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World Bank–Civil Society Relations

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World Bank–Civil Society Relations

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Introduction

The emergence and growth of civil society has been one of the most significant recent trends in international development. At the same time, partnerships among governments, businesses, and civil society organizations (CSOs) are increasingly seen as one of the most effective ways to reduce poverty and achieve sustainable development. Within these multi-stakeholder partnerships, the World Bank recognizes that CSOs play a critical role in helping to amplify the voices of the poorest people in the decisions that affect their lives, improve development effectiveness and sustainability, and hold governments and policymakers publicly accountable.

The World Bank has been working to strengthen its engagement with civil society since 1981, when its first operational policy note on relations with nongovernmental organizations (NGOs) was approved by the World Bank's Board of Directors. Since that time there has been an unprecedented worldwide increase in the level of interaction and collaboration between the World Bank and a broad range of CSOs, including nongovernmental organizations, community groups, trade unions, faith-based organizations, professional associations, and universities.

This booklet is intended to serve as a general resource guide for civil society representatives and others interested in the World Bank and its interaction with civil society. It is organized in two sections. The first section offers background information on the World Bank and its principal activities, resources, and new development programs. The second section provides information on the origins, approach, and activities of the Bank's engagement with civil society.

The World Bank has learned through two decades of interaction that civil society can help build local ownership of the development process and improve project design, implementation, and sustainability.

What Is the World Bank Group?

The World Bank Group (WBG) was established in 1944 and is today one of the world's largest sources of development assistance. Through its loans, policy advice, and technical assistance, the WBG supports a range of programs aimed at helping governments in developing countries and countries in transition reduce poverty and improve living standards for their people. The World Bank Group consists of five closely associated institutions: the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes (ICSID). Details on each agency follow.

International Bank for Reconstruction and Development (IBRD)

Established 1945
184 member countries
Lending in fiscal 2002: $11.5 billion for 96 new operations in 40 countries

IBRD is the oldest and largest of the WBG institutions. It aims to reduce poverty in middle-income and low-income countries by promoting sustainable development through loans, guarantees, research, and advice. The IBRD provides loans in more than a dozen financial, social, and infrastructure areas, such as economic management, public sector governance, education, health, rural development, environmental protection, transportation, and energy. The IBRD obtains its funds through contributions from member countries as well as through the sale of bonds in international capital markets. IBRD has earned a net income each year since 1948 and utilizes its profits to maintain its financial creditworthiness as well as to fund developmental activities.

The International Development Association (IDA)

Established 1960
162 member countries
Lending in fiscal 2002: $8.1 billion for 133 new operations in 62 low-income countries

IDA plays a key role in supporting the WBG's poverty reduction mission. IDA provides interest-free loans with long repayment periods (45-50 years) to low-income countries that meet several criteria: per capita Gross National Product rate below US$885; inability to raise funds in the capital market; and good governance. IDA loans are specifically geared to improving access to basic services (such as education, health care, clean water, and sanitation), job creation, and other poverty reduction efforts. IDA is legally and financially distinct from IBRD, but shares the same staff and funding procedures.

International Finance Corporation (IFC)

Established 1956
175 member countries
Lending in fiscal 2002: $3 billion to 204 companies in 75 countries

IFC promotes sustainable private sector investment in developing countries in order to promote economic growth and reduce poverty. It provides long-term loans, guarantees, and advisory services to companies undertaking business ventures in such areas as energy, transportation, and agriculture. IFC invests in projects, regions, and sectors underserved by private investment and assists companies in developing countries to tap into international capital markets. IFC follows environmentally and socially responsible standards in its lending portfolio.

The Multilateral Investment Guarantee Agency (MIGA)

Established 1988
157 member countries
Guarantees in fiscal 2002: $1.36 billion

MIGA helps encourage foreign investment in developing countries by providing guarantees to foreign investors against losses caused by noncommercial risks, such as expropriation, currency inconvertibility, and war. It also provides technical assistance to help countries disseminate information on investment opportunities and offers mediation in investment disputes.

