Mainstreaming Citizen Engagement through the World Bank Group’s Country Engagement Model

Harika Masud
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Helene Grandvoinnet
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# Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>CE</td>
<td>Citizen Engagement</td>
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<td>CEN</td>
<td>Country Engagement Note</td>
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<td>CLR</td>
<td>Completion and Learning Review</td>
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<td>CMU</td>
<td>Country Management Unit</td>
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<td>CPF</td>
<td>Country Partnership Framework</td>
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<td>CSO</td>
<td>Civil society organization</td>
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<td>GP</td>
<td>Global Practice</td>
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<td>PLR</td>
<td>Performance and Learning Review</td>
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<td>SCD</td>
<td>Systematic Country Diagnostic</td>
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Introduction

A core objective of the 2014 Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations was to adopt a coherent and holistic approach to operationalize citizen engagement (CE) in World Bank-supported policies, programs, projects, and advisory services and analytics to contribute to sustainable processes for CE with governments and the private sector (World Bank Group 2014a). One of the guiding principles of the Strategic Framework is to emphasize the adoption of an institutional approach that is geared toward strengthening country systems, in addition to adopting a context-specific, gradual, results-focused, and iterative approach throughout the operational cycle. The Strategic Framework also draws on the World Bank Group’s country engagement model to articulate entry points for scaling up CE across Bank operations, specifically the Systematic Country Diagnostic (SCD) and Country Partnership Framework (CPF) (see appendix A).

In 2018, the Independent Evaluation Group released a report, Engaging Citizens for Better De-

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1 The Strategic Framework defines CE as “the two-way interactions between citizens and governments or the private sector within the scope of Bank Group interventions—policy dialogue, programs, projects, and advisory services and analytics—that gives citizens a stake in decision making with the objective of improving the intermediate and final development outcomes of the intervention.” The term “citizens” is understood in nonlegalistic terms in accordance with the Strategic Framework. It defines “citizens” as “the ultimate client of government, development institutions, and private sector interventions in a country. Citizens can act as individuals or organize themselves in associations and groups such as community-based groups, women’s groups, or indigenous peoples’ groups. Civil society organizations can represent citizens and can include organizations outside of the public or for-profit sector, such as nongovernmental organizations, charitable organizations, faith-based organizations, foundations, academia, associations, policy development and research institutions, trade unions, and social movements” (World Bank Group 2014, 7–8).
Development Results, which assesses how effectively the Bank Group has mainstreamed CE at the project, country, and corporate levels, and demonstrates how this process contributes to the achievement of development outcomes. One of its key recommendations is for the World Bank’s Global Practices (GPs) and regional and country teams to provide support for “thick” CE that is regular and continuous, uses multiple tools, and is “embedded” in country systems, where appropriate. It also proposes country-level entry points for CE including consultations for the preparation of SCDs and CPFs; identification of related priority areas for inclusion in country operations; and the use of CE indicators in CPF results frameworks.

The World Bank management response to this assessment concurs that the country engagement model provides opportunities for wide citizens’ participation in defining challenges and priorities for World Bank engagement through the SCD and CPF processes.

Efforts to mainstream CE into the CPF cycle have the potential to contribute toward achieving country development goals and to maximize the impact of citizen-centric initiatives. CE mainstreaming can improve the focus and quality of the analytic work of SCDs and provide opportunities to identify country-specific areas of development in which CE can help to address constraints and improve development results. It can also help to delineate CPF priorities and inform the design of CE interventions that have the potential to enhance the results of Bank Group interventions. The Performance and Learning Review (PLR) can utilize feedback from citizens and other stakeholders to determine how well the CPF program is being implemented, and to identify challenges and opportunities that may impact the results of Bank Group interventions. The Completion and Learning Review (CLR) can use citizens’ inputs to help determine the effectiveness of the Bank Group’s program and draw lessons for future engagement. However, task teams are yet to make full use of CE mainstreaming in the CPF cycle to benefit from citizens’ inputs and feedback on Bank Group programs.

This technical note is intended as a resource for World Bank task teams to elaborate on options and entry points for systematic mainstreaming of CE in the CPF cycle, specifically in the preparation of SCDs, CPFs, PLRs, and CLRs (see figure 1). It is organized into four parts. Chapter 2 provides guidance on engaging with citizens to elicit their views and inputs for developing respective CPF products, a process which is often led by Country Management Units (CMUs) in collaboration with teams from the External and Corporate Relations Unit and the Social Development GP. It also includes good practices and examples of inclusive and innovative approaches that Bank task teams have used to engage with stakeholders. Chapter 3 outlines steps for incorporating CE into analyses for the CPF cycle, and is intended to inform analytic approaches adopted by the Poverty GP as well as CE experts from the Social Development, Governance, and other GPs. It highlights contextual factors and development outcome areas that are useful to consider during the preparation
of SCDs as well as selection criteria to prioritize CE-related areas. Finally, chapter 4 charts out suggestions for CMUs and teams from the Social Development, Governance, and other GPs to incorporate CE interventions into the CPF and to monitor the progress and outcomes of these interventions in the PLRs and CLRs.

**Figure 1. Mainstreaming Citizen Engagement in the CPF Cycle**

1. **SCD**
   - **Systematic Country Diagnosis**
   - In which country-specific areas can CE help to address constraints and improve development results?

2. **CPF**
   - **Country Partnership Framework**
   - How can CE increase the effectiveness of WBG interventions and improve the implementation of its program?

3. **PLR**
   - **Performance Learning Review**
   - Is CE contributing toward achieving policy/program/project level outcomes vis-à-vis the CPF objectives?

4. **CLR**
   - **Completion Learning Review**
   - To what extent has CE contributed to enhance the effectiveness of WBG interventions, and what are the lessons learned?

Note: CE = citizen engagement; CPF = Country Partnership Framework; WBG = World Bank Group.

The contents of this note have been informed by the findings of a desk review of SCDs and corresponding CPFs completed between FY14 and FY19. This review was intended to compile information relevant to CE. It focused on identifying content related to: (i) processes and mechanisms for stakeholder consultations; (ii) CE-related constraints to inclusive and sustainable economic growth either overall or within specific development outcome areas; (iii) CE relevant criteria identified by SCDs; (iv) context-specific challenges and opportunities for CE; (v) approaches to mainstream CE interventions and activities; (vi) CE indicators in CPF results frameworks; and (vii) information on CE interventions or other CE-related issues in CLRs and PLRs. Also informing the contents of this technical note was background information used in 2016 to develop resource guidance for mainstreaming CE in SCDs.
Engaging with Citizens during the CPF Cycle

The World Bank Group’s country engagement directive underscores the consultative nature of the institutional approach throughout the CPF cycle (World Bank Group 2014b). The CPF, PLR, and, to the extent possible, the Country Engagement Note (CEN) are developed in close consultation with the government and informed by consultations with the private sector, civil society, and other stakeholders. To support CMUs, communications specialists, and other teams that plan and implement stakeholder engagement during the preparation of CPF products, this chapter summarizes the institutional guidance on this topic, outlines a four-step approach to engage with citizens as part of this process, and provides good practice examples.

Institutional Guidance on CPF Products

The Strategic Framework identifies consultations and collaboration with nongovernment entities as the two main avenues to engage with civil society when preparing SCDs. For SCD consultations, key desirable features are for them to: (i) focus on diagnostics and not on Bank Group engagement; (ii) home in on topics and areas that are relevant for the SCD; and (iii) complement and aid the interpretation of analysis and evidence, rather than being a substitute. Rather than elicit views from all possible interest groups in a country,
SCD consultations should aim to include all stakeholders who are in a position to provide feedback or inputs for the diagnostics and their interpretation, including (but not necessarily limited to) national authorities, researchers, think tanks, experts, civil society organizations (CSOs), the private sector and business community, development partners, and citizens (World Bank Group 2014b).

With regard to collaboration with nongovernment stakeholders, local universities may be able to provide an in-depth understanding of specific sector issues and local data. The private sector can provide a view on obstacles to competitiveness or the investment climate. And, think tanks may contribute potential work on overcoming core development challenges, such as weak institutions or social exclusion. Collaboration can occur during the design stage of the SCD by drawing on inputs from stakeholders to develop the concept and focus areas of SCDs. It can also occur during the elaboration of the SCDs and verification of their findings.

The CPF and, to the extent possible, the CEN are then developed in close consultation with the government, usually through several ministries and agencies at various levels. To better inform the CPF and, to the extent possible, the CEN, the Bank Group is required to engage through consultations with the private sector, civil society, and other stakeholders. The Bank Group also seeks opportunities to support the process through collaboration that is suitable to country circumstances.

Citizens’ feedback and collaboration to inform PLRs and CLRs can be acquired through citizen satisfaction surveys about CPF implementation; focus groups with representative stakeholders from the areas of CPF implementation; independent, third-party assessment (e.g., by CSOs, academia, or independent experts) of results achieved; and collaboration with local academics, think tanks, CSOs, and foundations for collecting results data. Chapter 4 discusses CE in PLRs and CLRs in more detail.
Steps to Engage Citizens in the Process of Developing CPF Products

Task teams are advised to adopt four steps for effective stakeholder engagement during the preparation of SCDs and CPFs. These are (i) identify and map out stakeholders; (ii) identify suitable approaches to engage with the public; (iii) document inputs provided by citizens; and (iv) close the feedback loop. If steps 2 and 3 have already been completed during the former part of the CPF cycle, then steps 3 and 4 may be more pertinent to preparing PLRs and CLRs.

Step 1: Identify and Map Out Stakeholders

After identifying themes or topics that merit closer examination through inputs from citizens, task teams can find it helpful to map out relevant stakeholders for the SCD as well as CPF (e.g., local think tanks, universities, CSOs, associations, and the private sector). Accordingly, teams can differentiate between stakeholders and select those who: (i) can provide analytical inputs (such as local universities, think tanks, the media, or the private sector) and with whom collaboration might be possible; and (ii) who can be consulted to gain an understanding of citizens’ perceptions and perspectives on local development challenges (such as CSOs or community organizations).

