Review & Analysis**—In *South Africa*, the Africa Budget Project of the Institute for a Democratic Alternative (IDASA) has trained some 220 CSOs throughout Africa to review and analyze public budgets.
- **Budget/Expenditure Tracking**—In the *Philippines*, the Philippine Governance Forum (PGF) launched a Government Watch program in which college students closely monitored government education, health, and roads projects to guard against mismanagement and fraud.
- **Performance Monitoring**—In *India*, the Association for the Empowerment of Workers and Farmers (MKSS) has worked with local NGOs to carry



out “social audits” in Rajasthan state to hold government officials accountable for public expenditures and to fight corruption.

The social accountability agenda has also expanded considerably in the Bank, as it has supported or learned from many participatory budget initiatives and experiences over the past three years. This complements the Bank’s ongoing work on good governance, which includes public expenditure reviews, anticorruption initiatives, support for decentralization, financing of institutional and administrative reform of government bodies and programs, citizens’ scorecards on government services, and support for participatory budgeting approaches. In this respect, social accountability supports the Bank’s recently updated social development strategy, which focuses on *inclusion, cohesion, and accountability*. The Bank’s Social Development Department, the World Bank Institute, and regional units are engaged in various capacity enhancement activities to enable both CSOs and governments to operationalize social accountability mechanisms in order to improve transparency, accountability, and performance of public institutions. The Bank has also joined with international CSOs, local governments, and donor agencies to launch a pilot participatory budgeting initiative to support participatory and accountable budgeting initiatives (see Box 5).

Social accountability policies and mechanisms are also being incorporated into adjustment loans and Poverty Reduction Support Credits (PRSCs), which are an integral part of the Bank’s policy reform and poverty reduction strategy worldwide. Adjustment lending is a direct infusion of Bank funds into a government’s budget to support fiscal and monetary reforms, address social and economic crises, and support other policy and institutional reforms by borrowing countries. Policy-based lending within the Bank’s global project portfolio reached a peak in fiscal 2002, as 64 percent of IBRD loans and 30 percent of IDA credits. These numbers were somewhat skewed by large loans to a few countries such as Turkey, Brazil, and Argentina. These levels have dropped considerably as IBRD’s development policy lending was 37 percent of total commitments for fiscal year 2003 and 40 percent for fiscal year 2004.

CSOs, particularly those that monitor World Bank policies, are interested in adjustment lending as they often point to the lack of transparency in the negotiation process and question the social impacts of such loans. Because of the growth in the proportion of adjustment lending in the Bank’s portfolio and the controversy surrounding such loans in civil society, the Bank’s Social Development Department has developed a series of participatory methodologies and guidelines to promote greater civil society

Box 5: Strengthening Civic Engagement through Participatory Budgeting

The Civil Society Budget Initiative emerged from a pilot proposal, *Strengthening Civic Engagement in Public Expenditure Management*, which was initiated by the Social Development Department in 2000 to promote accountability and transparency in public expenditure management by involving civil society groups in budget processes. It subsequently evolved into a coalition of CSOs, local governments, the World Bank, and other donor agencies, who are collaborating in providing technical and financial support toward capacity building of CSOs in participatory budget work in PRSP countries in Africa, Asia, and Latin America. Initial workshops took place in May 2002 to identify and analyze diverse and innovative local budgeting experiences, as well as to facilitate the identification and establishment of a network of organizations interested in pursuing applied budget work. The International Budget Project in Washington, D.C., is now the secretariat of the Civil Society Budget Initiative,

which is processing project proposals submitted by CSOs in the eligible countries.

The current partners of the participatory budget program are FUNDAR Centro de Analises e Investigacion of Mexico, the Uganda Debt Network, the Institute for Democracy in South Africa, the Center for Democracy in Bolivia, the Ford Foundation, the National Center for Advocacy Studies of India, the Danish International Development Agency, and the municipality of Porto Alegre, Brazil. The initiative, currently funded by DFID and the Swedish International Development Agency, recently established a global fund to support civil society budgeting initiatives in Africa, Latin America, and Asia. Civil society organizations may use the funds toward capacity building and for programs to track and monitor budgets, train and educate the public, and improve the public’s understanding of and ability to influence government revenue collection and expenditures. For more information on the Civil Society Budget Initiative, visit its website (see Annex III).

participation in the formulation, monitoring, and evaluation of programmatic loans. The Bank has also introduced the use of adjustment lending geared at improving the quality and reach of social policies and spending on poverty reduction efforts. One such case is the Peru social reform loan described in Box 6.

To further consolidate these civic engagement and participation efforts in adjustment lending, the Bank has approved a new Operational Policy/Bank Practice on Development Policy Lending to guide Bank task managers when they administer these loans. The Note provides guidance on the following issues: how stakeholder participation can contribute to the policy process; which organizations should participate and their comparative advantages; at what stage participation can enhance reform policies; and how to analyze and assess the risks and challenges of participation before initiating a participatory process.

Enabling Environment for Civic Engagement

During fiscal years 2002–2004, the Participation and Civic Engagement Group started to carry out comprehensive and participatory analyses of countries' enabling environment for civic engagement and social accountability, as an important contribution

to improve the Bank's country strategy, sector research, and lending instruments. An analytical tool was developed to gain systematic understanding of the institutional, political, socio-cultural, and economic constraints to civic engagement, as well as to facilitate policy reforms and capacity building. The framework, called ARVIN, measures five interrelated factors: freedom of citizens to *associate* (A); ability to mobilize financial and other *resources* (R) to further the objectives of their organizations; ability to formulate and express *voice* (V), or opinion; access to official *information* (I); and the existence of spaces and rules of engagement for *negotiation* (N) and public debate. This diagnostic tool has been applied in several countries with various stakeholders, particularly civil society groups, to assist them in translating their knowledge, experiences, and analysis into actionable policy and legal reform proposals.

The study carried out in **Senegal**, for instance, focused on factors undermining demand by civil society and local communities for effective decentralization and local governance, and participation in their realization. The study found that weak



Community Assembly for the Participatory Budgeting Process in Porto Alegre, Brazil (July 2004)

Box 6: Participation and Accountability in Peru's Social Reform Loan

The Peru Programmatic Social Reform Loan, financed in 2001 and now in its third year, is an integral part of that country's larger medium-term social reform policies. The loan aims to strengthen the pro-poor focus of public expenditures, improve access to health and education programs, and provide a safety net for the poor during economic crises. The loan also seeks to improve the transparency and social control of resource allocation by promoting greater civil society involvement in the planning and monitoring of social programs.

A key feature of the loan has been the launch of an economic transparency web-based portal to make financial and budget information easily accessible and useful to ordinary citizens. The portal allows citizens and CSOs to monitor public spending as it provides data on monthly budget transfers and expenditures for all government programs. Complementary measures have been taken to strengthen the budget monitoring program of the Ministry of Economy and Finance, which generates the financial data

and maintains the transparency portal. Other measures taken to enhance transparency included the establishment of a participatory monitoring system of social programs, which will be tracking the performance of social services as they are decentralized. Steps have also been taken to improve the coverage and quality of national surveys and administrative statistics of the National Institute of Statistics.

Finally, the government has spearheaded a legislative framework for guaranteeing access to information and encouraging civic engagement in public policy formulation and monitoring. Two laws on transparency and access to information have been passed to promote participatory processes in the country's budget cycle at the local level. As a result, Peru has become one of the countries with the most advanced legislative frameworks for the institutionalization of citizens' involvement in policy-making processes at the national and local levels

“demand side” of social services had contributed to a poor decentralization process, and it pointed to serious gaps in effective civil society engagement in local governance. It also stressed the potential for CSOs to play an important role in addressing these distortions and to contribute to improved public service delivery. The ARVIN application in **Albania** permitted an analysis of the content and implementation of laws and regulations relevant to CSOs. The assessment’s findings and recommendations are expected to lead to further expansion of opportunities for civil society to influence development programs, participate in and help improve publicly financed services, and contribute to the overall effectiveness of future PRSCs.

Building on the usefulness of the ARVIN analytical tool, the Social Development Department staff developed an analytical tool tailored to application in Low-Income Countries under Stress. The Civil Society Assessment Tool was launched in Togo, Guinea-Bissau, and Angola during fiscal year 2004. The studies are enabling Bank and government agencies to join with CSOs in the identification of obstacles and opportunities for civic engagement, and the recommendations will feed into the coun-

Box 7: Civic Engagement in Low-Income Countries under Stress

The Bank has acknowledged the important role CSOs play in Low-income Countries Under Stress, as they foster self-reliance and build empowerment among vulnerable communities. The *Civil Society Assessment Tool* was developed in order to understand better the role CSOs play in those countries. It is an analytical tool, based on the ARVIN framework (see adjoining text), designed to facilitate an organizational mapping of civil society; understand relations between civil society, government, and donor agencies; analyze institutional rules and cultural norms for civic engagement; and assess the capacity of CSOs to deliver services to the poor and improve governance.

This analytical tool is being piloted in Angola, Guinea Bissau, and Togo. The findings from these studies are being “translated” into practical advice for country teams to inform the Transitional Support Strategy progress report in Angola, the Interim Support Strategy in Guinea Bissau, and the Country Reengagement Notes in Togo, as well as ongoing and planned loan operations. In all three countries the data and analysis will be disseminated widely in order to form the basis for local workshops proposing follow-up actions for strengthening civil society participation in these processes. For more information on this tool and Low-Income Countries under Stress, visit the Bank’s participation website (see Annex III)

tries’ assistance strategies. See Box 7 for more information on this tool.

In order to facilitate information exchange and learning on the enabling environment for civic engagement, the Bank has developed an interactive website, *Civic Engagement*, hosted by the Development Gateway. This online resource offers an extensive menu of resources on the key factors that influence the environment for civic engagement. The website is managed in partnership with a selected group of CSOs.⁸ For more information, visit the Development Gateway website (see Annex III)

Giving Voice through Grassroots Media

Empowerment is crucial for effective participation in development and possible only when citizens gain access to information and exercise their right to speak. Community radio stations have proven effective as they stimulate dialogue, sustain oral tradition, and encourage greater accountability in public affairs. In addition, they are inexpensive and widespread. These communication venues are playing a vital role in many spheres of development such as conflict prevention and post-conflict reconstruction, as in Timor-Leste.

In fiscal 2002, an initiative aimed at strengthening social accountability and Community-Driven Development approaches in Bank programs was launched to enhance both content development and broadcasting capacity among community radio stations. The Empowerment and Voice through Community program supports community radio stations to enable citizen participation, poverty reduction, and community development. The program provides funding for diagnostic studies, policy reviews, program development, and skills training. This integrated strategy was developed at a workshop in May 2003 that brought together about 30 CSO leaders, community radio operators, media experts, and Bank staff.

The program also encourages Bank support of community radio initiatives within large loans and other funding mechanisms. Local radio initiatives are included in Bank-funded Community-Driven Development projects in Timor-Leste (expanding

⁸ Current CSO content partners on the Civic Engagement website are South Asia Partnership (Pakistan), Arias Foundation (Costa Rica), Philippine Rural Reconstruction Movement (Philippines), and General Union of Voluntary Services (Jordan).

on support from the Community Empowerment and Local Governance Project), Indonesia, Sri Lanka, and Malawi, and within policy-based operations in Peru and Benin (see Box 8).

Other activities being supported include professional training for community radio reporters and roundtables to enhance networking among community radio stations for better public engagement (Malawi and Benin), program development on social auditing (Peru), and technical workshops to enhance the programming capacities of community radio stations and their supporting organizations (Sri Lanka). In Indonesia, the large Kecamatan Development Project has been using community radio to send messages about the project and strengthen civic oversight at the local level. In addition, a diagnostic study within the project is identifying ways to improve institutional mechanisms and practices for informed choice-making, local governance, and empowerment of poor communities. These pilot efforts will provide a basis for the Bank to shape and expand its lending support for grassroots media development.

Expanding Participation in Poverty Reduction Strategies

PRSPs were established in 1999 to encourage governments to develop their own comprehensive plans to promote economic growth and reduce poverty through wide stakeholder consultation and donor coordination. The strategy paper process⁹ aims to promote an open and inclusive national dialogue on development plans and budget priorities between government and other stakeholders within civil society and the private sector, thus stimulating a public debate about the paper to ensure participation and ownership of the strategy. The strategy papers are designed to provide the basis for all World Bank and International Monetary Fund concessional lending and for debt relief within low-income countries.

Box 8: Increasing Voice through Community Radio in Timor-Leste

An interesting example of the Bank's support of community radio is the *Community Empowerment and Local Governance Project* (CEP) in Timor-Leste. After most of the country's infrastructure was destroyed by violence related to the process for independence in 1999, radio became a key source for news and entertainment. The project provides small grants for community infrastructure, small-scale economic activities, cultural preservation, and social reconciliation efforts. It also supports the establishment of community radio stations in selected districts to foster participation and provide communities with access to information and voice. For many communities, these stations are their only way to engage in their new democracy and connect with the outside world.

CEP's support for radio began with the provision of small equipment and training for district reporters. Afterwards, the component helped with formation of district media and culture boards, which requested assistance to set up the community radio stations. The component also assisted with establishment of the Community Radio Center, a hub expected to provide continuous support to the radio stations long after the project ends. The project provided equipment, training to reporters, managers and technicians, and small start-up operating costs. These independent entities, owned by the community and directed by community-based boards, began broadcasting in fiscal 2002. For more information, search for the Community Empowerment and Local Governance Project (03) in the Bank's Project Database (see Annex III) .

It is generally agreed that the scope and pace of civil society participation has varied among countries, moving more rapidly in some and more slowly in others. But in general, the process has contributed to greater transparency and improved policy dialogue between governments and civil society on poverty reduction issues. During fiscal years 2002–2004, countries brought forward 14 interim strategy papers, 35 full papers, and 21 annual progress reports. During fiscal year 2004, 10 countries received Poverty Reduction Support Credits to support country-owned poverty reduction priorities. (For a description of participatory processes

⁹ Countries generally prepare three types of documents as part of the PRSP process: an initial interim strategy paper, a full paper, and an annual progress report. The interim paper is designed for those countries that are currently not in a position to complete a full paper but that need to start applying for debt relief under the Heavily Indebted Countries Program initiative or access other Bank/Fund concessional assistance. Once the full PRSP is completed and being implemented, countries report progress in implementing the strategy paper through annual progress reports. Once the full strategy papers are adopted, the Bank prepares a Country Assistance Strategy that is in line with the government's poverty reduction plans. Countries can then apply for a variety of financing instruments such as investment loans, adjustment loans, or IDA credits to implement the strategy paper. A new instrument established within the strategy paper framework is the Poverty Reduction Support Credits (PRSCs), which provide financial support for the implementation of strategies with multiple-year financing of national budgets linked to needed reforms in critical economic, financial, structural, and social areas.

carried out in the preparation or implementation of interim and full poverty reduction strategies approved during fiscal years 2002–2004, see Annex II.) Below are some examples of civil society involvement in the various stages of the strategy paper process, from preparation and discussion to monitoring its implementation.

- In **Armenia**, the overwhelming majority of participants of the 10 technical working groups for the strategy report preparation were from civil society.
- In **Bangladesh**, the Bank joined the Ministry of Women's Affairs and other donors to support the establishment of the Gender Platform, composed of government officials and CSO leaders geared to incorporating gender analysis and concerns into the strategy paper.
- In **Ghana**, the trade union confederation participated in a variety of multi-stakeholder forums and submitted a wide-ranging report calling for major changes in government poverty reduction policies during the strategy paper drafting phase.
- In **Honduras**, union representatives participated in the National Council for Social and Economic Planning, which, under International Labor Organization auspices, called for a number of measures to be included in the strategy document.
- In **Vietnam**, CSOs participated actively in the Poverty Task Force, which has built a shared understanding among government, civil society, and donor agencies on poverty reduction approaches and served as a key link to the government team preparing the strategy paper.

In addition to processes of civic engagement, people can demand accountability through formal structures of representation and delegation. The most obvious forums for this are national parliaments, or legislatures, which are found in about 90 percent of the world's more than 200 sovereign states. Parliaments can perform a number of crucial functions, including making policies and laws, giving voice to constituents, providing a deliberative forum for the national debate, and exercising independent oversight of the executive. In this regard, a number of countries' parliaments or individual parliamentarians have been involved in the formulation process of the PRSP, and there is evidence that the numbers are growing. The Mauritania annual

progress report describes how members of parliament participated in the general assemblies that formed part of the participatory process, and how future efforts will be made to strengthen the parliament's oversight capacity. In Mozambique, the annual progress report has now become a mandatory biannual report, *Balanco do Programa Economico e Social*, submitted to the parliament. The Malawi and Guyana strategy papers describe the establishment of committees designed to strengthen public accountability for poverty reduction and to deepen the role of parliament in governance.

Since the completion of the Bank/Fund PRSP review in 2002, there is growing evidence in many countries of increased involvement of parliaments, as opposed to individual members of parliament, in the process. Nonetheless, there is scope for improvement and incentives need to be provided for parliaments to be more fully involved in the PRSP process. These include improved parliamentary oversight of the executive branch to ensure improved service delivery, stronger parliamentary budget review, and increased parliamentary cooperation with civil society in the monitoring of outcomes and evaluation of impacts. The Bank in 2000 established the Parliamentary Network on the World Bank (PNoWB), which is attempting to strengthen the role of parliamentarians from 80 countries in the formulation and monitoring of the PRSPs.

On the other hand, while participation of trade unions in strategy processes has intensified, the track record is somewhat mixed. A 2004 study of 19 countries undertaken by a labor union leader on secondment to the Bank from the International Confederation of Free Trade Unions, showed that while most unions had been invited to discussions leading to formulation of the strategy papers, none had been formally included in the implementation, monitoring, or evaluation process (See Figure B). The study identified a number of weaknesses and shortcomings, such as lack of capacity, time constraints, government resistance, and lack of structured processes, which had limited effective union participation. However, the study points to cases of good practices in the preparation of many strategy papers.

Regional forums and thematic workshops on PRSPs and related participatory budgeting initiatives took place during the past three years with the participation of diverse stakeholders, including CSOs (see Box 9 for a Bank event held in Washington, D.C.). An example was a four-day training

workshop held in January 2004 in Dar-es-Salaam, Tanzania, on Budget Analysis and Tanzania's Participatory Public Expenditure Review. The objective of the workshop was to enhance the capacity of Tanzanian CSOs in budget analysis by presenting key principles and tools, undertaking practical exercises in analyzing Tanzania's budget, and analyzing different international experiences with civil society budget analysis and advocacy. The workshop was sponsored by World Bank Institute, Participation and Civic Engagement Unit, and Social Development Department staff. It brought together 30 participants including community leaders, CSO staff, journalists, and local government officials.

Over the past three years, Bank teams working with governments on their PRSPs have provided training and prepared resource guides to encourage greater civil society participation in the process. The resource guides included the *PRSP Sourcebook* to support countries with guidance, tools, and other technical advice for strategy paper implementation; the *User's Guide to Poverty and Social Impact Analysis*, which highlights some of the key tools that practitioners may find useful to analyze poverty and social impacts of policy reforms; and *Empowerment and Poverty Reduction: A Sourcebook*, to improve empowerment practices in the development of PRSPs and Poverty Reduction Support Credits. Finally, in 2001 the Bank launched the PRSP Trust Fund with contributions from the Netherlands, Japan, and Switzerland. It provides grants of up to \$500,000 to governments and other stakeholders including CSOs working with national teams to

Figure B: Participation of Labor Unions in PRSPs

COUNTRIES	LEVELS OF PARTICIPATION		
	SUBSTANTIAL	PARTIAL	NONE
Bosnia/Herzegovina	X		
Cambodia	X		
Democratic Republic Congo			X
Ethiopia		X	
Georgia	X		
Ghana	X		
Guyana		X	
Honduras	X		
Indonesia		X	
Kenya		X	
Malawi		X	
Mongolia		X	
Nicaragua		X	
Pakistan	X		
Senegal		X	
Sri Lanka		X	
Tanzania			X
Uganda		X	
Zambia	X		
TOTAL	7	10	2

DEFINITION OF TERMS:

Substantial: Unions and other CSOs were consulted at various stages of the PRSP process by submitting suggestions and other documents during the drafting phase. Unions were actively involved in workshops, forums, and other meetings, and strategy documents reflected some of their concerns.

Partial: Unions sought to be included in the initial and full strategy paper drafting phases. Unions participated in some forums or other meetings, but they did not receive the information they needed in a timely manner or in a usable format, and drafters did not include union representatives or take up their suggestions.

No: Unions were not invited to participate or included in the process.

Source: "Trade Union Participation in the PRSP Process," Social Protection Discussion Paper 0417, [Lawrence Egulu, World Bank] August 2004.

Box 9: Bank–Civil Society Workshop on Poverty Reduction Strategy Papers and Social Accountability

The workshop *Democratizing Development: Deepening Social Accountability* through PRSPs, held September 25, 2002, in Washington, D.C., before the Bank's annual meetings, was cohosted by World Vision and the Bank, as part of the one-day conference on Poverty Reduction Strategy Papers and accountability. Some 160 participants attended, including NGOs from both the North and the South, government representatives from PRSP countries such as Tanzania, Mauritania, and Uganda, bilateral donors, United Nations agencies such as the United Nations Development Program and UNICEF, and staff from the Bank and the International Monetary Fund.

The workshop explored how NGOs and policy makers can best use the new space created by PRSPs to increase transparency and accountability and aid effectiveness. It was organized around two main plenaries and four breakout sessions covering themes such as strategy papers and their relationship with the rule of law, human rights and strategy papers, new civil society networks developing in the PRSP context, and budget accountability. A synthesis of the proceedings is available in the Bank's PRSP website (see Annex III).

strengthen the PRSP process. Full reports of these studies and complementary materials are available on the Bank's participation website (see annex III).

As part of its efforts to monitor and improve the strategy paper process, the Bank and the International Monetary Fund undertook a two-year review of the program process, including country assessments, studies, and technical workshops. The results of the review were discussed at a conference in Washington, D.C., in January 2002, which brought together more than 200 participants from developing countries, donor agencies, and civil society groups, including more than 40 national and international CSOs that presented their independent assessments of the process. The central message that emerged from the review is that while the openness and effectiveness of the process has varied depending on the country context, in general it is leading to better-informed decision making and more effective use of public resources. In many countries, the process has allowed civil society to get involved for the first time in government macroeconomic and social policy planning and program implementation. Conference proceedings, including copies of CSO reports, can be viewed at the Bank's PRSP website.

Finally, two desk reviews of PRSPs by the Bank's Social Development Department in fiscal years 2002–2003 provided preliminary evidence on the extent of stakeholder participation in the process and helped to identify both constraints and oppor-

tunities to enhance civil society participation. Among other findings, the study pointed to the need for "institutionalizing" the process. This requires translating the strategic framework into budget decisions, policy and sector reforms, investment plans, public expenditure management reforms, and improved public services. The study also found that effective civil society involvement in the process is only possible if participation is mainstreamed at all operational levels of public administration and in all sectors of development. With more participating countries finalizing their strategy, the attention has shifted from preparation to issues of implementation and monitoring.



WB-CSO Joint Conference on PRSP and Social Accountability in Washington, DC (September 2002)

3

Operational Collaboration and Institutional Partnerships

During the past three years, the World Bank has intensified its operational collaboration and entered into important new institutional partnerships with CSOs, particularly at the country level. Increased operational relations have occurred in various ways, including greater involvement of CSOs in Bank lending, providing grants to civil society, sharing knowledge and joint training initiatives, and developing new programmatic partnerships in areas such as the environment, AIDS, and corporate social responsibility. This section will describe the growing involvement of civil society in Bank operations and the major collaborative efforts undertaken at the global, regional, and country levels.

Mainstreaming Civil Society Involvement in Bank-Funded Projects

Involvement by CSOs in Bank-funded projects grew consistently during fiscal years 2002–2004. It comprised a wide range of activities, including contracting with government agencies to deliver social services such as AIDS prevention, managing village water systems, running day care centers, advancing micro- and small-enterprise development, and participating in environmental park management. This involvement included CSOs receiving Bank funds through governments—via Community-Driven Development or social funds—to promote community development and institutional strengthening of civil society groups. CSOs also contracted with the Bank to carry out research (environmental or social impact analysis), provide technical assistance (assist with project design and implementation), undertake capacity building (training of community leaders), and participate in monitoring and evaluation efforts (of projects and PRSPs). It is important to stress that civil society involvement in service provision and training activities is not intended to replace the role of government, but rather to complement and improve government action.

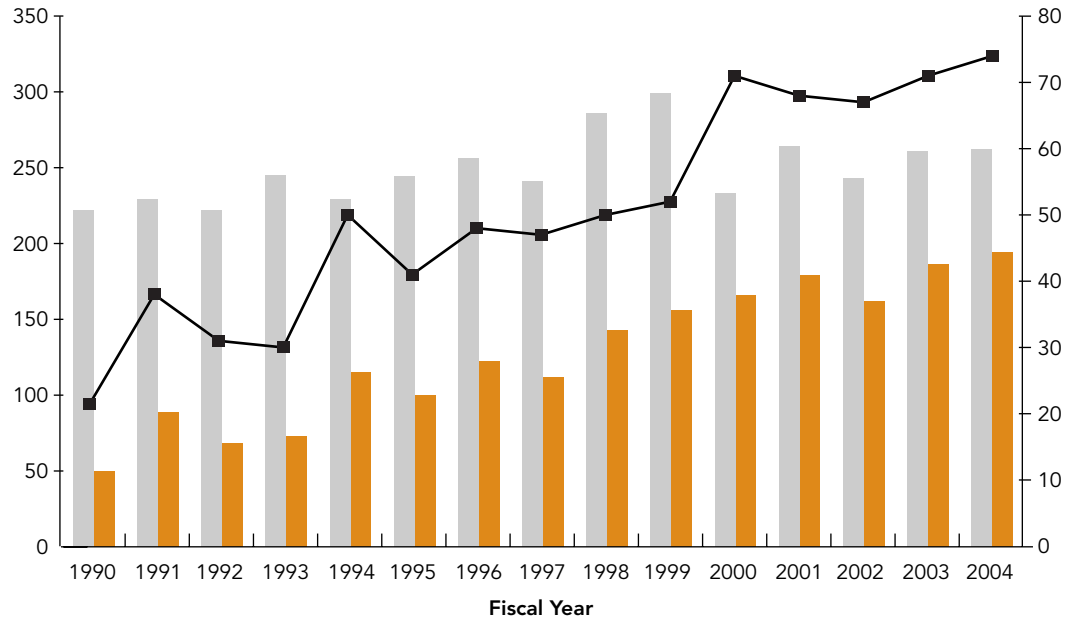


Regional Community-Driven Development “Training of Trainers” Workshop in Tanzania (March 2004)

A review of Bank-financed projects approved by the Board during fiscal years 2002–2004 found that civil society involvement in World Bank-supported operations climbed consistently over the three years.¹⁰ The review of approved projects found that during fiscal year 2002, 162, or 67 percent, of the 243 projects approved by the Bank’s Board of Directors reported some form of civil society involvement. During fiscal year 2003, the review found that 186, or 71 percent, of the 261 projects financed had civil society participation. In fiscal year 2004, the percentage grew slightly as 194, or 74 percent, of the 262 total projects supported had civil society involvement. See Figure C for a historic perspective on how CSO participation has grown significantly

¹⁰ It should be noted that the Bank’s lending portfolio for the reported period included loans from IBRD and credits from the IDA. It also includes investment loans (social, environmental, infrastructure, and so forth) as well as adjustment loans (budget support).

Figure C: Civil Society Involvement in World Bank Projects, Fiscal Years 1990–2004



Source: Desk review of World Bank documents conducted by the World Bank’s Social Development Department.

Note: The gray columns indicate total number of new IBRD and IDA loans each fiscal year, and orange columns indicate the loans that reported involvement by civil society in the identification, planning, and appraisal phases. The transversal line indicates the percentage of the orange in relation to the gray columns, which represents, in turn, the percentage of World Bank projects with CSO involvement each fiscal year.

over time since 1990. It is important to note that the portfolio review undertaken is based on an analysis of the Project Appraisal Documents, President’s Reports, and Public Information Documents which are produced and disseminated during the preparation phase of Bank-funded projects. Thus the figures presented report on *actual* civil society participation activities undertaken during the identification, preparation, and appraisal stages of the project cycle, but can only report on *intended* involvement during the subsequent implementation, monitoring, and evaluation phases.

Below are some examples of civil society involvement in Bank-financed projects.

- In **China**, women’s federations have participated actively in the design of the *Anning Valley* regional development project by sitting on the management council and carrying out skills training (see Box 10).
- In **Afghanistan**, two well known CSOs—CARE (United States) and BRAC (Bangladesh)—were selected by the Ministry of Education to help implement a \$15 million education project in five provinces.
- In **Kenya**, more than 1,200 CSOs have received funding to implement village-level AIDS prevention and treatment programs as part of the Bank’s Multi-Country HIV/AIDS Program.
- In **Mexico**, producers’ associations, labor unions, and NGOs participate actively in the *Sustainable Development Regional Councils* of a large rural development project.
- In **Turkey**, several CSOs participate in the *Social Risk Mitigation Project* by serving on one of its advisory boards, organizing community development efforts, and providing social services.

Box 10: Empowering Women in Rural China

The World Bank funds an agricultural development loan that fosters an active partnership between the Chinese government and local women's groups. The Anning Valley Agricultural Development Project in southwest Sichuan Province aims to support local development and poverty reduction through development of water resources, crops, livestock, agro-processing, and institutional building. The \$120 million project covers 15 poor rural counties, many in remote, mountainous areas.

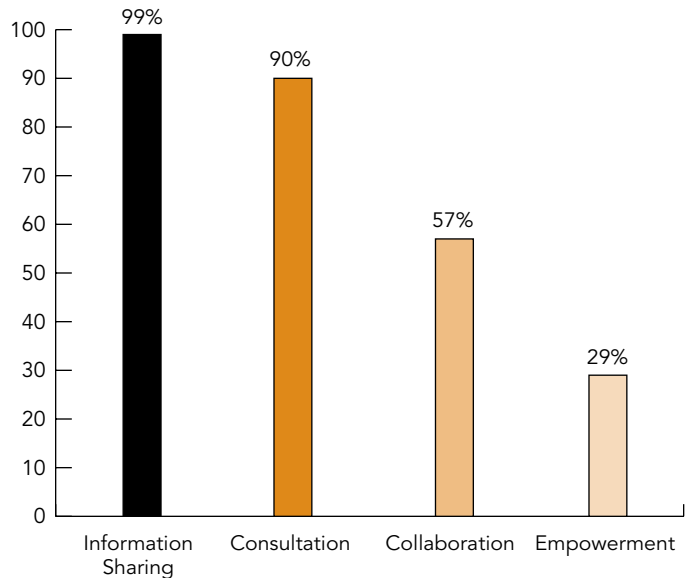
Local women's federations were closely involved in the project planning and design stages, as well as in implementation. In Panzihua City, for instance, the women's groups sit on the project management board, and they mobilized women to participate in the project through information distribution and meetings. The women's federations helped organize 507 agricultural training workshops involving 49,000 women, which included extensive field study tours. These activities have served to increase women's production capacity and empowered them to start reducing the gender gap within the community and their own households.