The International Centre for Settlement of Investment Disputes (ICSID)

Established 1966
134 member countries
Cases registered in fiscal 2002: 16

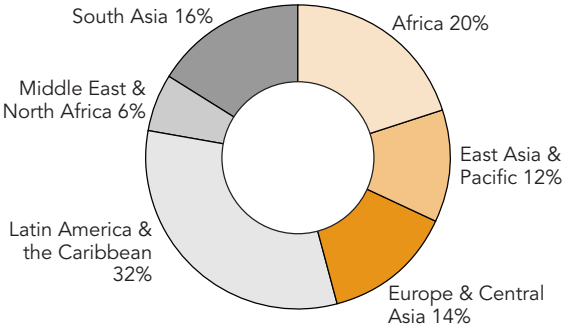
ICSID was established to encourage foreign direct investment in developing countries. It provides international facilities for conciliation and arbitration of investment disputes that foster an atmosphere of mutual confidence between states and foreign investors. The ICSID is an independent agency with close ties to the World Bank, as its member governments also belong to the Bank. ICSID also has research and publishing activities in the areas of arbitration law and foreign investment law.

The World Bank at a Glance

The term "World Bank" generally refers to two of the five WBG agencies—the IBRD and IDA—and it will be used in this manner throughout this booklet. During fiscal year 2003 (July 2002–June 2003) the World Bank financed $18.5 billion to support 240 poverty reduction and economic development projects in over 100 developing countries. Highlights of the World Bank's 2003 fiscal year funding included: increased IBRD lending to Latin America (50 percent of entire portfolio); nearly doubling of IBRD funding to education, health, and water services ($3.3 billion); continued concentration of IDA funding to Africa (51 percent of portfolio); and important IDA grants in the areas of post-conflict reconstruction ($306 million) and AIDS prevention ($214 million). There were also important initiatives funded in such areas as debt reduction, public sector governance, rural development, and private sector development.

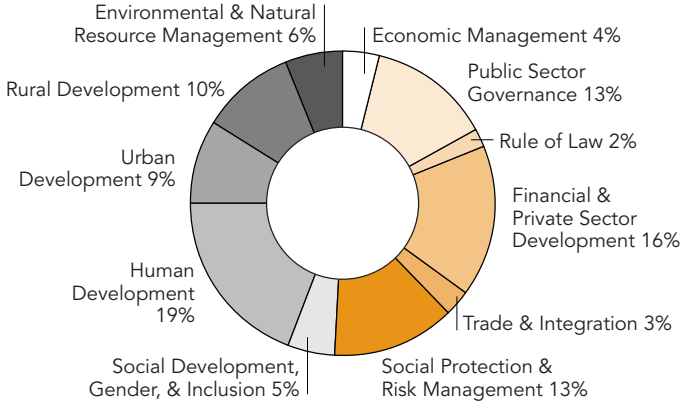
Total IBRD-IDA Lending by Region, Fiscal 2003

Share of total lending of $18.5 billion



Total IBRD-IDA Lending by Themes, Fiscal 2003

Share of total lending of $18.5 billion

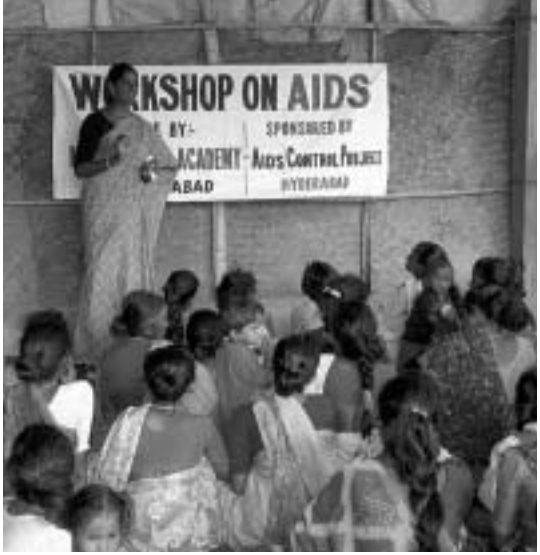


Note: Percentages are rounded.