Step 2: Identify Suitable Approaches to Engage with the Public

Task teams should determine whether consultative and collaborative approaches would be relevant for CE, and accordingly, select mechanisms that are either suitable for consultation (e.g., public hearings, focus group discussions, structured surveys, and written and online submissions) or collaboration (e.g., citizen membership in decision-making bodies, participatory planning, and participatory or collaborative research). The objectives and intended outcomes of public engagement for the SCD and CPF consultation should guide the selection of approaches and mechanisms (see box 1 and appendix B for examples of stakeholder engagement questions). Other aspects that may influence this selection include the desired level, depth or scale of participation, the interest and capacity of the government and other relevant stakeholders, and cost and time considerations.
Box 1. Nepal’s Multi-Faceted Approach to Stakeholder Engagement

Given the rapid rate of decentralization in Nepal, the World Bank Group’s Systematic Country Diagnostic (SCD) team determined that relying only on traditional face-to-face methods for consultations in Kathmandu or in large urban centers would exclude the voices and perspectives of spatially diverse groups. The Bank Group deployed a multi-faceted approach to engage with a variety of stakeholders that included government officials, private sector, civil society organizations, development partners, thought leaders, and citizens. The modes of consultation included face-to-face consultations, online and mobile text messaging surveys, and outreach by radio, text messages, and social media (e.g., Facebook and Twitter).

There were deliberate efforts to seek citizens’ inputs across Nepal’s seven provinces through field visits by multiple teams and text messaging surveys that were based on questions carefully calibrated to be simple, clear, and short. Radio announcements informed the public about the consultations and survey opportunities through text messaging. The Bank Group team mobilized and heard from more than 200,000 citizens, which is equivalent to 1 percent of the Nepalese population. A large portion of SMS survey respondents were farmers and youth.

Citizen inputs compiled from these extensive stakeholder consultations were used to confirm the findings of the SCD for Nepal and proved to be crucial to inform the priority areas of intervention in the Country Partnership Framework for FY19–23: (i) public institutions, (ii) private sector-led jobs and growth, and (ii) inclusion and resilience.


When task teams have determined appropriate approaches and mechanisms to engage with citizens, they should plan for inclusive and sustained outreach to target groups to ensure they can provide meaningful feedback regarding the issues on which they are seeking inputs from target groups. Endeavors could include utilizing adequate communication channels (e.g., community radios and social media platforms) to keep the public informed about processes and opportunities in place for them to share their views and to raise awareness of specific issues and development challenges on which the team seeks feedback (see box 2).
Box 2. Indonesia’s Experience with Promoting Sustained Public Dialogue

As part of Indonesia’s Development Policy Review (DPR) consultations and dissemination events, the Bank Group produced nine online video reports from February to December 2014. These three-minute videos were released leading up to and after the official launch of the DPR with the objectives of (i) branding and disseminating the report; (ii) engaging a wide spectrum of stakeholders throughout the country; and (iii) sustaining the public dialogue generated by the DPR’s publication. Some of the topics covered by these videos included: education, jobs and job security, inequality, and infrastructure.


Step 3: Document Inputs Provided by Citizens

Task teams should adopt measures for good recordkeeping and reporting of both processes and outcomes of public participation in the development of the SCD and CPF. Many SCD teams have utilized annexes of SCD reports to document consultation processes and outcomes. These should include stakeholder identification methods; participant lists, meeting summaries, and submissions; and questions, feedback, and inputs organized according to relevant categories (e.g., stakeholders and themes). As a good practice to ensure genuine deliberation on the feedback provided, task teams should share feedback summaries with decision makers in the Bank Group; publish and disseminate them to close the feedback loop; and archive feedback so other Bank Group teams can access it as needed (see box 3).
Box 3. Documentation of Feedback Collected and Closing the Feedback Loop: Maldives Experience

The annex for the SCD for Maldives presents detailed inputs and recommendations collected through stakeholder engagement. During a series of seven face-to-face consultations with nearly 100 participants from government agencies, civil society organizations, youth groups, nongovernment organizations, student bodies, academia, development partners, and private sector representatives, a snap poll on existing and future development challenges in Maldives was administered in the form of a written questionnaire. The snap poll’s results were documented and depicted through pie-chart visualizations.

Figure B3.1. Snap Poll’s Results Depicted through Pie-Chart Visualizations

Step 4: Close the Feedback Loop

It is critical that task teams adopt a proactive approach to report back on the actual outcomes of public participation to “close the loop” in any given round of engagement. Summaries of inputs provided by citizens should be made public. The participants of consultation meetings should also be informed of the ways their ideas and concerns are being incorporated into problem solving by decision makers, or why some ideas cannot be considered or incorporated. Reporting back to feedback providers can follow country-specific formats, such as the publication of a comment-response matrix on the Bank’s country office web page, or through local and community radio or personal visits in remote areas. Such measures are useful to deepen people’s understanding of the relevant issues, foster mutual respect, and contribute to the authenticity and accountability of the interaction.
Good Practices and Examples of CE Mainstreaming

In addition to the five guiding principles of CE espoused by the Strategic Framework, teams should consider other good consultation practices during the preparation of CPF products.

**Transparency.** Task teams should be clear about the objectives, scope, and constraints for citizen engagement in this process, and be transparent about the views and inputs they have received. Objectives can be broadly classified into:

- enhancing the quality of the analysis or diagnostic in specific areas through collaborative processes;
- informing the SCD in its design and implementation on perceived and actual development challenges, potential solutions or hypotheses, and insights on their prioritization;
- validating the findings of the SCD;
- using the consultations to eventually identify priorities for the CPF and to inform the findings of the PLR and CLR; and
- building a consensus and broad-based ownership of the process and analysis.

Citizens should understand how and at which stage(s) their input and feedback will be solicited, the limits of what can and cannot be changed or incorporated, and the expected results of their participation which will be useful for increasing the relevance of the research and feedback and avoiding the creation of unrealistic expectations. Finally, citizens should also have clarity on the constraints involved in preparing CPF products, including but not limited to, tight timelines, limited technical expertise, and paucity of data.

**Government Ownership.** While the SCDs and CPFs are elaborated by Bank staff, efforts to mainstream citizen engagement in the country cycle are likely to be more effective if there is adequate government commitment and support. Task teams should take care to ensure that processes to elicit citizen feedback do not duplicate or undermine existing mechanisms for participation at the national level.

**Multiplicity of Channels and Tools.** Depending on the scale, scope, time, and cost, a variety of mechanisms can be used to ensure that opportunities are available for citizens to engage in the stakeholder consultation exercise. Such mechanisms should be guided by con-

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2 The five guiding principles for mainstreaming citizen engagement in operations supported by the World Bank Group are: it is results-focused; it involves engaging throughout the operational cycle; it seeks to strengthen country systems; it is context-specific; and it is gradual.
text-specific factors and can include online platforms, thematic working group meetings, surveys, workshops, and focus group discussions.

**Inclusivity.** Task teams should make efforts to engage diverse actors and to avoid discrimination on any basis including nationality, race, ethnicity, religion, gender, sexual orientation, disability, age, or caste. Both hard and soft measures should be considered to promote inclusion in consultative or collaborative activities. Hard measures address factors that influence physical access to participatory sessions, such as timing, location, and appropriate support (e.g., provisions for childcare). Soft measures relate to factors that foster affinity among participants and lend authenticity to the consultative and collaborative process. Participants should be treated with respect, their time as well as opportunities for their contributions should be prioritized, and their feedback and inputs should be considered based on their merit and relevance to enhance the design and quality of the SCDs.

**Accessibility.** Task teams should facilitate public participation by ensuring that consultation participants or collaborating groups have knowledge of logistics, processes, and timelines as well as access to relevant materials. Materials should preferably be provided in formats with mechanisms that are easy for all to access, understand, and use. Information on processes and timelines should include dates, locations, who can be involved and how, format for inputs, and contact details.³

**Timeliness.** Task teams should allow sufficient time for the public to provide inputs and allow for more than one round of engagement where desirable. Per best practice, a notice period of at least 1 month should be allowed to ensure sufficient opportunities to inform citizens of upcoming consultations and the avenues available for them to engage in the consultation process (World Bank Group 2014c).

**Reciprocity.** Citizens and groups should be encouraged to be open about their mission, the interests they seek to advance, and who they represent; commit to and observe designated processes and timelines; and cooperate to achieve the objectives of their engagement during the stakeholder consultation processes.

Appendix C provides examples of good consultation practices that were adopted during the preparation of several SCDs and CPFs. For instance, in Ethiopia, an online platform was established to invite anonymous feedback on the CPF; in Haiti, a Bank-sponsored competition of academic papers (“The Twin Goals Awards”) was organized to foster research and debate on national development priorities; in Moldova, participants of in-person consultations for the CPF received letters which summarized the conclusions of the meeting.

³ Available tools include dedicated websites and social media, the World Bank Group consultation hub, and other appropriate means tailored to local circumstances (e.g., press releases, radio announcements, hand-outs, and billboards).
they had attended; in Romania, a video diary was launched on social media to provide instant feedback and reactions to issues and challenges raised in discussions with various counterparts; and in Somalia, four 30-minute live radio shows were produced and aired on public and private radio stations with the widest coverage.

Mainstreaming Citizen Engagement into Analysis for the CPF Cycle

The relevance of CE aspects in SCDs is based on whether it can contribute toward addressing challenges and utilizing opportunities for inclusive and sustainable economic growth, distribution, and poverty reduction; and making progress toward achieving desired national development goals. This chapter outlines a five-step approach for teams from the Governance, Poverty, Social Development, and other GPs to conduct CE-related analysis as part of the existing analytical framework and approach for the development of SCDs.

Figure 2 depicts the SCD’s three-pillared approach to diagnose key constraints and opportunities for achieving the Bank Group’s twin goals by (i) addressing inadequate growth; (ii) advancing inclusive growth; and (iii) managing risks to sustainable growth, distribution, and poverty reduction. Using this approach, task teams can determine whether CE features as a cross-cutting issue across all three pillars and how. They can also use it to examine how CE issues constitute challenges and opportunities for adequate, inclusive, and sustainable growth and poverty reduction, as well as the relevant development outcome areas for each of them.

For the former option to address CE as a cross-cutting issue, teams can verify contextual factors that may constitute challenges or opportunities for effective citizen participation. For the latter option, teams can delve into outcome areas for which CE interventions are likely to contribute to improved results and address development constraints in development outcome areas (i.e., public service delivery, public financial management, governance and anti-corruption, natural resource management, and social inclusion and empowerment as identified by the Strategic Framework).

4 The Strategic Framework identified main development outcome areas. These include public service delivery, public financial management, governance and anti-corruption, natural resource management, and social inclusion and empowerment.
Figure 2. SCD Analytical Framework

Steps to Conduct Citizen Engagement Analysis

Although the steps outlined in this section are intended for SCDs, the approaches outlined in step 3 to conduct analysis of CE-related issues are also relevant for CPFs, PLRs, and CLRs.