- In West Bank and Gaza, CSOs manage several large community development and service provision projects, such as the *Hebron District Community Development Program*.

An in-depth review of the quality of civil society participation in Bank-financed loans, carried out for fiscal 2002 approved projects, indicates that client countries employ or provide for a variety of levels of participation in project development. The Bank used four broadly defined "levels of participation" for this review: *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 D shows that most projects with civil society involvement reported higher levels of participation during the first phases (information-sharing and consultation) as opposed to the later stages of participation (collaboration and empowerment).

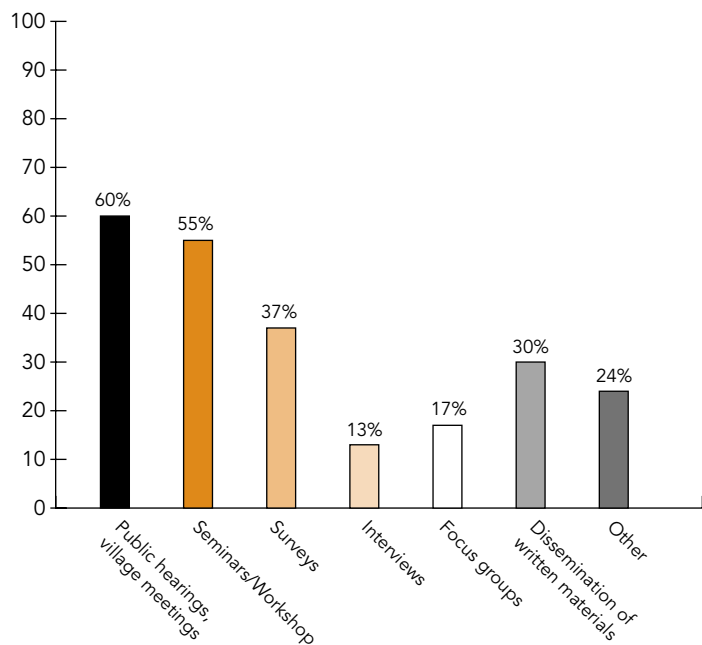
The review of approved projects during fiscal year 2002 also showed types of participatory approaches used or planned in project development. Figure E

Figure D: Levels of Civil Society Participation in World Bank Projects, Fiscal Year 2002



Source: Portfolio review of projects conducted by the World Bank's Social Development Department, Fiscal Year 2002.

Figure E: Types of Participatory Methodologies Used in World Bank Projects, Fiscal Year 2002



Source: Portfolio review of projects conducted by the World Bank's Social Development Department, Fiscal Year 2002.

shows a preference for public hearings, village-level meetings, seminars, and workshops over other methodologies such as surveys, focus groups, and dissemination of written materials.

Scaling Up Civil Society Community Development Efforts

In 2000 the Bank introduced a new approach to support the grassroots development efforts of civil society. Community-Driven Development (CDD) aims to give voice to and empower community groups to control decisions and resources that affect their lives and is a framework for linking community resource management with participatory governance and institutional reform. These programs take many forms, including direct community control of resources and investment decisions through social funds; management of resources by local governments or other actors (such as CSOs or consultancy firms) with participatory decision making and citizen monitoring mechanisms; and activities to strengthen the enabling environment for greater civil society participation. These include public sector policy and institutional reform, participatory budgeting, and decentralization processes.

Investments in Community-Driven Development programs and projects represent about 10 percent of the World Bank's portfolio, or approximately \$2 billion a year, and are being implemented all over the world (see Box 11). The Bank considers Community-Driven Development to be an effective mechanism for poverty reduction, as it

complements government and private sector efforts by achieving immediate and lasting results at the grassroots level. By devolving responsibility to the local level, Community-Driven Development has the potential to be scaled up by occurring simultaneously in a very large number of small-scale communities, thus achieving far-reaching poverty impact. Finally, well-designed programs are inclusive of poor and vulnerable groups, build positive social capital, and give these groups greater voice both in their community and with government agencies.

One of the most common mechanisms within the CDD approach is social funds, which offer grants to community groups to rebuild war-torn communities, provide social services, and carry out community development efforts. Social funds are the oldest and largest grant mechanisms financed by the Bank. Social funds are always managed by governments and can vary considerably depending on their specific objectives, operational modality, and country context. Over the past 15 years the Bank has financed more than 100 social funds in 60 countries, for a total of \$4 billion.

In addition, many large Bank loans managed by federal or state governments have small-grants mechanisms geared to funding civil society initiatives that complement larger government programs. This is the case, for instance, with community prevention efforts funded within national AIDS loans and grants to small farmers provided within larger regional development loans. During the past three fiscal years, the most significant social funds were

Box 11: Scaling Up Community-Driven Development in Europe and Central Asia

In 2000, the Bank's Europe and Central Asia region outlined a strategy to scale up Community-Driven Development initiatives through their integration into institutional reform measures, state decentralization programs, and Bank loans. The goal was to use this approach to improve development effectiveness, build social capital, strengthen governance, and reduce corruption in the region. Four countries and a subregion were identified as priority areas to implement pilot programs: Albania, Armenia, Romania, Russia, and Central Asia (Kazakhstan, Kyrgyz Republic, Tajikistan, and Uzbekistan).

During fiscal years 2002–2004, several new CDD programs were funded in these countries and elsewhere. In Azerbaijan, for instance, a proposed Rural Investment Project is expected to have a large component that will be developed in consultation with civil society. In May 2002 the World Bank and the Albanian government organized a regional Community-Driven Development workshop in Tirana to promote information exchange and provide training and hold policy discussions on implementing such programs in Central Asia. Government officials, CSO leaders, and donor agency representatives from 10 countries attended.

established in Africa to fight the AIDS pandemic in that region (see Box 12).

Supporting CSO Initiatives through Grant Funding

While the World Bank's principal mandate and activity is to provide loan credits to governments, it has also established numerous funding mechanisms over the past two decades to provide grants to civil society. These grant funds were established in order to pilot new approaches for government—civil society partnerships; support civil society service delivery at the community level; strengthen CSOs and their networks; and support innovative and cutting-edge initiatives. Grants are provided both indirectly, via government-run Community Development-Driven and social funds (see previous section), or directly, through World Bank-managed grant programs and trust funds.

The **grant programs** provide funding directly to CSOs in a variety of areas such as environment, micro-credit, post-conflict reconstruction, information technology, human rights, civic engagement, and innovative practices. These funds support CSOs at the global, regional, and country levels and are often managed in partnership with other donor agencies.

The oldest such fund is the **Small Grants Program**, which was established in the early 1980s and today supports civic engagement activities by local CSOs in some 65 countries. The program emphasizes two overarching approaches for promoting

civic engagement: enhancing dialogue, and strengthening relations between CSOs and governments. The program is managed locally at Bank Country Offices, and its specific program focus and operational format vary according to country context and demand. During fiscal year 2004 the program funded approximately 500 CSO projects in 68 countries, each averaging \$4,800, for a total of \$2.4 million. Below are several examples of civic engagement activities funded at the local level.

- In **Cambodia** the *Operations Enfants de Battambang* pushed for the implementation of laws protecting children's rights and building victims' confidence in the capacity of CSOs and public authorities to address cases of abuse.
- A radio "soap opera" production in **Albania** served to raise public awareness and cooperation in addressing the problem of the trafficking of women and children.
- In the **Dominican Republic** CSOs were funded to advocate for policy reforms geared to improving government response to the HIV/AIDS pandemic.
- A women's association in **Chad** taught traditional dances to youth groups in order to impart leadership skills.
- In **Bangladesh**, the Center for Rural Development based in Chittagong facilitated the formation of the *Child Parliament* through a leadership development program for children and adolescents.

Box 12: Partnering with Civil Society to Fight AIDS in Africa

More than 25 million Africans are living with HIV/AIDS, and more than 20 million have died of AIDS, with devastating social and economic consequences. To address the pandemic, the Bank joined other donor agencies and launched the multicountry HIV/AIDS program for Africa (MAP) in 2000. The program initially earmarked \$1 billion as grants to scale up national HIV/AIDS efforts in 28 countries and support subregional initiatives.

One of the key features of the program is that half of the funds—\$500 million—have to be channeled to CSOs such as faith-based organizations, community

groups, trade unions, and NGOs. More than 20,000 small-scale projects have been funded to date in such areas as AIDS treatment, surveillance, prevention, and education at the local level. In Ghana, for instance, 2,500 subprojects have been funded, and in Ethiopia 4,600 villages have been reached. The program also stresses greater civil society and private sector participation in the design and implementation of the national AIDS programs, through participation in National HIV/AIDS Councils. Some 38 African countries have national councils that are receiving support through the multicountry program.

The SmGP commissioned an independent study in 2003 by two research NGOs—PACT and the Education Development Center—to assess the program’s results and impact. The study found that the program effectively strengthens civic engagement by supporting the following local activities: raising awareness and changing attitudes about marginalized groups (63 percent); promoting consultation and negotiation with the public sector (25 percent); and building coalitions/strengthening networks (12 percent). The SMGP has also attempted to share its experience and build partnerships with other donor agencies with whom it cofunds many of its grants.

Below is a description of other grant funds and activities during the past three fiscal years.

- **Global Environment Facility (GEF)** funds worldwide environmental conservation and biodiversity protection efforts. In fiscal year 2003, the facility disbursed \$18.2 million through its small grants programs in some 60 countries (grants range from \$20,000 to \$50,000).
- **Consultative Group to Assist the Poorest (CGAP)** supports the scaling-up and consolidation of local successful micro-enterprise initiatives. In fiscal year 2003, CGAP disbursed \$9.8 million to 33 projects (grants range from \$10,000 to \$2.6 million).
- **Post-Conflict Fund** supports reconstruction efforts in 36 countries. In fiscal year 2003, the fund disbursed \$11.8 million to 16 new projects and \$13 million to ongoing projects (average grant size of \$737,000).
- **InfoDev** supports civil society knowledge management, information technology, and internet initiatives around the world. In fiscal year 2003, the program disbursed \$3.3 million (average grant size of \$125,000).
- **Development Marketplace** is a competition that funds innovative and replicable civil society projects in areas such as human rights, environment, gender, and small-enterprise development (see Box 13).

The Bank also manages **trust funds** supported by developed country governments. They generally support institutional strengthening and capacity-building activities, as well as Bank programs such as poverty reduction, debt relief, and education. The Bank’s trust fund portfolio expanded in fiscal year 2003 and experienced a 70 percent increase in funds over the previous year, with contributions received from donor agencies totaling \$4.4 billion. These trust funds support both ongoing and cutting edge development efforts in a variety of areas such as environmental protection, post-conflict reconstruc-

Box 13: Supporting Civil Society Innovation and Replication Worldwide

The Development Marketplace was established in 1998 to support innovative and replicable development ideas by linking social entrepreneurs with resources to help realize their vision. Over the past five years, the program has awarded more than \$24 million to support more than 400 development projects undertaken by CSOs, small businesses, and government agencies. Initiatives supported to date have included developing a cut wildflower industry as a conservation-based alternative to current exploitive harvesting practices in South Africa, registering women to obtain access to government benefits in Egypt, and using TV subtitling to promote literacy in India. The program operates on two levels.

- At the *global* level, the Development Marketplace holds an annual project competition in Washington, D.C., that has awarded almost \$19 million since 1998. Award sizes range from \$30,000 to \$250,000, and occasionally special prizes are offered in areas

like biodiversity conservation. For its 2003 Global Competition, the program received some 2,700 proposals and awarded \$6.5 million to 47 organizations from 27 countries. The global competition also includes a “knowledge exchange” fair that enables all participants to share their experiences and network with their fellow development entrepreneurs.

- At the *regional* and *national* levels, the DM hosts local competitions whose themes vary widely depending on the major development issues in each country. Typical awards are \$10,000, and most winners are national or local CSOs. In several past cases—Peru, Thailand, and Ethiopia—awards included joint funding with the Bank’s Small Grants Program. Through mid-2004, the Development Marketplace has awarded about \$6 million in grant awards to diverse and innovative projects through country-level marketplaces.

tion, and gender equity. There are more than 80 active trust funds, ranging from very large ones such as the Heavily Indebted Countries Program (disbursed \$751 million in fiscal year 2003), to individual projects such as the Nile Basin Initiative. Most trust funds are managed at Bank headquarters in Washington, D.C., but some are managed at the regional or country level. Some of the better known trust funds are the Global Environment Facility, the Japan Social Development Fund, the Poverty Reduction Strategy Trust Fund, the Gender Fund, the Policy and Human Resources Development Fund, and the Bank-Netherlands Partnership Program.

While most trust funds were established to support Bank and government development initiatives, many have begun to earmark funding for CSOs. This is the case, for instance of the Global Environment Facility, the Japan Social Development Fund, Afghanistan Reconstruction, the Global Fund for Indigenous Peoples, and the West Bank and Gaza Funds. In order to gain access to these funds, CSOs generally must partner with a government agency and/or a World Bank unit and jointly submit a proposal to the trust fund office. Funds can then be channeled to CSOs or managed directly by them. See Box 14 for an example of how CSOs are accessing the poverty reduction funds of the Japan Social Development Fund.



CSO display booths during Development Marketplace's Global Competition (Washington, DC—December 2003)

Sharing Knowledge and Joint Training Initiatives

The Bank advanced considerably on sharing knowledge and promoting joint training initiatives with CSOs during the past three years. The Bank continued to mainstream new instruments for knowledge-sharing such as videoconferences, web-based consultations, and CSO internet portals. As mentioned earlier, videoconferencing was used increasingly to carry out consultations and provide training to CSOs in the developing world. These sessions either used videoconferencing facilities at 70 Bank offices

Box 14: Japanese Trust Fund Support of Civil Society Poverty Reduction Efforts

The Government of Japan and the Bank established the Japan Social Development Fund in June 2000 to promote poverty reduction in low-income countries in the wake of the Asian economic crisis. The fund supports poverty alleviation initiatives complementing larger Bank-financed projects in such areas as education, health, and infrastructure. The fund also supports partnership building by encouraging the participation of CSOs in grant design, implementation, and management.

JSDF grants have supported community and at-risk population programs, micro-credit facilities, community investment funds, teacher training, creation of community-based institutions, public health awareness programs, and small-scale infrastructure projects. CSOs implemented some 40 percent of the

fund's portfolio, which provided \$62 million to support 57 grants during fiscal years 2001–2002.

For example, a \$2.6 million grant in Tajikistan to the Community-Based Urban Water Supply Management Project aims to improve access to basic water services and reduce risks of typhoid fever epidemics. Community groups participated in the grant design process. A project funded by the Japan Social Development Fund in the Philippines is working to increase participation of the poor and other citizens in tracking the incidence of poverty and increasing accountability of local government budgetary and expenditure processes. In Benin, extensive participatory research identified the risks and causes of child trafficking. Local families, community groups, and CSOs participated in implementing a pilot program to assist at-risk families and bring trafficked children home.

or took place at sites maintained by the Global Development Learning Network, located in more than 40 countries. The 2003 World Development Report on sustainable development held three videoconferences with CSOs in 15 countries that involved more than 100 participants from countries as varied as China, Jordan, and Colombia. In addition, several CSOs used the Bank's videoconferencing facilities to carry out their own training or policy dialogue activities. The Rigoberta Menchu Foundation (Mexico) and Uracan University (Nicaragua) organized several videoconferences in 2001 to allow indigenous leaders from 10 countries to strategize and prepare policy positions for the United Nations Conference on Human Rights, held in South Africa.

The use of the internet for policy discussions and consultations was also honed during the past three years. Nearly every consultation process undertaken on operational policy reviews, or major studies such as the World Development Reports, employed web-based consultations. The World Bank Institute also introduced a permanent site for web-based discussions called *Development Forum* which sponsored numerous "electronic dialogues" over the past three years on such topics as governance, PRSPs, AIDS,

youth, and corporate social responsibility. CSOs that have used the platform to promote dialogue include Transparency International and Panos Institute London. The Bank also consolidated several programs to strengthen civil society knowledge management initiatives on the internet. This included funding information and communications technologies via InfoDev (see previous section) as well as inviting CSO participation in the Development Gateway, a global web-based portal for promoting knowledge and information exchange on development (see Box 15).

The Bank also expanded its training activities with and for CSOs. These efforts ranged from technical skills training and policy analysis courses to institutional capacity-building workshops. While some of the training took place at the global and regional levels, the great majority occurred at the country level, often tied to efforts to improve the performance of Bank-financed projects. The training was quite diverse and included thematic areas such as gender equity, environmental conservation, AIDS prevention, and labor policies. Below are examples of the training undertaken over the past three years.

Box 15: Sharing Knowledge on the Development Gateway

The Bank launched the Development Gateway in 2000 in partnership with governments, donor agencies, and CSOs. During the past three years, the Gateway continued to expand its partnership with civil society in a variety of ways. First, the number of CSO representatives who registered on the many Gateway topics has grown steadily, and by June 2003 it had reached tens of thousands. The NGO page, for instance, has more than 8,000 registered users, mainly from civil society. An estimated 40 percent of the 95,000 registered users of the Gateway are considered part of civil society, the remaining being from governments, the private sector, or donor agencies.

Second, several dozen CSOs such as PACT, PlaNet Finance, and Grupo de Análisis y Desarrollo Institucional y Social, (GADIS) serve as guides or cooperating organizations on half of the 30 content pages in such areas as Civic Engagement, Indigenous Issues, and Gender and Development. Third, CSOs are managing a number of Country Gateways, which are local web portals established and managed by independent organizations such as private companies, universities, government agencies, and CSOs. CSOs in the following countries partnered with the Gate-

way, governments, and private companies to run country gateways: Peru (Peruvian Center for Social Research/CEPES), Romania (Civil Society Development Foundation), and Venezuela (SINERGIA). In Colombia, for example, the Gateway provided a grant to the Colombian Confederation of NGOs and COLNODO, a well-known internet-promotion NGO, to develop the Colombian Country Gateway "Avanza." The portal includes up-to-date information on Colombian civil society, government programs, funding sources, and an innovative database where CSOs can sign up to publicize their work and seek partnerships.

Fourth, CSOs are beginning to post their projects onto the Accessible Information on Development Activities (AiDA), which is a global projects database containing information on more than 480,000 development projects funded by more than 30 donor agencies. Several CSOs, such as the MacArthur Foundation, have joined AiDA by adding their own projects to the database. Finally, several well-known leaders from the internet field represented civil society on the independent Gateway Editorial Committee, providing guidance on the Gateway's content policy.

- **Indigenous Rights:** In Latin America, the WBI and Development Gateway partnered during fiscal 2003 with the Fondo Indigena to organize four workshops involving some 160 indigenous leaders from five Andean countries on such topics as intercultural public policies, project management, exercise of collective rights, and Information and Communications Technologies.
- **PRSP Participation:** In December 2003, a 6-day capacity-building course on improving participation within the PRSPs was held in Zambia for 60 trade union leaders from Angola, Ghana, Kenya, Malawi, Mozambique, Tanzania, Uganda, Zambia, and Zimbabwe, together with government officials and staff from the Bank and the International Monetary Fund.
- **Gender Equity:** A workshop via videoconferencing on *Gender Equality and Good Governance* was held during the first semester of 2004 for government, CSO, and university leaders from four Central Asia countries: Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan.
- **Social Inclusion:** A distance learning one-day course on social inclusion was organized in January 2004 with some 25 community leaders, NGO trainers, and government officials from Malaysia and the Philippines.
- **Corporate Social Responsibility:** The World Bank Institute carried out a number of training and dissemination initiatives to encourage youth to promote the corporate social responsibility agenda. In April 2002, more than 1,100 students, young professionals, and entrepreneurs from more than 100 countries participated in a web-based discussion on community-driven development, combating HIV/AIDS, and corruption. The World Bank Institute also worked with business schools and universities around the world (the Wharton School, Net Impact, and the Higher School of Economics in Moscow) to integrate training on business ethics, corporate accountability, and transparency in their curricula.
- **Participatory Public Expenditure Management:** The World Bank Institute's Poverty Reduction Unit and the Bank's Social Development Department conducted several in-country workshops and distance learning courses to enhance capacities of CSOs, government officials, and other stakeholders in participatory public expenditure management and economic literacy in 2003.

While much of the training took place in face-to-face sessions, trainers increasingly relied on distance-learning technologies such as videoconferencing. In some cases, CSOs utilized the videoconferencing equipment available in Bank offices or at the 28 semi-independent video conferencing centers that are part of the Global Development Learning Network to promote their own training. The Bank also continued, during this period, a global civil society networking and capacity-building initiative geared to promoting grassroots entrepreneurship (see Box 16).

The World Bank Institute's Community Empowerment and Social Inclusion (CESI) program supports capacity building for civil society by promoting knowledge sharing among civil society practitioners, national and local government officials, media representatives, and other stakeholders. Learning methodologies include workshops, needs assessments, videoconferences, roundtables, exposure visits, and web-based learning. Together with

Box 16: Global Forums for Empowering the Voices of the Poor

The *Global Coalition for Voices of the Poor* was conceived as a series of networking and capacity-building forums geared to support civil society coalitions pursuing innovative means to reduce poverty and enhance the well-being of disenfranchised people. The initiative was launched in response to the findings of "Voices of the Poor," a participatory qualitative research project carried out by the Bank in 2000 to hear the views of 60,000 poor men and women from 60 countries on the causes and impacts of poverty.

Since 2000, the Coalition has organized a series of global workshops to share experiences and brainstorm about how best to support connections and build the capacity of civil society grassroots networks. Workshops have brought together poor people's federations and networks from around the world with governments, World Bank, and other donor agencies. CSO networks that participated included TARAhaat and Self Employment Women's Association (India), Fair Trade Labeling Organization (Germany), Caucus of Development NGO Networks/CODE-NGO (Philippines), People's Assembly of Thailand, Conservation International (Madagascar), and Committee for Democratization of Information/CDI (Brazil).

Issues discussed have included how to increase the voice of the poor in decision making, the role of information and communications technology in poverty reduction, and ways to promote grassroots entrepreneurship. The most recent workshops were held in June 2001 in Baranmati, India, and in June 2002 in Washington, D.C. The first focused on the use of information and communications technologies and the second on the development of a proposal to establish a fund for support of poor people's entrepreneurship and organizations.

other World Bank Institute programs and units across the World Bank, CESI undertook different initiatives in the past three years including: a global program on traditional structures and local governance for community empowerment networks in Azerbaijan, Kyrgyz Republic, Tajikistan, and Uzbekistan; a program on civic participation in subnational budgeting in selected countries of Latin America and Anglophone Africa; and a program on scaling up community-driven development in Africa. Through these programs, CESI trained several hundred indigenous leaders from Latin America, women community leaders from Africa, and youth and community leaders from Eastern Europe in negotiation skills, participatory budget monitoring, and civic participation. For further information on CESI, visit the Bank's participation and civic engagement website (see Annex III) .

Finally, the Bank's Civil Society Team carried out training on Bank-civil society engagement, both *internally* for Bank staff and *externally* for CSOs. Six 1-day Stakeholder Consultation training workshops were held for approximately 30 Bank staff, including task managers, sector leaders, and social analysts. The program included presentations on civil society and the conceptual underpinnings of participation, panels on Bank experience with participatory approaches, and interactive simulations on designing consultations. CSO representatives and academics were invited to serve as speakers and as participants in these workshops.

The external sessions were focused on providing CSOs with a better understanding on how the Bank operates. Two training sessions on the World Bank governance structure, policies, and programs were provided to CSO network in Rome, Italy, and Bonn, Germany, during June 2004. These sessions were organized jointly with national civil society networks—NGO Italiane in Italy and Association of German Development Nongovernmental Organizations (VENRO) in Germany—and also involved collaboration with a French CSO network, Association Conseil sur le Financement du Développement, which provided a trainer for each of the sessions. The sessions in Italy and Germany lasted for nearly a full day and included presentations on Bank structure and policies, civil society engagement approach, and opportunities for operational collaboration. The representative from the French association complemented these with a presentation on French NGOs' multiyear experience of trying to engage the World Bank. A similar session for Unit-

ed States CSOs was organized by InterAction and held in Washington, D.C., in October 2003. For more information on these sessions, including copies of the presentations, visit the Civil Society website (see Annex III)

Forging Institutional Partnerships

The Bank continued to maintain and establish many new partnerships with CSOs in forest conservation, AIDS vaccines, rural poverty, micro-credit and internet development. These partnerships also generally involved governments and donor agencies such as other development banks, United Nations agencies, and nongovernmental funding agencies. Below are some examples of the ongoing and new partnerships established during the past three years.

Bank-Civil Society Pesticides Partnership in Africa: Virtually every African country has stockpiles of obsolete pesticides and associated wastes that have accumulated over the past four decades. An estimated 50,000 tons of obsolete pesticides and tens of thousands of tons of contaminated soil contribute to land and water degradation and also pose serious health threats to both rural and urban populations. The *Africa Stockpiles Program* was launched in 2002 to clean up and safely dispose of all obsolete pesticide stocks from Africa and avoid future accumulation. Specifically, the program's objectives are to clean up stockpiled pesticides and pesticide-contaminated waste in Africa in an environmentally sound manner, support prevention measures, and provide capacity building and institutional strengthening on important chemical-related issues. Housed in the World Bank, the program brings together the skills, expertise, and resources of a diverse group of stakeholders, including the Pesticide Action Network, the World Wildlife Fund, several African governments, and the United Nations Environmental Program.

Preserving the Amazon Rainforest: During the World Summit on Sustainable Development in Johannesburg in August 2002, the Brazilian government announced the establishment of a new environmental conservation program that will set aside an area twice as large as the United Kingdom and include samples of all 23 Amazonian eco-regions with their varied landscapes and genetic resources. The new program, called *Protected Amazonian Areas*

and valued at more than \$395 million, supports Brazilian environmental CSOs and forest community groups in undertaking environmental assessments, managing parks, and monitoring compliance. This partnership is carried out by the Ministry of the Environment, the World Wildlife Fund, and the Bank, and is part of the larger World Bank/World Wildlife Fund Forest Alliance, which is working with governments, the private sector, and civil society to create 50 million hectares of new forest conservation areas and protect an additional 250 million hectares of the world's productive forests.

Global Campaign for Education: *Education for All* is a global partnership program launched at the April 2000 World Education Forum in Senegal to achieve education for “every citizen in every society.” Specifically, the program is committed to ensuring that the Millennium Development Goal on education is met through fast track funding in 10 countries for universal education and supported by broad-based partnerships within countries. The program is managed by UNESCO and includes a dozen governments (i.e., Brazil, China, Egypt, India, Sudan), CSOs (i.e., Action Aid, Africa Network Campaign on Education for All, Arab Resource Collective, Global Campaign for Education, and Latin American Adult Education Council/CEEAL, and international organizations (i.e., World Bank, UNICEF, DFID, CIDA).

Critical Ecosystem Partnership Fund: In fiscal 2001, the Bank joined Conservation International and the Global Environment Facility to launch a \$150 million *Critical Ecosystems Partnership Fund* to protect the world's threatened “biodiversity hotspots”—highly threatened regions where some 60 percent of all terrestrial species diversity is found and occupying only 1.4 percent of the planet's land surface. The fund will help find solutions that allow poor people to have a better way of life while at the same time conserving the biodiversity on which their long-term survival depends.

Global Alliance for Vaccines and Immunization: The *Global Alliance for Vaccines and Immunization* is a public health initiative aimed at immunizing the world's children against vaccine-preventable disease and widening disparities in vaccine access among industrial and developing countries. Partners include the Bill and Melinda Gates Foundation, the Rockefeller Foundation, the International



Training community leaders through Bank-supported environmental program in the Brazilian Amazon

Federation of Pharmaceutical Manufacturers Associations, several governments, UNICEF, the World Health Organization, and the World Bank. The global fund received an initial \$750 million grant and has supported vaccination programs in more than 25 countries.

Promoting Corporate Social Responsibility

Corporate Social Responsibility has become in recent years a worldwide movement promoting socially just and environmentally sustainable policies and practices. At the same time, it has become an important program area for various units in the Bank such as the IFC, Private Sector Development Department, World Bank Institute, and Development Communications Division. Corporate social responsibility is the commitment of business to contribute to sustainable economic development, working with employees, their families, and local communities to improve their quality of life in ways that are both good for business and good for society at large. The Bank became involved in the global corporate social responsibility movement in the late 1990s through the *Business Partnerships for Development* program, which was established to promote partnerships with private companies, governments, and CSOs involved in corporate social responsibility initiatives.

The Corporate Social Responsibility Practice unit, located in the Private Sector Development Vice Presidency, advises developing country governments on public policy roles and instruments they can most usefully deploy to encourage corporate social responsibility. The unit developed a diagnostic and appraisal tool in partnership with other organizations designed to help governments align

corporate social responsibility practices with national development goals. In the Philippines, for example, the tool allowed the government to identify a need for broader civil society engagement in its corporate social responsibility initiative, leading to the development of capacity building workshops for local stakeholders.

The corporate social responsibility program of the Development Communications Division, for its part, helps promote dialogue on corporate social responsibility and also provides program advice. During fiscal years 2002–2004, the division worked closely with companies, CSOs, and governments to support social responsibility initiatives in the Europe and Central Asia Region. In Poland, the division worked with the Bank’s country office, IFC, and the Forum for Responsible Business to establish an advisory group to promote social responsibility among foreign and domestic companies. The Development Communications Division also helped conduct opinion surveys on corporate social responsibility in partnership with local CSOs in Bulgaria, Croatia, Poland, and Romania, the results of which

were presented at a regional corporate social responsibility conference in Warsaw in October 2003. As a result, the division provides an independent electronic platform for corporate social responsibility information and best practices exchange, which has attracted more than 40 regional business and NGO partner organizations in the region.