How the World Bank Promotes Development

The World Bank uses its financial resources, multi-disciplinary staff, and knowledge base to assist developing countries in following a path of stable, sustainable, and equitable growth. The Bank promotes development primarily through:

- Promoting government reforms to create a stable macroeconomic environment that is conducive to investment and long-term growth
- Investing in people, particularly through improving access to basic health, education, and water
- Focusing on social development, inclusion, governance, and institution-building as key elements of poverty reduction
- Strengthening the ability of governments to deliver quality services efficiently and transparently
- Protecting the environment
- Supporting and encouraging private business development.



The World Bank is the largest external funder of education and AIDS prevention, and is among the largest in environment and biodiversity.

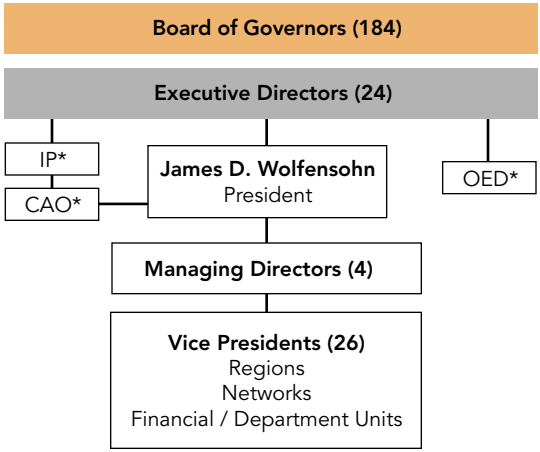
Who Governs and Manages the World Bank

The World Bank is *governed by member countries* who own shares of Bank stock and thus hold ultimate decision-making power. Each member nation appoints a governor and an alternate governor to carry out these responsibilities. The governors, who are generally ministers of finance, meet annually at the World Bank Annual Meetings. The governors are responsible for core institutional decisions, such as admitting or suspending members, determining the distribution of the Bank's net income, and reviewing financial statements and budgets.

The responsibility for the oversight of the day-to-day operations of the Bank rests with *24 Executive Directors (EDs)*, who work at the Bank's headquarters in Washington, DC. EDs decide on major policies that guide the Bank's operations and approve every IBRD and IDA loan and guarantee proposal submitted by Bank staff. As provided in the Articles of Agreement, 5 of the 24 EDs are appointed by the member countries having the largest number of shares—France, Germany, Japan, the United Kingdom, and the United States. The other 19 EDs are chosen by the other member countries through an election process conducted every two years. Certain EDs represent single-country constituencies (for example, China); others represent multi-country constituencies (for example, Canada and the Caribbean Region).

At the *staff level*, the Bank is headed by a president, 4 managing directors, and 26 vice presidents who manage 6 geographic regions; 7 thematic networks; and 13 financial, programmatic, and administrative units. Within each region, country management units are responsible for the Bank's operations in a country or group of countries. As a result of an effort to promote closer working relations with the host countries, more than 2,500 of the World Bank's 8,500 staff members—including 30 country directors—now reside and work at the country level. Nearly 60 percent of the staff is from developing countries, and this promotes a strong international culture at the World Bank Group.

World Bank Organizational Chart



* Compliance and Evaluation Units

Regions:

East Asia and Pacific (EAP)
Europe and Central Asia (ECA)
Latin American and the Caribbean (LAC)
Middle East and North Africa (MENA)
South Asia (SAR)
Sub-Saharan Africa (AFR)

Networks:

Environmentally and Socially Sustainable Development (ESSD)
Financial Sector
Human Development (HD)
Infrastructure
Operations Policy and Country Services (OPCS)
Poverty Reduction and Economic Management (PREM)
Private Sector Development (PSD)

Important units in the Bank include Development Economics (DEC), which carries out economic research; Operations Policy and Country Services (OPCS), which oversees operational procedures; Operations Evaluation Department (OED), an independent unit that evaluates all Bank projects and reports directly to the Board of Executive Directors; and the External Affairs Department (EXT), which is in charge of institutional outreach (including outreach to CSOs), media relations, publications, and development communications.