**Step 1**

*Determine whether CE Features as a Cross-Cutting Theme in the Diagnosis of Constraints and Opportunities for Adequate, Inclusive, and Sustainable Economic Growth and Poverty Reduction*

Step 1 should be driven by two questions to determine whether and how CE features as a cross-cutting issue across all three pillars of the SCD Analytical Framework:

- Are there conditions in the relationship between the government and citizens (the social contract) that challenge or contribute to broad-based and sustainable growth? (For example, whether there is a broad shared vision of the country’s future economic development among civil society, political parties, and the government, and whether citizens trust various levels of government.)

- Are there enabling or constraining conditions for CE and social accountability\(^5\) that support or create hurdles for poverty reduction and shared prosperity? (For example, whether there is an environment of social unrest that may potentially affect investment and economic performance and what the level of participation is in national and subnational elections.)

Additionally, teams should consider examining how CE issues constitute challenges and opportunities for the respective SCD pillars and development outcome areas.\(^6\) Useful resources to conduct a broad overview of this nature include national development plans, poverty reduction strategy papers, action plans, independent review mechanisms, reports for Open Government Partnership (OGP) countries, and depending on the area of focus, a series of existing diagnostics prepared by development partners, think tanks, and academics (see appendix D).

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\(^5\) Social accountability (SA) refers to the extent and capability of citizens to hold the state accountable and make it responsive to their needs. The components that make up CE — citizen voice and participation through consultation, collaboration, and empowerment — are closely related to SA (Grandvoinnet, Aslam, and Raha 2015).

\(^6\) These are public service delivery, public financial management, governance and anti-corruption, natural resource management, and social inclusion and empowerment.
Step 2
Identify CE-Related Areas that Merit Detailed Analysis

Task teams broach SCD analysis by identifying issues and current patterns in economic growth, national poverty reduction, inclusion, and sustainability to pinpoint potential development areas that merit closer examination. This step is similar in that it will determine whether CE features in the diagnosis of constraints and opportunities for each (or any) of the three pillars and the development outcome areas associated with each. For example, constraining factors for broad-based growth could include CE-related challenges related to weak governance and corruption, or an environment of social unrest that could potentially affect investment and economic performance. Inadequate distribution of gains from growth could also be associated with CE-related factors that influence coverage, accessibility, and quality of public service delivery. Finally, the inclusivity of economic growth and poverty reduction could be a challenge if certain groups are excluded from markets, services, and spaces or are unable to participate in social, economic, and political domains.
Box 4
Niger’s Social Accountability Assessment

The team applied the Social Accountability (SA) Analytical Framework to unpack the status of citizen–state interface at the country level by drawing on inputs from interviews and focus group discussions and findings from literature and portfolio reviews. Findings indicate that opportunities to foster SA and improve service delivery are hindered by mutual lack of trust between citizens and the government, and the threat of violent extremism on Niger’s borders. These findings also suggested that citizen engagement (CE) has the potential to help mitigate fragility risks (e.g., violent conquest of power by armed groups, demonstrations, and extremism) by (i) creating interfaces for citizens to communicate their preferences and grievances and providing opportunities for constructive interaction between citizens and the government; and (ii) improving service delivery to build trust in the state–citizen contract. Based on these findings, the team concludes that an effective CE strategy for Niger would involve utilizing the World Bank’s operational portfolio to foster various elements of SA, including accessing information, closing the feedback loop, and building capacity for mediation.

Table B4.1. An Effective Citizen Engagement Strategy for Niger

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<tr>
<th>Enhance Access to Information</th>
<th>On budget information at national level</th>
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<td></td>
<td>On program–budget performance</td>
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<td></td>
<td>On budget information at local government level</td>
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<td></td>
<td>On public investment execution</td>
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<tr>
<td></td>
<td>On extractives (texte, cadaster, revenue)</td>
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<th>Close the Citizen Feedback Loop</th>
<th>At school level</th>
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<td></td>
<td>At health center level</td>
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<td></td>
<td>At local government level (on planning and monitoring, on local government service delivery from civil registry to tax and land)</td>
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<tr>
<td></td>
<td>At user level for network infrastructure (electricity and urban water)</td>
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<tr>
<th>Build the Capacity for Mediation</th>
<th>On finance law (parliament, advocacy civil society organization)</th>
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<tr>
<td></td>
<td>On extractives (at local level with local actors; at national level with parliament, media, and government)</td>
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<tr>
<td></td>
<td>On land in urban setting</td>
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<td></td>
<td>On land in rural areas</td>
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<td></td>
<td>Set up an early warning system or periodic perception surveys at national level</td>
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<tr>
<th>Foster Collective Action</th>
<th>At local level, building the capacity of grassroots groups and empowering them in the decision making (village committee, cooperative, neighborhood and parents associations)</th>
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<tr>
<td></td>
<td>At meso/macro–level, by creating space for exchange between grassroots groups</td>
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| Incentivize Broad-Based Taxation | At local government level |

**Step 3**  
**Conduct a Detailed Analysis of CE-Related Areas**

Depending on which CE-related areas are deemed to be relevant in step 2, teams could focus their analysis on identifying broad contextual elements that bear on the nature and effectiveness of CE initiatives, or they can select specific development outcome areas\(^7\) and determine whether there are CE-related factors that could affect the results of interventions in these areas.

**Analyzing Contextual Factors that Influence CE Interventions.** One approach to unpack the context for CE initiatives could be to use the Social Accountability (SA) Analytical Framework (see figure 3). This framework is based on five constituent elements: information,\(^8\) citizen action,\(^9\) state action,\(^10\) civic mobilization,\(^11\) and citizen-state interface.\(^12\) It is also helpful to appreciate the interplay among these five elements and additional contextual factors to assess opportunities and challenges for CE activities.

Although the SA Analytical Framework is applied more frequently at the country level to unpack broad contextual elements for CE, it can also be applied at the sector, program, or project level. In Niger, for example, the Bank team utilized it to acquire a deeper understanding of the contextual factors for a citizen-centered approach to improve service delivery against the backdrop of weak governance (see box 4). This analytical exercise assessed contextual drivers for SA at the country level to identify entry points for CE and develop a SA road map for using World Bank-financed operations and policy dialogue to meet the objectives of its SCD and CPF.

Another approach to understand contextual factors that could influence CE initiatives is to conduct “CE assessments” that are geared toward mapping existing legal and regulatory frameworks, sector-specific processes, and the existence of CE mechanisms (e.g., grievance redress mechanisms, consultations, beneficiary feedback surveys, participatory planning, and community-based management in government systems) (see box 5). This methodology was used by Bangladesh and Pakistan teams to verify contextual factors that could impact CE interventions, in order to maximize selectivity and channel lessons learned for the design and implementation of new CE interventions.

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\(^7\) These are public service delivery, public financial management, governance and anti-corruption, natural resource management, and social inclusion and empowerment.

\(^8\) Information flows that are needed in an accountable and responsive state that engages citizens in decision making. These flows are from citizens to the state, from the state to citizens, between the various parts of civil society, and within the state apparatus.

\(^9\) Citizen action constitutes diverse activities, depending on the context and the stage in the process, and typically making demands (for information, justification, or sanctions); protesting injustice; or claiming better public goods.

\(^10\) State action is in response to information flows and citizen action, and can entail positive responses (improved public services and reduced corruption) or repression and backlash.

\(^11\) Civic mobilization helps to trigger and facilitate citizen voice, particularly for the vulnerable or marginalized. Public officials also need to be mobilized to seek out and engage with citizens.

\(^12\) This refers to the interlocution between the state and civil society actors, which is crucial to bring together state officials (whether elected or nonelected) and citizens (individuals or groups).
**Figure 3. Social Accountability Analytical Framework and Its Contextual Drivers**

**State Action**
- Awareness of the issue
- Ability to resolve the issue
- Official attitude toward engaging with civil society demands of voice
- Intrinsic motivation driving action
- Incentives/costs linked to inaction for non-elected officials
- Incentives/costs linked to inaction for elected officials

**Civic Mobilization**
- Existence of mobilizers
- Capacity of mobilizers (agents/organizations)
- Effectiveness in mobilizing citizens
- Effectiveness in mobilizing state officials

**Citizen-State Interface**
**Linked to the Interface**
- Type of existing interface
- Awareness of the interface
- Credibility of interface
- Accessibility of interface

**Linked to Citizen-State Engagement**
- Information on existence and accessibility of the interface
- Information strengthening credibility of interface with key stakeholders (citizens and officials)

**Information**
**Linked to the Citizen and State Action**
- Accessibility
- Framing of the information
- Trustworthiness

**Citizen Action**
- Awareness of the issue
- Salience of the issue
- Intrinsic motivation
- Efficacy
- Capacity for collective action
- Costs of inaction

In 2017, the World Bank team conducted two sets of assessments on citizen engagement (CE): (i) CE country systems in Pakistan; and (ii) the World Bank–financed operations’ portfolio review on CE. While these assessments were not conducted as part of the Systematic Country Diagnostic, the country system and portfolio review approaches are relevant to inform the Country Partnership Framework cycle. The same approach has been applied in Bangladesh.

**Review of Country Systems for CE.** The assessment analyzed the availability and efficiency of selected CE mechanisms (i.e., grievance redress mechanisms, consultations, and beneficiary feedback mechanisms at the national level and in the provinces of Punjab and Sindh). This work was intended to (i) identify opportunities to support CE systems and structures within Pakistan by integrating appropriate CE mechanisms into World Bank–financed projects in relevant sectors; and (ii) understand how government CE mechanisms could be employed to strengthen the CE mechanisms at the project level.

Based on the findings of desk reviews, interviews with government representatives, focus group discussions with community groups, and a survey with the focus group participants, the report included the assessment of country context for CE (e.g., access to information, budget transparency, corruption, voice, and accountability) and the state of country systems for CE (e.g., administrative grievance redress and ombudsman office). The findings also included information on CE mechanisms in selected sectors in which there are Bank–financed operations.

**Portfolio Review.** The review aimed to assess the extent to which CE tools had been included in the project design and how these function during project implementation. Three key sectors (water supply and sanitation, education, and municipal services) were selected for in–depth analysis. A desk review, task team leader (TTL) survey, and TTL interviews were conducted. The report organized the findings in three areas — what works, what could be better, and how to improve CE in operations — and provided recommendations on using country systems for effective CE.

Analyzing CE-Related Factors that could Affect Interventions in Development Outcome Areas.

Teams can also choose to focus directly on the development outcome areas relevant to the three pillars of SCD analysis (or CPF priority areas) and to delve into CE-related factors that could affect the results of interventions in such areas (see table 1). The analysis of these factors can be combined with findings from SCD consultations with various stakeholders or inputs from other diagnostic tools, such as civil society assessments, country social analysis, political economy analysis, governance diagnostic surveys, and social assessments (see appendix D for a list of relevant diagnostic tools).