An additional activity in this area has been efforts by the Bank’s Office of the Treasury in 2003–2004 to reach out to the socially responsible investors (SRI) community, which is a growing segment within global finance, generating some \$2.7 trillion a year worldwide. Activities included issuing sustainability briefs on issues of interest to SRIs and holding meetings with investors interested in knowing more about the Bank. In June 2004, a day-long workshop was held in Boston between some 25 social responsible investor representatives and Bank staff to discuss such issues as safeguard policies, anticorruption measures, and extractive industries review. For more information on the Bank’s work in this area, see the corporate social responsibility website in Annex III.



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

The World Bank Group continued to strengthen its civil society engagement efforts at the global, regional, and country levels over the past three years. These included introducing new engagement policies, improving participatory methodologies, organizing outreach events, and working to better coordinate Bank staff. This section will report on efforts primarily at the global and regional levels, but will also highlight the engagement work carried out in a few countries.

Reaching Out to Civil Society at the IFC

The International Finance Corporation (IFC), the private-sector arm of the World Bank Group, is increasingly recognizing the role of stakeholder engagement in ensuring the success and sustainability of its private sector investments worldwide. Consulting with and listening to the views of affected people is of particular importance to the IFC because, as part of the World Bank Group, its overarching mission is to reduce poverty and improve people's lives. The IFC has learned that effective engagement with stakeholders, particularly with CSOs, can be instrumental not only in promoting more socially and environmentally sustainable development but also in providing tangible business advantage.

During fiscal years 2002–2004, the IFC continued to promote its sustainability and disclosure agenda by actively consulting and engaging with civil society groups on a number of policies and projects. There was also a strengthening of existing and emerging institutional partnerships between CSOs and various IFC units that are realizing the benefits of the technical expertise and local knowledge brought by their external partners.

In the policy area, the IFC is reviewing and strengthening its disclosure policy to formulate consistent practices and policies such as third-party project monitoring reviews and to sponsor self-monitoring reports. This disclosure policy review is being

developed through a participatory process. The IFC also launched the *Equator Principles*, which are first-of-a-kind guidelines adopted by 24 international private banks geared to promoting socially responsible and environmentally sustainable lending.

The IFC has made a greater effort to involve local and national CSOs in the design, implementation, and monitoring phases of its projects. In the recently approved Baku-Tbilisi-Ceyhan Oil Pipeline project, for instance, the project team held 80 meetings with local, national, and international CSOs to listen, consult, and provide information to ensure that the concerns of the citizens were taken into consideration. In addition to these meetings, the project team conducted six multi-stakeholder meetings in the three countries to promote transparency and accountability. For more information on this process, visit the IFC website in Annex III.

During 2003, the IFC's Civil Society Team undertook an internal study, on IFC–civil society relations to assess and improve the IFC's civil society engagement efforts. The study documented that during the past decade, the IFC's engagement with civil society has been moving along a continuum from "confrontation" to "consultation" and eventual "partnership," based on shared values and interests. While much of this interaction has been difficult at times, it has had a positive impact, resulting in the establishment of a compliance adviser and ombudsman office, expansion of the number of environment and social development specialists, and review of its safeguard and disclosure policies. For more information on the study, see Box 17.

The IFC will continue to promote a proactive civil society engagement strategy that goes beyond responding to CSO criticisms and demands. Initiatives such as the Sustainability Framework and the Equator Principles are allowing the IFC to reach out to civil society and involve CSOs in its activities as well as establish operational partnerships. The IFC engagement strategy must be structured to take account of the diversity within civil society and

determine the area of convergence between the IFC and CSOs.

Improving Coordination at the Global Level

The Bank currently has approximately 120 civil society focal points, or staff who work throughout the institution, reaching out to civil society, providing greater access to the Bank, and promoting greater civil society participation in Bank activities. These specialists are often senior social scientists or communications officers with longstanding experience within the civil society sector, many having worked in or led CSOs before they joined the Bank. They work in a variety of regional, network, and departmental units across the institution at headquarters in Washington, D.C., as well as in 70 country offices.

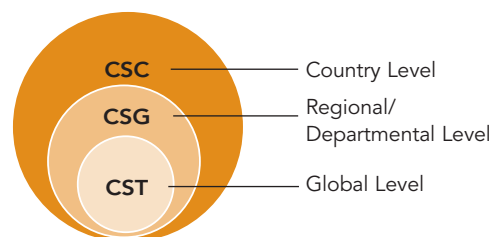
Because of the Bank's decentralized structure, the approaches and strategies adopted by these civil society specialists vary considerably, depending on thematic areas and country contexts. In order to improve integration and knowledge sharing among the civil society specialists, the Bank introduced a new staff coordination structure in 2002. The new structure consists of three levels—global, regional/departmental, and country (see Figure F).

Civil Society Country Staff: At the country level, some 80 civil society specialists work in 70 Bank

offices around the world. Country staff carry out a variety of activities, including social analysis, liaison with local civil society, managing outreach programs, and providing technical assistance to Bank managers and government officials in ways to involve CSOs in Bank-financed projects. The civil society engagement approach and activities adopted in each country vary considerably and are necessarily shaped by the local context. Information on the activities carried out by country staff is described later in this chapter in the sections on regional and country activities.

Civil Society Group: This group brings together about 40 staff members who work at World Bank headquarters in Washington, D.C., at both the regional and departmental levels in various geo-

Figure F: Civil Society Engagement Staff



Box 17: Study on International Finance Corporation–Civil Society Relations

The *Moving Toward Partnership* study had three objectives: to analyze the IFC's evolving relationship with civil society over the past 10 years, to assess the current state of relations, and to develop recommendations to improve the quality and effectiveness of its civil society engagement efforts. The study concluded that the IFC's relations with civil society have evolved positively in recent years. Certain units of the IFC, such as the Environmental and Social Development and Small and Medium Enterprises Departments, interact more actively with research and service delivery CSOs. This improvement in relations has been furthered by several initiatives such as the establishment of the Compliance Adviser Ombudsman office, the Equator Principles Initiative, and senior management's willingness to dialogue with CSOs.

The study noted that the civil society sector is immensely heterogeneous in terms of geography (north and south) and work

(advocacy, service delivery, research). The IFC has interacted in recent years more frequently with northern advocacy CSOs based in Washington, D.C., and the often difficult nature of these relations has led to misperceptions and missed opportunities for collaboration between the IFC and broader civil society community. The study recommended that the IFC broaden its engagement with civil society by actively expanding its contact and relations with southern CSOs. Internally, the study found that the IFC's sustainability agenda and civil society engagement have not been uniformly integrated, and as a result not all investment officers feel ownership of these policies. The study recommends a redoubling of efforts to promote greater staff understanding and adherence to the information disclosure and public consultation policies of the IFC.



Video conference between Bank senior management and CSOs in five countries. (Washington, DC—April 2003)

graphic regions, thematic networks, funding mechanisms, and other units. Civil society specialists work in the regional departments, providing advice to their regional vice presidents, formulating regional civil society strategies, and coordinating the work of their country-based civil society staff. Most major Bank units (i.e., the External Affairs Department and the World Bank Institute) and thematic networks (i.e., the ESSD and PREM) also have staff responsible for engaging with civil society. There are also units established to interact with specific constituencies such as labor unions, indigenous peoples, faith-based organizations, and foundations. Funding mechanisms such as the GEF, InfoDev, and Development Marketplace also have staff responsible for reaching out to civil society. Many of these regional, constituency, and departmental units have their own regular publications and websites that describe their policies and work. For information on how to contact Bank civil society staff at the various levels and visit the respective websites, visit the Bank's Civil Society website, which has a complete staff list (see Annex III).

Civil Society Team: The Civil Society Team is a small team from the External Affairs and Social Development Departments that coordinates the Bank's civil society engagement at the global level. The team provides institutional coordination by formulating strategy on engaging civil society, provid-

ing advice to senior management, undertaking research and dissemination, and liaising with global CSO networks. The team initiated, over the past three years, several new activities to promote greater information exchange and coordination among the Bank's civil society engagement staff. These include: a monthly internal electronic *Civil Society eDigest* which summarizes civil society views obtained by reviewing more than 60 leading CSO websites; bimonthly information exchange meetings among Bank civil society focal points in Washington, D.C.; and regular dissemination of materials on the Bank's civil society engagement work to country offices. The Bank's Civil Society website was revamped in 2003 and now provides more up-to-date information on ongoing policy consultations and coming events, as well as links to useful project databases and documents across the Bank's main website. Finally, the team continued to produce the monthly *Civil Society Engagement eNewsletter*, which is sent to hundreds of CSOs every month with information on Bank policy updates, new projects, and regional initiatives.

Expanding Information Disclosure Policies and Programs

The Bank understands that transparency and accountability are crucial elements for promoting good governance and in recent years has adopted

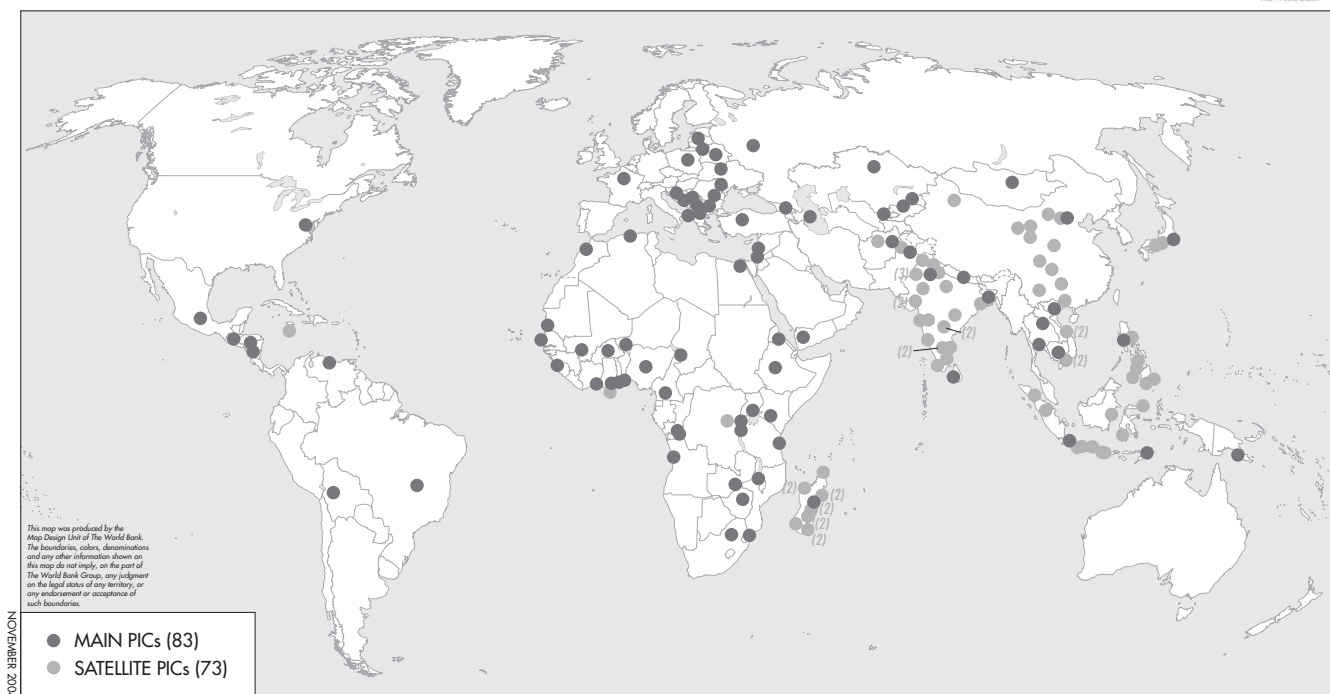
and implemented a more comprehensive information disclosure policy. The information disclosure policy that had been in effect since 1993 was updated and expanded in 2001 after extensive consultations with CSO and government representatives. The policy review involved consultation meetings with civil society, government, and donor agency representatives in 21 countries and an electronic discussion on the internet. The new information disclosure policy adopted in August 2001 expanded significantly the types and number of Bank documents placed in the public domain and improved access to Bank archives. Project documents throughout the project cycle, from preparation and implementation to monitoring, are now publicly available. Basic documents related to macroeconomic and social protection adjustment loans are now public. The new policy also gave access to strategy and sector documents such as CASs, PRSPs, and Sector Strategy Papers. The Implementation Completion Report, which is prepared for every Bank project at its termination, is also made available under the updated policy.

Several new programs were initiated to implement the new disclosure policy, particularly at the country level. One was to strengthen the existing

Public Information Centers and establish new ones in order to improve access to information in developing countries. As of November 2004, there were 83 main PICs and 73 satellite PICs located throughout the world, many established jointly with governments, other donor agencies, or CSOs. These centers, generally located within or near Bank offices, provide users with project documents, CASs, Bank publications, and access to the Bank's website. Some Public Information Centers also organize thematic seminars, policy dialogues, video conferences, and radio programs on development topics. During the past two years, specialized staff were hired and existing staff trained to manage the centers.

The Bank's Information Disclosure Unit also undertook efforts to improve civil society access to Bank documents in developing countries by expanding translation into local languages. A three-year Translation Framework was adopted to provide a more systematic and consistent approach to translation, employ more consistent quality standards, and decentralize translation services to the country level. Information Disclosure Pilots were funded in 20 countries in order to implement a variety of information disclosure ini-

Figure G: Public Information Centers and Services (PICs) Worldwide, November 2004



tatives. Activities funded included strengthening the Public Information Center (Brazil), organizing media seminars and producing short films (Bulgaria), and improving CAS consultations (Zambia). Finally, the Bank is mainstreaming information disclosure in its lending portfolio by encouraging borrowing governments to be more transparent and accountable through adoption of new freedom of information laws and introducing public information disclosure policies. For more information, visit the Bank's information disclosure website (see Annex III).

Regional Strategies and Engagement Efforts in Developing Countries

The Bank's work in the developing world is organized around six geographic regions: Africa, East Asia and the Pacific, Eastern Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, and South Asia. This section contains brief descriptions of the civil society engagement strategies and activities in each region and in high-lighted countries during fiscal years 2002–2004.

AFRICA

The Bank undertook a variety of strategic activities to engage and support civil society in Sub-Saharan Africa over the past three years. These included strengthening social accountability and citizen participation, supporting civil society capacity-building efforts, and funding CSO community development and AIDS prevention activities.

Regional staff have been directly involved in supporting participatory implementation of PRSPs in 18 African countries and advised several other country teams on how to promote more participatory strategy papers. As a result, countries such as Mozambique and Zambia have developed strategy paper monitoring mechanisms involving CSOs. To further strengthen these preliminary activities, the Bank carried out social accountability training in Ghana, Kenya, Malawi, Tanzania, and Uganda, bringing together community leaders, government officials, and national CSOs to discuss and devise strategies for social accountability. This has resulted in a variety of pilot social accountability initiatives such as the citizens' report card being used in Kenya and the district-level accountability approach tested in Ghana. As part of PRSP strengthening efforts,



regional staff produced a research report titled *Mainstreaming Macro Participation in PRSPs and PRSCs* (PRSPs and Poverty Reduction Support Credits) that explores how national-level PRSP participation initiatives have worked in Cameroon, Chad, and Kenya to increase social and economic accountability.

Community-Driven Development approaches and mechanisms are increasing in the Bank's Africa lending portfolio. In fiscal year 2003, of 61 operations presented to the Bank's Board of Directors, 28 included CDD components. To be successful, this approach not only needs to ensure that CSOs receive grant funds, but civil society must be incorporated into the design and management of government programs. Regional staff undertook several initiatives to strengthen and mainstream CDD programs. These included hosting a distance learning program in 14 African countries which brought together community leaders, government officials, donor agency representatives, and national CSOs to promote such activities.

Regional staff also undertook a program to promote the institutional strengthening of CSOs in several countries. *Local Level Institutions* action research programs took place in Burkina Faso, Chad, Kenya, and Niger. In the Chad/Cameroon pipeline project, a Local Level Institutions pilot project is encouraging CSOs to carry out bottom-up planning, improve their poverty reduction efforts, and expand monitoring activities to ensure government accountability (see Box 18 for similar local development efforts in Nigeria).

The Small Grants Program provided \$720,000 in grants to CSOs in 19 countries during the period,

Bank-funded HIV/AIDS Counseling and Testing Program in rural village of Benin (January 2004)

with the objective of promoting civic engagement. One program in Chad is supporting the efforts of a local CSO to empower women and their organizations through workshops and facilitation of continuing dialogue through local radio “listening clubs.” In light of the worsening impact of the AIDS pandemic in the region, the Bank continued to expand the Multi-Country AIDS Program, which channels funds to civil society AIDS prevention efforts. Of the \$1 billion committed to date within that program, approximately \$500 million has been earmarked for CSO initiatives. Bank staff developed a set of *Social Analysis Guidelines* to assist local CSOs in identifying and analyzing the constraints and opportunities for effective AIDS action at the community level. Finally, regional staff continued to support the efforts of CSOs to participate in the Nile Basin Initiative, which was established to promote sustainable development in nine African countries. The Bank supported the design and implementation of a large-scale project to promote civil society participation in

the basin initiative through public information, stakeholder involvement, and confidence building.

EAST ASIA AND THE PACIFIC

The East Asia and the Pacific region has undergone important political changes in the past decade, as exemplified by the greater public role for parliaments and the media, open discussion of formerly taboo subjects such as corruption and religious diversity, and the growth of civil society. Civil society has experienced dramatic growth in many countries, including Cambodia (from just 150 local CSOs in 1995 to almost 500 today as well as nearly 180 international NGOs) and China (estimated at about one million CSOs). Indonesia, the Philippines, and Thailand also have vibrant and rapidly expanding civil societies that play a key role in poverty reduction efforts. During the past two years, the Bank’s regional and country-based civil society teams acknowledged this growing role of civil society by supporting their greater voice in societal dialogue, strengthening their participation in the CAS and PRSP processes, and investing in CSO capacity-building and networking efforts.



This same participatory approach to policy development took place at the country level. In Cambodia, the Bank and CSOs debated the country’s most critical and contentious issues, such as deforestation, demobilization of combatant groups, and legal and judicial reform. In Thailand, the Bank worked to broaden the debate on environmental policy by inviting academics, students, government officials, CSO representatives, and the public to participate in workshops of the 2003 Thailand Environment Monitor, which is an annual review of environmental issues, such as solid and hazardous waste disposal. As part of the process to prepare the proposed Nam Theun 2 dam project in Laos, a series of consultation meetings with local communities were held during the first half of 2004, and stakeholder workshops with international NGOs were being planned for the second semester. Civil society groups in Vietnam have been actively engaged in the Participatory Poverty Assessments, findings of which were integrated into the 2004 Vietnam Development Report on Poverty, which reports annually on development trends in the country. The Bank also actively supported civil society involvement in the PRSP process in six countries of the region (see Box 19).

Box 18: Strengthening Civil Society in Nigeria

Civil society is in transition in Nigeria, as it enjoys new freedoms and tests new spaces for civic engagement. During the past three years, the Bank has collaborated with CSOs at the national and local levels in improving education, supporting AIDS prevention, and promoting economic literacy. The Small Grants Program supported rural infrastructure provision, micro-credit development, women’s empowerment, and civic participation of marginalized and vulnerable groups.

The Bank supported civil society efforts to raise primary school attendance and completion rates through an assessment of girls’ education carried out by CSOs in 27 low-income communities in northern Nigeria. The study, which will be incorporated into a new Bank-financed education loan, found that gender bias, household poverty, and lack of female teachers have led to low school completion rates by girls.

The Bank supported civil society AIDS prevention efforts in 18 Nigerian states. The National Action Committee on AIDS has channeled \$3 million for CSOs to carry out community treatment and prevention efforts with hard-to-reach groups such as out-of-school youth, sex workers, and truck drivers. It is estimated that one-third of the Bank’s HIV/AIDS funding in Nigeria (a \$90.3 million International Development Association credit over five years) is earmarked for CSOs. The Bank has also been working to develop a coalition of faith-based organizations, including both Christians and Muslims, to combat HIV/AIDS.

Finally, the Bank worked with CSOs and media groups to carry out training and study tours to ensure peaceful elections, strengthen government accountability, and promote transparent budgeting. Activities included election coverage training and tours of World Bank project sites for journalists and civil society leaders.

Part of the Bank's efforts to promote civil society development in countries is helping to create the enabling environment for organizations to operate and flourish. In China, the Bank has undertaken a study of the tax laws, rules, policies, and procedures related to nonprofit organizations. The Bank was a cosponsor of a Business and Civil Society Forum in Beijing in 2003, which brought together local and international CSOs and businesses to discuss a range of topics from corporate social responsibility to governance and self-regulation of CSOs.

Promoting greater societal debate and openness also requires greater access to information, and in this regard the Bank took important steps to improve the availability of information in local languages. The Bank established local language websites in Chinese, Vietnamese, and Khmer, and existing websites posted key documents in Laotian, Tetum, Thai, and other languages. In China the Bank also produced a Chinese language newsletter geared to CSOs and other stakeholders. In Indonesia, the team is expanding the reach of the Public Information Centers by establishing 10 regional information outlets in academic centers throughout the country. In Mongolia, the Bank set up a depository library at a local CSO, and the Philippines established seven new "Knowledge Development Centers" in partnership with local universities.

Bank staff also continued to promote civil society involvement in Bank-financed projects and programs throughout the region. Here are some highlights:

- In **Cambodia**, civil society members of the Working Group on Weapons Reduction have been involved in supervision missions, stakeholder analysis, and training activities related to the demobilization and reintegration project.
- In **China**, CSOs have been involved in a project on HIV/AIDS/STDs prevention and control, mainly through information, education, and communication. Under five Bank-funded irrigation projects, the Bank has helped create some 500 farmers' water users associations to operate and maintain irrigation systems.
- In **Lao PDR**, the Lao Women's Union (one of the country's four mass organizations) is active in the *First Land Titling Project*, carrying out community outreach to inform women of the benefits and risks of land titling, resulting in increased women land owners.
- In **Indonesia**, CSOs are involved in several Bank-financed projects and programs to promote transparency, participation, and community empowerment, such as Justice for the Poor, Women's Migrant Labor, and the Third Kecamatan Devel-

Box 19: Civil Society Participation in CASs and PRSPs in East Asia

The Bank continued to promote greater civil society participation in setting the national development agenda in the countries of the East Asia and Pacific region by encouraging CSO participation in the Bank's Country Assistance Strategy and countries' Poverty Reduction Strategy Paper processes. In China, CSOs have been involved in consultations for the latest 2003–2005 CAS through a client survey and a workshop with civil society representatives. In the discussions held in Indonesia in 2002, more than 400 civil society representatives participated in five regional meetings to discuss the Bank's development strategy.

Six countries in the region—Cambodia, Indonesia, Lao PDR, Mongolia, Timor-Leste, and Vietnam—are engaged in PRSP processes, led by the governments in each country and involving consultations with a broad range of stakeholders. The Bank is using a regional grant—Poverty Monitoring: Strengthening Civic

Engagement and Social Accountability—to fund government efforts to broaden participation and increase accountability in the process. In Mongolia, a trust fund grant has been approved to support civil society and media efforts to improve information dissemination and dialogue on the strategy paper, as well as to strengthen the capacity of CSOs to monitor and evaluate poverty programs.

In Vietnam, CSOs participated actively in the Poverty Task Force, which has built a shared understanding among government, civil society, and donor agencies on poverty reduction approaches and served as a key link to the government team preparing the strategy paper. In Cambodia, the NGOs were invited to make plenary presentations, be discussants at a national poverty reduction conference, and facilitate discussions between community leaders and Cambodia's Senate and National Assembly bodies.



Skills training for community leaders through a Bank-financed program in Cambodia

opment Project, the largest community-driven development project in the world.

- In the **Philippines**, several Bank-supported programs are promoting civil society involvement in national budget monitoring and advocacy. These include the Budget Advocacy Project, Government Watch, and Procurement Watch.

The Bank implemented the Development Marketplace and Small Grants Program in most countries of the region over the past two years. In the Philippines and Vietnam this year, the World Bank worked with other organizations to sponsor Innovation Marketplaces to award grant funding to innovative approaches to solving development problems. In Vietnam, the country's second Innovation Marketplace awarded a total \$332,000 in seed money to 35 communities and groups working on innovative ways to address HIV/AIDS.

The Small Grants Program was used to strengthen civil society in Cambodia, China, Indonesia, Lao PDR, Mongolia, the Philippines, Thailand, and Timor-Leste. The program provides small amounts of funding directly to local CSOs to address labor issues, disability rights, service delivery, and environmental conservation. In Cambodia, the Bank granted \$42,000 to seven local CSOs in 2003 to support policy analysis and advocacy, capacity-building of community-based organizations, promotion of gender rights, and good governance at the local level. In Thailand, at the recommendation of Thai CSOs, the Bank has been using small grants to support grassroots development efforts in the impoverished northeastern region.

EUROPE AND CENTRAL ASIA

Over the past few years, the World Bank's collaboration with civil society in the Europe and Central Asia Region has intensified, at both the policy and project levels. During fiscal years 2002–2004, the Bank implemented a civil society engagement strategy to increase civil society participation in Bank operations, strengthen the role of CSOs in policy dialogue (including the PRSP), and provide assistance to the Roma population.



The Bank continued its efforts to encourage civil society participation in Bank-financed programs and projects in the region. One example is a regional portfolio review carried out by the Bank's Social Development Unit. It found that 82 percent of the new loans approved in fiscal 2002 included measures to encourage civil society participation in the project cycle. In Azerbaijan, CSOs were subcontracted to perform project surveys related to social impact monitoring under the Agriculture Development and Credit Project. In Kazakhstan, CSOs organized public consultations attended by farmers, government officials, and environmental experts on the draft Environmental Impact Assessment of the Nura River Clean-Up and Reforestation Project. In Turkey, several CSOs joined the advisory board of a key component of the Social Risk Mitigation Project, and other CSOs have been contracted to organize community development efforts and provide social services. In Ukraine, the Social Investment Fund Project is providing funding for institutional and program management training of CSOs and local governments.

The Bank continued to engage CSOs throughout the region in policy dialogue. For example, the Second Europe and Central Asia NGO Assembly held in Belgrade in June 2002 brought together representatives from some 300 CSOs from countries throughout the region, numerous international CSOs, the World Bank, and intergovernmental agencies. The purpose of the meeting was to discuss Bank policies, particularly those promoting economic reforms in the region, and propose new forms of Bank–civil society collaboration. The participants agreed on several important next steps such as identifying a number of priority areas (i.e., PRSP, civic engagement, and anticorruption) for future interaction, and also establishing a multi-stakeholder forum on emerging regional issues, which resulted in a regional meeting on the development needs of Roma people.

The Bank undertook many activities to promote civil society involvement in the PRSP process underway in eight countries in the region. Several PRSP regional forums over the past three years brought together government officials, parliamentarians, CSO representatives, business leaders, and donor agency representatives to discuss ways to enhance stakeholder participation and poverty reduction strategies. One such event was the Second Forum on Poverty Reduction Strategies for the Balkans, held in Thessaloniki, Greece, in March 2004, which brought together some 200 participants including government officials, CSO representatives, and Bank staff to define policy priorities and promote participation.

The Bank also continued to support civil society involvement in other national policy dialogues in several countries of the region. In Turkey, the Bank prepared a policy note that recommends greater civil society voice and improved legal framework for CSOs. The Bank is also collaborating with several organizations, such as the Open Society Institute and the Turkish History Foundation, to develop a web-based civil society database. In Croatia, the Bank hosted a meeting with some 20 Croatian CSOs working on disability issues to observe the International Day of Disabled Persons and discuss disability issues (see Box 20 for policy dialogue undertaken in Russia).

Finally, the region carried out internal training workshops and conducted regional studies to inform and equip Bank staff to carry out civil society engagement work. Regional managers held the annual retreat for civil society focal points in April 2003 in Croatia, bringing together some 50 headquarters and country office staff to assess the regional engagement strategy, analyze best-practice country initiatives, and discuss strategies for strengthening legal frameworks for civil society. Staff also carried out a regional study in 2003 on the role civic engagement can play in strengthening the effectiveness and sustainability of community-driven development initiatives, social service delivery, policy dialogue, and governance. While the study found that the region has taken impressive strides in promoting civil society participation and good governance, it points to the many challenges that remain to develop strong civil societies.

LATIN AMERICA AND THE CARIBBEAN

The Latin American and Caribbean Region adopted a civil society engagement strategy in fiscal year 2002, *Empowering the Poor and Promoting Accountability*, which has guided the work of the regional



Box 20: Supporting the Democratizing Role of Russian Civil Society

The Bank recognizes the important role civil society has played in Russia over the past 12 years of political transition, helping to amplify the voices of the most vulnerable people in the decisions that affect their lives, to improve development effectiveness and sustainability, and to hold governments and policy makers publicly accountable. The Bank has supported the important democratizing and service provision roles played by the growing and varied civil society sector by undertaking a number of activities.

First, the Bank has established a Civil Society Advisory Council composed of CSOs from throughout Russia. It provides guidance for the Bank's work in Russia, including assessing the country strategy and providing feedback on Bank policies and loans. Over the past two years, senior Bank managers and country staff have met with major civil society networks to discuss issues such as civil society-government relations, civil

society taxation policies, lack of funding for local CSOs, and the gender dimension of the Bank's portfolio. The country office also facilitated the participation of Russian CSO leaders in several Bank policy consultations, including hosting a videoconference on the World Development Report 2004 on service delivery. CSOs were also actively consulted at several stages of Bank-financed projects such as TB/AIDS initiative, Forestry Project, Northern Restructuring Project, and the Child Welfare Project.

Finally, the Small Grants Program provided grants in 2003 to seven CSOs totaling \$45,000 for projects targeting empowerment of vulnerable groups. The country office also helped 14 Russian CSOs participate in a regional videoconference on the Development Marketplace to encourage them to submit proposals for the global competition.



Bank-CSO Latin American Workshop on Regional Integration and Equity (Brazil, October 2003)

Civil Society Team over the past three years. Activities have included: building social accountability mechanisms in adjustment loans; strengthening the capacity of CSOs to manage and monitor social programs; leveraging resources to support civil society development initiatives; and promot-

ing civil society partnerships and networking efforts.