In addition to belonging to a regional or operational unit, Bank staff also are mapped to four *thematic networks,* which are geared to promoting improved technical expertise, staff collaboration, and knowledge sharing across the institution (see box 8). Staff have also established dozens of *thematic groups* across the institution, which focus on such specific development topics as education, social analysis, safeguards, AIDS, civil society, rural development, and empowerment.

How the World Bank Works at the Country Level

The World Bank drafts a *country assistance strategy (CAS)* for each of its member countries, which outlines the overall development goals, funding targets, and advisory activities it intends to implement over the coming years. These strategies, which are developed every two or three years depending on the size of the country, address macro-economic growth and reform policies as well as poverty reduction efforts and goals. The CAS is developed in cooperation with the government and increasingly in consultation with civil society and the private sector. After the CAS is reviewed and approved by the Board of Executive Directors, the Bank releases a CAS Public Information Notice (CPIN) and a chairman's summary of the board discussion. As a result of the Bank's more proactive information disclosure policies, the CAS document itself is also publicly shared in nearly all countries.

The World Bank offers borrowing countries a number of *lending instruments* designed for different kinds of investment and adjustment projects. Most investment projects in such social services areas as education, health, and agriculture use specific investment loans (SILs) or sector investment and maintenance loans (SIMs), although most policy reform projects use structural adjustment loans (SALs) and sector adjustment loans (SECALs). The Bank recently introduced two other types of loans—adaptable program loans (APLs) and learning and innovation loans (LILs)—to allow for greater flexibility and results-based management. In most countries Bank loans are made to the national governments, although in larger countries—such as Brazil, China, and India—loans also are provided directly to state or provincial governments.

Each type of loan follows a similar *project cycle* that contains seven distinct yet overlapping stages: identification, appraisal, preparation, negotiation, implementation, monitoring, and evaluation. The cycle from project identification to evaluation generally covers a three- to five-year period, and successful loans are often amended for additional funds and time. Although the Bank and government teams work closely throughout the project cycle to ensure optimal quality and operational synergy, the governments—as project originators and implementers—are ultimately responsible for project implementation and impact. As the lending agency, the Bank is responsible for monitoring and evaluating the projects. The Bank follows stringent *procurement and contracting* regulations, and every loan undergoes periodic audits to ensure compliance with competitive standards and to prevent corruption.

For each of the loans it considers funding, the Bank assigns *task managers* who assemble multi-disciplinary project teams composed of such professionals as economists, sector specialists, engineers, social scientists, and procurement officers, which vary according to the type of loan and sector. During the appraisal stage, the Bank team drafts a project appraisal document (PAD), which contains an assessment of the proposed project's technical viability, financial return, environmental sustainability, and social impact.

Environmental and Social Analysis

As part of this assessment, the Bank conducts *environmental assessments* (*EAs*) of each proposed investment loan to determine the appropriate extent and type of environmental impact analysis to be undertaken, and whether or not the project may trigger other safeguard policies. There are 10 safeguard policies, including environmental assessments, cultural property, forestry, indigenous peoples, and involuntary resettlement. The governments are responsible for carrying out the assessments required by the safeguard policies, while the Bank ensures that these assessments comply with its policies.

The Bank also undertakes *social analysis* in many of its new investment loans when this is warranted by the type of project being contemplated. Social analysis enables the Bank to assess whether a proposed program or operation is likely to meet its social objectives and to recommend measures that will ensure that these objectives are met. This involves examining the project's socio-cultural, institutional, historical, and political contexts. The social analysis undertaken for loans in such areas as education, health, and rural development increasingly involves participatory research methodology. For example, the participatory rural appraisal (PRA) is used to consult such stakeholders as CSOs, academics, and other donors, as well as the local community. Approximately 50 percent of World Bank operations undergo some form of social analysis.

In addition to financing loans, the Bank also offers member governments a broad range of analytical and advisory activities to support its development mission. Country clients benefit from a tailored program of sector research

known as *economic and sector work* (ESW) geared to their specific development needs. In fiscal 2002, for instance, the Bank carried out 457 studies at the behest of governments in such areas as poverty assessments, country economic reviews, and public expenditure reviews.