Table 1. Citizen Engagement Factors Related to Development Outcome Areas

<table>
<thead>
<tr>
<th>Outcome Area</th>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public service delivery</td>
<td>› Service characteristics such as availability of information on and complexity of the service provided.</td>
</tr>
<tr>
<td></td>
<td>› Influence of citizen feedback on the outcomes of service provision relative to such factors as capacity of service providers.</td>
</tr>
<tr>
<td></td>
<td>› Accessibility and quality of services affiliated with ideologies and values (e.g., water and sanitation). Concerns about service provision</td>
</tr>
<tr>
<td></td>
<td>in such areas can emerge into socially and politically salient issues.</td>
</tr>
<tr>
<td></td>
<td>› Institutional capacity, mandate, and incentives to respond to citizen feedback.</td>
</tr>
<tr>
<td></td>
<td>› Existence and effectiveness of oversight mechanisms to ensure responsiveness to citizen feedback.</td>
</tr>
<tr>
<td></td>
<td>› Cultural and social factors that affect decision-making processes (e.g., gender, wealth, ethnicity, and education).</td>
</tr>
<tr>
<td></td>
<td>› Risks of providing feedback or engaging with service providers (e.g., retribution by the service personnel on whom citizens depend).</td>
</tr>
<tr>
<td></td>
<td>› Limited or no choice of service providers (e.g., in geographically remote areas).</td>
</tr>
<tr>
<td>Public financial management</td>
<td>› Existence of legal frameworks that require or facilitate opportunities for CE in budget processes.</td>
</tr>
<tr>
<td></td>
<td>› Stage of budget process and timing of citizen input. Early CE during budget preparation (versus execution) increases opportunities for</td>
</tr>
<tr>
<td></td>
<td>impact.</td>
</tr>
<tr>
<td></td>
<td>› Government structure. Governments with existing participatory processes are more likely to be open to a broader range of CE approaches.</td>
</tr>
<tr>
<td></td>
<td>› Perceived legitimacy of citizen input. Citizen input that is collective or representative may lead to greater government responsiveness</td>
</tr>
<tr>
<td></td>
<td>in budget processes than individual input.</td>
</tr>
<tr>
<td>Governance and anti-corruption</td>
<td>› Organizational culture of public institutions (e.g., clarity and effectiveness of policies, procedures, and monitoring and control systems).</td>
</tr>
<tr>
<td></td>
<td>› Form of corruption, Extortionate corruption practices are more likely than collusive corruption practices to motivate citizen action.</td>
</tr>
<tr>
<td></td>
<td>› Cultural values such as gift giving or nepotism.</td>
</tr>
<tr>
<td></td>
<td>› Mandate and strength of oversight institutions, including legislature, judiciary, supreme audit institutions, and anti-corruption agencies.</td>
</tr>
<tr>
<td></td>
<td>› Independence and proactivity of media.</td>
</tr>
<tr>
<td></td>
<td>› Degree of decentralization, effectiveness of local institutions, and extent of central government oversight.</td>
</tr>
<tr>
<td>Outcome Area</td>
<td>Factors</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Natural resource management</td>
<td>‣ Resource value. High resource value or economic dependence provides fewer incentives for devolution of authority to local communities.</td>
</tr>
<tr>
<td></td>
<td>‣ Costs and benefits for relevant stakeholders (e.g., agreement on revenue sharing could help motivate community engagement).</td>
</tr>
<tr>
<td></td>
<td>‣ Community characteristics such as high inequality, likelihood of elite capture, limited information flows, or low capacity.</td>
</tr>
<tr>
<td></td>
<td>‣ Legal framework and reporting requirements on access to and ownership, allocation, and control of natural resources.</td>
</tr>
<tr>
<td></td>
<td>‣ Central government support for local management of natural resources and capacity to negotiate favorable concessions and legal agreements.</td>
</tr>
<tr>
<td></td>
<td>‣ Existence and efficacy of the private sector's attempts to understand and address the needs of local communities.</td>
</tr>
<tr>
<td>Social inclusion and empowerment</td>
<td>‣ Community characteristics (e.g., transparency of decision-making rules, identification of the poor, and degree of equality).</td>
</tr>
<tr>
<td></td>
<td>‣ Community capacity to implement projects and utilize CE mechanisms effectively.</td>
</tr>
<tr>
<td></td>
<td>‣ Existence of measures to prevent elite capture (e.g., contested election of local leaders).</td>
</tr>
<tr>
<td></td>
<td>‣ Social norms and incentives for the inclusion of women and other vulnerable and marginalized groups.</td>
</tr>
<tr>
<td></td>
<td>‣ Commitment of state actors to decentralization and empowerment of local governments and communities.</td>
</tr>
</tbody>
</table>


**Step 4**

**Draw on Selection Criteria to Prioritize CE-Related Areas**

Development constraints and opportunities prioritized by the SCD team could (i) use citizen participation as one of the criteria for prioritization; (ii) include CE priorities that enhance or expand state–citizen interaction; or (iii) highlight development outcome areas for which CE can contribute to improved results. Criteria for prioritization may include:

- the potential impact on the twin goals and the possibility of addressing critical gaps and supporting key trends to make a difference in the status of CE;
- complementarities with other priorities;
- the time horizon in which the proposed measures could be implemented and deliver results (quick and strategic wins);
- preconditions for impact, including a perspective of what is going to be done differently to bring about change in the way that CE supports a more equitable and sustainable development; and
- feasibility of implementation, including the desired sequence of actions, accounting for national and local institutional frameworks and prioritization of the improvement of initiatives that are already in place (World Bank 2014b).
Specific examples of CE-related priorities are presented in table 2. Several of these refer to the link between CE and specific development outcome areas (e.g., governance and anti-corruption for Afghanistan; social inclusion in the SCD for Azerbaijan; health service delivery in the SCD for Egypt; natural resource management for Liberia; and public financial management for Mauritania’s SCD).

Table 2. Examples of SCD Priorities Related to Citizen Engagement

<table>
<thead>
<tr>
<th>Country</th>
<th>CE-Related SCD Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>Support reforms that strengthen the capacity and institutions of government and reduce opportunities for corruption, with feedback from local citizens. Strengthening and gaining citizens’ trust in institutions providing security, justice, and jobs will be prioritized to mitigate the constraint of fragility, violent conflict, and weak governance.</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>Citizen engagement and customer feedback for monitoring delivery to ensure accountability as well as demographic and geographic inclusion. Social capital may be enhanced through greater public participation by citizens and nongovernmental organizations alike.</td>
</tr>
<tr>
<td>Egypt</td>
<td>Establish grievance and redress mechanisms and active monitoring of the quality and satisfaction with health services received.</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Build capacity and enhance the performance of local governments and adopt a more bottom-up approach to management and reforms of local services.</td>
</tr>
<tr>
<td>Liberia</td>
<td>Citizen engagement is vital for natural resource management to determine whether Liberia’s natural wealth becomes a source of economic dynamism or a driver of conflict.</td>
</tr>
<tr>
<td>Mauritania</td>
<td>Lack of transparency and accountability in public expenditure management represents a priority binding constraint and requires the development of modern, rule-based institutions and more effective modalities for citizen engagement.</td>
</tr>
<tr>
<td>Uganda</td>
<td>Improving the demand side of good governance by promoting voice and accountability of citizens will be mainstreamed in the Bank Group’s program.</td>
</tr>
<tr>
<td>Uzbekistan</td>
<td>Develop citizen engagement and participation tools, including access to information and citizen feedback, especially in local services.</td>
</tr>
</tbody>
</table>

Step 5: Document Citizen Engagement Aspects in the SCD Report

Depending on the context, the findings and priorities of the SCD, and the depth of CE analysis, teams should incorporate CE aspects in relevant sections of the SCD report, as follows:

- **Context.** For example, sociopolitical context and challenges related to public service delivery, governance, and rule of law.

- **Opportunities for More Inclusive and Sustainable Growth.** For example, how CE features in accessing public services; making social safety nets more effective; increasing social stability; improving the legitimacy of the state; and expanding transparency and accountability.

- **Priorities.** For example, key constraints, outcomes sought, and specific policy actions related to citizen engagement.

- **Findings from Stakeholder Consultations.** For example, stakeholder identification, subject of discussions, number and timeline of consultation events, participants, and summary of feedback provided.
Mainstreaming Citizen Engagement into Interventions for the CPF Cycle

Steps to Incorporate Citizen Engagement into Interventions

This chapter outlines the approach for task teams and CMUs to take into account CE-related aspects and determine possible CE interventions during the preparation of CPFs, PLRs, and CLRs.

Country Partnership Framework

The CPF identifies the objectives and development results that the country expects to achieve during the implementation period as well as expected lending volume and possible instruments for engagement. Adopting a systematic approach to mainstream CE into CPFs is useful to achieve two objectives: (i) to inform decision making about the Bank Group’s key areas of focus and expected CPF outcomes; and (ii) to stipulate CE interventions in programs and projects where they have the potential to improve development outcomes for which Bank support would be provided.

CE-related issues prioritized in the SCDs are not always translated as actionable areas of intervention by the World Bank in corresponding CPFs. In addition to the priorities identified in the SCDs, CPF objectives are determined by a combination of factors, including alignment with the country’s own development program and the goals of ending extreme poverty and increasing shared prosperity in a sustainable manner; the Bank Group’s comparative advantages; outcomes of dialogue with the country authorities, citizens, and other stakeholders; and high or substantial risks to achieving the CPF objectives.

To ensure CE interventions are relevant and can further the priorities identified for the CPF, task teams can adopt a systematic approach with three steps: triangulating relevant information and identifying entry points; defining results; and documenting aspects of CE in CPFs.

Step 1: Triangulate Information and Identify Entry Points

Information sources include inputs and feedback from CPF consultations with various stakeholders, including citizens, CSOs, and academic institutions; CE-related analysis; findings and lessons learned from the CLR of the previous CPF cycle, including challenges or windows of opportunity for CE interventions; and country portfolio reviews for lending and nonlending operations. Entry points for CE exist across the Bank portfolio at the country, sector, program, and project levels (see figure 4). These depend on the CPF priorities, the current and pipeline portfolio, and the context (i.e., regional, national, sector, subnational, and project).
Mainstreaming Citizen Engagement through the World Bank Group's Country Engagement Model

**Diagnostic:** Systematic Country Diagnostic

**Strategy:** Country Partnership Framework

**Portfolio**
- Development Policy Financing
- Program for Results
- Investment Project Financing
- Policy Dialogue
- Advisory Services and Analytics
- Trust Funds
- International Finance Corporation Investments
- Multilateral Investment Guarantee Agency Guarantees

**Country and Sector Levels:**
- How to improve the quality of dialogue and propose suitable mechanisms?
- How to strengthen the existing country systems for citizen engagement?
- Are there national goals to strengthen citizen engagement (CE) or other windows of opportunity that could be aligned with World Bank Group interventions?
- Are there sectors whose performance could ostensibly benefit from improved transparency and CE interventions?
- Which CE-related issues could enhance or undermine the effectiveness of policy dialogues, policy reforms, or other interventions to strengthen institutions and processes at the country or sector levels?
- How can existing systems, processes, and approaches for CE be improved at the country or sector levels?