The region has taken the lead in promoting social accountability in adjustment loans, such as two recent loans in Peru—the Programmatic Social Reform Loan III and the Programmatic Decentralization Loan. The most innovative aspect of these loans, which promote more targeted and effective social services throughout the country, is that civil society involvement has been built into the design of the loan through mechanisms such as participatory budgeting, citizens’ report cards, and advisory bodies. Equally important is that a wide spectrum of national and local CSOs have been actively consulted in their design. Civic engagement also has been incorporated into other adjustment loans, including the Poverty Reduction Support Credits in Honduras and Nicaragua, the Social Sector Programmatic Credit in Bolivia, and the Programmatic Fiscal and Programmatic Social Sector Loans in Ecuador. The Regional Civil Society Team—com-

posed of staff based in Washington, D.C., and 10 country offices—participated actively in the preparation of these programs by undertaking stakeholder analyses and social assessments, and assisting governments in consultations with CSOs throughout the process. They have also been involved in the formulation of the CASs in Argentina, Bolivia, Ecuador, Honduras, Mexico, Nicaragua, and Paraguay.

The region also developed and strengthened a regional network of trainers in participatory monitoring and evaluation to further promote the use of social accountability mechanisms. Activities have included regional planning meetings, training workshops, and a study mission to India and Ghana. In addition, pilot programs in participatory mechanisms for monitoring and evaluation have taken place in several countries, including Argentina and Peru. In Bolivia, a pilot initiative began in March 2003 in 15 municipalities to design mechanisms for social monitoring of poverty reduction efforts at the municipal level. In Colombia, the Bank worked with local governments and CSOs to strengthen social capital and promote poverty reduction in conflict situations (see Box 21).

The regional team also supported various programs to mobilize resources for civil society grassroots development initiatives. Eleven countries in Latin America participated in the Small Grants Program in fiscal 2003 and focused on supporting

Box 21: Building Social Capital for Peacemaking and Poverty Reduction in Colombia

Several initiatives underway in Colombia are demonstrating that poverty reduction and social capital expansion can be achieved even in the midst of violent conflict. The Alliance Program for Poverty Reduction and Local Peace Initiatives, for instance, documented 51 cases of local peace initiatives throughout Colombia, including some by “civic resistance” movements that support peaceful means to resolve the political conflict. The action research program conducted eight workshops on alliance building and produced a how-to handbook that is used by CSOs, universities, and government officials.

The Social Capital Assessment Tool was launched on a pilot basis among CSOs in the Department of El Valle with the objective of promoting and strengthening social capital in the region. The tool is a set of instruments designed by the World Bank to measure “structural” (density, representation, and quality of

organizations in a community) and “cognitive” (trust, solidarity, and collective action) social capital. The instruments include household surveys, organizational profiles, and a community observation questionnaire. The assessment tool was translated, adopted, and applied initially to a representative sample with control groups in the municipality of Ginebra.

The Cali City Resources Program is one example of local support for an innovative and useful peer exchange program among municipal workers from Cali, Colombia, and Arlington, Virginia (United States). The objective of this program, funded by the Bank and managed by the International Cities Management Association, is to help Cali learn from the city management experiences of Arlington in areas such as managing solid waste, measuring social sector program achievements and problems, and expanding citizens’ participation in local public policy decision making.

poverty reduction and development of social capital, particularly that of marginalized populations. In Argentina, for instance, the program funded projects to improve the livelihoods of people with disabilities. In Brazil, Colombia, Guatemala, and Peru, country staff organized Country Innovation Days, as part of the Development Marketplace, which provided funding for innovative and replicable initiatives in areas such as income generation projects, prevention of discrimination and violence, and environmental conservation.

The Bank supported efforts to strengthen civil society partnerships and networks in a variety of key areas. The region has led the way in the World Bank to incorporate the voice of youth in Bank activities. The youth outreach program *New Voices*, which began in Peru and promotes internships by youth leaders in Bank country offices, was expanded to Ecuador and Venezuela in 2004. The Bank also continued to support an innovative program to support the strengthening of Afro-descendant and indigenous groups and networks in Argentina, Bolivia, Brazil, and Venezuela.

The regional team also organized several regional workshops to promote knowledge sharing, capacity building, and networking on emerging issues such as empowerment, social monitoring, and PRSP approaches. The Second Annual Regional Thematic Forum took place in 2002 in Lima, Peru, on Governance for the Empowerment of the Poor. The third forum was held in 2003 in Angra dos Reis, Brazil, on Economic Integration for Social Equity. A workshop on Participatory Mechanisms of Monitoring and Evaluation was held in June 2003 in Punta Cana, Dominican Republic. These multi-stakeholder events brought together government officials, academics, Bank staff, and a broad array of CSOs, including NGOs, indigenous peoples' organizations, labor unions, Afro-descendants' groups, and faith-based groups, resulting in a rich learning opportunity.

The regional team also worked to analyze and disseminate best practices, innovative experiences, and lessons learned about its civil society engagement work through numerous publications and electronic media. The team published three editions of its annual journal *Thinking Out Loud*, which analyzes local experiences and issues related to civic engagement, poverty reduction, and governance. Other materials produced included a book of case studies on social accountability, *Voice, Eyes and Ears: Social Accountability in Latin America*, a quarterly newsletter on team activities, and the revamping of the team's external website, which

contains materials in Spanish and English. Finally, the team implemented a regional loan-portfolio tracking system to monitor the levels of civil society participation in Bank loans.

MIDDLE EAST AND NORTH AFRICA

The Middle East and North Africa region pursued an active civil society engagement strategy during the past two years. Activities included working with parliament and the media in Morocco, undertaking a gender study in Yemen, funding CSOs through the Small Grants Program in several countries, and ensuring civil society participation in the drafting of a key regional study on governance.



As part of its regional parliamentary initiative, the MNA region organized a regional workshop in Morocco titled "The Role of Parliament in Oversight and Financial and Economic Policy Making," aimed at strengthening the dialogue between parliamentarians, CSOs, and governments on budget oversight. Representatives from the ministries of finance, parliaments, and CSOs from Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Tunisia, the West Bank and Gaza, and Yemen attended the 2-day workshop. The discussion and debate were open and frank, and focused on three themes: traditional oversight constraints experienced by parliament to monitor economic policy; limited space for civil society to effectively influence policy making; and challenges of implementing innovations in financial management.

Also in Morocco, the Bank initiated a capacity-building program aimed at improving the media's ability to document Morocco's development efforts. The Moroccan press union carried out a needs assessment of the media sector and organized two training workshops on the role of the media in Morocco, which brought together journalists, government officials, and several dozen CSO leaders. These initiatives have enabled the Moroccan government to reshape its communications strategy in a participatory fashion and to highlight the importance of communication in development. Finally, the Bank prepared and issued a study *Local Government-Civil Society Collaboration in Development Efforts* and sponsored several workshops to promote greater collaboration.

In Yemen, the Bank carried out several activities to strengthen the role of women in development with the active involvement of national civil society groups. First, the Bank commissioned participatory

research on the role of gender by hiring local academics who organized focus groups with government officials, CSO leaders, and donor agency representatives. The research team then developed background papers and a preliminary gender action plan, which were presented and discussed at the Second National Women's Conference in March 2003 in Sana'a. This event strengthened the ability of the Women's National Committee to reach out to a wider audience within civil society.

The regional civil society team continued to operate the Small Grants Program and the Development Marketplace in several countries in the region. In Morocco, the Bank provided funding to 67 CSOs to build capacity and strengthen civil society networks. The activities funded included civic engagement, gender and development, participatory development, and democracy and citizenship. In Egypt, the Development Marketplace joined with the NGO Service Center, Sawiris Foundation, and Egyptian Center for Economic Studies to carry out a Country Innovation Day under the theme "Skills Enhancement for Development."

Box 22: Empowering Palestinian Civil Society through Community Development

One of the flagship projects funded by the Palestinian NGO project was the Hebron District Community Development Program, provided with a block grant of \$533,497 in 1998. The project contained 24 integrated rural development projects in education, nonformal education, women's development, and agricultural micro-credit programs (such as sheep "lending") benefiting 10,000 persons directly and about 35,000 indirectly. Catholic Relief Services and two Palestinian NGOs—the Palestinian Hydrology Group and the Women's Affairs Technical Committees—managed the program. The project also worked through a consortium of CSOs, including rural groups, which helped ensure greater impact of social services, geographical coverage, and beneficiaries.

The Hebron District Program has been expanded during Phase II with an additional grant of \$820,000, signed in March 2003. A consortium of 14 CSOs administers this second grant, and an estimated 10,000 people (half of whom are women) benefit directly from the projects in 14 poor rural villages in remote areas of Hebron, Ramallah, and Gaza. The project focuses on improving access to water resources for agricultural and domestic purposes, including recycling agricultural waste and using treated gray water for irrigation and summer "environmental camps/campaigns." This second phase also provides support to a new Palestinian civil society learning network and strengthens the role of women by integrating gender in project design.

In the West Bank and Gaza, the Palestinian NGO Project was renewed for an additional three years in 2001. The project is \$44.5 million social fund established in 1997 to deliver sustainable services to poor and marginalized Palestinians while strengthening the development of Palestinian civil society. It is funded by a consortium of donors, including the World Bank, and managed jointly by the Welfare Association, British Council, and Charities Aid Foundation. Following the successful completion of the project's first three-year phase, in 2001 the project was renewed for three more years with additional financing of \$28.5 million. The second phase includes emergency programs, especially employment generation, and strengthening the role of CSOs in advocacy and policy reform. The civil society Supervisory Board for the Program will be expanded to represent some 1,000 Palestinian CSOs. (See Box 22 for information on a community water project.)

Several other program initiatives and outreach events allowed the Bank to engage civil society in Jordan, Algeria, Lebanon, Egypt, and other countries across the region. The Bank held CAS consultations with civil society in Jordan and Algeria, and PRSP consultations took place in Djibouti. The Bank also consulted with CSOs on two regional sector strategies—Social Development and Youth Strategies—through a series of consultation meetings. Bank staff organized a series of brown-bag lunches in Washington, D.C., to which prominent civil society leaders from the region were invited to present papers on a variety of issues from gender and education to governance. CSOs in Lebanon and Jordan participated in several videoconferences with Bank President Wolfensohn and the 2004 World Development Report team to discuss issues such as Bank-civil society relations, global governance, and social services. The Bank also arranged for several dozen CSO leaders from throughout the region to travel and participate in policy dialogue meetings with senior Bank managers during the WB/IMF Annual Meetings held in Dubai, United Arab Emirates, in October 2003.

Finally, the Bank actively involved CSOs in the drafting and dissemination of the Bank's first comprehensive regional report on governance issues. Titled *Better Governance for Development in the Middle East and North Africa: Enhancing Accountability and Inclusiveness*, the report highlights the importance of participation and civic engagement in achieving greater development in the region. The

report's scope and content benefited from substantial civil society input, provided during a consultation workshop with some 20 CSOs from the region.

SOUTH ASIA

The Civil Society Team in the South Asia Region worked to consolidate the Bank's relations with civil society, to facilitate CSO involvement in Bank-financed poverty reduction efforts, and to strengthen CSOs' policy advocacy role. Below are highlights of the Bank's work over the 2002–2004 period in Bangladesh, India, and Pakistan.



In **Bangladesh**, the World Bank continued to support civil society participation on three levels: government and Bank policy formulation processes; project preparation and implementation; and monitoring of government social programs. At the policy level, the Bank facilitated civil society involvement in the preparation of the Interim PRSPs, the National Water Management Plan, and the National Action Plan for the Welfare of Disabled People Program. The Dhaka Office organized the “Roundtable on Disability, Exclusion and Development” in partnership with a local CSO, bringing together 25 organizations of people with disabilities, other national and international CSOs, and Bank staff to discuss disability policies and issues. Civil society staff also organized formal consultation meetings with a variety of CSOs on the revision of the Bank's operational policy on indigenous peoples (OP 4.10) and on the draft World Development Report 2004.

At project and program levels, the Bank facilitated extensive civil society participation in the preparation of many new Bank-financed government projects in Bangladesh, such as Health and Population, Primary Education, Water Management, Social Investment Program, Financial Services for the Poorest, HIV/AIDS Prevention, National Nutrition, and Post- and- Continuing Literacy. In addition to participating in the design and planning phases of these programs, CSOs were encouraged to collaborate with government to implement the programs as well as monitor the achievements of development objectives.

At the local level, the Small Grants Program funded eight local CSOs under the theme “Community-Driven Governance and Civic Engagement.” These CSOs organized more than 100 local level consultations and published reports, newsletters,

posters, and other advocacy materials on issues such as training on women's legal rights, tribal cultural heritage, and reducing youth violence (for more information on Bangladesh, see Box 23).

In **India**, the Bank's relationship with CSOs has improved steadily over the past few years. While dialogue and collaboration were rare and civil society participation in Bank-funded projects was the exception a decade ago, today it is the rule. CSO engagement has improved in quality as well as quantity, with greater emphasis placed on civil society participation in the entire project cycle, from planning and implementation to monitoring projects. Civil society involvement in policy dialogue has also become more mainstreamed. Clear examples are the recent CAS and World Development report 2004 consultations. It should also be noted that in the past three years CSOs have been more involved in policy advocacy work on such thorny issues as the social impacts of structural reform, privatization, and globalization.

Although overall relations between the Bank and civil society have improved, CSOs feel improvements could and should be made in several areas. Rigid bureaucratic regulation, such as with procurement, frequently leads to frustration and delays

Box 23: Promoting Good Governance and Gender Equality in Bangladesh

The Bank's civil society liaison staff in the Dhaka Office organized two initiatives to support civil society efforts in governance and gender. The first were four national workshops on transparency, good governance, gender equality, and the role of civil society in development organized by a CSO, News Network, and funded by the Small Grants Program. High-level government officials, journalists, CSO leaders, and Bank staff participated in these workshops. The workshop “Women's Empowerment and Gender Equality” stressed the importance of reducing gender gaps and achieving women's rights for economic growth and poverty reduction.

The second initiative was geared to promoting the “gendering” of the PRSP. The Bank joined the Ministry of Women's Affairs and other donors to support the establishment of the Gender Platform composed of government officials and CSO leaders in March 2003. The platform developed terms of reference and an action plan, which led to public consultations and negotiations with the inter-ministerial PRSP Task Force. In addition, two independent consultants were recruited to analyze the interim strategy paper, promote a series of workshops, and develop a road map on how to incorporate gender analysis and concerns in the full strategy paper.



WB-CSO conference on disabilities in Dhaka, Bangladesh

when CSOs are involved in implementing Bank-funded projects. While decision making has become more participatory, government officials still have a strong tendency to treat CSOs as contractors hired as program implementers, rather than partners in the development process. CSOs frequently complain about high targets, low budgets, and unrealistic time frames. The Bank is trying to address these issues by shifting the focus from a narrow, target-driven emphasis on activities to a look at larger policy outcomes. This is the case of the Rural Women's Development and Empowerment Project, where CSOs help develop sustainable livelihood activities, promote institutional capacity, and improve the capacity of poor rural women to participate in decision making.

In **Pakistan**, the Bank's civil society engagement efforts are geared to building strategic partnerships with CSOs. These partnerships take various forms. At the policy level, the Bank holds consultations and seeks feedback from CSOs on Bank policies and studies. With regard to training, the Bank makes efforts to share knowledge with civil society, as exemplified by a workshop on Gender in Monitoring and Evaluation, which the Bank's World Bank Institute hosted for CSO leaders and government officials. At the project level, CSOs are considered key stakeholders, and they participate in various phases of Bank-funded projects, from preparation to implementation. They are also encouraged to provide technical assistance through provision of consultancy services, such as social assessments and stakeholder analysis. An example of CSO participation in the implementation phase is the Ghazi Barotha Hydropower Project, where an advisory committee composed of local and national CSOs

and government agencies meets regularly to oversee the implementation of the project.

Another interesting example is the Empowering Rural Women in Punjab program. It is funded by a Japan Social Development Fund grant and implemented by the Social Welfare Department of the government of Punjab. The grant aims to provide literacy and life skills to 25,000 impoverished women and girls. CSOs at the community level carry out social mobilization, supervise teachers, and carry out project activities. In the process, CSOs build their own organizational capacities and thus ensure long-term sustainability of the country's development. Finally, the Pakistan Poverty Alleviation Fund project is largely implemented through CSOs. The Fund has provided CSOs with funding to provide social services, promote micro-credit entrepreneurship, and build basic infrastructure to benefit impoverished communities throughout Pakistan. In the past four years, for instance, the Fund has supported 38 organizations in 79 districts of the country to extend micro-credit loans to more than 275,000 borrowers, 45 percent of whom are women.

Bank Policy Dialogue and Consultations in Developed Countries

Even though the Bank's most significant civil society engagement efforts occurred at the country level in the 100 developing countries where it worked during the past three years, the Bank also continued to interact with CSOs in the developed world, namely, in Europe, Japan, and North America. These relations constituted policy dialogue on global development issues with traditional Bank-watchers and advocacy CSOs, as well as increased contacts with international service-provision NGOs on ways to increase operational collaboration in the developing world. Below is a summary of the policy dialogues, joint research, training, and partnership-building activities by region.

EUROPE

Over the past few years, the Bank's European vice presidency—responsible for relations with 18 countries of Western Europe—has intensified its civil society engagement work. In fiscal years 2002–2004, outreach to European CSOs intensified, not only because of increased demand from CSOs for information and policy dialogue, but also because the civil society sector has become an increasingly important actor in global development. A study carried out by the Organization for Economic Cooper-

ation and Development found that 2,700 development CSOs had mobilized at least \$7.3 billion in 1999 for overseas development assistance. European CSOs have also taken the lead in policy advocacy campaigns such as Jubilee 2000 (debt cancellation), the Global AIDS Fund, Education for All, and Fair Trade. Interest in Bank activities has spread from civil society in Northern Europe to Central and Eastern Europe.

The Bank responded to this growing civil society interest by developing new tools for outreach, dialogue, and partnerships with these groups, and by establishing the European Civil Society Team. The team helped introduce two outreach mechanisms in 2001 to expand the Bank's policy dialogue and consultation efforts. The first is *Global Video Links*, regular videoconferences that connect CSOs in industrial and developing countries with senior Bank managers and staff to discuss key issues and concerns. The video link with Bank President Wolfensohn, which is organized by the Washington-based Civil Society Team with the assistance of the European Civil Society Team, is now a biannual event. Seven other videoconferences have taken place during the past three years, linking dozens of CSOs from 21 countries in Europe, Africa, Asia, and Latin America.

The second mechanism for policy dialogue, introduced in 2002 and funded by the government of Finland, is the *Strategic Policy Workshops*. These are retreat-like gatherings that bring together CSO leaders, mainly from Europe and developing countries, with Bank staff to carry out frank and open discussions of contentious issues and seek areas of common ground. Three workshops took place during the period, the first in May 2002 on trade and development, the second in May 2003 on rural livelihoods, and the most recent in June 2004 on HIV/AIDS.

Bank staff continued to interact frequently during this period with European CSOs, particularly in the Paris, London, Rome, and Brussels offices. CSOs based in those capital cities were frequently invited to meet with visiting senior Bank managers, as well as participate in consultation meetings on Bank policies and studies. Bank staff were also invited to attend and speak at civil society events, leading to greater information exchange and institutional synergy.

The regional civil society team also began to expand and further intensify its outreach and dialogue efforts to other countries such as Denmark, Finland, Italy, the Netherlands, Portugal, and Spain,



WB, IMF, and CSO representatives discuss the PRSP during Annual Meetings in Washington, DC (October 2004)

with different emphasis in each country. In Denmark, Greece, Norway, and Sweden, dialogue was strengthened with trade unions. In Germany and Italy, Bank staff carried out training to CSOs on how to engage with the World Bank. In France, Bank staff carried out a survey on CSOs–Bank relations, which led to a joint civil society capacity-building initiative with a CSO network (see Box 24). Similar surveys were carried out during the past year in Italy (in collaboration with the Italian Association of NGOs), Germany, and Austria. Based on these experiences, the Paris Office will produce a guidance note for staff on how to carry out civil society mapping studies.

JAPAN

The Bank continued to increase its contacts and broaden its relations with Japanese civil society over the past three years. Relations centered in two areas: policy dialogue on global development issues, and operational collaboration on Bank-financed projects and programs. The 2000 launch of the Japan Social Development Fund—a trust fund financing poverty reduction efforts in the aftermath of the 1999 Asian economic crisis—has allowed the Bank to expand its relations with Japanese CSOs involved in international development. This was the case with a consortium of three Japanese CSOs—Institute for Cultural Affairs (ICA Japan), Association of Medical Doctors of Asia (AMDA International), and Nippon International Cooperation for Community Development (NICCO)—which have joined the Vietnamese government to implement the Vietnam Northern Mountains Poverty Reduction Program. Another example is Amis d’Afrique, a

Box 24: Consolidating Relations with French NGOs

In 2001, the Paris Office carried out a survey of international service provision NGOs to assess the status of the relations between the Bank and French civil society. The survey involved more than 70 NGOs and was carried out in collaboration with a French civil society network, Association Conseil sur le Financement du Développement (ACDE). The survey found that while few French development NGOs were familiar with Bank policies and programs or had worked with the Bank, nearly all would welcome more contact and collaboration.

Based on these findings, the Bank launched several initiatives to improve communications and relations with French civil society. The Bank and French network organized training sessions for French NGOs on Bank policies, and in collaboration with the Bank's Cameroon Country Office launched a pilot capacity-building session for about 30 Cameroonian NGOs. The Bank pre-

pared a CD ROM in French with a guide on working with the Bank and background materials. The CD ROM was distributed widely in France and in African francophone countries.

The Bank and the French CSO network also organized three visits by French NGOs to Washington, D.C., in 2002, 2003, and 2004 during which they met with numerous policy and operational staff from different geographic regions and thematic networks. The visiting NGOs also made presentations on their own experiences to Bank staff, and a subsequent videoconference hosted by the Bank focused on the experience of French CSOs in Cameroon. These visits have led to several new contacts and partnerships between French NGOs and Bank offices at the country level, including participation in the 2003 Development Marketplace competition at which Handicap International France was awarded a \$150,000 grant.

Japanese NGO active in Africa, which is partnering with the government of the Central Africa Republic to enhance implementation of the country's HIV/AIDS community prevention efforts by managing a grant-making mechanism.

To further expand relations with Japanese operational CSOs, the Social Development Department and the Tokyo Office launched an innovative training program to familiarize Japanese CSOs with Bank policies and programs. *Learning Across Borders* consisted of four workshops in Tokyo, Manila, and Washington, D.C., during 2001, involving 20 Japanese CSOs and 10 Asian-Pacific CSOs. In 2003, *Learning Across Borders II* was launched, consisting of two three-day training workshops in Tokyo and Colombo, Sri Lanka, focusing on community-driven development, as well as the internship program to place staff from five Japanese NGOs in JSDF-supported projects in the East Asia and Pacific Region. The Bank continued to support Japanese civil society through the Joint Japan/World Bank Graduate Scholarship Program, which offers special scholarships to Japanese graduate students who commit themselves to work for Japanese international development CSOs on completion of their university programs.

Finally, the Tokyo Office expanded its outreach efforts to Japanese CSOs through the dissemination of a weekly electronic newsletter, eNews, which reaches about 400 Japanese CSOs. The Civil Society Specialist and other Bank staff also continued to attend events organized by CSOs, receive CSO visi-

tors, disseminate Bank documents, and carry out consultations on Bank policies and programs through face-to-face meetings and videoconferences.

NORTH AMERICA

The Bank's outreach to civil society in North America occurred in Canada, Mexico, and the United States, but activities in Mexico are reported in the section on the Latin America and Caribbean Region. Interaction between the Bank and Canadian CSOs was occasional during the period, generally revolving around policy dialogue during Bank Annual/Spring Meetings, which policy advocacy groups such as the Halifax Initiative attended. Bank civil society staff also attended a major conference on global governance in Montreal in October 2002 and received several delegations of Canadian service-delivery NGOs at the Bank.

Relations with civil society in the United States revolved largely around policy dialogue with NGOs, trade unions, faith-based groups, and foundations based in Washington, D.C., New York, Boston, and San Francisco. The Bank continued to maintain longstanding and frequent dialogue with Washington-based development and environmental policy CSOs, such as the Bank Information Center, Oxfam/America, the World Wildlife Fund, InterAction, Action Aid, Friends of the Earth, Center of Concern and World Resources Institute. Several meetings a week were held between Bank staff and Washington-based policy advocacy CSOs on such

issues as PRSPs, AIDS, Education for All, environment, trade, and debt. This policy dialogue also occurred during the Annual/Spring Meetings and in consultation sessions on specific policies, programs, and projects throughout the year. (See the section on “Dialogue on Global Issues” for more details.)

The issues that gained most prominence in Bank-CSO relations during the period were globalization, governance, and human rights. Several debates on globalization took place with CSOs in a variety of settings, including Washington-based universities, churches, and the Bank itself. Several high-level meetings on human rights took place between CSO leaders and President Wolfensohn, and a dozen CSOs organized an important workshop on human rights in September 2002. The most recent venue for dialogue has been the bimonthly *World Bank–Civil Society Lunch Discussions* initiated in June 2003, in which civil society speakers are invited to present studies or position papers to a mixed audience of Bank staff and civil society representatives. This discussion series is intended to promote a more horizontal and thoughtful debate on current policy issues and has included discussions on PRSPs, governance, infrastructure projects, and Brazilian government development policies.



Handover of CSO “Unhappy Birthday” cards calling for debt cancellation (Washington, DC—April 2004)

Another important collaborative initiative was a study carried out jointly by the World Bank and InterAction, an umbrella organization representing 168 U. S. international development CSOs, on the status of their relations at the global and country levels. The study examined the scope and quality of the policy dialogue, as well as operational relations (see Box 25).

Box 25: Study on World Bank-InterAction Relations

The study on World Bank-InterAction engagement was launched in March 2002 and coordinated jointly by the Bank’s Civil Society Team and InterAction’s World Bank–Civil Society Initiative Team. The study, which was carried out by a research team from Just Associates, used a participatory methodology, which began with the establishment of advisory groups in both the Bank and InterAction to help frame and guide the study. The research methodology included staff surveys, focus groups, individual interviews, and several joint Bank-InterAction discussions.

Overall the study found that there is a much wider range of World Bank-InterAction relations than expected. More than 40 percent of InterAction and 59 percent of World Bank respondents reported having operational relations in one or more of the following areas: HIV/AIDS, social/rural development, education, health, and employment. On the other hand, the study documented the existence of financial and bureaucratic constraints to more effective partnership. In the policy area, both sides noted as positive the role InterAction members play in building the capacity of local CSOs to participate in CAS and PRSP formulation in several countries.

Finally, the study made several recommendations geared to improving InterAction-World Bank collaboration, including the need to: streamline and simplify Bank contracting and disbursement procedures; improve the quality of policy consultations, particularly around macroeconomic policies; strengthen Bank policy and practical guidelines for relating with civil society; and promote greater technical and staff exchanges.



5 Outreach to Civil Society Constituencies

As part of its efforts to expand its relations with civil society, the Bank has developed policies and programs to reach out to specific constituencies. These include children and youth, disabled persons, faith-based groups, foundations, indigenous peoples, labor unions, gender groups, parliamentarians, and Roma populations. Engagement efforts to these constituencies have included adopting new policies, undertaking research studies, hosting meetings, providing grants, hiring specialized staff, and setting up organizational units within the Bank to coordinate this work.

Afro-Latino Populations

More than 150 million people of African descent reside in Latin America and the Caribbean. Lack of access to basic services, such as healthcare and education, as well as discrimination in the labor market, makes Afro-descendants among the poorest groups in the region. Since 2002 the Bank has been working with governments and CSOs to reach out to the Afro-descendant communities and strengthen the capacity of civil society groups to engage in policy dialogues with central and local governments to improve access to education, health services, and land demarcation.

For example, the Bank supported workshops for Afro-descendants in Lima, Peru, titled *Todos Contamos II*, in October 2003. The regional workshop focused on making the national census a tool for obtaining official, disaggregated data on race and ethnicity. Cosponsored by the Inter-American Development Bank, the workshops brought together 100 representatives from 18 countries throughout the region. Participants included officials from the region's national statistics bureaus and Afro-descendant and indigenous groups. As a follow-up, national statistical offices and Afro-descendant civil society groups are being supported by the Bank to improve census questions and household questionnaires, and greater dialogue and cooperation has

been established between national census offices and Afro-descendant community organizations.

In San Jose, Costa Rica, the Bank sponsored an evaluation workshop as part of a Leadership Capacity Strengthening Program for Afro-descendant organizations in Brazil, Central America, Peru, and Uruguay. The program focused on building capacity to design and implement local development programs, improving financial reporting and accountability among Afro-descendant organizations, and training for participation in policy-oriented discussions at the national and local levels. In Honduras the Bank is working with government to regulate and title The Land of Afro-Honduras in the northern part of the country. Afro-Hondurans, or Garifunas, have historically occupied the coastal lands of northern Honduras, but land demarcation, titling, and management plans of these Garifuna lands have been pending for decades. Finally, in Colombia the Bank participated in the Interagency Committee on Race and Development during 2003. Through this entity, the Bank has supported the creation of an association of mayors with municipalities with majority Afro-descendant populations.

Children and Youth

The Bank took several important steps during the past three years to reach out more effectively to children and youth groups, as well as to address youth issues. The first step was the appointment of a Children and Youth Adviser in September 2002 to coordinate the Bank's work in this area. The adviser established a working unit and brought in a CSO youth expert from Plan International as a seconded staff person, to provide civil society expertise and external perspective. The second step was to draft a children and youth strategy to guide the Bank's work in this area. While the Bank has financed countless projects to assist impoverished children and youth, it has not had a strategy explicitly focused on these constituencies. The strategy aims

to define the Bank's role and niche in youth issues, better identify priorities for the Bank's actions in this area, and incorporate youth perspective into other Bank policies, studies, and programs.

The Children and Youth Unit carried out numerous outreach events and formal consultations over the past year on the draft strategy *Investing in Children and Youth: A Strategy to Fight Poverty, Reduce Inequity, and Promote Human Development*. This outreach effort has included consultation meetings, videoconferences, and web-based discussions. Videoconferences took place with young people from nine European countries to exchange views and discuss the new strategy. An electronic discussion over a five-week period in May–June 2003 elicited participation from 1,300 youth. Throughout this period, Bank staff collaborated with youth CSOs and networks, including the YMCA, the International Youth Foundation, and the Global Movement for Children. Bank staff also participated in and consulted youth leaders at the World Congress of Youth in Morocco in August 2003.