Knowledge Sharing

The Bank also conducts *learning and knowledge* sharing programs to enhance the skills and development of its member governments, staff, and partners, including CSOs. The lead unit in this area is the *World Bank Institute (WBI)*, whose work includes training courses and electronic distance learning programs often carried out in partnership with local research institutions. The WBI has helped launch the Global Development Learning Network (GDLN), which is a network of 28 independent learning centers located throughout the world with interactive video-conferencing and Internet access capabilities. The courses, seminars, and development dialogues undertaken by GDLN involved more than 20,000 government officials, academics, consultants, and civil society representatives during 2002. The Bank also is offering new information technologies, such as video conferencing facilities and Internet portals, to improve policy engagements and strengthen civil society communication capabilities. The Bank recently helped launch the *Development Gateway*—a global Internet portal on development—in partnership with dozens of governments and CSOs. The Gateway's AIDA projects database contains information on more than 400,000 development initiatives funded by more than 38 donor agencies. The Development Gateway, which has become an independent foundation, has also spawned the establishment of Country Gateways in more than 40 countries—many managed by CSOs—geared to disseminating local development content on the Internet.

Information and Compliance Policies

In order to increase the level of transparency and accountability of its development loans and initiatives, the Bank has adopted important information and compliance policies. The Bank approved a comprehensive *information disclosure policy* in 1994, with the aim of explaining its work to the widest possible audience and promoting overall accountability and transparency in the development process. The disclosure policy was further updated in 2001 after extensive consultations with CSOs. This resulted in placing a greater number of project-related documents in the public domain, such as the country assistance strategies (CASs) and sector strategy papers (SSPs). As a result, nearly all World Bank documents related to country strategy and project work are in the public domain. During fiscal year 2003, nearly all of the 41 CASs approved by the World Bank Board were released to the public. Further, the Bank has

established some 65 Public Information Centers around the world, which provide the general public with copies of Bank publications and access to the Bank's web site.

The Bank has also set up several mechanisms to ensure compliance with its policies.

- In 1993 the World Bank established the **Inspection Panel,** which is an independent body to which individuals and communities can turn if they believe that their rights or interests have been or could be directly harmed by a Bank-financed project. The panel is composed of senior compliance experts who report directly to the Bank's Board of Executive Directors. As of April 2003, a total of 27 requests for inspection have been received and 12 investigations have been carried out on the impacts of World Bank-funded projects.
- The IFC and MIGA established the **Compliance Advisor/Ombudsman Office (CAO)** in 2000. In addition to auditing compliance with environmental and social safeguard policies, CAO also carries out an ombudsman role by attempting to mediate disputes between companies, governments, and CSOs.
- The Bank has also established the **Department of Institutional Integrity (INT)** to investigate allegations of fraud and corruption in World Bank operations as well as allegations of staff misconduct. INT receives allegations from individuals outside and inside the Bank and conducts preliminary inquiries or full investigations as required and submits their findings to senior Bank management for further action. For information on how to contact these compliance offices please visit the Bank's web site: *http://www.worldbank.org.*

New Approaches to Development

The World Bank has in recent years adopted several new policies and programs geared to promoting a *more holistic, participatory, and results-based approach to development and poverty reduction*. This approach incorporates the notion that development must be inclusive, comprehensive, and country-owned in order to be effective and sustainable over the long term. Many of these new approaches and initiatives were based on lessons learned from the successful grassroots experience of civil society and were adopted after consultation with CSOs.

Comprehensive Development Framework (CDF)

In 1999, the World Bank introduced a new framework called the Comprehensive Development Framework (CDF), which promotes a more multidimensional and inclusive approach to development at the country level. It fosters *more effective and sustained poverty reduction* by working according to four key interrelated principles: a long-term holistic development agenda; broad-based country ownership; donor coordination; and accountability for development results. The CDF enables each country to take charge of its development process in a manner that reflects a broad national consensus, beyond government alone. This has resulted in a more inclusive role for civil society in macroeconomic policy discussions in CDF countries and good progress in engaging a wide range of external and internal partners in a country's strategy formulation.