**Program and Project Levels:**
- Which sectors could be targeted or prioritized for specific support on CE?
- How to improve the effectiveness and quality of the mechanisms in projects?
- Are there ongoing or pipeline programs or projects for which CE interventions could help to manage risks and improve results?
- Could CE interventions for projects be aligned with Bank Group support for policy and institutional reforms?
- What is the type of support required to improve the effectiveness, quality, and frequency of CE activities?
- Is there alignment between CE interventions and relevant standards for the Environmental and Social Framework?
- How can Project Implementation Unit and task team reporting on CE interventions be improved?
To determine which CE interventions are relevant for the CPF, task teams should consider potential CE outcomes in relation to the CPF objectives; the requirements of specific development outcome areas; timeframe; budgetary implications; capacity building requirements (both demand and supply side); and outcomes of negotiations with clients.

Task teams can choose to include a range of CE interventions in the CPF that have been adapted across sectors and development outcome areas, including the mainstreaming of CE in development policy financing and country and sector level dialogues; investment project financing and Program-for-Results operations; knowledge, capacity building, and partnerships; portfolio-wide screening tools; and selective pilots for demonstration effects (see table 3).

Table 3. Examples of Citizen Engagement Interventions in CPFs

<table>
<thead>
<tr>
<th>Country</th>
<th>Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>Support for grant making to community development councils</td>
</tr>
<tr>
<td>Armenia</td>
<td>Develop methodology to assess participatory practices of local self-government bodies and select pilot municipalities for testing methodology</td>
</tr>
<tr>
<td>Egypt, Arab Rep.</td>
<td>Mainstreaming beneficiary feedback in select sectors (MDTF TA, MENA)</td>
</tr>
<tr>
<td>India</td>
<td>Support for digital CE mechanisms</td>
</tr>
<tr>
<td>Jordan</td>
<td>Development of a centralized grievance redress mechanism</td>
</tr>
<tr>
<td>Kyrgyz Republic</td>
<td>Establish CSO advisory groups</td>
</tr>
<tr>
<td>Lebanon</td>
<td>CSO mapping to understand the sectors, themes, and geographical areas in which CE interventions could be implemented</td>
</tr>
<tr>
<td>Mali</td>
<td>Launching selective pilots for a demonstration effect</td>
</tr>
<tr>
<td>Nepal</td>
<td>Preparation of CE strategy for PFM activities</td>
</tr>
<tr>
<td>Paraguay</td>
<td>Adoption of participatory mechanisms to enhance disaster preparedness</td>
</tr>
<tr>
<td>Romania</td>
<td>Integration of CE into portfolio-wide screening tools</td>
</tr>
<tr>
<td>Somalia</td>
<td>Support for eligibility for the Global Partnership for Social Accountability</td>
</tr>
<tr>
<td>Tunisia</td>
<td>Support for eligibility or implementation of Open Government Partnership commitments and policies</td>
</tr>
<tr>
<td>Turkey</td>
<td>Showcasing good CE practices through thematic round tables, study visits, and case studies</td>
</tr>
</tbody>
</table>

Note: CE = citizen engagement; CSO = civil society organization; MDTF = multi-donor trust fund; MENA = Middle East and North Africa Region; PFM = public financial management; TA = technical assistance.
Based on examples, World Bank teams can adopt three overarching approaches to integrate CE interventions into CPFs: (i) denoting CE as a cross-cutting area across all CPF focus areas — cross-cutting approach; (ii) highlighting CE as a core focus in one or more selected CPF areas — pillar approach; and (iii) developing a citizen engagement country road map — road map approach (see box 6).

**Step 2**

**Define Results of Citizen Engagement Interventions**

In keeping with the results-focused approach of the Strategic Framework, task teams should define the results of CE interventions and incorporate suitable results indicators in CPF results frameworks to enable monitoring of CE interventions. Interventions can contribute to two types of results:

- changes in program or project effectiveness and project development outcomes (e.g., improved coverage, quality, and responsiveness of public service delivery); and
- improvements in processes to engage with citizens (e.g., enhanced local participatory processes).

Depending on the nature of the intervention and the timeframe, the results of CE activities can be measured through CPF indicators or supplementary progress indicators. Task teams should consider using CE indicators that are specific, measurable, actionable, relevant, and time bound (commonly known as SMART) and allocate resources (human, material, and financial) to monitor indicators across the country portfolio. Table 4 presents examples of CE indicators that have been used in CPF results frameworks.
Box 6
Mainstreaming Citizen Engagement in the CPF: Road Map Approach

The citizen engagement country road map is an action plan tool used to articulate country-level objectives, outline areas of focus, define responsibilities, and set out concrete steps. While the approach adopted in each country can vary, the road maps are developed around a similar set of activities: country-level actions, sector- and project-level actions, and actions to incorporate and monitor citizen engagement (CE) mechanisms and results indicators across investment lending operations to ensure compliance with corporate requirements for CE. The CE road map for Georgia, for example, lays out a four-step strategy with nine accompanying actions.

Figure B6.1. The Road Map for Citizen Engagement in Georgia

Sources: World Bank (2015c, 2018c).

Note: CE = citizen engagement; CPF = Country Partnership Framework; CSO = civil society organization; ECD = early childhood development; GPSA = Global Partnership for Global Accountability; GRM = grievance redress mechanism; Gvt = government; IPFs = investment project financing; ISRs=Implementation Status and Results Reports; PIU = Project Implementation Unit; RDP = Regional Development Project; RF = results framework; RMIDP = Regional and Municipal Infrastructure Development Project; TGSP = Transmission Grid Strengthening Project; TSA = targeted social assistance.
### Table 4. Examples of Citizen Engagement Indicators in CPFs

<table>
<thead>
<tr>
<th>Country</th>
<th>Indicator Examples</th>
</tr>
</thead>
</table>
| Azerbaijan       | Increased number of internally displaced persons (in World Bank Group program-affected areas) satisfied with improved access  
                   Improved statistical data presentation and end-user’s satisfaction increased                  |
| Bulgaria         | Percent of beneficiaries reporting satisfaction with the Energy Efficiency in Multifamily Building Program and socioeconomic co-benefits              |
| Egypt, Arab Rep. | Percentage of resolved complaints in housing office  
                   Satisfaction survey undertaken in sanitation sector  
                   Percentage of grievances addressed in stipulated timeframe in the Takaful and Karama cash transfer program  
                   Transparency and accountability mechanism established in the housing sector  
                   Grievance redress mechanisms functioning in the sanitation sector                           |
| Lebanon          | Municipal Services Emergency Project investments corresponding to the priorities identified by beneficiaries                                      |
| Madagascar       | Number of communes using participatory budgeting                                                                                                    |
| Mali             | Citizen’s budget prepared and published  
                   Number of annual citizen budgets prepared  
                   Grievance redress mechanisms are functional at the commune level                                                                               |
| Myanmar          | Households in project villages participating in planning, decision making, and implementation of subprojects (percent)                          |
| Tunisia          | Strengthened public sector accountability measured by an increase in the government responses to citizens’ requests for information under the new access to information policy  
                   Increase in citizens’ access to and use of the fiscal information through the Mizanyatouna open budget platform |
**Step 3**  
**Document Citizen Engagement Aspects in the CPFs**

Citizen engagement aspects can be documented in respective sections of the CPF as depicted in table 5.

### Table 5. Documentation of Citizen Engagement Aspects in CPFs

<table>
<thead>
<tr>
<th>CPF Section</th>
<th>CE Aspects</th>
</tr>
</thead>
</table>
| **Country Context and Development Agenda** | - The overall CE context (e.g., government and bureaucratic stance to CE, strength of civil society and private sector practices, and access to information) and contextual factors that are relevant for CE at the national, subnational, or sectoral levels  
- National priorities that highlight CE or that refer to interventions that are reliant on effective CE processes and outcomes  
- SCD findings on development challenges that stem from or are reinforced by weak CE or could be improved by strengthening CE  
- CE-related priorities identified by the SCD |
| **World Bank Group Partnership Strategy** | - CE-related lessons from the CLR  
- Findings from stakeholder consultations  
- Overview of the process to convene stakeholder consultations  
- Rationale for incorporating CE as a cross-cutting theme across all CPF focus areas or core aspect within each focus area  
- Description of CE interventions for respective CPF pillars and how CE interventions will contribute to CPF objectives  
- Lending instruments, and specific operational and analytical work that could serve as entry points for CE  
- Ways in which ownership and sustainability of CE mechanisms will be promoted  
- Partnerships (with specific agencies, development partners, CSOs, or other stakeholders) that would facilitate CE interventions and improve their sustainability |
| **Managing Risks**                       | - Risks to the World Bank Group program that CE interventions would help to allay (political, governance, social, fiduciary, or stakeholder)  
- Risks that could be increased due to ineffective or no CE interventions |
| **Results Framework**                    | - CE indicators should be included in the results framework |
| **Annexes**                             | - A CE road map that sets out World Bank goals and commitments to citizen engagement in response to country context  
- Additional information on stakeholder consultations |

Note: CE = citizen engagement; CLR = Completion and Learning Review; CPF = Country Partnership Framework; CSO = civil society organization; SCD = Systematic Country Diagnostic.
Performance and Learning Reviews

PLRs provide an opportunity to draw lessons learned from CPF implementation and introduce mid-course adjustments as needed. The driving question to analyze progress on CE interventions is: Does citizen engagement contribute to policy-, program-, and project-level outcomes as they relate to CPF objectives? Teams can refer to CE activities that have been specified in a CE country road map or detailed in other sections of the CPF (see box 7). Based on the scope of these interventions, teams can consider addressing the following aspects:

- progress on CE interventions relative to expected results;
- challenges and opportunities to achieve effective CE policies, institutions, and programs, and whether these factors are operation specific, systematic, or contextual;
- feedback from consultations with the client, CSOs, citizens, and other stakeholders on CE-specific interventions in the CPF or processes to engage with them on other aspects of the CPF;
- scope to resolve constraints in citizen engagement interventions and relevant risks;
- recommendations for mid-course corrections or changes for CE interventions, what they would entail, and how they would be reflected in the results framework; and
- whether corporate commitments for CE are being fulfilled for the Bank Group’s investment project financing portfolio in the country.