The Children and Youth Unit organized the Bank's first major meeting with youth during this period. The Paris Dialogue in September 2003 brought together more than 100 youth leaders and representatives of youth organizations from 70 countries for two days of discussions with Bank President Wolfensohn and other senior managers. Workshops and sessions discussed HIV/AIDS and risky behaviors, education, conflict prevention, and youth employment. One outcome was the Bank's offer to provide training to young people through the World Bank Institute and to help strengthen communications with participants. A follow-up meeting was scheduled for 2004.

Disabled Persons

Of the estimated 600 million disabled persons worldwide, some 400 million live in developing countries and have some type of physical, intellectual, sensory, or psychological disability. They are frequently denied basic civil and human rights, resulting in exclusion from education, employment, adequate housing, transportation, and affordable health care. The Bank took an important step in 2002 to address these problems by appointing the first-ever Disability and Development Adviser to coordinate the Bank's work in this area. The adviser established a small working team of professionals

with extensive knowledge in disabilities issues and contacts with CSOs that work in this area.

As part of its outreach efforts, the Bank's Disability Unit has launched several policy dialogue and learning events involving representatives from government, disabled persons organizations, other CSOs, and donor agencies. In 2002, the Disability Team organized the Bank's first-ever International Disability Conference in celebration of the United Nations International Day of Disabled Persons. More than 600 participants from the greater disability and development community attended this conference, which called for the mainstreaming of disability into the international development agenda. A second international disability conference was being planned for 2004. As part of this effort, the Disability Team helped establish the Global Partnership on Disability and Development, which is an alliance of more than 100 organizations representing disabled persons organizations, governments, CSOs, donor agencies, and other stakeholders to further integrate disabled persons issues on a global level. The Bank also launched the *Disabilities Learning Program*, geared to promoting disability issues among CSOs. The most recent of these learning programs was held in Guatemala in May 2003 and focused on inclusive urban management.

The Disability Team has provided technical assistance to Bank staff and other organizations on incorporating disabilities issues into larger development policies. The team worked with country offices in Brazil, Ethiopia, India, Philippines, South Africa, Vietnam, and Uganda to develop Bank positions on disability issues. It also collaborated with the Bank's Global HIV/AIDS Program and the Yale School of Public Health to administer a Global Survey on HIV/AIDS and Disability and to publish its findings. Finally, the Bank provides governments and disability organizations funds to carry out development programs for populations of disabled people. The Vietnamese government ran a country development competition focused on disability in 2002, awarding 15 grants totaling \$150,000.

Faith-Based Groups

The Bank established a work unit in September 2000 to reach out to the world's major religions—Muslims, Christians, Buddhists, Jews, and others—to promote dialogue and collaboration on issues of

ethics and faith as they relate to poverty alleviation and social development. As a nonreligious development agency, the Bank feels it has much to learn about the role religion and faith play in development. Over the past three years, the Development Dialogue on Values and Ethics Unit has carried out a series of activities with global faith-based and interfaith organizations to promote greater dialogue, joint action, and exploration of a more comprehensive vision of development and poverty alleviation.

A seminal meeting took place in October 2002, where Bank President Wolfensohn and a former Archbishop of Canterbury, Dr. George Carey, hosted a meeting of religious and development leaders in Canterbury, England. Participants discussed the Millennium Development Goals, issues of social justice, the impact of HIV/AIDS, and possible synergies between the worlds of faith and development in key areas of development. Other activities have included speaking engagements, disseminating materials, writing articles, organizing formal dialogues, and cohosting interfaith events on a broad range of development issues. Most recently the Unit has published two books, *Mind, Heart and Soul in the Fight Against Poverty*, which presents a series of case studies of faith-development collaboration, and *Millennium Challenges for Development and Faith Institutions*, which explores a range of issues relevant to this dialogue.

The Unit has developed a range of key partnerships with major faith and interfaith organizations. Since 2001, the Bank and the IMF have engaged in a dialogue with the World Council of Churches, which aimed to hold a summit meeting of the leaders of all three institutions in the second semester of 2004. It has included preparation of policy papers and workshops on issues such as the impact of globalization, water privatization, and PRSPs. The Bank has also been actively involved since 2001 in a colloquium entitled *Giving Soul to Globalization*, which takes place in the context of the Fez Festival of World Sacred Music in Morocco. About 60 leaders participated in the 2004 symposium, which focused on the many complexities of globalization, the concept of global and spiritual citizenship, and the social responsibility of corporations. Other meetings hosted or attended by the Unit have included consultations on environmental issues and a workshop on anticorruption efforts with Transparency International. An important partner in this outreach effort has been the World Faiths



WB and IMF staff dialoguing with church leaders at the World Council of Churches in Geneva, Switzerland (February 2003)

Development Dialogue, which has facilitated consultations between the Bank and faith-based groups on several issues, including the World Development Report 2004 on service delivery.

Finally, among all the issues where greater dialogue and cooperation between faith and development organizations are needed, none is more urgent than HIV/AIDS. The Bank sponsored two workshops, one in Addis Ababa, Ethiopia in May 2003 and a second in Accra, Ghana in January 2004, to discuss ways to combat HIV/AIDS with key faith communities and national AIDS councils from a wide range of countries from East and West Africa. As part of the preparation for the Shanghai Conference in June 2004, the Unit prepared a case study examining the experience of Uganda in fighting HIV/AIDS, which highlighted the role of faith organizations.

Foundations

Foundations play an important role in development, often providing the seed money or institutional support needed by CSOs to launch innovative grassroots initiatives or scale up successful development programs. The Bank designated a Foundations Coordinator in 2000 to establish better relations and explore areas of collaboration with

foundations. The Coordinator, in turn, established a small unit and the Bank-wide Foundations Working Group, which brings together staff from across the institution to support its outreach efforts. The Coordinator, with the help of the Working Group, is responsible for deepening Bank-Foundation relations, assisting foundations to understand the Bank better, advising Bank staff on how to collaborate with foundations, and organizing outreach events. The foundations team produces a monthly electronic newsletter, *Foundations News*, and manages the Foundations website to keep Bank staff informed of the latest initiatives in this area.

The Foundation Unit, in partnership with the Social Development Department, launched a two-year Community Foundations Initiative to strengthen community foundations and explore how they can be integrated into the Bank's community-driven development approach at the country level. Community foundations have not only been the fastest-growing type of foundations worldwide over the past decade, but they seem to be particularly well suited for poverty reduction efforts. The two basic goals of the Community Foundations Initiative are to increase awareness among Bank staff about the concept and potential contribution of community foundations to development and to identify and support several community foundations pilot projects that are integrated into Bank community-driven development programs and other operations in various regions of the world. Initial work is being undertaken in India, Moldova, and Thailand. Other potential pilot countries are Ghana, Mexico, the Philippines, Sri Lanka, and Tanzania. The initiative is being funded by the Ford Foundation, the Charles Stewart Mott Foundation, and the Bank. Several other foundations serve on the advisory panel: the Council on Foundations, the Triangle Community Foundation, the Vancouver Foundation, and the Council of Michigan Foundations.

During fiscal years 2002–2004, World Bank staff also carried out a series of dialogues and partnership-building activities with international foundations on such topics as the PRSPs, Millennium Development Goals, Education for All, and HIV/AIDS. One such initiative brought together the Gates, United Nations, and Rotary International Foundations with the Bank to establish the Global Program to Eradicate Poliomyelitis, a partnership to buy polio vaccine through buy-down loans to help eradicate polio worldwide by 2005. A similar part-

nership involved the Soros Foundation and the Bank in support of the Global Partnership to Stop Tuberculosis. Other initiatives included involving foundations in PRSP processes in various countries, supporting development initiatives to complement the Millennium Development Goals, and leveraging foundation support to enhance CSO participation in various Bank policy consultations.

Gender Groups

World Bank research and experience on the ground show that gender inequality typically lowers growth rates and impedes poverty reduction. For example, inequality between males and females in human capital formation and economic resources reduces labor productivity. Unequal power and resources of males and females found in most countries reduces the efficiency of labor allocation in households and the economy, intensifying the unequal distribution of resources. Gender inequality also contributes to the non-monetary aspects of poverty; lack of security, opportunity, and empowerment. Although women and girls bear the largest and most direct impact of these inequalities, the costs cut broadly across society, ultimately hindering development and poverty reduction.

Established in 1996, the World Bank External Gender Consultative Group brings together a group of gender specialists and leaders of women's CSOs from around the world to meet with senior Bank management and staff to strengthen dialogue on gender-related issues and to provide guidance on key gender and development concerns. The most recent meeting of the Consultative Group took place in November 2003 and discussed the implementation of the Bank's gender mainstreaming strategy. The meeting discussed the significant progress that had been made, particularly on the preparation of Country Gender Assessments, and learned about the increased attention given to gender in core diagnostic economic and sector work, in CASs, in joint staff assessments of PRSPs, and in project design and supervision. Members of the group emphasized that it is important to build on the momentum that has been established. Participants suggested that consultations at the country level on all subjects—not only those traditionally thought of as women's issues—should systematically involve women's CSOs. In addition, the group suggested that the Bank undertake a new initiative to combat gender-based violence.

Following the November 2003 Consultative Group meeting, the World Bank hosted an interagency workshop on Gender Equality and the Millennium Development Goals, which gathered lessons and promising approaches that can be used to integrate gender-specific actions into MDGs policies and interventions. The meeting brought together more than 200 participants, including members of the Consultative Group, Bank staff, and representatives from CSOs, United Nations and donor agencies, and businesses from throughout the world.

Indigenous Peoples

Recognizing that their identities, cultures, lands, and resources are uniquely intertwined and especially vulnerable to changes from outside, the Bank has traditionally sought to “do no harm” to indigenous peoples through its financing of development loans. Over the past decade, however, the Bank has moved toward a more proactive approach to promote indigenous participation in development programs. Now numbering more than 300 million and living in more than 70 countries, indigenous groups have begun to participate directly in Bank policy consultations and receive support from Bank programs.

As of August 2003, 227 of the Bank’s active projects portfolio involved indigenous peoples’ issues, and another 80 were in the pipeline. In Africa, the Bank is promoting awareness of indigenous knowledge systems and institutions, particularly in relation to natural resource management and biodiversity conservation. Some 56 projects in Asia and the Pacific involve indigenous peoples in forestry management, education, community development, conservation, and natural resources management. Indigenous peoples are involved in 110 projects in the Latin America and Caribbean region, in areas such as natural resource management, land regularization, and community-based development. In addition, the Bank’s Small Grants Program provides support to indigenous CSOs in Colombia, Brazil, Peru, and Russia. In 2003, the Bank launched a *Global Fund for Indigenous Peoples* to provide grants to support local sustainable and replicable development efforts by indigenous groups. The fund is managed by a board of directors, half of them indigenous leaders selected by their organizations. The fund is supporting a capacity-building program through the Fondo Indígena to strengthen indigenous organizations in Bolivia, Colombia, Ecuador, Peru, and Venezuela.

On the policy side, indigenous leaders and indigenous-issue NGOs have also participated over the past three years in extensive consultation meetings related to the review process of the Bank’s indigenous peoples’ operational directive 4.10. This process has involved half-a-dozen consultation meetings worldwide and the Indigenous Peoples’ Roundtable in Washington, D.C., in October 2002, which included 15 indigenous leaders from around the world to discuss issues such as indigenous land rights, prior consent, and indigenous identity. The Bank is also providing support to strengthen the United Nations Permanent Forum on Indigenous Issues, a newly established advisory body to the United Nations Economic and Social Council that gives indigenous peoples a stronger voice at the international level. The Development Gateway supported the networking and policy advocacy efforts of indigenous groups by providing facilities for several videoconferences in 2001.

Labor Unions

World Bank dialogue with the international union movement has increased over the past three years. The dialogue with labor has involved two major international confederations—the International Confederation of Free Trade Unions and the World Confederation of Labour—as well as the Trade Union Advisory Committee to the Office of Economic Cooperation and Development, and several global union federations organized by sector, such as Public Service International. In addition, the Bank regularly consults with the union movement on major studies and publications such as the World Development Report and Sector Strategy Papers.

Relations with the two international federations intensified in 2000, as the Bank and the International Monetary Fund decided to jointly establish a platform for ongoing dialogue with them. It has included the following activities: senior leadership meetings every two years in Washington, D.C.; technical level meetings on policy issues of mutual interest such as pension policies, PRSPs, and privatization; and staff secondments. The first senior leadership meeting took place in October 2002, and several other leadership and technical meetings have been held since on topics such as privatization and core labor standards. Secondments of union representatives have taken place in three units of the World Bank, varying in length from six weeks to one



High-level meeting between the WB and labor leaders from the ICFTU and WCL (Washington, DC—October 2004)

year. One of the secondees carried out an important study on the participation of labor unions in PRSP processes. Another looked into the consultation of unions in World Bank public sector reform projects, and the third proposed changes to procurement documents that would cover health and safety precautions and other labor standards for workers on Bank-financed public works projects. Future assignments are under consideration.

At the country level, the Bank encourages consultation of trade unions in Bank projects and products such as CASs and in the government's social dialogue process in general, such as through PRSPs. These efforts have included training workshops for trade unions active in the strategy paper process, including a six-day workshop in December 2002 in Lusaka, Zambia. The Bank has also established formal coordination with the International Labor Organization to improve social dialogue in at least five PRSP countries.

Parliamentarians

As part of its efforts to reach out to a broad set of stakeholders, the Bank initiated a program to engage parliamentarians from around the world. The Bank's main parliamentary interlocutor, the *Parliamentary Network on the World Bank* (PNoWP), was established in 2000 to help strengthen parliaments' role in fighting poverty and monitoring the World Bank's work at the country level. The network is an independent, nongovernmental organization whose members engage in policy dialogue with the

Bank. It links more than 300 members of parliaments or congresses from some 80 countries. The network has carried out a series of activities during the past three years to further dialogue with the Bank, monitor the Millennium Development Goals, and promote training.

Parliamentarian members of the network have formed four regional and local chapters in India, East Africa, the Middle East, and Japan to discuss Bank operations and exchange information with Bank staff in country offices. The network has also begun to monitor the implementation of the Millennium Development Goals via the Parliamentarians' Implementation Watch. The HIV/AIDS Committee helps parliamentarians raise awareness, develop legislation, and work with World Bank staff on HIV/AIDS issues. The parliamentary network's Working Group on International Trade works to strengthen the Doha development agenda.

The network has also begun to sponsor field visits to Bank-funded projects by members of parliament. Field visits have occurred to projects in Albania, Burundi, Ethiopia, Kenya, Serbia and Montenegro, Uganda, and Yemen. This program is funded by the Finnish government and allows parliamentarians to check results on the ground and make a political assessment of the PRSP process. The parliamentary network keeps in touch with its members and other groups via its website, a quarterly newsletter, and a global contact database of some 1,200 parliamentarians and their staff. The network held its fifth annual conference in Paris in February 2004, bringing together 190 parliamentarians from 80 countries with World Bank President Wolfensohn, International Monetary Fund Deputy Managing Director Agustin Carstens, Brazilian President Lula da Silva (by direct video link), and other international development leaders.

The Bank coordinates its relations with the network through the Development Policy Dialogue Team in the European Vice Presidency and provides several ongoing services, including an online information service, a monthly electronic newsletter, and academic conferences. It should be noted that the parliamentary network is not the Bank's sole parliamentary interlocutor, as the Bank has established relations with some 30 organizations, networks, and assemblies, and it gathered representatives from some 20 initiatives for a first "network of networks" meeting at its Paris office in February 2004 to map areas of cooperation.

Roma Population

The World Bank also took concrete steps during the past three years to reach out to the Roma peoples of Central and Eastern Europe. These efforts included establishing a grant fund and hosting a major conference to focus attention on the plight of the Roma population. The Roma have traditionally been socially stigmatized and economically marginalized in many countries and have grown increasingly vulnerable as a result of recent political and economic changes that have transformed the region. The Bank joined European foundations to launch the Pakiv European Roma Fund in March 2002 to support Roma grassroots development efforts, carry out leadership and program management training, and promote regional networking efforts. The fund, based in Bulgaria, has begun working in Bulgaria, Hungary, Romania, and Slovakia, but hopes to expand to other countries over the coming years.

The Bank also supported a major conference in Budapest in June 2003 geared to promoting the development efforts of the Roma people. The “Roma in an Expanding Europe: Challenges for the Future” conference brought together some 200 Roma leaders, CSO representatives, government officials, and donor agency representatives. It was designed to raise public awareness of the unique economic development challenges and opportunities facing the Roma and to identify policies and programs that can effectively address structural poverty among the Roma. The World Bank, the Open Society Institute, and the European Commission cosponsored the event. Other contributors included the United Nations Development Program, the Council of Europe Development Bank, and the governments of Finland, Hungary, and Sweden. More recently, the Bank supported a regional training workshop geared to strengthening monitoring of government poverty programs and social accountability. The event, held in May 2004 in Belgrade, Serbia, brought together 40 representatives of Roma civil society alongside government officials and donor agency representatives from six countries in the region.

CONCLUSION

This report described the significant advances during the past three years in the Bank’s efforts to reach out and engage with civil society throughout the world. The many types and forms of engagement offer a demonstration of how diverse and multifaceted the Bank’s relations have become with civil society, ranging from policy dialogue to operational collaboration. They also demonstrate how complex and multilayered these relations have become over time.

While the report showed how these relations have evolved, particularly at the country level, it also highlighted the opportunities and challenges facing the Bank and civil society in the coming years. On the positive side, the report underscores the many opportunities for greater synergies and development results that can come from closer Bank–civil society relations. These include stepped-up and effective dialogue on macroeconomic issues and on other contested policies such as trade liberalization and privatization. It also demonstrates the potential the CAS and PRSP processes have to promote government–civil society collaboration at the country level.

The report also points to problems and challenges being experienced in these evolving relations, including the need for the Bank to reduce the gap between discourse and practice, particularly regarding its policies on participation, information disclosure, and accountability. The Bank also needs to improve the effectiveness and consistency of its stakeholder consultation efforts to reduce “consultation fatigue” and demonstrate to civil society interlocutors how the feedback received through these consultations results in improved Bank policies and more effective Bank-financed operations. Another challenge is for the Bank to more effectively involve its government partners in these Bank–civil society engagement efforts, and even more important, to encourage governments and civil society to dialogue and collaborate more effectively at the country level. Finally, the Bank needs to improve its ability to monitor the results of its civil society engagement work to show the benefits such engagement can bring to the development process.

Annex I:

Consulting Civil Society on Country Assistance Strategies, Fiscal Years 2002–2004¹¹

Country	World Bank Approval Board Dates	Consultation Efforts
1. AFGHANISTAN	Transitional Support Strategy <i>April 4, 2002, and March 11, 2003</i>	Consultations with Afghan civil society were held in Islamabad and Tehran as part of the preparation of the 2002 Transitional Support Strategy. The subsequent strategy was enriched by inputs received through a series of consultations held in Kabul in January 2003 with representatives of government, civil society, the private sector, and international donor agencies. Those consulted emphasized, among other things, the importance of learning from and building on the substantial experience of CSOs operating in Afghanistan, because the Bank has provided and will continue to support government programs implemented with CSO involvement. CSOs consulted included Solidarities, Handicap International, Afghan Development Association, Danish Committee for Aid to Afghan Returnees, CARE International, Coordination of Humanitarian Assistance, Public Health Program for Afghanistan (IBNSINA), Agency for Rehabilitation and Energy Conservation in Afghanistan, Coordination of Afghan Relief, Peace Winds–Japan, International Assistance Mission, and World Vision.
2. AFRICA REGION (CENTRAL)	Regional Integration Assistance Strategy <i>February 6, 2003</i>	This Regional Integration Assistance Strategy for Central Africa is the second formal response of the World Bank's enhanced priority to regional integration in Africa and a response to a request by the African Governors at the 2000 Annual Meetings. It follows the strategy for West Africa presented to the Board on August 2, 2001. Central Africa refers to CEMAC—Communauté Economique et Monétaire de l'Afrique Centrale—comprised of Cameroon, Central African Republic, Chad, Republic of Congo, Equatorial Guinea, and Gabon. This strategy has been prepared in consultation with regional institutions, governments, and representatives from civil society.
3. AFRICA REGION (WEST)	Regional Integration Assistance Strategy <i>August 2, 2001, and February 7, 2003</i>	Several governments, key West African institutions, donors, and representatives of civil society worked together to prepare the strategy. There is growing awareness within the business communities in favor of integration, and representatives of civil society now have a voice in the debate as the main stakeholders and beneficiaries of integration.
4. ALBANIA	CAS <i>June 20, 2002</i>	Roundtables and local consultations facilitated by the Carter Center took place during March and April 2002. Representatives of universities, media outlets, professional associations, businesses, and CSOs attended the roundtables. Farmers and members of farmers' associations participated in the local consultations. These discussions were built on extensive exchanges

¹¹ This table includes those Country Assistance Strategy where there was civil society consultation reported as part of the strategy's formulation process. These are summary descriptions of civil society involvement, for more detailed accounts see the CAS documents themselves which can be found on the country office websites. The CASs were produced by the World Bank (WB), unless listed as "Joint WB–IFC," which identify those undertaken together with the International Finance Corporation (IFC).

Country	Approval Dates	Consultation Efforts
4. ALBANIA, continued		with CSOs involved in the formulation of the Growth and Poverty Reduction Strategy, Bank-financed projects, and Bank policy documents. Feedback included specific advice on country strategy content and suggestions on the role of the civil society in strategy implementation. A strategy discussion note, minutes of consultations, and relevant documentation were posted on a special Albanian and English-language CAS website. Leading national newspapers and radio-TV stations also covered the consultations.
5. ALGERIA	Joint WB-IFC CAS <i>June 26, 2003</i>	A dozen consultations and sectoral workshops organized between January 2002–April 2003 involved more than 1,000 stakeholders through several thematic workshops. The January 2002 CAS workshop included academics, journalists, business executives, and members of the Economic and Social Council. The sectoral CAS meeting held in Ghardaia in April 2002 focused on rural development and agriculture and included professional organizations, research centers, and universities. The June 2002 workshop on integrating a social perspective into the strategy engaged Algerian universities and research centers in debates on national development priorities.
6. ARGENTINA	CAS <i>April 15, 2004</i>	Broad consultations were held with representatives from government, civil society, and the private sector as part of CAS preparation in order to ensure that the concerns and aspirations of key stakeholders were taken into account. The Bank also incorporated lessons learned from the previous strategy consultation process. In the area of social inclusion, the strategy concentrates on the need for strengthened and more effective efforts to reach the most vulnerable societal groups such as the indigent poor, elderly, rural poor, indigenous populations, and youth at risk.
7. AZERBAIJAN	CAS <i>July 27, 2003</i>	Consultations on the draft CAS, held in March 2003, included representatives from government and civil society. Complementary meetings took place with the prime minister and council of ministers, parliamentarians, PRSP team, and representatives from civil society, the private sector, and international donor agencies. National and international CSOs and other representatives of civil society emphasized the importance of focusing on anticorruption efforts through improved monitoring in implementation of Bank-financed projects.
8. BANGLADESH	Joint WB-IFC CAS <i>October 2003—ongoing</i>	Bank staff initiated consultations for the preparation of the results-based 2004 CAS in October 2003. The process began with four retreats involving Bank staff based in Dhaka and one consultation with Bangladeshi citizens living in the United States. A total of 10 consultation meetings were held with civil society including rural and urban poor, poor children and youth, university students, NGO leaders, academics, people with disability, factory workers, and indigenous peoples, as well as with business leaders. Several consultation meetings were also organized with the government's PRSP committees. Major issues raised included: accelerating economic growth and enhancing the well being of Bangladesh citizens by promoting employment and economic opportunities; reducing vulnerabilities; and improving governance and efficiency of public and private sector.
9. BELARUS	Joint WB-IFC CAS <i>March 14, 2002</i>	Organization of broad consultations with the general public has become an important pillar in discussing the CAS in Belarus. In 2001 thematic roundtables, focus groups, and information seminars were held in 14 towns of

Country	Approval Dates	Consultation Efforts
9. BELARUS, continued		Belarus, which involved more than 1,500 representatives from environmental, social, educational, and other CSOs, media outlets, small and medium businesses, academia, and students associations. A draft version of the strategy was disseminated beforehand to facilitate meaningful dialogue on issues such as HIV/AIDS, environment, impact of the Chernobyl disaster, needs of vulnerable groups, and private sector development. The first strategy draft contained comments and feedback collected during these consultations. The Bank discussed a second version of the strategy with stakeholders during a second round of consultations, and also posted it on the internet to elicit wider public feedback.
10. BENIN	CAS <i>July 1, 2003</i>	Consistent with the core principle of linking the CAS to the PRSP process, the Bank has connected its CAS consultations with the nationwide consultations held both before and after the drafting of the PRSP. This country strategy draws on a number of documents that were prepared by the poverty strategy team and on a 2001 opinion survey. In addition, the Bank carried out consultations with the government, elected officials, civil society, the private sector, and international donor agencies. This process was initiated with a full week of discussions in June 2002 on the preliminary concepts of both PRSP and CAS strategies.
11. BOLIVIA	Joint WB-IFC CAS <i>January 10, 2004</i>	Four regional consultations were held as part of the CAS preparation process in the highlands (Potosi), lowlands (Santa Cruz), valleys (Tarija), and Amazon (Riberalta) regions. Two of the consultations were carried out before and two after the October 2003 governmental crisis. More than 250 representatives of farmers associations, indigenous peoples organizations, NGOs, universities, youth and women's groups, neighborhood associations, small and medium enterprises, and labor unions participated in these regional forums.
12. BOSNIA AND HERZEGOVINA	CAS Progress Reports <i>October 18, 2001, and November 12, 2002</i>	There were consultations with key government and civil society stakeholders, as well as with international donor agencies, in the process of preparing the 2001 CAS Progress Report. The consultations were structured to complement the participatory process underway for the PRSP process. The consultation process for the 2002 CAS progress report involved outreach at several levels and along several thematic lines. The civil society community selected a CSO to manage local level consultations, which involved a number of consultations on specified topics in 10 local communities. Thematic consultations took place with a variety of stakeholders in government, parliament, and civil society and among international donor agencies. A general media campaign was also launched to increase awareness of the country strategy process among the general public.
13. BRAZIL	Joint WB-IFC CAS <i>December 9, 2003</i>	In agreement with the Brazilian government, the Brazil country team undertook consultations for the preparation of this CAS with numerous members of Congress, state governors and secretaries, members of the Council of Social and Economic Development, academics, civil society representatives, members of the international community (embassies and other multilateral aid organizations), members of youth organizations, union leaders, and Catholic bishops. These meetings took place between June and October 2003. The consultations included more than two dozen meetings involving

Country	Approval Dates	Consultation Efforts
13. BRAZIL, continued		several hundred individuals. During the preparation of the private sector strategy of the CAS, IFC and Bank staff consulted with representatives of the private sector, including banking and industrial associations.
14. BULGARIA	Joint WB-IFC CAS <i>May 9, 2002</i>	A series of town meetings, roundtable discussions, and smaller caucuses were held to discuss the draft CAS with more than 500 local officials, CSO leaders, business executives, donor agency staff, and the general public. After the strategy was approved by the Bank's Board, it was translated into Bulgarian, posted on a special CAS website, and distributed widely to government agencies, CSOs, and business associations that participated in the consultation. Bank staff also partnered with a CSO to make presentations on the strategy throughout the country. A number of issues identified during this process that reflected a measure of consensus between Bank, civil society, and other stakeholders were incorporated into the strategy. These included social and economic issues such as unemployment, HIV/AIDS, poverty, and the need for social safety nets; governance concerns such as decentralization, municipal finance, public administration, and corruption; and other sector-specific topics related to agriculture, environment, and private sector development.
15. BURKINA FASO	CAS Progress Report <i>April 8, 2003</i>	The CAS Progress Report draws from the participatory processes conducted as part of the two annual PRSP progress reports. Consultations with government, civil society, donor agency representatives, and other stakeholders on the country strategy progress report took place in Washington, D.C., and Ouagadougou in February 2003.
16. CAMBODIA	CAS Preparation <i>2003</i>	Preparation of the CAS began in 2003 with a series of formal and informal consultations on the country's development challenges and the role of the Bank. These were held in Phnom Penh with international and national CSOs, and at the provincial, district, and commune levels with youth organizations, commune councils, religious groups, and indigenous organizations. The Bank joined the Asian Development Bank and DIFD in sponsoring joint consultation meetings in September 2003 with representatives from government, civil society, private sector, and donor agencies. Preparation of the respective country strategies was delayed as a result of political deadlock following the July 2003 elections, and the additional time was used for strengthening outreach to youth and civil society groups, including regular publication of a newsletter, field visits to CSOs in the provinces, and consultation on specific topics. Follow-up consultations on the draft CAS alongside Asian Development Bank and DIFD assistance strategies took place in November 2004.
17. CAMEROON	CAS <i>September 11, 2003</i>	National CAS consultations were held in May 2003 in Yaound. These consultations were attended by 19 cabinet officers, approximately 30 CSO representatives, religious leaders, media professionals, and donor agency staff. These consultations produced broad agreement on strategy objectives, outcomes, and conformity with the PRSP, as well as appreciation for the results-based format of this country strategy.
18. CHAD	Joint WB-IFC CAS <i>December 11, 2003</i>	National consultations on the CAS were held in N'Djamena during September 2003. The consultations involved in-depth discussion on the diag-

Country	Approval Dates	Consultation Efforts
18. CHAD, continued		nosis and content of the draft strategy with a broad range of senior government officials and representatives from civil society, the private sector, and international donor agencies. Overall, consultation participants found the two pillars of the strategy to be well aligned with the country's development priorities as expressed in the PRSP and in keeping with the Bank's comparative advantage. Regarding the Bank, they expressed the view that the Bank could play a critical role in ensuring that oil revenues be used for poverty reduction, and that environmental and social safeguards are mainstreamed into oil production and transportation projects.
19. CHILE	CAS <i>February 19, 2002</i>	Two consultations took place in November 2001. The first consultation, sponsored by the University of Chile, included more than 200 academics, students, and policy makers. Both groups gave substantial feedback on how to strengthen local administrative capacity in implementing social programs, measuring poverty, and undertaking more in-depth and systematic evaluations of social programs. On a related planning process, 10 social policy advocacy and research CSOs were consulted on the Bank's Poverty Assessment report for Chile. The CSOs also provided inputs on the new participatory legislation, which was under preparation in Chile at the time the country strategy was being prepared. The outcome of this consultation was used as input for the strategy.
20. CHINA	Joint WB-IFC CAS <i>December 19, 2003</i>	A series of CAS consultation workshops were held in Beijing and several coastal and western provinces during June–July 2002 in the context of the Operations Evaluation Department's ongoing preparation of a Country Assistance Evaluation. Workshop participants included representatives from government ministries, provincial officials from throughout China, and civil society leaders involved in such areas as economic reform, poverty reduction, environmental protection, rural development, and health promotion. The CAS consultations reflect the Bank's increasingly active stakeholder outreach efforts in China, which involve the private sector, research institutions, media, civil society, and other development partners.
21. COLOMBIA	Joint WB-IFC CAS <i>January 16, 2003</i>	The CAS consultation process involved two full-day seminars with a broad cross-section of Colombian civil society, including religious groups, academic institutions, business associations, indigenous peoples organizations, and NGOs. The consultations took place in Cali and Barranquilla with some 90 civil society representatives. While participants presented various points of view on how best to promote equitable and sustainable development, they reached consensus on the three proposed pillars for the Bank's work in Colombia: promoting rapid and sustainable economic growth; equitable distribution of economic gains; and accountable and transparent governance. There was also agreement on the need to address regional inequalities as part of the Bank's policy formulation and program design. The Bank, for its part, acknowledged the important role civil society can play in promoting: peace, sustainable development, and the fight against poverty. Finally, the process reaffirmed the need for the Bank to continue increasing information disclosure and civil society involvement in Bank-financed projects during CAS implementation.
22. COSTA RICA	Country Partnership Strategy <i>May 18, 2004</i>	A workshop was held in San Jose, Costa Rica, in January 2004 to discuss the draft Country Partnership Strategy, which brought together a wide spectrum of stakeholders. There were more than 50 participants, representing trade

Country	Approval Dates	Consultation Efforts
22. COSTA RICA, continued		unions, NGOs, research centers, business associations, academic centers, churches, community-based organizations, environmental groups, and indigenous and Afro-descendant organizations. The Bank staff included Central America's Country Director, sector managers, and staff representing each of the key sectors. The government was represented by the vice minister of finance and local officials from San Jose and Puerto Limon. The workshop was organized and facilitated by two leading research and training institutes—the Latin American Faculty of Social Sciences (FLACSO) and the Central American Institute of Business Administration (INCAE)—which also helped to identify and invite workshop participants. Workshop participants discussed the Bank's country analysis, particularly socioeconomic development trends, and the development objectives and financing priorities contained in the draft partnership strategy.
23. CÔTE D'IVOIRE	Joint WB-IFC CAS <i>June 11, 2002</i>	The CAS supports the policies and priorities contained in the PRSP and follows a similar consultative approach in reaching out to civil society. In May 2001, a national workshop was held to launch the preparation of the poverty strategy paper, which had the participation of representatives from government, academia, civil society, the private sector, and international donor agencies. The CAS will be updated once the PRSP is finalized.
24. CROATIA	Joint WB-IFC CAS and Progress Report <i>October 18, 2001</i>	The Zagreb Country Office has consulted with civil society on a number of important policy initiatives and development programs such as the design of social policies and environmental action plans, in addition to the CAS. Stakeholders have included trade unions, NGOs, community-based organizations, media outlets, and international donor agencies. More recently, in June 2004, the Croatia Country Office held a series of regional CAS consultations in preparation for the 2005–2008 strategy. These involved a range of stakeholders, including representatives of central and local governments, parliamentarians, small businesses, labor unions, and CSOs. The following issues were identified as key challenges: improving the education system, reforming the judiciary and public administration, improving the investment climate, reducing regional disparities, increasing the efficiency of social assistance, and improving the competitiveness of the agriculture sector. More detailed information on the consultative process and findings of these consultations can be found on the Bank's Croatia website.
25. ECUADOR	CAS <i>May 27, 2003</i>	CAS consultation workshops took place during January–February 2003 in nine Ecuadorian cities and towns in various provinces. Participants included approximately 300 representatives from business associations, labor unions, indigenous and Afro-Ecuadorian groups, urban neighborhood associations, farmers groups, research centers, women's organizations, environmental groups, local and international NGOs, and the Catholic and Evangelical churches. Feedback was integrated into the CAS and reported back to participants. The strategy consultation process was an outgrowth of ongoing efforts to increase civil society participation in Bank-financed projects as well as to promote dialogue on Bank policies.