The Bank recognizes that the MDGs can be achieved only through the empowerment of poor people as participants in development.

Millennium Development Goals (MDGs)

In light of the enormous challenge facing the global community to eradicate poverty—which affects the nearly half of the world's population that lives on less than $2 a day—the international development community in 2000 adopted *specific targets for poverty reduction,* now known as the Millennium Development Goals (MDGs). The MDGs constitute eight basic poverty reduction goals ranging from access to social services and gender equity to environmental sustainability (see box). The overarching goal is to halve income poverty worldwide by 2015. In this context, recent research has shown that overseas aid will work best to meet the MDGs when a country's overall policy and expenditure framework is appropriate, its institutions are strong, its private sector is vibrant, and its government and people are jointly committed to poverty reduction. There also is a clear recognition of the *multidimensional nature of poverty* and that dealing with the many urgent global problems will require better management and coordination across borders. Goal 8 focuses on the responsibility of donor countries to provide the aid, trade and political support necessary to assist countries in reaching the other seven goals.

Millenium Development Goals

Goal 1:	Eradicate extreme poverty and hunger
Goal 2:	Achieve universal primary education
Goal 3:	Promote gender equality and empower women
Goal 4:	Reduce child mortality
Goal 5:	Improve maternal health
Goal 6:	Combat HIV/AIDS, malaria, and other diseases
Goal 7:	Ensure environmental sustainability
Goal 8:	Develop a global partnership for development

Debt Relief

The World Bank and the International Monetary Fund (IMF) launched the *Heavily Indebted Poor Countries (HIPC) Initiative* in 1996 in order to address the high debts of low-income countries. The Initiative was the first comprehensive program geared to reducing the external debt of the world's most heavily indebted poor countries, and represented an important step forward in placing debt relief within an overall framework of poverty reduction. The Initiative was expanded in 1999, and today 27 countries are benefiting from debt relief totaling $51 billion over time, with much of these savings being applied to poverty reduction spending at the country level. International civil society networks, such as Jubilee 2000, helped create political pressure for this expansion by highlighting the debilitating nature of debt on poverty reduction efforts in developing countries.

Multilateral organizations, bilateral creditors, HIPC governments, and CSOs are engaged in ongoing dialogue to strengthen the implementation of the program. Some countries are taking longer than anticipated to reach their completion points due to difficulties in implementing economic reforms, global economic downturn, and stagnant trade flows. For this reason, donor countries are providing more funds as well as extending the deadline of the HIPC program until the end of 2004.

Poverty Reduction Strategy Papers (PRSPs)

The most recent major initiative to grow out of the CDF holistic approach to development has been the *Poverty Reduction Strategy Papers (PRSPs)*, which were launched in 1999 by the World Bank and IMF. PRSPs were established to encourage governments to develop their own comprehensive plans to promote economic growth and reduce poverty within a framework of wide stakeholder consultation and donor coordination. PRSPs are expected to provide the basis of all Bank and IMF lending and for debt relief within low-income countries. Furthermore, many middle-income countries are also beginning to adopt the PRSP approach to their own country development strategies.

As of 2003, 13 countries in Africa, 4 countries in Latin America, 2 countries in Europe and Central Asia, 1 country in Asia, and 1 country in the Middle East have presented PRSPs to the World Bank/IMF Boards. The Bank and IMF undertook in 2002 a *2-year review of the PRSP program*, which involved assessments, studies, and dialogue between governments, donor agencies, and more than 40 international and local CSOs. The central message that emerged from the review is that although the openness and effectiveness of the PRSP process has varied depending on the country context, in general it is leading to better informed decision-making and more effective use of public resources. In many countries the PRSP has allowed civil society to get involved, often for the first time, in government macro-economic and social policy planning, program implementation, and monitoring.

The PRSP approach offers a new opportunity for development strategy and development assistance to be grounded in a broad-based and country-owned process.