Box 7. Citizen Engagement in PLRs: Armenia’s Experience

Armenia’s Country Partnership Strategy (CPS) for FY14–17 recognized the importance of citizen engagement (CE) as a means to promote demand-driven development, strengthen citizen–state dialogue, and promote transparency, accountability, and efficiency in service delivery. Given this emphasis on CE, the corresponding Performance and Learning Review reported on the country team’s efforts to (i) build World Bank and client capacity in CE; (ii) integrate suitable CE mechanisms and indicators in the design of pipeline investment project financing; and (iii) collect citizen feedback on reforms supported by the current development policy operation as an input for preparation of the next series of policy–based lending operations. It also highlighted CE-related achievements for respective projects (e.g., a comprehensive social monitoring plan for the first and second Community Agriculture Resource Management and Competitiveness Projects) and specified next steps for the duration of the CPS, such as supporting capacity building and collaboration with government to institutionalize CE.

While documenting progress on CE interventions, teams should: (i) report progress in the results framework against the midline; (ii) describe challenges/opportunities and propose avenues to address constraints or utilize opportunities; and (iii) include any required course corrections and adapt the results framework, if needed.

## Completion and Learning Reviews

CLRs assess CPF program performance at the end of the CPF period, using the results framework set out in the most recent PLR. Experiences and lessons learned from PLRs can inform the next generation of country engagement approach in a country. The key question to analyze the outcomes of CE interventions in CLRs is: To what extent has CE successfully increased the effectiveness of Bank Group interventions and what are the lessons learned? (See box 8 for example.) Guiding questions for task teams to consider include:

- Has the government implemented Bank–supported initiatives to strengthen CE?
- What are the lessons from the Bank’s support for CE that would be useful to sustain implementation of CE activities?
- What are the recommendations for the upcoming CPF or other Bank operations?
- How could these results influence similar efforts in other contexts?

### Box 8. Citizen Engagement in the CLRs: Montenegro’s Experience

The Completion and Learning Review (CLR) for Montenegro (FY16–20) describes how citizen engagement has proved invaluable for enhancing design and implementation of the land administration project. Specifically, it used citizen feedback and participation to develop spatial urban plans. The CLR also refers to the Montenegro Sensitive Tourist Areas Project that was intended to provide a sanitary landfill for coastal municipalities. It illustrates how direct communication earned the support of the local community by being approachable and open to cooperation and suggestions.


While documenting the outcomes of CE interventions, teams should include (i) the results of CE interventions based on targets as well as other implications; (ii) progress and challenges; (iii) lessons learned for the next CPF; and (iv) a summary in the CPF text and a detailed analysis in an annex.
Conclusion

This review revealed challenges with mainstreaming CE in the CPF cycle. They include a limited approach for analyzing CE for SCDs in terms of development outcome areas for which CE can be relevant (primarily governance and service delivery) and the use of mainly consultative rather than collaborative approaches to engage with stakeholders. For CPFs, investment lending is considered the primary vehicle for mainstreaming CE followed by analytical and advisory activities, with relatively less emphasis on other lending instruments. Moreover, even CPFs that have CE interventions do not always include corresponding indicators to monitor their results. This practice also has implications for reporting on CE in the PLRs and CLRs, which are not always described in detail. At the same time, the findings of this review highlight innovative and inclusive strategies for conducting outreach in the process of developing CPFs as well as efforts to mainstream CE in CPF priorities and to determine relevant entry points in the portfolio.

Guidelines and examples described in this technical note can be used by task teams to distill and document information on CE interventions in PLRs and CLRs, and to adopt a more systematic approach for CE mainstreaming in successive CPF cycles.
References


### Table A.1. Overview of WBG Products for the Country Partnership Framework Cycle

<table>
<thead>
<tr>
<th>Cycle</th>
<th>Purpose</th>
</tr>
</thead>
</table>
| SCD   | ‣ SCD informs the strategic dialogue between the World Bank Group and its clients about priority areas for engagement  
 ‣ SCD is a diagnostic exercise conducted by the Bank Group in close consultation with national authorities, the private sector, civil society, and other stakeholders  
 ‣ SCD aims to identify the most important challenges and opportunities a country faces in advancing toward the Bank Group twin goals of ending extreme poverty and boosting shared prosperity  
 ‣ SCD informs CPF |
| CPF   | ‣ CPF is not an analytical document, instead providing an integrated and selective framework of the Bank Group’s partnership with the country  
 ‣ CPF identifies the key objectives and development results through which the Bank Group intends to support a member country in its efforts to end extreme poverty and boost shared prosperity in a sustainable manner  
 ‣ CPF starts from the member country’s vision of its development goals and identifies the objectives and development results that the Bank Group expects to help the country achieve during the implementation period, as informed by the analysis of a SCD  
 ‣ CPF is prepared by the Bank Group  
 ‣ In limited circumstances, instead of a CPF, the Bank Group may prepare a CEN, which is appropriate for countries where the Bank Group is unable to define detailed objectives, develop a program, or engage at significant scale in the medium term |
| PLR   | ‣ Every 2 years during the implementation of a CPF, or at mid-term, the Bank Group engages with the country and produces a PLR  
 ‣ PLR focuses on key country developments since the issuance of the CPF, and on program and portfolio progress and performance, with a view to drawing lessons learned from implementation and introducing the mid-course adjustments |
| CLR   | ‣ CLR assesses CPF program performance at the end of the CPF period using the results framework set out in the most recent PLR  
 ‣ Bank Group engages with the country to complete a self-assessment and issues a CLR, and the IEG validates the Bank Group’s self-assessment and verifies findings  
 ‣ The results of this validation and other available independent evaluation evidence help inform the subsequent CPF or CEN |


Note: CEN = Country Engagement Note; CLR = Completion and Learning Review; CPF = Country Partnership Framework; IEG = Independent Evaluation Group; PLR = Performance and Learning Review.
Appendix B

Examples of Stakeholder Engagement Questions

Table B.1. Examples of Questions during Stakeholder Engagement

This table provides examples of questions for which World Bank Group teams solicited feedback from respective stakeholder groups in the process of developing Country Partnership Framework products for various countries.

<table>
<thead>
<tr>
<th>Country: Bulgaria</th>
<th>Method: Face-to-face consultation meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Group(s): Civil society, think tanks, mayors, ambassadors, new MOs, ministers, and deputy prime ministers</td>
<td></td>
</tr>
<tr>
<td>Questions</td>
<td></td>
</tr>
<tr>
<td>Q1. Does the diagnostic make sense?</td>
<td></td>
</tr>
<tr>
<td>Q2. Are the proposed game-changers feasible?</td>
<td></td>
</tr>
<tr>
<td>Q3. What is missing?</td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Country: Burundi</th>
<th>Method: Face-to-face consultation meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Group(s): Face-to-face: Government, private sector, CSOs, media, and community residents Online: Citizens, including the Burundian diaspora</td>
<td></td>
</tr>
<tr>
<td>Questions</td>
<td></td>
</tr>
<tr>
<td>Q1. In which three priority areas should the World Bank focus its attention and resources in the next 5 years in order to reduce poverty and promote shared prosperity?</td>
<td></td>
</tr>
<tr>
<td>Q2. With which groups (for example, civil society organizations, private sector, youth) should the World Bank work more closely in order to improve development outcomes in Burundi?</td>
<td></td>
</tr>
<tr>
<td>Q3. Which policies or investments would best help the country create more employment opportunities and boost productivity for Burundi’s poorest?</td>
<td></td>
</tr>
</tbody>
</table>

Country: Cambodia

Stakeholder Group(s): Central and subnational government, National Assembly, private sector, development partners, civil society, academia

Method: Face-to-face consultation meetings

Discussion Questions (with simultaneous translation in English and Khmer):
Q1. How do you see Cambodia’s development achievements to date, its development challenges, and goals for the future?
Q2. What are the three most important areas for development in Cambodia to focus on and address over the next 5–10 years?

Method: Survey
Share your views! Cambodia: How to End Poverty and Share Prosperity More Widely?
Q1. Gender: [ ] male [ ] female
Q2. Type of organization you work for:

Cambodia’s drivers and upcoming challenges
Q3. What do you think have been the main drivers of strong growth and poverty reduction in Cambodia over the past 2 decades? What have been the main factors?
Q4. Thanks to sustained economic growth, Cambodia became a lower-middle-income economy in 2015. What do you think are the main challenges to sustain growth and poverty reduction Cambodia faces going forward (over the next decade or so)?

Cambodia, areas for development
Q5. In your view, what are the crucial development areas for Cambodia to focus actions aimed at ending poverty and share prosperity throughout the country over the next decade? (Please circle with your pen your top 3 priorities.)
• Improving water resource management, protecting households that depend on fisheries
• Improving public investment management to boost infrastructure
• Reducing the cost to firm establishment and operation, including improving the doing business, and tackling corruption
• Moving toward a cheaper and more reliable electricity supply
• Facilitating domestic savings and private investment
• Strengthening the regulation and supervision of the financial sector
• Improving access to financial services — bank accounts, credits for individuals or firms, mobile financial services, investment products, and consumer financial education
• Improving macroeconomic management and reducing dollarization
• Investing in infrastructure and connectivity for growth and inclusion, including roads and better logistics
• Improving forest management to reduce/stop degradation
• Modernizing agriculture through investing in irrigation and facilitating machinery acquisition to improve productivity
• Public administration reform for public service delivery
• Reducing malnutrition to unlock children’s potential and to promote growth and inclusion
• Investing in pre-primary education
• Fostering attainment of secondary education and above
• Improving access to and quality of health services and protecting households from financial shocks related to health spending
• Consolidating and expanding social protection and social safety nets
• Putting in place a strengthened disaster risk management system to protect against the impact of floods, droughts, and earthquakes
• Equality and no discrimination among genders, including LGBTI (Lesbian, Gay, Bisexual, Transgender, and Intersex people)
• Supporting information and communication technology adoption as well as innovation
• Enhancing the allocation and effectiveness of public expenditure and overall fiscal and debt management
• Investing in a well-planned urbanization process to accommodate economic transformation
• Other: ________

### Maldives

**Country:** Maldives  
**Method:** A snap poll of face-to-face consultation participants  
**Stakeholder Group(s):** Government, CSOs, youth groups, NGOs, student bodies, academia, development partners, the private sector  

**Questions**  
Q1. Can you list the 3 key challenges that in your opinion the county is facing today?  
Q2. Can you list the 3 key challenges that in your opinion the country will likely to face in the next 5–10 years?  
Q3. What would you suggest as solutions for the short- and long-term challenges that Maldives face?  
Q4. What are in your opinion the 3 most urgent reforms that need to be implemented in the next year?  
Q5. What are in your opinion the most important reforms that need to be implemented in the next 10 years?

