

# Engaging with Citizens for Improved Development Results Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations

---

## Expert Advisory Council

### Terms of Reference

**The World Bank Group (WBG) is preparing a Strategic Framework to Mainstream Citizen Engagement in its Operations, and to do so it is establishing an Advisory Council to bring external expertise and insight to the strategic framework development and implementation. The strategic framework will build on existing WBG efforts and provide a systematic approach for mainstreaming citizen engagement in World Bank Group-supported policies, programs, projects, and knowledge work, to improve their development results, and, within the scope of these operations, contribute to building sustainable national systems for citizen engagement and the private sector.**

## Background

Engaging with citizens in the context of development projects and programs is gaining momentum among practitioners, motivated by a renewed focus on improving results of development interventions in an inclusive manner as well as growing demand for civic participation in development activities. An emerging body of evidence has found positive impact of citizen engagement, under the right conditions, e.g. on greater fiscal transparency and improved tax collection; inclusion of citizen preferences in municipal, sectorial and national budgets; reduced project costs and corruption; as well as social inclusion; and, in some cases, the reduction of extreme poverty.<sup>1</sup> Under the right circumstances, citizen engagement processes can lead to better policy decisions, less costly and more sustainable policy implementation.<sup>2</sup> At the same time, not every citizen engagement process leads to positive results. Context-specific factors related to the country's political economy and governance environment, the capacity of government, private sector and citizens to engage and respond to feedback, among others, can affect the outcome of citizen engagement activities.

The new World Bank Group Strategy, endorsed by the Governors at the 2013 Annual Meetings, sets a framework to align all World Bank Group public and private sector interventions to the two goals of ending extreme poverty and promoting shared prosperity in a sustainable and inclusive manner. Engaging with citizens is at the center of the World Bank Group strengthened focus on results. As part of this new approach, the WBG needs to become a better listener as President Kim announced at the 2013 Annual Meetings when he committed to increase beneficiary feedback to 100% of projects with clearly identified beneficiaries. Citizen engagement, including beneficiary feedback, for improved development results is part of the WBG's renewed focus on results, as it can contribute to improved outcomes under the right conditions, and to learning from implementation and mid-course correction based on beneficiary feedback.

---

1 Barret and Gaventa (2010), World Bank (2013).

2 Irvin, Stansbury (2004).

Engaging with citizens is not a new area for the World Bank Group. The World Bank's approach towards engaging with citizens has evolved over the past decade, building on earlier approaches of multi-stakeholder engagement, citizen participation, and open and inclusive governance. In addition, consulting with citizens and project-affected people is part of the World Bank's policies for environmental and social impact management, the preparation of country assistance strategies, and budget support operations. Similarly, IFC has traditionally consulted with communities and indigenous populations potentially affected by its investment and advisory services through mechanisms clearly defined in its Performance Standards.

The objective of the strategic framework is to mainstream citizen engagement in WBG supported policies, programs, projects and knowledge work to improve their development results and, within the scope of these operations, contribute to building sustainable national systems for citizen engagement with governments and the private sector. One targeted intermediate outcome of the strategic framework is to achieve 100 percent beneficiary feedback in World Bank projects with clearly identified (direct) beneficiaries. The strategic framework follows an approach to citizen engagement that is context specific, results-focused, gradual and based on partnerships including governments, development partners, civil society organizations, and the private sector, at the global and country level.

The strategic framework will build on a review of impact literature and a stock-take of WBG operations to date. To learn from the experience of others, a number of discussions and meetings as well as an online space <http://consultations.worldbank.org/consultation/engaging-citizens-improved-results> will accompany and inform the drafting of the new strategic framework. Additionally, an external expert Advisory Council is being created to accompany the development and implementation of the strategic framework.

### **Composition and Role of the Advisory Council**

The World Bank Group is convening an Advisory Council to bring external and expert insights throughout the development and implementation of the Strategic Framework to Mainstream Citizen Engagement in World Bank Group Operations. The Advisory Council will be diverse in membership and geographic coverage, in an effort to capture a diverse and comprehensive range of global and specific stakeholder perspectives and specialized expertise. It is expected to be composed of 12 representatives from civil society (2), academia (2), private sector (2), governments (2), foundations (2) and donor organizations including the WBG (2). Members of the Advisory Council will be selected based on (i) experience in citizen engagement with a track record in achieving improved development outcomes through citizen engagement, (ii) their level of representation of constituencies, (iii) their geographic coverage and (iv) their knowledge of World Bank Group operations

Nominations for members can be put forward to [citizenengagement@worldbankgroup.org](mailto:citizenengagement@worldbankgroup.org) until March 5, 2014 using the nomination form attached to these TORs and available on the web page <http://consultations.worldbank.org/consultation/engaging-citizens-improved-results>.

The Advisory Council will provide guidance and expertise on the development and implementation of the Strategic Framework to Mainstream Citizen Engagement in World Bank Group Operations on issues such as existing evidence and experience from citizen engagement in development interventions; how, where and why citizen engagement has contributed to improved development

outcomes; the analysis of context factors for success; and other issues critical to mainstreaming citizen engagement in WBG operations for improved results.

The Terms of Reference of the Advisory Council will be made public as will the names of the experts who agree to serve in it.

## **Expected Contribution**

Advisory Council members will inform and advise during the development and implementation of the Strategic Framework to Mainstream Citizen Engagement in WBG Operations by:

- Participating in face-to-face or virtual meetings of the Advisory Council, as needed (expected at least every 6 months).
- Reviewing drafts and providing recommendations on core elements of the strategic framework, as they emerge.
- Accompanying the implementation of the strategic framework and assisting in evaluating lessons learned, making corrections as needed.

A summary of discussions will be posted publicly following Advisory Council's meetings. While Advisory Council members will not be remunerated for their participation, the World Bank will cover their travel expenses as needed.

## **Timeframe**

Membership to the Advisory Council will start on the date of acceptance and will have an initial duration of 24 months.