Community Driven Development (CDD)

Another poverty reduction approach adopted by the World Bank is community driven development (CDD). CDD aims to *give voice to and empower community groups* to control decisions and resources that affect their lives. These programs take many forms, including: direct community control of resources and investment decisions; management of resources by local governments or other actors (such as CSOs or private firms) with participatory decision-making and citizen monitoring mechanisms; and activities geared to strengthening the enabling environment for greater civil society participation (such as public sector policy and institutional reform, participatory budgeting, decentralization). Programs designed within a CDD framework represent about 10 percent of the World Bank's portfolio, or $2 billion a year. An example of CDD is social funds, which offer financing (usually grants) to community groups to rebuild war-torn communities, provide social services, and carry out community development efforts.

Mainstreaming Gender

There is a growing body of evidence and experience linking gender issues in policy and projects to equitable, efficient, and sustainable outcomes in development. The Bank has made steady progress in integrating gender into its policies, research agenda, and lending work. The Bank adopted an operational policy on the gender dimensions of development (OP 4.20) in 1994 and has since provided $5.3 billion for girls' education programs worldwide. In 2001, the Bank published a new gender mainstreaming strategy, "Engendering Development—Through Gender Equality in Rights, Resources, and Voice." Recent gender-focused loans include a women and justice project in Argentina, a community empowerment project in East Timor, and dozens of small grants to women's groups around the world through the Small Grants Program and the Development Marketplace.

Empowering Voices of the Poor

In an unprecedented effort to understand poverty from the perspective of the poor themselves rather than from the traditional experts, the World Bank collected the *voices of more than 60,000 poor women and men from 60 countries.* The ensuing participatory three-part series, called *Voices of the Poor,* chronicled the struggles and aspirations of poor people for a life of dignity. This study provided direct, grassroots input into the *World Development Report (WDR) 2000/2001* on "Attacking Poverty," which analyzed in greater depth the causes and consequences of poverty around the world. Poor men and women across five continents revealed that poverty is multidimensional and complex, and can best be understood as voicelessness, powerlessness, insecurity, and humiliation. These voices also demonstrated that poor people do not want charity, but freedom of action, choice, and opportunity through development programs that empower them to take themselves out of poverty. Based on the results, in 2002 the Bank produced *Empowerment and Poverty Reduction: A Sourcebook,* which offers a framework for the design of empowerment strategies, recommending that they focus on four key elements: information, inclusion and participation, accountability, and local organizational capacity.

Governance and Public Sector Reform

Recognizing that good governance and strong public institutions lie at the core of achieving sustainable development and poverty reduction, the Bank has increasingly moved public sector institutional reform, the rule of law, and the fight against corruption to center stage in its assistance to member countries. Growing evidence shows that ineffectual enforcement of laws engenders environmental degradation, corruption, money laundering, and other problems that burden people and economies around the world. Since the late 1990s the World Bank has increasingly begun to support legal and judicial reform efforts, including judicial sector assessments and loans geared to court modernization, training for judges and court personnel, and legal education. In the area of corruption, the Bank has taken an active role by supporting more than 600 anticorruption programs and governance initiatives and is working with CSOs on implementing some of these efforts.

Participation and Civic Engagement

Civic engagement is at the heart of the Bank's comprehensive approach to development as there is growing evidence that countries with vibrant civil societies are more likely to build more equitable and sustainable patterns of development. The *enabling environment* for civic engagement can be defined as a set of interrelated conditions (legal, fiscal, informational, political, and cul-

tural) that fosters the growth of civil society and strengthens its capacity to participate in public policy dialogue and program implementation. The Bank is assisting governments in institutionalizing mechanisms for transparency and accountability to improve public service delivery and make social spending more cost-effective. Activities undertaken include helping governments strengthen their legal, regulatory, political, and institutional frameworks; providing training to both governments and CSOs on participatory budgeting, citizens' scorecards, and social program evaluation approaches; and linking social accountability efforts to the PRSP and other existing poverty reduction processes at the national and local levels.

The World Bank uses the term "civil society" to refer to the wide array of nongovernmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious, or philanthropic considerations.