Country	Approval Dates	Consultation Efforts
26. EL SALVADOR	Joint WB-IFC CAS <i>December 4, 2001</i>	CAS consultations were held in San Salvador on April 3–6, 2001. More than 250 CSO representatives met with members of the cabinet and congress to exchange ideas and provide feedback on the strategy. Civil society representatives included environmental NGOs, women’s groups, indigenous peoples organizations, and church groups. These consultations built on the 1997 strategy consultation process and expanded the scope of participation by CSOs.
27. ETHIOPIA	CAS <i>April 17, 2002</i>	The CAS consultation process has involved broad discussions with a wide spectrum of stakeholders through various thematic workshops held in 2002. Participants included: officials from the federal, regional, and local governments; members of parliament and regional government councils; and representatives from schools, professional organizations, NGOs, and international donor agencies. These workshops focused on key themes of the strategy—capacity building, decentralization and service delivery, private sector development, and pro-poor growth. These discussions generated several important ideas for the Bank and the government to act on: greater community involvement in project development; mandatory disclosure of budget expenditures by local governments; enhanced role for the media at the local level; and improved enabling legal conditions for CSOs to contribute to district or <i>woreda</i> -level service delivery.
28. GAMBIA	CAS <i>March 6, 2003</i>	CAS consultations have followed a participatory PRSP formulation process and consultations on the role of the IDA in the country’s development. Consultations were held in April 2002 with a wide range of stakeholders. In addition to meeting with government representatives, the team held meetings with civil society in several towns and villages. Specifically, nine meetings were held with the following groups: CSO umbrella organizations, press and radio outlets, parliamentarians, Gambia Teachers’ Union, entrepreneurs and business leaders, women’s organizations, and rural producer associations. In each meeting, the Bank staff sought feedback on the impact of the Bank’s work in The Gambia and on what the IDA priorities should be.
29. GHANA	Joint WB-IFC CAS <i>March 16, 2004</i>	The CAS consultation process consisted of several participatory initiatives involving Ghanaian authorities, civil society, and international donor agencies. It began in March 2003 with a multi-stakeholder retreat focusing on country strategy design. A series of policy dialogue sessions was then launched in the first quarter of 2003 to focus on key thematic areas. In June 2003 the Bank carried out consultations with civil society in five regions of the country, with the assistance of the Institute for Economic Analysis, an Accra-based research center. This was followed by the principal country strategy mission conducted in October–November 2003, which actively consulted representatives from government, civil society, the private sector, and international donor agencies. A detailed feedback matrix with the comments and recommendations received during the mission was circulated widely.
30. GUATEMALA	CAS Progress Report <i>June 25, 2002</i>	Consultation on the CAS Progress Report was carried out in conjunction with the PRSP and a country poverty assessment because both reports were

Country	Approval Dates	Consultation Efforts
30. GUATEMALA, continued		to consider critical inputs for the formulation of a fuller and more participatory country strategy. Consultations were held in Guatemala City with the participation of government officials, academics from a number of universities, researchers, NGO representatives, religious leaders (including three from the World Faith Development Dialogue representing the Catholic, Jewish, and Mayan religions), and donor agency staff. The inputs received through this interrelated consultation process were discussed by the country team and included in the CAS Progress Report.
31. GUINEA	CAS <i>June 10, 2003</i>	CAS consultations were organized jointly by the Bank and the Economic and Social Council of Guinea and involved government, private sector, and civil society stakeholders. The consensual position that emerged from the discussions was that in order to ensure successful poverty reduction and increased economic growth it is necessary to strengthen governance, which involves improved management of public finances, increased anticorruption efforts, and a more independent justice system.
32. GUYANA	CAS <i>September 19, 2002</i>	The CAS is based on the useful analysis, views, and recommendations that emerged from consultations at the community, regional, and national levels during the preparation of the PRSP. Further consultations on the draft country strategy were held with government, civil society, private sector, and donor agency representatives in May 2002.
33. HONDURAS	Joint WB-IFC CAS <i>June 24, 2003</i>	Formal CAS consultations took place in Tegucigalpa in April 2003. They included representatives of the National Anti-Corruption Council, women's organizations, indigenous peoples organizations, academics, NGOs, and religious groups. Participants stressed the important role civil society plays in formulating public policy and implementing Bank-supported projects. As a result of these consultations, a number of important shifts were made in the proposed country strategy program. These include a greater emphasis on forestry, increased urban services, and the inclusion of additional priorities geared to supporting youth-at-risk, microfinancing, judicial reform, regional trade, and indigenous and Afro-Honduran communities.
34. HUNGARY	CAS Progress Report <i>April 25, 2002</i>	The CAS Progress Report for Hungary laid out a non-lending, pre-graduation strategy for World Bank partnership in Hungary in preparation for Hungary's ascension to the European Union. In addition to having been amply discussed with government officials, European Union agencies, and other international donor agencies, the draft progress report was posted on the Bank's external website, in both English and Hungarian, and disseminated widely among civil society for comment and discussion. The progress report was also sent to CSO networks, Small Grants Program grantees, and policy advocacy CSOs. The few opinions received were largely supportive of the broad strategy while advocating that greater priority be given to areas of poverty in Hungary and to the issues of Roma exclusion as emphasized in the Bank's strategy.
35. INDIA	Joint WB-IFC CAS <i>August 26, 2004</i>	The fiscal 2005–08 CAS for India is designed to support India's Tenth Five-Year Plan, which is the Government's own poverty reduction strategy. In the course of formulating the Bank Group country strategy, consultations with various tiers of government, civil society, private sector, and donor agencies took place over more than a year. About 1,000 people from government,

Country	Approval Dates	Consultation Efforts
35. INDIA, continued		civil society, academia, the media, and the private sector were invited to participate in a two-part opinion survey to share their views on key development issues in India and on the Bank's effectiveness and priorities. The two parts were a detailed quantitative questionnaire (to which 581 responded) and a series of smaller qualitative focus group discussions on some of the key shifts proposed in the country strategy. The Bank hosted several half-day workshops in Delhi, Mumbai, Bangalore, and Lucknow, with invited representatives from central, state, and local governments, CSOs, private sector, academia, the media, and donor agencies. Noted Indian economists outside of government also provided informal review and comments at both the concept note stage and during drafting. Before being finalized, the draft strategy was posted on external websites in English, Hindi, Kannada, and Telugu for public review and comment for a period of about four weeks. Annex 3 to the strategy (which can be downloaded from the Bank's external website) details how the consultation process influenced the design of the country strategy.
36. INDONESIA	Joint WB-IFC CAS <i>November 25, 2003</i>	The CAS has been designed to be fully consistent with the emerging PRSP, and it has been prepared in collaboration with the PRSP core team. The CAS consultation process was undertaken between March and July 2003 and involved more than 400 civil society representatives. A variety of methodologies, including focus groups, interviews, and feedback workshops, were employed in both Jakarta and five regions of the country. In-depth interviews were held with approximately 60 CSO leaders, business leaders, elected officials, and academics. Four two-day focus groups were organized on such topics as governance, decentralization, micro-credit, land reform, investment climate, rural development, public service delivery, and macroeconomic issues. The feedback received through this process was incorporated into drafts of the country strategy and discussed by the Indonesia Country Team. A follow-up consultation meeting on the strategy (with support from the Norwegian Government) was held in Jakarta in October 2003 with CSOs to discuss a "response matrix" indicating how their recommendations were integrated into the strategy document.
37. JORDAN	Joint WB-IFC CAS <i>January 21, 2003</i>	A meeting with a wide range of stakeholders took place in Amman in October 2002 to discuss the CAS and its main priorities. The meeting was convened by the Ministry of Planning and brought together some 45 representatives from civil society, the private sector, the media, and academia. Issues raised included competitiveness, information and communications technology, the role of the media in developing countries, micro-credit and job-production for women, and Jordan's vulnerability in the region. Participants also raised questions involving the Bank's policies on intellectual property rights, the Heavily Indebted Countries Program, small enterprise development, and capacity building of CSOs.
38. KYRGYZ REPUBLIC	Joint WB-IFC Progress Report <i>December 4, 2001</i> CAS <i>May 15, 2003</i>	The CAS has been prepared based on consultations with the government, including a series of meetings with a wide range of ministries in February 2003. The strategy also benefited from consultations with CSOs around the IDA portfolio review and implementation of several grant making instruments geared to civil society. The Bank held consultations on the IDA, chaired by the United Nations Coordinator, with about 44 civil society and private sector representatives, and also carried out a client survey with 114 individuals. The opinions and suggestions gathered have helped shape the

Country	Approval Dates	Consultation Efforts
38. KYRGYZ REPUBLIC, continued		association's priorities and operations. Outreach to CSOs on the CAS was also complemented by the recent establishment of a Community-Driven Development network, the ongoing Small Grants Program, and the planned regional Development Marketplace's Innovation Day.
39. LATVIA	Joint WB-IFC CAS <i>April 25, 2002</i>	Consultations in Riga formed the basis of the first draft of the CAS. These consultations meetings occurred in July–November 2001 and involved representatives from government, business associations, research centers, trade unions, and NGOs. The consultation process generated useful feedback and specific suggestions, including the need to strengthen enforcement of the Information Openness Law and support for developing doctoral study centers at five leading Latvian universities.
40. LIBERIA	Country Reengagement Note <i>March 9, 2004</i>	The Country Reengagement Note reflects closely the strategy contained in the government's Results-based Transition Framework, which sets out a vision for the country's transition. The framework, which was based on a Joint Needs Assessment carried out by the Bank, contains priority outcomes in nine sectoral clusters and defines expected results for the two years through December 2005. The chairman and senior members of the National Transitional Government for Liberia were involved in the needs assessment and the design of the framework, thus strengthening country ownership of the framework. A national stakeholder consultation meeting and a high level summit also took place in January 2004 involving more than 200 participants, including legislators, ministers, leaders from former warring factions, political leaders, and civil society representatives.
41. MACEDONIA	CAS <i>September 9, 2003</i>	The CAS consultation process consisted of several quantitative and qualitative feedback instruments: a quantitative baseline survey carried out in February 2003 to evaluate knowledge of the Bank and views on key development challenges; in-depth interviews conducted in March 2003 with 20 experts and opinion makers; and 24 focus groups (10–12 participants each) held in Skopje and in cities throughout the country. The focus groups consisted of representatives from local government, CSOs, universities, student groups, trade unions, and the private sector. Parliamentarians, media professionals, and donor agency staff were consulted in separate focus groups. A summary report of the public consultation was completed in April 2003, which identifies country development priorities and suggests criteria for monitoring the Bank's development strategy. The issue of corruption emerged as a key concern expressed by a majority of participants, and as a result improved government transparency was selected as a core goal in the CAS, along with identifying monitoring indicators.
42. MADAGASCAR	CAS <i>November 18, 2003</i>	The Secretariat Technique de Z'Ajustement (STA) which acts as a technical secretariat of the PRSP and is comprised of representatives of government ministries, CSOs, and academia, facilitated the comprehensive participatory process for both the PRSP and CAS processes, which were inter-related. Key stakeholders consulted included representatives from government, political parties, NGOs, faith-based organizations, and international donor agencies. The consultation was structured around six thematic working groups (rural development, infrastructure, health, education, private sector development, and governance), which were established in late 2000 and met regularly throughout the process. In March 2003, the Bank, STA, and

Country	Approval Dates	Consultation Efforts
42. MADAGASCAR, continued		various ministries hosted the National Consultation Workshop on the draft poverty paper, which brought together more than 600 participants, including a former chief of state and the current prime minister. The discussion identified the following priorities: governance, institutional development, justice, corruption, growth, infrastructure, education, health, AIDS, agriculture and environment, and water and sanitation.
43. MALAWI	CAS <i>June 10, 2003</i>	Consultations took place in August 2002 in Lilongwe and Blantyre with the participation of civil society. Participants recommended more holistic approaches to food security, skills building, HIV/AIDS prevention, transparency, and micro-financing. The consultations were done in four meetings held in Mzuzu, Lilongwe, Blantyre, and a last meeting in Lilongwe to wrap up. The CSOs which participated in the meetings included World Vision, Oxfam, Save the Children, Hunger Project, Umoyo network, Banja La Mtsogolo, and Malawi Economic Justice Network.
44. MALI	CAS <i>July 31, 2003</i>	The CAS consultation process involved a series of meetings held with a broad cross-section of stakeholders including representatives from central and local governments, civil society, private sector, and international donor agencies. The first was a retreat in Mopti held in late May 2002 with more than 60 participants. This was followed by a Client Survey Feedback Workshop held in November 2002 with more than 45 participants, which generated concrete suggestions for improving the Bank's future service delivery and operational programs. A Country Portfolio Performance Review meeting held in January 2003 reviewed the Bank's portfolio for the first time since 1995 and proposed short- and medium-term actions to improve its quality and performance. Regional consultations were held in Segou, Mopti, and Timbuktu during February 2003, which brought together community leaders and national government officials to focus on ways to improve the decentralization and deconcentration process and the implications for Bank operations in Mali. Finally, a workshop was carried out in Bamako in March 2003 with more than 70 participants to discuss the draft strategy before it was finalized. Women's organizations were actively consulted throughout the process and their participation resulted in greater emphasis on gender-related issues.
45. MAURITANIA	CAS <i>June 18, 2002</i>	The CAS formulation process began in 2000 with a survey of 50 opinion leaders on the effectiveness of the Bank's poverty reduction efforts. In late March 2002 the Bank discussed the draft strategy in Nouakchott with representatives from government, private sector, civil society, and donor agencies. The comments and recommendations generated were incorporated in the final strategy document. In particular, the stakeholders emphasized their support for the Bank's strategy of focusing on long-term programs in the rural, education, and urban sectors. Moreover, the representatives encouraged the Bank to work closely with them and other stakeholders in the implementation of these programs. During the course of country strategy implementation, the Bank has carried out regular consultations with civil society and other partners on the progress being made. These consultations also build on the government's own participatory efforts, which are carried out in the context of the annual PRSP Progress Reports. More specifically, the Bank consulted civil society in the context of the 2002 and 2004 Country Portfolio Performance Reviews, through regular supervision missions of all Bank projects, and through active outreach by the Bank's Mauritania office.

Country	Approval Dates	Consultation Efforts
46. MAURITIUS	CAS <i>May 7, 2002</i>	The CAS preparation process involved active consultation with a wide range of organizations and low-income workers throughout the country. These included government agencies (Trust Fund of the Social Integration of Vulnerable Groups of the Ministry of Finance), business groups (Board of Investment), labor unions (National Trade Unions Confederation), church groups (Caritas), women's organizations (Rodrigues Women's Regional Committee), and NGOs (Transparency International). Fishermen from the poorest southwestern region were consulted through focus group meetings during the strategy preparation mission in November 2001. A round of strategy consultations was held in January 2002 in Rodrigues and covered a variety of government funded poverty alleviation programs. In addition, specific consultations were held with labor unions to discuss proposed educational reforms. The draft strategy document was shared early with the stakeholders consulted, and joint diagnostic studies were carried out with other international donor agencies. The strategy document incorporated specific suggestions made by CSOs during these consultations, and these were reported by the Mauritian press (TV, radio, and newspapers).
47. MEXICO	Joint WB-IFC CAS <i>May 16, 2002</i> CAS <i>April 15, 2004</i>	A series of consultations for the preparation of Mexico's 2003–06 CAS took place in the context of the democracy strengthening process underway in the country. The process revolved around three full-day seminars held in Mexico City, Monterrey, and Oaxaca in March 2002. More than 120 civil society leaders participated, representing trade unions, NGOs, religious groups, academic centers, foundations, rural producer organizations, and business associations. A summary report and detailed minutes of the consultations have been distributed to participants and are available on request. Mexico's 2005–2008 Country Partnership Strategy was also prepared, using a similar consultation approach. Three full-day workshops were held in Oaxaca, Guadalajara, and Mexico City to consider the views of government, private sector, and civil society representatives.
48. MOLDOVA	CAS <i>December 14, 2004</i>	CAS stakeholder consultations were undertaken during the preparation of the new strategy for fiscal 2005–2008 in spring 2004. The consultations were conducted in the form of roundtables and meetings and included the Presidency, the government (central and local levels), the parliament, business and financial community, civil society, media, academic institutions, trade unions, opposition parties not represented in parliament, and donor agencies (bilateral and multilateral). A CAS website, with an electronic discussion forum, was also launched to provide added scope for dialogue with stakeholders. Stakeholders welcomed the consultation process and expressed concerns about the limited involvement of CSOs in policy formulation, stressing the important perspective they can bring. Other issues raised were: the need for a better business environment; corruption; direct financing of beneficiaries to circumvent state bureaucracy; infrastructure development; education and health; and the need for greater transparency in government–World Bank relations. A follow-up phase to the CAS consultation will involve continued dialogue on the development challenges facing Moldova. This will be initiated following Board discussion of the CAS scheduled for December 14, 2004.
49. MONGOLIA	CAS Progress Report <i>April 29, 2004</i>	Consultations conducted in preparation for the CAS included a two-day retreat with the Mongolian prime minister and cabinet, as well as various

Country	Approval Dates	Consultation Efforts
49. MONGOLIA, continued		multi-stakeholder consultation meetings in Ulaanbaatar and provincial centers with government officials, members of parliament, civil society leaders, business executives, and donor agency staff. While participants supported economic growth as a tool for poverty reduction, they also urged greater attention to governance, rural needs, and the sustainable use of environmental resources. Participants also raised questions about donor effectiveness and called for greater civil society participation in the design, implementation, and monitoring of development projects. The country strategy is broadly aligned with the Economic Growth Support and Poverty Reduction Strategy, which was developed through a consultative process in both urban and rural areas and involved representatives from government, civil society, private sector, and donor agencies.
50. MOZAMBIQUE	Joint WB-IFC CAS <i>November 20, 2003</i>	This CAS is based on extensive consultations with a variety of stakeholders including the government, CSOs, business associations, opinion leaders, and donor agencies. A first round of consultations with external stakeholders was held in December 2002 and a second round, on an initial draft of the strategy, held in August 2003. Discussions focused on the Bank's experience in implementing the previous strategy as well as on strategic choices confronting the Bank over the next few years. The country's own development priorities were not discussed, as these are articulated in the Action Plan for the Reduction of Absolute Poverty (PARPA) or PRSP, which the country strategy supports and which was itself based on extensive discussions. Bank staff worked closely with the key donors, including particularly the G11 (Group of Donors Supporting the State Budget) and those that are preparing their own country strategies. The country strategy also drew extensively on the first, full-day meeting of the Poverty Observatory, opened by President Chissano in April 2003, which analyzed the implementation of the PARPA, with the active participation of 10 cabinet ministers and representatives of local government, CSOs, business associations, faith-based groups, and donor agencies. The Country Team has disseminated the country strategy widely by posting it on the country website and through a shorter, more easily read brochure.
51. NEPAL	CAS Progress Report <i>December 19, 2002</i> CAS <i>November 18, 2003</i>	The Bank consulted widely with civil society as part of the process of drafting the CAS Progress Report. The strategy benefited from the broad consultations undertaken in the drafting of the Tenth Plan, or the country's poverty reduction strategy. One of the key objectives of this process was to assess the possibility of improving service delivery at the district and village levels. Two multidisciplinary teams of economists and social scientists carried out the consultations over a period of two weeks. Field visits were arranged to ensure that both hill and <i>terai</i> districts were represented in the sample in three of the five regions of Nepal. Local stakeholders consulted included forest user groups, women, landless farmers, NGO staff, district development committee members, government officials, school teachers, students, unions leaders, and businessmen. The main messages and observations of the consultations were attached to the strategy progress report and subsequently used to help define the CAS that was presented to the Board 11 months later.
52. NICARAGUA	Joint WB-IFC CAS <i>March 13, 2003</i>	CAS consultations were concentrated around a two-day workshop sponsored by the national Economic and Social Planning Council and held in Managua in August 2002. The council is a multi-stakeholder body that has

Country	Approval Dates	Consultation Efforts
52. NICARAGUA, continued		representatives from government, the private sector, and civil society. The meeting used an interactive "options finder" survey methodology and focused on the Bank's role and track record in financing development and poverty reduction. Participants suggested that the Bank focus attention on promoting equitable economic growth through raising rural productivity and investing in human capital.
53. NIGER	CAS Progress Report	
	<i>November 20, 2001</i> CAS <i>January 14, 2003</i>	The CAS outreach strategy has been carried out in conjunction with nationwide consultations on the PRSP, in keeping with the objective of ensuring policy consistency between both country strategies. Consultation meetings were held in 2002 involving a wide range of stakeholders, including civil society, and devoted to discussing country strategy-related issues within the overall framework of the country's poverty strategy. The country strategy was also based on recent Participatory Poverty Assessments, an opinion survey conducted in 2001, and other independent and Bank diagnostic studies. The final draft of the country strategy was discussed in a half-day workshop in November 2002 with relevant government ministers. The key messages emerging from this discussion included the need for the Bank to strengthen aid effectiveness and to focus the Bank's portfolio toward programmatic lending and community-driven development projects.
54. PAKISTAN	Joint WB-IFC CAS	
	<i>June 11, 2002</i>	CAS preparation involved broad consultations at the village, provincial, and national levels and involved more than 5,000 stakeholders from government, civil society, political parties, and the private sector. The process incorporated lessons learned from past country strategy consultation processes. A first round of consultations took place between October 2000 and February 2001 in the Sindh, Punjab, and Balochistan provinces and involved government officials, business executives, women, tribal leaders, and NGO staff. It also involved visits to local districts in each of the four provinces. A second round of consultation meetings, organized jointly with CSOs, occurred in May 2001 at both the provincial capitals and federal levels. Participants at these sessions suggested that the Bank increase its role in strengthening reforms geared to improving governance, creating jobs, and enhancing the quality of education and health services.
55. PARAGUAY	CAS	
	<i>December 16, 2003</i>	A series of consultation meetings on the CAS were held with a wide range of representatives from the civil society and private sectors, both in Asuncion and in the interior of the country. A diverse set of organizations participated in the discussions, including faith groups, trade unions, farmer cooperatives, small and medium enterprises federations, indigenous peoples organizations, research centers, women's organizations, youth alliances, and local and international NGOs. Local and regional government officials were also present. Throughout these meetings, Bank management and staff sought to promote an open and frank discussion about the role of the Bank and the quality of its portfolio. In addition, the Bank sought to receive practical suggestions geared to improving its poverty reduction efforts in Paraguay. The feedback generated through these meetings was presented as an annex to the country strategy and posted on the Bank's website. These consultations revealed that the public, especially in the interior of the country, has limited information about the Bank, often leading to a misconstrued view of the Bank's work. For example, while most of the projects the Bank finances in Paraguay work directly with rural water

Country	Approval Dates	Consultation Efforts
55. PARAGUAY, continued		juntas, farmers' groups, and school-parent associations, a recurrent theme of the consultation was that the Bank should increase involvement of local organizations in the design and implementation of Bank projects. Other recommendations called for the Bank to provide institutional support to CSOs and disburse funds directly to them.
56. PERU	CAS <i>September 17, 2002</i>	The new transitional government that took office in 2000 initiated a broad consultation with civil society on proposed structural reforms and public policies. In 2001, the government established citizen roundtables for poverty reduction at the national, departmental, and municipal levels. These <i>Mesas de Concertacion para la Lucha contra la Pobreza</i> were established with the assistance of the Catholic Church, CSOs, and local governments to foster dialogue among stakeholders on development priorities and policies, increase public expenditure accountability and transparency, and enhance regional planning. In addition, an Indigenous Amazon Peoples Multi-sectoral Mesa was formed to provide a forum for conflict resolution and consultation with indigenous peoples organizations.
57. PHILIPPINES	Joint WB-IFC CAS <i>April 2002</i>	The CAS consultation process began with a series of daylong consultation meetings on sectoral issues held in October–November 2001 and involving, for the first time, a cross-section of government, legislative, private sector, and civil society representatives. The meetings brought together both policy advocacy and service provision CSOs and focused on such sectors as rural development, urban development, and infrastructure. This consultation approach was based on the experience of the 1999 CAS, and the issues and priorities identified reflected the Medium-Term Philippine Development Plan. The views and recommendations generated at these consultation meetings were summarized in a report that was presented to Bank staff and government officials, posted on the website, and later included as an annex to the country strategy document. The views and recommendations also helped shape the thinking of the sector staff not only in the general direction of the strategy, but in specific ways of designing projects.
58. POLAND	Joint WB-IFC CAS <i>December 10, 2002</i>	CAS preparation included the use of several consultation instruments. They included: a quantitative baseline survey carried out in June 2001; web-based consultation from February–May 2002; and in-depth interviews conducted with 58 opinion leaders, carried out in January–February 2002. CAS consultation meetings were held in Poland's three major cities (Gdansk, Warsaw, and Katowice) in April 2002, as well as in outlying regions. Each meeting brought together representatives of NGOs, professional and business associations, academic research institutions, trade unions, and municipal authorities. Two separate meetings were conducted with a group of local officials and businessmen in Szczecin. Polish and English versions of the draft strategy were posted on the country's website along with the feedback received during the consultations. The final country strategy document was modified to reflect a number of views and recommendations made by CSOs. Changes were incorporated in several sections such as the poverty analysis, gender, labor markets, education, health, infrastructure, and environment. For those comments that were not incorporated, consultation participants were assured that the Bank would forward these to the government.