---

### Mongolia

**Country:** Mongolia  
**Method:** Survey (at face-to-face consultations)  
**Stakeholder Group(s):** Central government, Parliament, development partners, CSOs, academia, and national and international private sector  

**Questions**  
Q1. In your view, what are the crucial development areas for Mongolia to focus actions aimed at ending poverty and shared prosperity throughout the country over the next decade? (Please select up to 5.)  
   - Public sector governance/reform  
   - Health  
   - Road and transport  
   - Education  
   - Economic growth  
   - Trade and exports  
   - Anti-corruption  
   - Environmental protection and pollution control  
   - Urban development  
   - Private sector development  
   - Disaster risk management  
   - Social protection  
   - Natural resource management  
   - Food security  
   - Energy  
   - Jobs creation/employment  
   - Equality of opportunity  
   - Water and sanitation  
   - Agriculture, livestock, and forestry  
   - Financial markets  
   - Climate change  
   - Rural development  
   - Foreign investment  
   - Others (5 words maximum)  

Q2. How do you think the World Bank Group can have the most impact on its assistance to Mongolia? In which areas do you believe the Bank Group should focus in the next 4–6 years? (Please select up to 3 options.)  
   - Supporting human development  
   - Supporting the business environment  
   - Supporting investment in infrastructure  
   - Supporting natural resource management and environment protection  
   - Supporting public sector governance  
   - All are equally important.

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### Country: Mongolia

### Method: Survey (at face-to-face consultations)

#### Stakeholder Group(s):
Central government, Parliament, development partners, CSOs, academia, and national and international private sector

#### Questions

**Q1.** In your view, what are the crucial development areas for Mongolia to focus actions aimed at ending poverty and shared prosperity throughout the country over the next decade? (Please select up to 5.)
- Public sector governance/reform
- Health
- Road and transport
- Education
- Economic growth
- Trade and exports
- Anti-corruption
- Environmental protection and pollution control
- Urban development
- Private sector development
- Disaster risk management
- Social protection
- Natural resource management
- Food security
- Energy

**Q2.** How do you think the World Bank Group can have the most impact on its assistance to Mongolia? In which areas do you believe the Bank Group should focus in the next 4–6 years? (Please select up to 3 options.)
- Job creation/employment
- Equality of opportunity
- Water and sanitation
- Agriculture, livestock, and forestry
- Financial markets
- Climate change
- Rural development
- Foreign investment
- Others (5 words maximum)

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<table>
<thead>
<tr>
<th><strong>Country:</strong> Nepal</th>
<th><strong>Method:</strong> SMS survey</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholder Group(s):</strong> General public</td>
<td></td>
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</tbody>
</table>

**Questions**

Q1. The World Bank is conducting an exercise to understand the main constraints and opportunities to ending poverty and increasing the prosperity for the poorest in Nepal. We want to hear what you think. What from the following list would make the biggest difference to your life/your well-being?

- More job opportunities
- Being able to make more money from agriculture, forests, fishing
- Better and more affordable education and health care
- Government being more able to make changes that benefit all citizens
- Help to withstand environmental and health shocks
- Safer and better migration opportunities

Q2. What is your second choice? [Offer only the 5 they did not select.]

Q3. What from the following list do you see as the biggest challenge to:

- More job opportunities (select one)
  - Poor roads
  - Unreliable electricity supply
  - Access to finance
  - Regulations
  - Government involvement in the sector
  - Lack of the right skills in the country

- Being able to make more money from agriculture, forests, fishing (select one)
  - Roads
  - Lack of electricity
  - Access to finance
  - Regulations
  - Lack of the right skills in the country

- Better and more affordable education and health care (select one)
  - Distance to school or health-facility
  - Access to other services (e.g., water, sanitation, electricity)
  - Quality of public services
  - Discrimination in service provision
  - Lack of greater private provision of services

- Government being more able to make changes that benefit all citizens (select one)
  - Government workers do not have the skills or information they need
  - Government does not have enough money
  - A culture of putting self or party first
  - Lack of political consensus
  - Corruption

- Help to withstand environmental and health shocks (select one)
  - Taking care of the environment
  - Building houses and roads that can withstand shocks
  - Government safety net programs
  - Better ways to save
  - Insurance policies

- Safer and better migration opportunities (select one)
  - Financing costs of migration
  - Better information on risks and benefits of migration
  - More migrant destinations for temporary workers
  - Training migrant workers in work behaviors and negotiation skills

Q4. What is your age?

1=less than 20, 2=21-30, 3=31-40, 4=41-50, 5=51-60, 6=61 and above

Q5. What is your gender? (1=Male, 2=Female)

Q6. Which best describes your ethnicity/caste/group?

1=Dalit, 2=Janajati, 3=Brahmin/Chhetri, 4=Terai/Madhesi other caste, 5=Newar, 6=Muslim, 7=other

Q7. How many years of formal education do you have? (enter years)

Q8. What is your main occupation?

1=agricultural work, 2=wage work outside of agriculture, 3=self-employed out of agriculture, 4=domestic work, 5=student, 6=other

Q9. What is your current residence?

1=outside of Nepal (for online survey: if out of Nepal, when did you last live in Nepal (year)?), 2=KTM, 3=other city or town, 4=rural area
**Country:** Thailand  

**Method:** Survey (at face-to-face consultation meetings)

**Stakeholder Group(s):** Government, civil society, academia, private sector, and development partner

### Questions

1. In your view, what are the biggest and most important development areas for Thailand where programs should be focused to end poverty and share prosperity widely among people throughout the country? (Please pick maximum of 5.)
   
   - Reconciliation across social and political divisions
   - High-quality, expert government bureaucracy and central and local administrations
   - Clean and transparent taxation and government spending, without corruption
   - Access to quality education
   - Access to quality health services
   - Effective transport services — roads, rail, public transport
   - Access to clean water and sanitation
   - Energy efficiency (Thailand’s economy has remained very energy intensive until now)
   - A business friendly environment for the private sector, including small and medium enterprises
   - Effective competition, with a level playing field and equal opportunities among private sector firms
   - Access to financial services — bank accounts, credits for individuals or firms, mobile financial services, investment products, consumer financial education
   - The balance of economic activity across Thailand’s regions and the extent of economic concentration in the Greater Bangkok Area
   - Increasing productivity and incomes in agriculture, including through access to irrigation
   - Social protection for the poor
   - The rapid aging on Thai society, including care for the elderly
   - Preventing and protecting against the impact from natural disasters — such as floods, droughts, earthquakes
   - Protection of Thailand’s environment and natural resources
   - Equality and no discrimination among genders, including LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex people)
   - Foreign language skills
   - Foreign labor (please see below)
   - Others: 

2. Would you like to share any other ideas, suggestions, or questions about development opportunities and challenges for yourself, your family, or other people in Thailand?

3. What is your gender?

4. If you work, for what type of organization do you work?
   - Government agency
   - Civil society
   - Academia
   - Private sector
   - Development partner
   - Other: 

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## Appendix C

### Engaging with Citizens during the CPF Cycle—Bank Group Stakeholder Consultation Practices

**Table C.1. Bank Group Stakeholder Consultation Practices in 11 Countries**

<table>
<thead>
<tr>
<th>Country</th>
<th>Consultation Practices</th>
</tr>
</thead>
</table>
| Burkina Faso  | › Intensive consultations in 6 of 13 regions.  
› Phone survey to further identify and rank the key priorities of significant stakeholders.  
› Inputs from a steering committee of 10 local leaders.                                                                                                                                 |
| Colombia      | › SCD consultations with various representatives of Colombian civil society, business associations, academia, environmentalists, gender-based groups, Afro-Colombians, and indigenous groups, as well as members of the donor community and multilateral agencies.  
› Consultations included round table discussions that were governed by Chatham House Rules, which encouraged openness in feedback and sharing of information. |
| Egypt, Arab Rep. | › Two phases of CPF stakeholder consultations convened in Cairo, Alexandria, and Aswan, with citizens, business groups, development partners, and participants from the private sector, academia, and civil society.  
› Online consultations conducted through an open survey on the World Bank Egypt website and engagement on social media.                                                                                             |
| El Salvador   | › Outreach campaign “El Salvador Needs” (El Salvador Necesita) to gather the views and thoughts of Salvadoran citizens on the development priorities for their country and to inform key areas of Bank Group engagement.  
› The target audience included adults and children who participated by sending quotes and images with signs completing the phrase: “El Salvador needs.”                                                                  |
| Ethiopia      | › In addition to in-person meetings, the establishment of an online platform established to invite anonymous feedback on the CPF.  
› Inputs from youth through a July 2016 essay competition, Blog4Dev, entitled “How can Ethiopia become a middle-income country without leaving anyone behind?”.
| Haiti         | › Consultations with the authorities and other stakeholders (including representatives of the established private sector and civil society) as well as the Haitian diaspora and beneficiaries of the Kore Fanmi program.  
› Launch of Bank-sponsored competition of academic papers (“The Twin Goals Awards”) to foster research and debate, and to identify any issues that may have been overlooked.  

