

Issue Brief: Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations

What Are We Trying to Achieve?

The new World Bank Group Strategy, adopted in 2013, aims to align all World Bank Group-supported public and private sector interventions to the **two goals of ending extreme poverty and boosting shared prosperity in a sustainable and inclusive manner**. This renewed focus on results and inclusion means working in partnership with public, private sector, civil society and citizens to improve the development outcomes of our interventions.

Building on the commitment in the new World Bank Group strategy, **the World Bank Group is developing a coherent approach to mainstream citizen engagement in Bank Group-supported activities. The goal is to engage with citizens to improve development results and contribute to building effective national mechanisms for engagement** -- with governments and the private sector.

Towards Mainstreaming Citizen Engagement in World Bank Group Operations

Citizen engagement is not a new area for the World Bank Group. Consulting and engaging with citizens and project-affected people has been part of Bank Group policies for environmental and social impact management as well as the preparation of country assistance strategies and budget support operations.

Emerging evidence shows that citizen engagement, including beneficiary feedback, can lead to improved development results under the right conditions. Through better design of development interventions, participation in implementation and third party monitoring of public and private service providers, engaging citizens can help improve development outcomes.

Based on an evidence-based approach, the strategic framework will be informed by impact analyses and experience from existing citizen engagement efforts inside and outside of the WBG. The strategic framework will also be informed by ongoing pilots for mainstreaming citizen engagement in several regions.

This framework will not create new policies. It will build on existing mandatory entry points for citizen engagement in our policies and identify other context-specific opportunities to scale up citizen engagement where it can contribute to better results. An intermediate outcome of the framework will be to gradually achieve the World Bank Group President Kim's target to reach 100 percent beneficiary feedback for projects with clearly identified beneficiaries.

The Strategic Framework: Four Principles

The strategic framework will propose a context-specific, results-focused, gradual, partnership approach to mainstreaming citizen engagement in World Bank Group operations.

Context-specific: Emerging evidence shows that successful citizen engagement requires a context-specific approach. Outcomes depend on factors such as a country's political economy and governance

environment; government, private sector and citizen capacity to engage and respond to feedback; and cultural factors.

Results-focused: Citizen engagement is not without cost for us, for governments or private sector, and, most importantly, for citizens, who invest their time in engagement processes. The framework aims to promote citizen engagement in areas where it has the potential to improve development results. For this purposes, staff guidance will help clarify the results chains of the various forms of engagement across prevalent outcome areas: service delivery, public financial management, governance and anti-corruption, natural resource management, and social inclusion and empowerment. The approach also includes identifying results indicators related to citizen engagement to help monitor and report on impact.

Gradual and scalable: The strategic framework will propose a gradual approach due to the complex nature of citizen engagement and the time required to build adequate capacity. It will build on the consolidated evidence and lessons learned from existing internal and external impact studies, as well as ongoing pilots.

Partnerships: The strategic framework will draw on expertise from external stakeholders and development partners, analyze potential financing sources for mainstreaming citizen engagement as well as encouraging collaboration at the country level with development partners.

Next Steps

- Establishing an Advisory Group comprising civil society representatives, leading academics, members of foundations, the private sector and governments: May 2014
- Online discussions and targeted face-to-face meetings: February 19 – June 13, 2014
- Strategic Framework: June, 2014
- Introducing the Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations: FY15

Website and Contact Details

Consultations website:

<http://consultations.worldbank.org/consultation/engaging-citizens-improved-results>

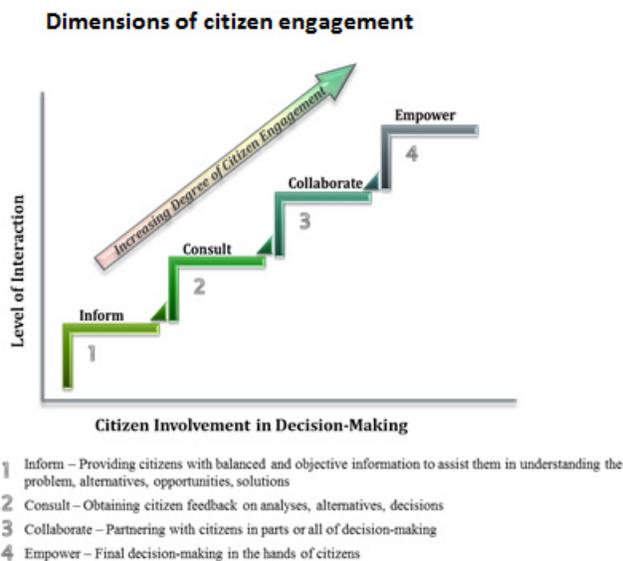
Share Your Views (online feedback): <http://consultations.worldbank.org/survey/share-your-views>
or email: opcsoutreach@worldbank.org

Contact for Media: Melissa Fossberg, phone: (202) 458-4145, mfossberg@worldbankgroup.org

Definitions

Citizens: The ultimate client of government and/or development institutions' and private sector interventions in a country, as individuals or organized groups, including Civil Society Organizations.

Beneficiaries: Individuals who are directly affected by and expected to benefit from a development project.



Citizen engagement: The two-way interaction between citizens and governments or the private sector, which give citizens a stake in decision making with the objective to improve development outcomes. Closing the feedback loop to let citizens know how their feedback has been used is critical. For that reason, information sharing activities are not part of our definition of citizen engagement, although they are necessary pre-conditions for effective engagement.

Beneficiary feedback: Consultation of and collaboration with clearly identifiable (direct) project beneficiaries during project preparation,

implementation, and evaluation.

Providing a tangible response to citizen feedback, is required to meet citizens' expectations for change created by their engagement, use their input to facilitate improved development outcomes and justify the cost of citizen engagement.