Country	Approval Dates	Consultation Efforts
59. RUSSIA	Joint WB-IFC CAS <i>June 6, 2002</i>	The CAS consultation process involved two stages. Bank staff began by visiting a number of Russian regions, including Siberia, the Urals, and North-west Russia, for discussions with local government officials, business executives, and civil society leaders on strategy design. Following these meetings, Bank staff presented a preliminary strategy paper to leading representatives of the Russian political, academic, civil society, and business communities in a series of meetings and seminars in Moscow. These events culminated in a high-level workshop in February 2002 involving key policy makers in government and from several research centers. Workshop participants expressed their support for the three priority areas outlined in the draft CAS which were improving the business environment and enhancing competition, improving public sector management, and mitigating social and environmental risks. The consultation process continued during strategy implementation. In 2002 Bank staff visited seven regions of Russia (Murmansk, Voronezh, Rostov-on-Don, Perm, Novosibirsk, Khabarovsk, Nizhniy Novgorod) to discuss the country strategy with local CSOs networks, business associations, and authorities. These meetings allowed the Bank to make mid-course corrections and improve dissemination through regional stakeholder networks and web-based consultations. The feedback received during the regional round of consultations was placed on the Bank's web site for further comments and discussions.
60. RWANDA	CAS <i>December 3, 2002</i>	In the early stages of CAS preparation, the Bank and the PRSP Coordination Unit organized a two-day consultation workshop in Kigali with representatives from government, private sector, civil society, and donor agencies. Discussions focused on progress and findings of the PRSP process, emerging development priorities, assessment of Bank portfolio implementation, and possible areas for Bank assistance. The Bank also held discussions with government ministries, poverty strategy formulation team, and national commissions working on reconciliation, legal and constitutional affairs, and human rights.
61. SENEGAL	Joint WB-IFC CAS <i>April 17, 2003</i>	The CAS consultation process began in November 2002 when a first draft of the Senegal strategy was discussed in public meetings with representatives of the government, private sector, NGOs, community groups, labor unions, and international donor agencies. Bank staff presented the strategic partnership matrix, country strategy lending and advisory services programs, and the triggers for levels of IDA assistance. This presentation was well received and led to changes in the triggers and in the content and focus of the association's proposed program. The public consultations carried out in the PRSP process were also used as inputs to the Bank's country strategy. The key recommendations emerging from the consultations, which were incorporated into the final version of the country strategy, were the need for: more effective and sustained poverty reduction efforts; expansion of financial services; support to agricultural growth, and employment creation initiatives.
62. SIERRA LEONE	Transition Support Strategy <i>March 26, 2002</i>	The Transition Support Strategy preparation encompassed consultations in Freetown in December 2001 with government, civil society, private sector, international NGOs, and donor agencies. A second round of consultations was conducted in February 2002 in Freetown, which led to government endorsement of the Transition Support Strategy.

Country	Approval Dates	Consultation Efforts
63. SLOVAK REPUBLIC	Country Partnership Strategy	
	<i>June 1, 2004</i>	<p>The Country Partnership Strategy consultation process consisted of several feedback instruments and events. A background baseline survey was conducted covering a nationwide sample of 1,040 respondents, requesting feedback on the potential role of the World Bank in the country after its ascension to the European Union. First the draft strategy was presented to government officials at the Joint Portfolio Review Meeting in February 2004. Second, the Slovak and English language versions of the strategy were placed on the Bank's website in March 2004 for a web-based consultation. Finally, a series of consultation meetings were held in three major cities: Kosice, Banska Bystrica, and Bratislava during March–April 2004. The draft partnership strategy was distributed to more than 700 organizations before the consultation meetings, including CSOs, research centers, local governments, and business associations. The feedback received was made available on the World Bank website. A variety of recommendations were received from civil society including; the need for the Bank's strategy to focus more on fighting corruption and clientelism; gender issues, training, and continuing education; greater transparency of government reforms; regional disparities; and fiscal decentralization. All of the comments were carefully considered and published as an annex of the Country Partnership Strategy. The consultation process had a significant role in shaping the final version of the strategy, particularly in the emphasis on training and transparency of government reforms.</p>
64. SOMALIA	Country Reengagement Note	
	<i>April 22, 2003</i>	<p>In formulating the Country Reengagement Note, the Bank worked closely with the United Nations Development Program to consult as wide an array of stakeholders as possible under the existing constraints of 2003, including the lack of a legitimate national government, general lack of security, and inability of Bank staff to travel to Somalia. Nonetheless, the Bank consulted representatives from government, private sector, civil society, and international donor agencies such as UNESCO, UNFPA, UNICEF, UNIFEM and the World Health Organization. The strategy also benefited from feedback received through the Somali peace process, to which the Bank contributed by providing technical assistance. The Bank will follow the same broad consultative approach in the implementation of the Country Reengagement Note by working with a variety of stakeholders including government agencies, civil society, private sector and donor agency representatives.</p>
65. SRI LANKA	Joint WB-IFC CAS	
	<i>April 1, 2003</i>	<p>CAS consultation meetings were held in June–November 2000 and organized in collaboration with the Asia Development Bank and the Japanese Bank for International Cooperation. Participants included local and national government officials and a wide range of stakeholders including politicians, teachers, students, religious leaders, union leaders, journalists, young entrepreneurs, NGO leaders, business executives, fishermen, plantation workers, donor agency representatives, and representatives of professional associations and chambers of commerce. Detailed summaries of the feedback received in the meetings were first submitted to the participants for their review and then disseminated more widely throughout the country. Consensus emerged around a few issues such as the needs to find lasting solutions to the armed conflict, improve economic opportunities for the poor, strengthen governance, and advance educational reforms. The CAS was subsequently postponed until 2003, in large part because PRSP preparation was underway. Further widespread consultations with civil society were not carried out given that the country strategy was based on the PRSP, which itself was prepared through a consultative process.</p>

Country	Approval Dates	Consultation Efforts
66. THAILAND	CAS <i>December 10, 2002</i>	With the recovery of Thailand from the 1997 economic crisis, the World Bank Group embarked on a consultative process with stakeholders from various sectors to prepare its post-crisis country strategy. A series of consultations were conducted during 2001–2002 with representatives from government, parliament, civil society, private sector, donor agencies, and the National Social and Economic Advisory Council on Thailand’s development challenges and the World Bank’s role and future activities. The consultations proceeded in two phases. Phase one in 2001 focused on a broad set of issues, ranging from globalization and poverty to the enabling environment for civil society. The major consultations revolved around two large meetings with civil society in Prachuab Kirikhan and Pitsanulok provinces. Those meetings had a major impact on the Bank’s outreach approach, leading it to hold additional consultations in the poorest region, the northeast, and to gain a better understanding of poverty. The second phase in 2002 concentrated on the specific development challenges facing Thailand, the government’s national agenda, and the role the World Bank might play. The consultation process was co-organized with several local organizations, documents were translated into Thai, and discussions were often conducted through simultaneous translation. The final CAS document was translated into Thai and shared with the participants of the various discussions.
67. TUNISIA	CAS <i>June 3, 2004</i>	A limited number of CAS consultations were held in December 2003 with 25–30 members of the private sector, trade unions, and women’s organizations. The consultations confirmed the importance of improving the investment climate and continuing to make progress in giving women equal rights and access to economic opportunities. They also indicated that stakeholders in Tunisia are very eager to engage with the Bank on development issues and have access to Bank publications.
68. TURKEY	CAS <i>November 6, 2003</i>	The Bank team held consultations with different groups of stakeholders to gauge their views on economic priorities and the Bank’s role. CAS consultations took place in Ankara, Istanbul, Gaziantep, and Izmir and included parliamentarians, local leaders (governors’ and mayors’ representatives), business executives, CSO leaders, and donor agency staff. The discussions revolved around four main themes: reform of the public sector and better governance; improvement of the business climate; human development; and environmental management and disaster management. The views collected were incorporated to the country strategy document as an annex.
69. UKRAINE	Joint WB-IFC CAS <i>October 23, 2003</i>	The CAS consultation process has used two main approaches to engage CSOs: dialogue and capacity building. The consultations were held in Kyiv and four regions of Ukraine (Lviv, Odesa, Poltava, Donetsk) during October 2002–May 2003 in close cooperation with the IFC. One NGO per region was selected, on a competitive basis, to assist with organizing the consultation meetings. These NGOs were responsible for setting up the meetings, developing a list of invitees from their respective region and two neighboring ones, and distributing CAS background papers to the participants beforehand. Two roundtables were conducted in every city, one for CSOs and one for business and professional associations. IFC representatives took an active part in the meetings. CAS consultations in Kyiv were carried out through a number of thematic brainstorming sessions involving

Country	Approval Dates	Consultation Efforts
69. UKRAINE, continued		Bank staff, CSO leaders, business leaders, academics, and government officials. Meeting notes, including recommendations provided by CSOs, were published on a special website, which included an online discussion space. A report on how the recommendations were or were not incorporated into the assistance strategy was prepared and presented to the stakeholders in May 2003.
70. UZBEKISTAN	Joint WB-IFC CAS <i>February 22, 2002</i>	The CAS preparation process involved an extended series of discussions with the Uzbek authorities during the second half of 2000 and throughout 2001. Consultations with civil society posed a challenge because of Uzbekistan's political environment, which is characterized by strong government control, existence of only a small number of independent NGOs, and limited civil society autonomy. Nonetheless, the Country Office organized a series of CAS consultations in late April–early May 2001, using the strategy's executive summary and the country manager's oral briefing as a framework. These consultations endorsed, albeit with some proposed changes, the basic thrust and content of the proposed strategy.
71. VIETNAM	Joint WB-IFC CAS <i>September 3, 2002</i> Joint WB-IFC CAS Progress Report <i>February 19, 2004</i>	The Vietnam 2002 CAS and the 2004 progress report are fully aligned with Vietnam's Comprehensive Poverty Reduction and Growth Strategy, and the CAS consultative process was carried out in close conjunction with the consultative PRSP process involving donors and civil society, including national and international NGOs. The 2002 CAS and the 2004 progress report were prepared in close partnership with the government of Vietnam and with the active involvement and support of a wide range of stakeholders both in Vietnam and in the international community, including national and international NGOs. In addition, the country strategy and progress report drew on recent Participatory Poverty Assessments and opinion surveys. The comments and recommendations generated through these consultative processes were incorporated in the final country strategy documents and helped focus the strategies on three main issues: completing the transition to a market economy; enhancing equitable, socially inclusive, and sustainable development; and adopting a modern public administration, legal, and governance system.

Annex II:

Civil Society Participation in Poverty Reduction Strategy Papers, Fiscal Years 2002–2004¹²

Country	World Bank Board Presentation Dates	Participation Efforts
1. ALBANIA	PRSP <i>June 20, 2002</i> PRSP Annual Progress Reports <i>June 13, 2003</i> <i>July 20, 2004</i>	Civil society has been involved in the drafting of the National Strategy for Social Economic Development as well as in the follow-up to its implementation. CSO participation has occurred through national information workshops, focus groups, interviews, public information campaigns and public debates. CSOs are also represented in the PRSP Steering Committee, along with the Council of Ministries and the Economic Policy Committee. Other government reform programs that have involved civil society are the decentralization of social service delivery and anticorruption strategy. International NGOs and United Nations agencies have assisted in capacity-building training of Albanian CSOs and in facilitating consultations with government. CSOs also participated in roundtables held in 2003 to monitor and evaluate the strategy paper.
2. ARMENIA	PRSP <i>November 20, 2003</i>	A steering committee was established to organize the formulation of the Interim PRSP and coordinate the preparation of the full PRSP. It was headed by the Finance and Economy Minister and consisted of line ministries, the National Assembly, the National Statistical Service, political parties, CSOs, and international donor agencies. A smaller PRSP working group was established with involvement of government, CSOs, and international organizations to draft the final document, provide information on program components, and ensure its transparency. A wide variety of stakeholders participated in the consultation process, including a national association of CSOs, five academic institutions, numerous political parties, a labor union confederation, an anticorruption coalition, and the mass media, including 11 TV companies, 6 radio stations, and editorial boards of 14 newspapers. Even diaspora organizations of Armenians living overseas participated in the process. The consultations were carried out through roundtable discussions, technical seminars, and workshops, which involved more than 1,800 people. The process also included the use of questionnaires which, together with the meetings, generated approximately 700 specific recommendations and more than 100 articles published in various national and provincial papers. These consultations helped the government develop a strategy paper that reflects a broad range of views on development priorities.
3. AZERBAIJAN	Interim PRSP <i>July 5, 2001</i> PRSP <i>May 27, 2003</i>	The Interim PRSP was developed with the participation of representatives of 34 government agencies and CSOs, who were included as members of the official working group headed by the deputy minister of the economy.

¹² While the guiding policy for Interim Poverty Reduction Strategy Papers do not call for the same level of stakeholder involvement in their formulation as do full PRSPs, we have included them in this annex because many governments have attempted to involve civil society in their planning and drafting phases. These are summary descriptions of civil society participation in the PRSP processes; for more detailed accounts see the PRSP documents themselves which can be found on the Bank's PRSP website (see Annex III).

Country	World Bank Board Presentation Dates	Participation Efforts
3. AZERBAIJAN, continued		<p>Some of these representatives attended Poverty Reduction Seminars in Moscow (Russia) and in Manila (Philippines) in order to learn from experiences of other countries. Consultations on the strategy paper itself were held at the sectoral, regional, and national levels, including events in Baku, Guba, Nakhchavan, Massally, Ganja, and Sheki. The interim report was prepared with the support of 15 Sector Working Groups that included government, CSOs, and international donor agencies. The regional consultation process reached 63 villages and cities and included 120 focus groups involving an estimated 2,000 participants, in addition to some 1,000 individual interviews and questionnaires. The secretariat of the State Program on Poverty Reduction and Economic Development will publish an annual review of the strategy paper implementation process with assistance from an advisory board on which civil society is represented.</p>
4. BANGLADESH	<p>Interim PRSP <i>June 17, 2003</i> PRSP <i>to be completed by March 2005</i></p>	<p>The Interim PRSP participatory process was carried out in two stages. The first stage, which consisted of identifying sectoral priorities included 21 outreach events. Some were held at the district or <i>upazila</i> level with the participation of community associations, NGOs, women's groups, churches, and local governments. At the division and national levels, other stakeholders participated, such as professional associations, national NGOs, government ministries, and international donor agencies. The Bangladesh Rural Advancement Committee facilitated the consultation process at this stage and produced a report that was used for drafting the interim PRSP, which was posted in the government's website in April 2002. A second stage, geared to detailing the first interim draft involved 12 consultation sessions with government stakeholders, as well as separate events with women's organizations, advocacy NGOs, business groups, and academic centers. The second interim paper draft was posted in September 2002 for final comments.</p> <p>In order to draft the full PRSP the Government established a steering committee chaired by the Principal Secretary of the Prime Minister and based at the Planning Commission. A total of 17 Thematic Groups (TGs) consisting of government officials and CSO representatives were established, which prepared draft strategy documents in a consultative process. The PRSP committee also organized six regional meetings with citizens to obtain their feedback on the draft strategy. The draft PRSP will be discussed with different groups in December-January and finalized in March 2005.</p>
5. BENIN	<p>PRSP <i>March 20, 2003</i></p>	<p>The National Commission for Development and the Fight Against Poverty coordinated the PRSP formulation process. The participatory process was undertaken at the municipal, departmental, and central levels, at different stages and with the involvement of civil society. Three national preparatory workshops were held to raise awareness about the strategy paper's objectives, the formulation process, and expected civil society participation. In addition, three national thematic workshops were organized on strategic issues, and two rounds of regional workshops were conducted in 2001 and 2002 to identify sectoral priorities at the regional level and establish poverty profiles. The three-day consultations at the departmental level involved the national government, parliament, NGOs, women's associations, local producer unions, youth groups, parent-teacher associations, associations of handicapped, churches, and business groups. The final document also included a plan for disseminating information through the media. The monitoring of the strategy paper will be carried out by the Observatoire du</p>

Country	World Bank Board Presentation Dates	Participation Efforts
5. BENIN, continued		Changement Social (Social Change Observatory) established in November 2000. The observatory will track sector-level and state progress through macroeconomic and social development indicators as well as with data provided by the Municipal Monitoring Committees and Departmental Monitoring Committees, both of which have participation from civil society.
6. BOSNIA AND HERZEGOVINA	Interim PRSP	The PRSP process has been led by the Office for Coordination of Economic Research and Monitoring. A total of 213 representatives from government agencies, NGOs, labor unions, youth groups, academic centers, and businesses participated in the consultation process to define priorities for the PRSP. One of the priorities identified through this process is to strengthen the dialogue with farmers' organizations and ensure their participation in the drafting of new cooperative and associational laws. CSO participation also occurred in public debates about the adoption of the Action Plan for Combating Corruption. CSOs will continue to participate in strategy paper implementation working groups, and the government has budgeted funds to ensure their involvement in specific strategy paper-related projects. As part of its plan to monitor and evaluate the strategy paper, the government will strengthen the capacity of its statistics agency as well as partner with CSOs and donor agencies.
	<i>October 2, 2002</i>	
	PRSP	
	<i>June 15, 2004</i>	
7. BURKINA FASO	PRSP Progress Reports	PRSP monitoring has taken place mainly through the Ministerial Oversight Committee, the Inter-ministerial Technical Monitoring Committee, and Sectoral Monitoring Groups. While none of these mechanisms include CSOs as members, they report on strategy paper implementation to the civil society, the private sector, and international donor agencies on a regular basis. The Inter-ministerial Technical Monitoring Committee prepared a preliminary report on the implementation of the strategy paper, which was used for information purposes at regional consultations. Regional workshops were held in Tenkodogo and Ouahigouya (July 2001), and in Bobo-Dioulasso and Ouagadougou (August 2001), with a total of more than 450 participants, and they served to intensify the ongoing discussions on poverty reduction among central and local governments, private sector, civil society, and international donor agencies. They also helped to strengthen the participatory process associated with the implementation and updating of the strategy paper. A national workshop held in November 2002 on sustainable human development and CSOs provided an opportunity to civil society to learn more about the strategy paper, the existing system, and indicators developed for its monitoring and assessment. The workshop included the participation of government, private sector, civil society, and international donor agencies.
	<i>December 6, 2001</i>	
	<i>November 5, 2002</i>	
	<i>March 25, 2004</i>	
8. BURUNDI	Interim PRSP	Consultations on the Interim PRSP were conducted from January 2000–January 2002 and their results were endorsed at the feedback seminars organized in February 2002. These events brought together representatives from community groups, NGOs, churches, women's and youth associations, business associations, parliament, and government ministries. Consultation meetings were held in Bujumbura and at four regional centers with representatives from 17 provinces. In total, more than 3,400 people delegated by their communities participated in the consultations, 30 percent of them being women. The consultations revealed that problems of
	<i>January 22, 2004</i>	

Country	World Bank Board Presentation Dates	Participation Efforts
8. BURUNDI, continued		<p>governance and the recent social and political crisis have exacerbated poverty in Burundi. They also identified that a key priority of the interim strategy paper is to promote decentralization and participation by: creating viable community mechanisms to improve the management of public services; developing local leadership; and strengthening the institutional capacities of Community Development Committees. The participatory approach developed to formulate the interim strategy paper will now be expanded and strengthened in order to guide the PRSP process.</p>
9. CAMBODIA	<p>Interim PRSP <i>January 18, 2001</i> PRSP <i>February 20, 2003</i></p>	<p>The formulation of the interim National Poverty Reduction Strategy began in May 2000 parallel to work on the Socio-Economic Development Plan II for 2001–05. There were three national workshops to discuss civil society participation and formulate the first draft of the national strategy, which was released during the Third National Workshop held in August 2002 and attended by more than 200 people. The second draft of the strategy was presented at a fourth and final National Workshop held in November 2002 to provide CSOs an opportunity for additional inputs and comments before the finalization of the national strategy and to discuss next steps for implementation. In a parallel process, the NGO Forum of Cambodia organized dialogues on development issues, culminating in a National CSO Workshop held in October 2000 and attended by 85 CSO representatives, mostly Cambodians.</p> <p>Responsibility for drafting of the full National Poverty Reduction Strategy was transferred to the Council for Social Development, an interministerial body chaired by the minister of planning and including representatives from civil society and international donor agencies. In order to facilitate the consultation process, the council hired a full-time local participation consultant in January 2002 and held monthly planning meetings. The national strategy monitoring and evaluation process involved a broad group of stakeholders. First, commune councils and representatives of the targeted beneficiaries generated inputs into the “early warning system” on natural disasters. Second, CSOs, including both local and international organizations, shared information, experiences, and opinions from sectoral groups, then formulated a statement on the first year of implementation of strategy. Third, the strategy is being implemented through several technical working groups, many of which include NGO representatives. The preparation of the annual progress report involved considerable consultations within the government, and CSOs were invited to comment on the draft. While several radio programs about the national strategy have been broadcast in an attempt to reach out to the general public, citizen participation in implementation and monitoring the NPRS is still limited. Civil society groups have broadly adopted the national strategy as a framework for advocacy on several specific issues such as land security, local dispute resolution, trafficking, of women, youth and development.</p>
10. CAMEROON	<p>PRSP <i>July 31, 2003</i></p>	<p>The PRSP was prepared via intensive consultations and broad representation of stakeholders, including civil society, private sector, and international donor agencies. In January 2000, a national workshop was convened to launch the PRSP consultative process and design its institutional framework. The consultations, held over the period of 2000–2002, involved 203 constituency groups (about 10,000 people, two-fifths of whom were women) representing a broad cross-section of the population and covering the main geographical regions of the country. Workshops were organized in</p>

Country	World Bank Board Presentation Dates	Participation Efforts
10. CAMEROON, continued		July and December 2002, where representatives from government, civil society, and the private sector discussed preliminary ideas and drafted the document. A draft of the strategy paper was then presented and discussed in meetings with CSOs in December 2002. The PRSP was finalized and formally adopted by the government in early April 2003 and established the National Participatory Development Program and the Community Development Support Program to promote participatory community development.
11. CAPE VERDE	Interim PRSP <i>April 8, 2002</i>	The formulation process of the National Poverty Reduction Program was widely participative. At the local level, every municipality of the country drafted and discussed a poverty alleviation program. In addition, every municipality established and maintains a Committee of Partners (Comité de Parceiros) composed of representatives from local governments, NGOs, and community associations. This body is responsible for establishing development priorities and implementing the municipal development plans. The interim strategy paper presents a clear participation plan that outlines broad steps for the consultative process, including workshops, forums, a qualitative survey, and dissemination seminars. Although plans for future consultations are clear, it is not evident from the interim paper what role civil society will have in designing the full PRSP.
12. CHAD	PRSP <i>November 13, 2003</i>	The PRSP preparation included a broad consultative and participatory process. The National Poverty Reduction Strategy Steering Committee consulted with civil society groups in all regions of the country. In December 2000 and January 2001, a countrywide participatory consultation process was held involving 7,700 representatives from churches, women's groups, young people's associations, parent-teachers associations, universities, and associations of handicapped and retirees. A national seminar to identify strategic approaches and actions took place in May 2001, involving 150 participants from all of Chad's municipal governments, CSOs, business associations, and international donor agencies. Their input was incorporated into the second draft of the PRSP, which was released in June 2001.
13. CONGO, DR	Interim PRSP <i>June 11, 2002</i>	The drafting of the Interim PRSP occurred in two main stages. The first stage consisted of establishing the technical committee to devise, prepare, implement, monitor, and evaluate the strategy paper. This committee is composed of representatives from government ministries, universities, civil society, and the private sector. The second stage involved organizing pilot consultations in four of the provinces under central government control. The consultations were carried out with the participation of community groups, national NGOs, and donor agencies. The Participatory Poverty Assessment methodology was selected during the international workshop held in Kinshasa in January 2004. Training manuals were prepared for the provincial committees that carried out consultations on the assessments.
14. CÔTE D'IVOIRE	Interim PRSP <i>March 28, 2002</i>	Ten regional workshops were held to ensure meaningful participation of multiple stakeholders from government, private sector, and civil society in different parts of the country before the completion of the draft Interim PRSP. Monthly meetings took place between government ministers, business leaders, and civil society representatives under the presidency of the

Country	World Bank Board Presentation Dates	Participation Efforts
14. CÔTE D'IVOIRE, continued		PRSP Supervision Committee to discuss the monitoring process. The committee also incorporated the results of regional planning workshops and conduct thematic discussions at the national level. Additional civil society participation will be ensured through a national PRSP conference headed by the National Consultative Committee.
15. DJIBOUTI	Interim PRSP <i>November 27, 2001</i> PRSP <i>June 8, 2004</i>	The PRSP formulation process was coordinated by the Interministerial Steering Committee, which was strengthened as recommended by the interim PRSP process. The committee was assisted by a national advisory commission chaired by the Minister of Finance and composed of senior government officials, representatives from the national assembly, business leaders, and civil society representatives. The advisory body, in turn, had eight thematic working groups, which had the participation of CSOs. The advisory commission organized a number of national and regional workshops and several rounds of consultations with government agencies, NGOs, trade unions, women's groups, and business associations. The commission hosted a national seminar in July 2002, which brought together almost 200 persons over a two-day period to debate the role of civil society in development. As a culmination of the PRSP formulation process, a revised version of the paper incorporating recommendations made by various stakeholders was presented by government officials during a national workshop.
16. DOMINICA	Interim PRSP <i>December 19, 2003</i>	The government undertook consultations with CSOs, private sector organizations, and political parties as part of its consultation process. It held regular meetings with the Economic Stabilization Consultation Group, which brings to the table representatives from trade unions, NGOs, and business associations. The Independent Monitoring Group, made up of civil society representatives who bring their own analysis of the government's performance, will supersede the economic stabilization group, thus enabling a broad strategy paper consultative process.
17. ETHIOPIA	PRSPs <i>September 17, 2002</i> <i>February 17, 2004</i>	The government undertook broad consultations in preparing the PRSP, and the draft national strategy was amply discussed within government and with parliament, civil society, and international donor agencies. The consultation process was officially launched in August 2001, and consultations with CSOs and other stakeholders were held in more than 100 of the 550 districts (<i>woredas</i>). These regional consultations were carried out in February and March 2002 and included about 2,000 participants. A national PRSP consultation conference held in March 2002 brought together 450 participants, including high-ranking government officials, sector regional bureaus, journalists, religious leaders, CSO leaders, and donor agency representatives. A related process, which is expected to strengthen participation in the PRSP, is the review of the Ethiopian Social Rehabilitation and Development Fund, a large social services fund financed by the Bank. During a national conference held in February 2002 to discuss ways to improve local government and CSO participation in a proposed second stage of the rehabilitation fund, the Ethiopian government expressed the intention to deepen the participatory process in both the rehabilitation fund and PRSP processes.

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18. THE GAMBIA	PRSP <i>July 16, 2002</i>	The PRSP process includes several participatory instruments which involve government agencies, business associations, and CSOs. These include direct consultations with the poor at the village level through the discussion of the Participatory Poverty Assessments and the Strategic Planning Process; division-level technical workshops to assess the Interim PRSP process; and a fact-finding mission to Uganda to learn from their PRSP experience. The Gambian Association of NGOs participated actively by organizing workshops at the divisional level covering all six divisions across the country and involving 6,000 people. A national workshop was held in 2002 to discuss the final PRSP draft, which incorporates the views of key stakeholders and outlines the nature of the participatory process. The draft states that the main objectives of participation are: to promote consultation and debate; ensure transparency and accountability; promote decision making linked to resource availability; help manage and sequence a fair and just process for policy considerations by cabinet and national assembly; and empower local communities to share control over priority setting in the poverty reduction process.
19. GEORGIA	PRSP <i>November 6, 2003</i>	The Economic Development and Poverty Reduction Program of Georgia is the first full PRSP prepared by the government. It was prepared through a broad-based participatory process at the national and regional levels. The government used a variety of consultative methods, including technical workshops, public forums, and a media campaign to obtain input from civil society. The Community Mobilization Project supported by the United States Agency for International Development facilitated consultations with almost 400 community organizations. Two coalitions of CSOs organized more than 30 debates and workshops to discuss both procedural and substantive issues relating to the development of the strategy paper. The final PRSP draft calls for the economic development program to organize national poverty reduction conferences to institutionalize participation and dialogue between the government and key societal stakeholders, including civil society. The government employed diverse methodologies and reached to multiple constituencies in its public consultations of the PRSP. Participants included social activists, political leaders, business executives, academics, and United Nations agency specialists. The United Nations brought together more than 300 community-based organizations to provide inputs into many of the policy options detailed in the final economic development program.
20. GHANA	PRSP <i>May 8, 2003</i> PRSP APR <i>July 13, 2004</i>	Drafting of the Ghana Poverty Reduction Strategy included consultations within government and between government, civil society, and the private sector. Consultation meetings were held in 36 communities, and workshops were held in 12 districts and 6 administrative regions. The final set of indicators presented in the monitoring plan is the result of broad consultations with key stakeholders who are expected to produce and use the indicators for tracking inputs, outcomes, and social impacts associated with the poverty reduction strategy. Implementation of the strategy began in 2002 with the establishment of National Intra-Agency Poverty Monitoring Groups based on the key thematic areas of the national strategy. These groups include participation by government agencies and CSOs selected for their knowledge of the thematic area. The strategy has also generated new

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20. GHANA, continued		cooperation between civil society and district assemblies around participatory budgeting approaches. CSOs such as the Center for Budget Advocacy have worked very closely with many district assemblies to bring citizen voice into budget formulation processes at the district and national levels.
21. GUINEA	PRSP <i>July 25, 2002</i>	The PRSP is the result of intensive consultations undertaken during 2001–2002. The strategy paper involved participation by government agencies, academic institutions, NGOs, professional associations, labor unions, and donor agencies. At the community level, the government organized grassroots consultations and “communications and culture” thematic groups in Conakry and in the four regions of the country. The recommendations of these consultations fed into the major policies defined in the strategy paper. The government is now committed to setting up a permanent participatory mechanism to sustain the progress made and to give citizens more responsibilities in strategy paper implementation. These efforts will focus on: strengthening the community councils of the Rural Development Communities; setting up prefecture development councils as deliberative bodies; and promoting partnerships between local associations and local governments.
22. GUYANA	PRSP <i>September 17, 2002</i>	The Guyana PRSP builds on the National Development Strategy and on a comprehensive public participation process. The Participation Action Plan, drafted after a consultative workshop with 25 civil society representatives, helped to create an enabling environment for strategy paper consultation, which included the establishment of a Poverty Reduction Strategy Secretariat and Regional Consultations Supervisors. The participation process involved more than 8,000 people. More than 200 consultation events consisting of 109 community meetings and 98 workshops were conducted throughout all 10 regions of the country. Many of the issues and recommendations from the public consultations have been incorporated into the PRSP. The strategy secretariat also utilized call-in programs on local television stations to bolster interest and encourage larger attendance and more informed participation at regional consultations. While the government has agreed on the importance of disseminating information on PRSP implementation, it has not yet decided on how CSOs will participate in monitoring the strategy paper or formulating the annual progress report.
23. HONDURAS	PRSP <i>October 11, 2001</i> PRSP Progress Report <i>February 26, 2004</i>	<p>The government adopted a three-pronged approach for consultations on the PRSP. First, it hosted 19 regional consultations aimed at reaching the general population and local CSOs all over the country. Second, it has maintained ongoing dialogue with CSOs operating at the national level. Third, it held meetings and solicited views from the Congress and the presidential candidates of the November 2001 elections. This participatory process involved the direct participation of 3,500 small farmers, urban workers, media representatives, businessmen, church leaders, women, academics, indigenous leaders, and NGO representatives. In addition, the final draft of the PRSP was reviewed by small-farmer groups, NGOs, and indigenous groups.</p> <p>As part of the PRSP implementation process, the government has developed a regulatory framework to promote reforms and strengthen transparency and participation at various levels. This framework has included the establishment of several government bodies including: the Civil Society Participation Commission for reconstruction and national transformation; the</p>