<table>
<thead>
<tr>
<th>Country</th>
<th>Consultation Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moldova</td>
<td>› Letters received by the participants of in-person consultations for the CPF, which summarized the conclusions of the meeting they attended.</td>
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<tr>
<td></td>
<td>› Launch of a CPF consultations web page in English, Romanian, and Russian, with links to the SCD, PLR, and Country Opinion Survey reports.</td>
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<td></td>
<td>› Regular updates on CPF consultations through the country office’s social media channels, Facebook, and Twitter.</td>
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<td></td>
<td>› Launch of a thematic blog (“What Next for Moldova?”) helped raise awareness of the process and attracted additional involvement from different stakeholders. It reached over 7,000 readers via Facebook and was picked up by three news websites.</td>
</tr>
<tr>
<td>Myanmar</td>
<td>› At least 2 weeks’ notice for sending the invitation and materials for SCD consultations in English and the local language.</td>
</tr>
<tr>
<td></td>
<td>› Announcement of consultation meetings on the World Bank website, Facebook page, and local newspapers.</td>
</tr>
<tr>
<td></td>
<td>› Preparation of materials for the CPF consultations, including summaries of the previous round of consultations, background information on the Bank Group and its activities in Myanmar, and information on key contents of the consultation, in English and the local language.</td>
</tr>
<tr>
<td></td>
<td>› Pre-visits were undertaken to each of the locations ahead of the consultations to assist with identifying invitees and distributing paper invitations and hard copies of materials. This was helpful given the difficulty of some participants to access materials via email or online.</td>
</tr>
<tr>
<td></td>
<td>› Administration of a Bank Group country survey to 662 stakeholders, including government counterparts, development partners, private sector, CSOs, and others.</td>
</tr>
<tr>
<td></td>
<td>› Submission of written inputs from several organizations, including Oxfam, Human Rights Watch, Global Witness, and Myanmar IFI Watch.</td>
</tr>
<tr>
<td>Romania</td>
<td>› Organization of online, Facebook, and traditional face-to-face consultations.</td>
</tr>
<tr>
<td></td>
<td>› Promotion of an online survey through Facebook from April to May to gauge the public’s views of key challenges hindering Romania’s development and priority areas for Bank Group engagement in the new CPF.</td>
</tr>
<tr>
<td></td>
<td>› Launch of social media–tailored video diary to provide instant feedback and reactions to issues and challenges raised in discussions with various counterparts, which encouraged extensive public responses.</td>
</tr>
<tr>
<td>Somalia</td>
<td>› Given restricted physical access, civil society consultations were carried out through radio, social media, and focus groups, enabling contact with new and remote population groups. These included:</td>
</tr>
<tr>
<td></td>
<td>› Production of four 30–minute live radio shows with the largest public radio station (Radio Mogadishu), which was aired on one of the largest private radio stations (Radio Dalsan).</td>
</tr>
<tr>
<td></td>
<td>› Hosting of several Twitter polls on the MPF handle (@mpfsomalia).</td>
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<tr>
<td></td>
<td>› Bank Group partnership with a major tech incubator to utilize its platform for equitable access to information for citizens and popularity among civil society groups; and to understand how civil society can contribute to reform and develop as agents of accountability.</td>
</tr>
<tr>
<td>Country</td>
<td>Consultation Practices</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------</td>
</tr>
</tbody>
</table>
| Tunisia | ‣ Two phases of stakeholder consultations with citizens, business groups, and development partners in Tunis and various governorates, with local and regional government representatives, political parties, youth groups, civil society, private sector representatives, and academics.  
‣ Online consultations through the Bank Group website and engagement on social media.  
‣ Dissemination of consultation minutes through an interactive web platform for the CPF and SCD consultations. |
| Uganda  | ‣ Utilization of various mechanisms for information dissemination and stakeholder engagement for the CPF, including:  
‣ town hall meetings;  
‣ focus group discussions;  
‣ surveys; and  
‣ launch of a consultation webpage and an online questionnaire. |


Note: CPF = Country Partnership Framework; IFI = International Financial Institution; MPF = Multi-Partner Fund; PLR = Performance and Learning Review; SCD = Systematic Country Diagnostic.
Appendix D

Examples of CE Research Databases and Diagnostic Tools for SCDs

Table D.1. Examples of Citizen Engagement Research Databases and Diagnostic Tools for the Systematic Country Diagnostic

<table>
<thead>
<tr>
<th>Citizens’ Trust and Participation</th>
<th>Diagnostic Tools and Databases</th>
</tr>
</thead>
</table>
| Social unrest                     | ◆ **Economist Intelligence Unit**: Violent Demonstration  
◆ **Worldwide Governance Indicators**: Political Stability and Absence of Violence |
| Participation in national and subnational elections | ◆ International Institute for Democracy and Electoral Assistance databases:  
Direct Democracy Database, Gender Quotas Database, and Electoral Justice Database, among others |
| Value and practice of sharing and philanthropy | ◆ **Charities Aid Foundation**: World Giving Index |
| Trust in government and institutions | ◆ **Edelman**: Edelman Trust Barometer  
◆ **Gallup World Poll**  
◆ **Institutional Profiles Database**  
◆ **World Economic Forum**: Global Competitiveness Report (annual) — example: The Global Competitiveness Report 2018  
◆ [Regional] Afrobarometer, AmericasBarometer, Arab Barometer, Asian Barometer, Eurobarometer  
◆ **OECD Trustlab** |
<p>| Development outcome area          | ◆ Diagnostic Tools/Databases |</p>
<table>
<thead>
<tr>
<th>Citizens’ Trust and Participation</th>
<th>Diagnostic Tools and Databases</th>
</tr>
</thead>
</table>
| Public service delivery          | ‣ World Bank Service Delivery Indicators, an Africa–wide initiative, tracks service delivery in education and health across countries and over time.  
|                                  | ‣ The Social Service Delivery module of the AfroBarometer measures ease of access to and use of social services and documents problems encountered in the delivery of health and education services.  
|                                  | ‣ The Africa Infrastructure Country Diagnostic database provides cross-country data on network infrastructure for nine major sectors: air transport, information and communication technologies, irrigation, ports, power, railways, roads, water, and sanitation.  
|                                  | ‣ The WHO and UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene’s database monitors progress toward internationally established goals on access to drinking water and sanitation.  
|                                  | ‣ World Bank’s Education Statistics provides data and analysis on a wide range of education topics such as access, quality, learning outcomes, teachers, education expenditures, and education equality.  
|                                  | ‣ World Bank’s Health Nutrition and Population Statistics provides key health, nutrition, and population statistics gathered from a variety of international sources. |
| Public financial management      | ‣ Public Expenditure and Financial Accountability’s PFM Performance Measurement Framework provides a common pool of information for measuring and monitoring of the PFM performance progress.  
|                                  | ‣ The Public sector management and institutions cluster of the Country Policy and Institutional Assessment captures the quality of a country’s policies and institutional arrangements.  
<p>|                                  | ‣ IMF’s Fiscal Transparency Assessments evaluates a country’s current practices relative to the IMF’s Fiscal Transparency Code and suggests a schedule of reforms. |</p>
<table>
<thead>
<tr>
<th>Citizens’ Trust and Participation</th>
<th>Diagnostic Tools and Databases</th>
</tr>
</thead>
</table>
| Natural resource management      |  - **Resource Governance Index** measures the quality of governance in the oil, gas, and mining sector of 58 countries.  
|                                  |  - **Natural Resource Management Index** is a composite index for 174 countries that measures eco-region protection (weighted average percentage of biomes under protected status), access to improved sanitation, access to improved water, and child mortality.  
|                                  |  - Environmental Performance Index ranks how well countries perform on protection of human health from environmental harm and protection of ecosystems.  
|                                  |  - Global Footprint Network’s Country Risk Rankings quantify natural resource and environmental risks so they can be incorporated into country risk and sovereign credit risk assessments.  
|                                  |  - OECD’s environmental country reviews identify good practices and make recommendations to improve the reviewed country’s environmental policies and programs.  
|                                  |  - Aqueduct Country and River Basin Rankings dataset shows the average exposure of countries and river basins to the water risk indicators: baseline water stress, interannual variability, seasonal variability, flood occurrence, and drought severity.  
|                                  |  - Making the Forest Sector Transparent Country Report Cards assess whether the legal, policy, and regulatory framework includes provisions for forest sector transparency and good governance and whether data on forest sector activities are comprehensively and regularly published. |
| Social inclusion and empowerment |  - OECD’s Better Life Index enables comparison of some of the key factors (e.g., education and housing) that contribute to well-being in OECD countries.  
|                                  |  - UNDP’s **Human Development Index** is a composite measure of health, education, and income.  
|                                  |  - **Indices of Social Development** allow estimating the effects of social development for a large range of countries on indicators like economic growth, human development, and governance.  
|                                  |  - University of Oxford’s Multidimensional Poverty Index measures acute poverty by using traditional income-based poverty measures and capturing the severe deprivations that each person faces at the same time with respect to education, health, and living standards.  
|                                  |  - **Social Progress Index** measures the multiple dimensions of social progress, benchmarking success, and catalyzing greater human well-being.  
|                                  |  - OECD’s Social Institutions and Gender Index measures underlying discrimination against women for over 100 countries.  
|                                  |  - Americas Quarterly’s **Social Inclusion Index** measures both inputs and outputs of social inclusion.  
|                                  |  - World Bank LAC Equity Lab’s **Human Opportunity Index** measures the access to basic services and its distribution under an equality principle. |
Citizens’ Trust and Participation  Diagnostic Tools and Databases

Governance and anti-corruption

- **GovData360** is an initiative of the World Bank’s Governance Global Practice. It contains more than 4,700 governance-related indicators on state capacity, efficiency, openness, inclusiveness, accountability, integrity, and trust in government.
- World Bank’s Worldwide Governance Indicators report aggregate and individual country performance for six dimensions of governance.
- Transparency International’s Corruption Perceptions Index ranks countries and territories based on how corrupt their public sector is perceived to be.
- Transparency International’s Global Corruption Barometer tracks worldwide public opinion on corruption.
- **Global Integrity’s resources and datasets** on anti-corruption, open government, open data, and citizen engagement, among others.
- University of Gothenburg’s Quality of Governance datasets provide publicly available cross-national comparative data on quality of governance and its correlates. *Varieties of Democracy* is another dataset it provides that covers 202 countries from 1789–2018. It measures democracy with 5 high-level principles (electoral, liberal, participatory, deliberative, and egalitarian) and disaggregates into lower-level Components of Democracy such as regular elections, judicial independence, direct democracy, and gender equality.
- World Bank’s Public Accountability Mechanisms initiative provides information about country contexts and institutions that are responsible for the enforcement of accountability mechanisms.
- World Justice Project’s World Justice Rule of Law Index measures how the rule of law is experienced in everyday life with regard to constraints on government powers, absence of corruption, open government, fundamental rights, order and security, regulatory enforcement, civil justice, and criminal justice.
- Sustainable Governance Indicators measures how governments target sustainable development based on policy performance, democracy, and governance.
- The **Global Open Data Index** is the annual global benchmark for publication of open government data managed by the Open Knowledge Network. It provides insights for government’s data publishers to understand where the data gaps are.
- The World Wide Web Foundation’s **Open Data Barometer** aims to uncover the prevalence and impact of open data initiatives around the world.
- The OGP’s **Open Data** shares the wealth of data it has collected, for example, on OGP commitments and implementation status per country.


Note: CPIA = Country Policy and Institutional Assessment; CSO = civil society organization; IMF = International Monetary Fund; LAC = Latin America and the Caribbean; IMF = International Monetary Fund; OECD = Organisation for Economic Co-operation and Development; OGP = Open Government Partnership; PFM = public financial management; UNDP = United Nations Development Programme; UNICEF = United Nations Children’s Fund; WHO = World Health Organization.
Mainstreaming Citizen Engagement through the World Bank Group’s Country Engagement Model