Country	World Bank Board Presentation Dates	Participation Efforts
23. HONDURAS, continued		Reconstruction Supervision Commission; a special commission charged with formulating proposals for improving the administration of justice; and the National Anticorruption Council. At the local and regional levels, the government is encouraging the establishment of Municipal and Departmental Development Committees which will oversee the formulation of municipal development plans along the lines of strategy paper priorities. As part of the strategy paper implementation, nine workshops have been held with the participation of more than 450 government, civil society, and international donor agency representatives.
24. KENYA	PRSP <i>May 6, 2004</i>	In June 2003, the government launched its Economic Recovery Strategy for Wealth and Employment Creation, which outlines the key economic and social aspirations for 2003–2007 and was submitted as the country's PRSP. The economic recovery strategy reflects results of consultations with key stakeholders from government, civil society, and the private sector at local and national levels. In-depth consultations were undertaken in 25 districts, and less in-depth consultations were undertaken in 45 districts. Participatory poverty assessments were undertaken at the community level in 10 selected districts. Consultations will be strengthened and institutionalized through continuous dialogue with stakeholders in PRSP working groups and thematic groups. Plans were laid out to establish the National Economic and Social Council, which will have representation from key societal stakeholders, thereby ensuring the development and implementation of an inclusive stakeholder agenda.
25. KRYGYZ REPUBLIC	Interim PRSP <i>December 4, 2001</i> PRSP <i>February 27, 2003</i> PRSP Progress Report <i>July 6, 2004</i>	The interim National Poverty Reduction Strategy was formulated based on the findings of an interim PRSP as well as the Comprehensive Development Framework. Both of the preparatory processes, as well as the strategy itself, involved a constructive dialogue with all branches of government, civil society, and private sector. More than 20 multi-stakeholder working groups, which included government and civil society representatives, were established to promote dialogue on specific topics such as sustainable economic growth, social protection and human development, and effectiveness and transparency of state governance. The government has now established a joint government-citizens council, chaired by the Prime Minister and composed of 25 government, CSO, and private sector representatives, to oversee PRSP implementation. The first activity undertaken by the council was a series of forums to identify civil society inputs in the process of implementation of the strategy and the framework. One such forum, held in February 2003, discussed mechanisms for citizen monitoring of government services through surveys, and another one held in May 2003 brought together representatives of 45 media agencies and international CSOs to discuss ways to involve the media more effectively in the monitoring and evaluation of PRSP implementation. The Parliament has also been involved in this process through its Budget and Economic Policy Committee, which has undertaken multi-stake hearings on the need to support PRSP implementation at the regional level.
26. MADAGASCAR	PRSP <i>November 18, 2003</i>	PRSP preparation included significant consultations with a wide spectrum of Malagasy society. The process was organized by the Secretariat Technique de l'Ajustement, which acts as a technical secretariat to a strategy paper technical committee, composed of representatives of all sector ministries, sever-

Country	World Bank Board Presentation Dates	Participation Efforts
26. MADAGASCAR, continued		<p>al CSOs, and academia. The secretariat constituted six thematic working groups, including CSO representatives responsible for drafting key sector strategies: rural development, infrastructure, health, education, private sector development, and governance. The secretariat also organized 10 thematic workshops in all parts of the country, covering such topics as good governance, HIV/AIDS, gender inequalities, rural development, forest fires, urban poverty, education, health, and the environment. Regional workshops at the end of 2001 took place in each of the country's six provinces to discuss a first draft of the overall strategy. Large national consultation workshops to discuss the strategy paper were organized in November 2001 and March 2003 with more than 500 participants each. Numerous CSOs participated actively in national workshops and included organizations such as Oxfam, CARE international, Catholic Relief Services, ANDRA (a local Protestant NGO), the World Wildlife Fund, Conservation International, Population Services International, Red Cross, and Médecins Sans Frontières.</p>
27. MALAWI	<p>PRSP <i>August 29, 2002</i> PRSP Progress Report <i>October 23, 2003</i></p>	<p>The Malawi PRSP process has involved key societal stakeholders including government officials, NGO representatives, religious leaders, politicians, community elders, and academics. A ministerial committee led the process by providing political direction and policy guidance, and a national steering committee of principal secretaries has carried out the overall management of the process. The preparation phase of the strategy paper consisted of contributions from 19 thematic working groups and broad bottom-up consultations. The working groups were composed of relevant government officials and representatives from academic centers, NGOs, religious organizations, business associations, and international donor agencies. Consultations with a wide array of stakeholders were held in all 27 districts. The final drafting team comprised members of the government technical committee and CSO representatives, and was carried out through an iterative process in which comments from all stakeholders were solicited at various stages and fed into subsequent drafts. The PRSP official launch ceremony in April 2002 was attended by the President of Malawi, Parliamentarians, government officials, civil society leaders, and donor agency representatives. As described in the strategy paper, the monitoring of the strategy will be overseen by a monitoring committee that will include government officials, parliamentarians, academics, CSO representatives, and media. The participatory nature of the strategy paper encouraged the emergence of the Malawi Economic Justice Network, a coalition representing a broad spectrum of CSOs, which is expected to have an active role in the monitoring and evaluation of the PRSP.</p> <p>The first annual PRSP progress report, covering only the first six months of implementation, was presented in October 2003, following substantial consultations. The report was revised to cover the whole of fiscal years 2002–2003 in spring 2004. The second annual progress report is being prepared and should be finalized in December 2004. As before, the preparation is following a widely consultative process.</p>
28. MALI	<p>PRSP <i>March 6, 2003</i> PRSP Progress Report <i>June 29, 2004</i></p>	<p>The government officially launched the PRSP process in November 2000, within the framework of a broad consultative process. A seminar held on February 1, 2001, enabled government, civil society, and donor agency representatives to reach agreement on a participatory approach to ensure broad involvement in the preparation, implementation, and monitoring phases of the process. This participatory approach included: establishing a mecha-</p>

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28. MALI, continued		<p>nism for dialogue at both the political and technical levels; involving a wide range of constituents including government, civil society, private sector, and donor agencies; making special arrangements to involve local community leaders; conducting opinion surveys in low-income communities; and organizing multi-stakeholder seminars, workshops, and videoconferences at various stages of the process. As the drafting of the PRSP got underway, the National Technical Committee established 11 thematic working groups to focus on specific thematic areas and ensure broad participation. These working groups, which had the participation of relevant government agencies as well as CSOs such as national NGOs, women's organizations, professional associations, and community associations, also carried out regional and national-level consultations on the draft strategy report. This approach resulted in the identification and consideration of key development constraints and strengths for each region, as well as a greater participation in the formulation of the PRSP.</p>
29. MAURITANIA	<p>PRSP Annual Progress Report <i>June 18, 2002</i> PRSP Progress Report <i>July 18, 2003</i></p>	<p>The PRSP implementation phase and the preparation of the annual progress reports have been carried out in a participatory manner. The government took important steps to disseminate the PRSP, publicize its main results, and intensify both the debate on poverty reduction and ownership of the process. The Commission on Human Rights, Poverty Reduction, and Integration, for instance, worked to ensure the involvement of the poor in its implementation. Several regional workshops were held in September 2001 to discuss the annual progress report, and a national conference was organized in Nouakchott in January 2002 for the same purpose, involving representatives from government, private sector, civil society, and international donor agencies. A preliminary annual progress report was presented to the consultative group of donors in Paris on December 2003. It describes several concerns raised about the PRSP and recommends adjustments needed to ensure greater civil society involvement in the monitoring and evaluating phases.</p>
30. MONGOLIA	<p>Interim PRSP <i>September 27, 2001</i> PRSP</p>	<p>The Interim and final PRSP processes have been coordinated by the Ministry of Finance and Economy, which has actively involved sectoral ministries September 9, 2003, and CSOs in the formulation of the Economic Growth and Poverty Reduction Strategy. The first nationwide consultation, structured as a series of regional seminars, was organized in the first quarter of 2002 with assistance from the World Bank and the International Fund for Agricultural Development. Broad involvement of CSOs was ensured through their participation in sectoral research, regional consultation meetings, thematic working groups, and in the National Coordinating Committee. A working group comprising 12 CSOs took an active part in the consultation process at all levels. A PRSP Trust Fund was established to strengthen the participatory process through greater information dissemination, increasing stakeholder involvement, and support for an association of herders. In order to monitor and evaluate PRSP implementation, the government will develop a system of tools and benchmarks for regular collection, monitoring, and publishing of statistical livelihood indicators. The government will provide capacity-building assistance to CSOs, business groups, parliamentarians, and donor agencies to monitor the PRSP, as well as enlist the assistance of CSOs to provide social services.</p>

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31. MOZAMBIQUE	PRSP <i>September 25, 2001</i> PRSP Progress Report <i>July 25, 2003</i> <i>July 6, 2004</i>	<p>The Action Plan for the Reduction of Absolute Poverty attempted to ensure civil society participation through three main components: consultations at the sectoral level on strategic plans, priorities, constraints, resources and planned actions; consultations and dissemination at the central and provincial level of analytical documents and strategies for economic and social policy (PARPA 2000–2004); and meetings on general and specific issues during the more advanced phase of the PRSP. These consultations were held with specific stakeholder groups—which included businesses, community leaders, media, CSOs, and international donor agencies—to discuss early drafts of the full strategy paper. The consultations demonstrated that the action plan had indeed identified the priority areas for poverty reduction, but also stressed the need to improve implementation and delivery as well as address problems of governance and corruption.</p> <p>In February 2003, the government issued an annual progress report on implementation of the action plan covering the period of 2001–2002, which was prepared by the ministry of finance in close collaboration with the sectoral ministries. CSOs and parliament were not involved in the production phase of the report though, as was called for in consultative methodology of the action plan. In the period ahead, the authorities intend to use the report to resume the dialogue with stakeholders on the PRSP. To that end, the government has established a Poverty Observatory to strengthen the integration of the action plan with other major planning tools such as the central budget. The observatory includes a civil society focal group that issues annual reports on action plan implementation. In February 2004 the government established the Economic and Social Plan, which will report annually to the parliament on the status of the the action plan. Finally, the government is piloting a similar participatory poverty observatory at the provincial level.</p>
32. NEPAL	PRSP <i>November 18, 2003</i>	<p>The Tenth Plan, Nepal’s PRSP, has been prepared through a participatory process beginning with the interim plan in August-September 2000. In June 2001 five regional consultations were held (with 60-80 participants each) bringing together government officials, academics, ethnic leaders, CSO representatives, business executives, and community leaders. Another meeting was organized in October 2001 to discuss district poverty reduction plans and establish linkages between district plans and the national plan. This meeting was carried out in collaboration with the Association of District Development Committees of Nepal, bringing together the chairpersons and deputy vice-chairpersons from all 75 districts of the country. A separate consultative meeting was also organized for parliamentarians. After these consultations were concluded, the draft strategy paper was finalized and submitted to the National Development Council for its comments and approval in January 2002. The council is composed of all ministers, representatives from all political parties, chairpersons of various House of Representatives committees, university vice-chancellors, and representatives from the private sector, academia, ethnic minorities, labor unions, women’s organizations, community groups, and national NGOs. The council approved the PRSP with some revisions. During strategy paper preparation, consultations—organized by various agencies (including the district development committee association, line ministries, donor agencies, NGOs, and community-based organizations)—continued from time to time to develop key sectoral programs and build broad consensus and wide support for the strategy</p>

Country	World Bank Board Presentation Dates	Participation Efforts
32. NEPAL, continued		<p>paper and its associated structural reform program. The government intends to further deepen the participatory approach during PRSP implementation and monitoring stages. In total, more than 2,500 people participated in the consultations.</p>
33. NICARAGUA	<p>PRSP</p> <p><i>September 25, 2001</i> PRSP Progress Reports <i>December 11, 2002</i> <i>January 22, 2004</i></p>	<p>The preparation of the Strengthened Growth and Poverty Reduction Strategy involved intensive consultations within the government and with civil society stakeholders. Fundemos, a national NGO, organized a series of local workshops from February–April 2001 to discuss the local programs and projects of the strategy, as well as ways to improve local decision making in the process. During that same year, a confederation of CSOs—the Civic Coordinating Group for the Emergency and Reconstruction—completed a more comprehensive analysis of the strategy, which included a review of policies and programs in all regions. In addition, four municipalities developed a poverty reduction strategy through a comprehensive local consultation process. A related planning initiative was the National Program for the Analysis and Formulation of Public Policy, which the government undertook in 2000 and 2001 with the assistance of the United Nations Development Program and the Government of Denmark.</p> <p>The PRSP implementation process has led to the strengthening or adoption of several new participatory mechanisms. A presidential decree was signed in March 2002 to improve the local-level representation and policy influence of the National Council for Social and Economic Planning, which is a formal consultation mechanism that seeks to incorporate the voices of women, youth, and autonomous region representatives in national policy discussions. In late 2002, the government began to design the National Development Plan to strengthen the poverty reduction strategy. The development plan has been formulated with input from a wide range of civil society stakeholders and is geared to facilitate the preparation of departmental development strategies with citizen participation.</p>
34. NIGER	<p>PRSP</p> <p><i>February 7, 2002</i> PRSP Progress Report <i>November 19, 2003</i></p>	<p>Civil society participated in the preparation of the PRSP mainly through its involvement in thematic groups and consultative events that included local workshops, public debates in each region, and national seminars. The draft strategy report was discussed and the strategy finalized in a national seminar held in Niamey in late November 2001, giving national stakeholders and development partners an additional opportunity to provide input. The final document was approved by the Cabinet of Ministers in early January 2002 and submitted to the National Assembly for information and discussion. Dissemination was carried out through widespread circulation of the document, media coverage, and public workshops.</p> <p>The PRSP progress report was put together with feedback from a donor forum held in June 2003 and a national workshop held on July 2003, which endorsed the report. A large group of stakeholders from government, civil society, and the private sector were consulted during its preparation.</p>
35. PAKISTAN	<p>Interim PRSP</p> <p><i>December 4, 2001</i> PRSP Report <i>March 11, 2004</i></p>	<p>The Pakistan Interim PRSP was drafted by the ministries of planning and finance in consultation with other ministries, as well as with district and provincial governments, CSOs, and international donor agencies. Additional feedback was elicited from the general public through the posting of the interim report draft on the ministry of finance website.</p>

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35. PAKISTAN, continued		<p>The PRSP participatory process was facilitated by the national PRSP steering committee, which is headed by the federal Secretary of Finance. It involved four national level workshops held between March 2002–February 2003, which had the participation of federal and provincial governments, donor agencies, and CSOs. Indicators prepared during these workshops are to be used for tracking progress in strategy paper implementation. The consultation process also included a one-day workshop with parliamentarians from various political parties to discuss strategy paper formulation, implementation, monitoring, and evaluation. Several local governments and CSOs have developed their own PRSP for implementation at the provincial level. The PRSP secretariat developed a comprehensive communication strategy, in collaboration with DFID, to ensure dissemination of information through briefings, informational packs, media coverage, and workshops.</p>
36. RWANDA	<p>PRSP <i>August 6, 2002</i></p>	<p>The preparation of the National Poverty Reduction Program built on the Interim PRSP participatory process and involved government agencies, political parties, members of the national assembly, and key nongovernmental stakeholders such as local authorities, commune development committees, religious groups, NGOs, and community associations. The consultative process of the full PRSP concentrated at the grass roots levels, and the results of the process have informed the identification of strategy paper priority areas. Sector ministries participated fully in the national validation workshop that reviewed the priorities, and in developing the expenditure frameworks that reflected the results of the consultations. A conference held in November 2001 in Kigali was attended by representatives from CSOs and international donor agencies who provided feedback on the draft strategy paper and indicated their support for its implementation. Government dissemination plans included publishing the national program in English, French, and Kinyarwanda and conducting workshops and other consultations on PRSP implementation issues. The coordination unit of the national program will be transformed into the Strategic Planning and Poverty Reduction unit, which will provide assistance to government agencies to implement the PRSP and monitor its results.</p>
37. SENEGAL	<p>PRSP <i>December 23, 2002</i></p>	<p>The PRSP is based on a broad participatory process at the national, regional, and local levels involving a broad cross-section of stakeholders, including representatives from government, parliament, civil society, and the private sector. The preparatory phase of the PRSP benefited from a comprehensive survey of CSOs which identified useful information on the civil society sector and also provided an opportunity to disseminate information on the objectives and participatory approach of the PRSP. The national launching seminar held in June 2001 was attended by more than 200 participants, including representatives from government, unions, women's groups, farmer organizations, religious groups, associations of the handicapped, research centers, businesses associations, and media outlets. At the national level, five thematic groups (50 persons per group on average) were established to develop a consensus among stakeholders on the broad thrusts and priorities of the PRSP. These groups collected feedback from government ministries, CSOs, and experts, which was discussed in lively workshops and resulted in broad consensus. At the regional level, PRSP consultations were led by governors and involved a broad array of participants including mayors, farmers, youth, women, and handicapped. At the</p>

Country	World Bank Board Presentation Dates	Participation Efforts
37. SENEGAL, continued		local level, <i>Perceptions of Poverty</i> surveys and village-level workshops provided an opportunity for the local population to express their views. The feedback from this process led to a list of actions and priorities, which were integrated into the final PRSP.
38. SERBIA AND MONTENEGRO		
	Interim PRSP <i>August 8, 2002</i> PRSP <i>March 16, 2004</i>	The Interim PRSP process in both republics included consultations with a wide range of stakeholders through formal advisory committees comprised of government, parliamentary, local government, media, labor union, NGO, business, and donor agency representatives. In Serbia, the PRSP steering committee is composed of nine ministers and chaired by the prime minister, as well as a seven-member advisory committee. The advisory committee includes representatives of the national assembly, local government, NGOs, labor unions, businesses, and donor agencies. A partnership was established with Catholic Relief Services, which facilitated dialogue and carried out civil society outreach. Parliamentary committees were also actively engaged in both republics. The strategy was presented in different forms and in a large number of cities and municipalities through approximately 80 meetings and forums with more than 3,300 participants. Local participatory initiatives were implemented in approximately 40 municipalities and more than 100 villages in Serbia during July-August 2003 with the aim of strengthening participation in the PRSP process. This mechanism was used in the implementation and the monitoring process of the PRSP.
39. SIERRA LEONE	Interim PRSP <i>September 25, 2001</i> PRSP Preparation Status Report <i>February 12, 2003</i>	The government has developed, in consultation with civil society, a two-phase approach for PRSP designing and planning strategies to rebuild the shattered economy. During the transition period (2001–2002) focus was given to the immediate social needs of internally displaced persons, returnees, and the most vulnerable war victims, as well as to the rehabilitation of basic infrastructure and economic recovery. Focus on these immediate goals delayed PRSP preparation. The National Poverty Alleviation Strategy Coordinating Office was set up in March 2002, and a proposal for a consultative process launched in 2003. The governance and the institutional arrangements proposed in the interim PRSP have been established and are functioning. A collaborative arrangement between the coordinating office and the National Commission for Social Action has been initiated to ensure sustainability of the Participatory Poverty Assessment approach. The focus discussion groups are to be sharpened, specialized, and custom-designed for particular contexts and decision making bodies such as parliament. A complementary participatory tracking system, the Public Expenditure Tracking Survey, was introduced in October 2001 to gauge beneficiaries' views through citizens' report cards.
40. SRI LANKA	PRSP <i>April 1, 2003</i>	The Government prepared the PRSP in consultation with a wide range of stakeholders, including government ministries, CSOs, academia, research organizations, businesses, and donor agencies. As part of the process, it established a number of steering committees and task forces responsible for ensuring continued consultation and implementation of the strategy paper. In October 2001, representatives of two of the largest CSO networks, representing 150 organizations, convened to provide civil society input into the identification of major priorities for the PRSP. This was followed in May 2002 by meetings with NGOs, community-based organizations, and agribusiness councils to obtain feedback on the strategy paper draft. In Novem-

Country	World Bank Board Presentation Dates	Participation Efforts
40. SRI LANKA, continued		ber 2002, government agencies, businesses, and trade unions met to review and discuss the PRSP at an International Labor Organization-sponsored workshop. Nevertheless, despite the fairly wide consultation process, the areas characterized by armed conflict were not included and certain groups felt excluded. An improved consultation process is a major priority for the new government when launching the next PRSP process in January 2005.
41. TAJIKISTAN	PRSP <i>December 5, 2002</i>	The PRSP was developed through a broad participatory process that involved representatives from government, civil society, private sector, and international donor agencies. Nine sector working groups were established to ensure broad participation from government ministries, parliament, local authorities, universities, businesses, and CSOs. A poverty assessment that involved focus groups and a local community assessment were undertaken in March and May 2001 in order to generate diagnostic data for the PRSP. Many of the proposals and recommendations generated from these studies were incorporated into sector notes prepared by the government for the strategy paper. Between March and June 2001, 56 seminars and roundtable conferences involving more than 2,000 participants were conducted to discuss the sector notes. PRSP goals and actions were broadcast via television and radio stations to a broad audience. Other international organizations such as the International Monetary Fund, Asian Development Bank, and United Nations Development Program also took part in the preparation of the strategy paper.
42. TANZANIA	PRSP Progress Reports <i>November 27, 2001</i> <i>May 27, 2003</i> <i>June 8, 2004</i>	In preparation for the PRSP Annual Progress Report, the authorities held several zonal and national workshops on key sectoral strategies, as well as a national consultative workshop in July 2001 on the entire document, involving civil society, private sector, and donor agencies. A wide range of stakeholders, including CSOs, reviewed the final version of the report during the consultative group meeting in September 2001 in Dar es Salaam. A joint statement by the donor agencies present at this meeting strongly endorsed the report. The 2004 PRSP progress report benefited from the deliberations of a Poverty Policy Week in October 2003, involving a wide range of stakeholders. The findings of the report were reviewed by CSOs during a stakeholders meeting in January 2004. The final version of the most recent annual progress report has been posted on the national PRSP website and was also printed for wider dissemination to the general public.
43. UGANDA	PRSP Progress Reports <i>July 23, 2002</i> <i>September 9, 2003</i>	Uganda's overarching poverty reduction strategy is the Poverty Eradication Action Plan. In preparing the plan and the annual progress report, the government engaged a wide spectrum of stakeholders in a series of consultation meetings. Production of the report was initiated in November 2001 through a workshop involving representatives from government, private sector, civil society, and donor agencies. Preparation of the PRSP report has involved the Participatory Poverty Assessment Project, which involves documenting and disseminating the perspectives of the poor in order to help guide policy at both national and district levels. So far the assessment project has taken place in 21 of Uganda's 56 districts. Finally, the revision process of the PRSP includes two national consultative meetings involving wide representation of stakeholders such as politicians, ministers, CSO leaders, business persons, and local authorities.

Country	World Bank Board Presentation Dates	Participation Efforts
44. VIETNAM	PRSP <i>July 2, 2002</i> PRSP Progress Report <i>February 19, 2004</i>	<p>The Comprehensive Poverty Reduction and Growth Strategy benefited from consultations carried out through a 1999 Participatory Poverty Assessment that involved 1,800 poor people and local officials. The Ministry of Planning and Investment took the lead in preparing the PRSP, which began in June 2001 and involved a wide range of representatives from government, civil society, and donor agencies. Their participation occurred through a series of workshops organized at both central and regional levels, which brought together government officials, mass organization leaders, scientists, NGO staff, and donor agency representatives. Subnational levels of government were involved through four regional workshops, which brought together approximately 500 officials from the provincial and district levels of the administration to discuss the content of the draft strategy. In addition, six village and commune consultations were organized by NGOs (for example, Save the Children Fund United Kingdom, Oxfam United Kingdom, Catholic Relief Services, International Plan, and Action Aids) in collaboration with the World Bank. In a related initiative, the National Committee for the Advancement of Women poverty task force drew up an action plan for mainstreaming gender issues into the PRSP. This involved conducting provincial and commune-level workshops with the Women's Union and hosting a high-level roundtable dialogue with the PRSP drafting committee.</p> <p>During the first year of the strategy implementation, a wealth of new quantitative and qualitative information on poverty was collected. Participatory poverty assessments were carried out in 12 sites in Vietnam, facilitated by international NGOs, local NGOs, and local research organizations. Based on this information, the annual progress report was prepared by the Ministry of Planning and Investment and the PRSP secretariat under the guidance of the interministerial working group established to oversee the implementation of the strategy. A draft of the report was circulated among international donor agencies, researchers, and local and international CSOs, all of whom were encouraged to contribute comments in writing. The drafting team made a number of important changes and edits in response to the comments received, including a strengthened focus on inequality and the challenges of reducing poverty for excluded groups. Local and international NGOs participated in the Poverty Working Group, the main forum for government, civil society, and donor agency interaction on PRSP implementation. CSOs also participated in the PRSP paper rollout initiatives to strengthen pro-poor planning processes at subnational levels of government.</p>
45. YEMEN	PRSP <i>August 1, 2002</i>	<p>The PRSP preparation has been characterized by strong government ownership and broad consultation. The national committee for the preparation of the strategy paper had 21 members, chaired by the Vice Minister for Planning and Development, and included officials from six central ministries (planning and development, finance, labor and social affairs, health and population, tourism and environment, and education), as well as representatives of the Central Statistical Organization, the National Committee for Human Rights, the National Women's Committee, universities, planning experts, and a CSO representative. Preparation of the strategy paper included broad consultations with parliamentarians, journalists, literacy groups, women's organizations, community self-help groups, and international NGOs (Oxfam, CARE, and ARDA). A number of workshops (thematic and</p>

Country	World Bank Board Presentation Dates	Participation Efforts
45. YEMEN, continued		regional) and consultative meetings were held throughout the country, beginning in early 2000 for the interim PRSP and extending up to the conclusion of the strategy. An early survey among the poor was conducted in 2000, followed in 2002 by field visits and discussion with poor residents in 20 districts with the highest incidence of poverty.
46. ZAMBIA	PRSP Progress Report <i>June 15, 2004</i>	The PRSP has been developed through a participatory process involving government, private sector, civil society, and donor agencies. The process included working groups, consultation workshops, and a national stakeholder summit. Although most of the preparatory work was undertaken before the elections in December 2001, it was endorsed by the incoming government. Its key recommendations were presented to the parliament in the context of budget discussions. The PRSP monitoring and evaluation framework encourages the involvement of government agencies, CSOs, businesses, and donor agencies in assessing results. In the government realm, sector advisory groups and provincial and district development coordinating committees periodically provide inputs to the ministry of finance and national planning. A national (<i>indaba</i>) convention held in 2003, involving various stakeholders including civil society, issued recommendations to be integrated into economic governance and social reforms. These have included the technical committee for electoral reform, the constitutional review process, and the anticorruption coalition. The implementation of the PRSP is also actively and independently monitored by civil society. The Civil Society for Poverty Reduction is an umbrella organization of approximately 90 CSOs which independently evaluates the implementation of the PRSP and posts its analysis on its website for ample dissemination.

Annex III:

Websites on World Bank Civil Society Engagement Programs

Civil Society Budget Initiative

<http://www.internationalbudget.org/CSBI.htm>

Children and Youth Engagement

<http://www.worldbank.org/childrenandyouth>

Compliance Advisor Ombudsman (CAO/IFC)

<http://www.cao-ombudsman.org>

Consultative Group to Assist the Poorest (CGAP)

<http://www.cgap.org>

Civil Society Engagement

<http://www.worldbank.org/civilsociety>

Corporate Social Responsibility

<http://www.worldbank.org/privatesector/csr>

Development Gateway's NGO page

<http://www.developmentgateway.org/civic>

Development Marketplace

<http://web.worldbank.org/WBSITE/EXTERNAL/OPPORTUNITIES/GRANTS/DEVMARKETPLACE/0,,menuPK:180652~pagePK:180657~piPK:180651~theSitePK:205098,00.html>

Europe Civil Society Engagement

<http://wbln0018.worldbank.org/EURVP/web.nsf/Pages/Brussels+-+Civil+Society+-+Activities+in+Brussels>

Europe and Central Asia Region Civil Society Engagement

<http://lnweb18.worldbank.org/ECA/ECSSD.nsf/ECADocByLink2/The+World+Bank+and+Civil+Society?OpenDocument>

Faith-based Dialogue

<http://wbln0018.worldbank.org/developmentdialogue/developmentdialogueweb.nsf/weblinks/CTON-56S5VA?OpenDocument>

Foundations Engagement

<http://www.worldbank.org/foundations>

Global Environmental Facility (GEF)

<http://lnweb18.worldbank.org/ESSD/envext.nsf/45ByDocName/WorldBank-GlobalEnvironmentFacility>

International Finance Corporation Safeguard Policies

[http://ifcln1.ifc.org/ifcext/enviro.nsf/Content/SafeguardpoliciesIndigenous Peoples Engagement](http://ifcln1.ifc.org/ifcext/enviro.nsf/Content/SafeguardpoliciesIndigenousPeoplesEngagement)

<http://lnweb18.worldbank.org/ESSD/sdvext.nsf/63ByDocName/IndigenousPeoples>

InfoDev

<http://www.infodev.org>

Information Disclosure

<http://www1.worldbank.org/operations/disclosure>

Inspection Panel

<http://worldbank.org/inspectionpanel>

Labor Unions Engagement

[http://wbln0018.worldbank.org/HDNet/HDdocs.nsf/0/b53b69444a28ee2585256aab003ffb5a?](http://wbln0018.worldbank.org/HDNet/HDdocs.nsf/0/b53b69444a28ee2585256aab003ffb5a?OpenDocument)

OpenDocument

Latin America Regional Civil Society Team

<http://www.worldbank.org/laccs>

Parliamentary Network on the World Bank (PNoWB)

<http://www.pnowb.org>

Parliamentarian Engagement

<http://www.worldbank.org/parliamentarians>

Participation and Civic Engagement

<http://www.worldbank.org/participation>

Post-Conflict Fund

<http://lnweb18.worldbank.org/ESSD/sdvext.nsf/67ByDocName/ConflictPreventionandReconstruction>

Poverty Reduction Strategy Papers

<http://www.worldbank.org/prsp>

Roma Population Engagement

<http://www.worldbank.org/roma>



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