How the World Bank Works with Civil Society

World Bank interaction with CSOs began to grow in the 1970s through dialogue with policy advocacy NGOs on the social and environmental impacts of World Bank-financed projects. In the early 1980s, leading international NGOs and the Bank established the NGO-World Bank Committee, which held regular meetings to discuss Bank policies, programs, and projects. The breadth and quality of World Bank–civil society relations began to intensify in the mid-1990s when the majority of civil society specialists were hired to work in Bank offices around the world.

Since then, the Bank has undertaken numerous studies, promoted joint World Bank–civil society dialogues, and adopted approaches geared to promoting greater participation. This more participatory approach to development has been reflected in at least 15 Bank operational policies or guidance notes to staff, including Good Practice (G.P) 14.70 on involving NGOs in Bank-supported activities.

Today the World Bank dialogues and collaborates with thousands of Civil Society Organizations (CSOs) throughout the world, such as community-based organizations, indigenous peoples organizations, NGOs, labor unions, faith-based groups, universities, professional associations, and foundations.

Three Types of Engagement with Civil Society

The World Bank engages civil society in three different ways: it *facilitates* relations between governments and CSOs, it *dialogues and consults* directly with CSOs on policy issues, and it *partners* with civil society on development activities.

- The Bank *facilitates* improved relations between civil society and governments by building the capacity of the governments and CSOs to engage constructively with each other. This is achieved by providing advice, resources, and training; sharing knowledge and best practices; and convening or supporting multistakeholder discussions. This facilitation role is best exemplified in the process of formulation of the country poverty reduction strategy papers (PRSPs).

Emergence of Global Civil Society

There has been a dramatic expansion in the size, scope, and capacity of civil society around the globe over the past decade, aided by the process of globalization and the expansion of democratic governance, telecommunications, and economic integration. As an example, the number of international NGOs was reported to have increased from 6,000 in 1990 to 26,000 in 1999. CSOs have also become significant players in global development assistance, with the Organization for Economic Cooperation and Development (OECD) reporting that $11–12 billion in contributions were made annually by CSOs from their own resources by the late 1990s. CSOs have also become important channels for the delivery of social services and implementation of other development programs, especially in regions where government presence is weak, in post-conflict situations, or where civil society experience and expertise complements government action.

The influence of CSOs on shaping global public policy has also emerged over the past two decades. This dynamism is exemplified by successful advocacy campaigns involving such issues as the banning of land mines, debt cancellation, and environmental protection, which have mobilized thousands of supporters around the world. The most recent manifestation of the vibrancy of global civil society was the World Social Forum, held annually in Porto Alegre, Brazil, which in January 2003 attracted some 100,000 participants to debate and propose more equitable and sustainable alternatives to current models of economic globalization.

- The Bank *dialogues* with CSOs on policies, programs, studies, and projects. Dialogue occurs in many forms and venues, and at the local, national, or transnational levels. Dialogue may be initiated by the Bank or by CSOs themselves concerning more general policies or specific projects. *Consultations* are more formal and interactive than dialogue, and generally vary from consultations on global policies—such as social safeguards and adjustment lending—to local consultations on Bank-financed projects.
- The Bank *partners* directly with CSOs through contracting technical assistance and training services, funding civil society development initiatives, and co-managing joint programs. There are many examples of active partnerships in the areas of forest conservation, AIDS vaccines, rural poverty, micro-credit, and Internet development.

Dialogue and Consultation

The World Bank maintains regular dialogue and consultation with a vast array of CSOs around the world on its policies, programs, reports, and projects. CSOs have been formally consulted on the major policies introduced or updated by Bank staff in recent years in such areas as forest management, information disclosure, structural adjustment, and rural development. These consultations have occurred around the world, via video conferencing, or via the Internet. Poverty reduction strategy papers (PRSPs) and the expansion of debt relief (HIPC) have also benefited from extensive consultation with CSOs. Consultations have also become common for such reports as the World Development Report (WDR) and evaluations carried out by the independent Operations and Evaluation Department (OED).

At the country level, the Bank is increasingly consulting with a broad spectrum of CSOs on country assistance strategies (CAS), sector studies, and individual project designs. Often these dialogues involve a number of stakeholders, including governments, CSOs, universities, and other donor agencies. With the advent of the PRSPs, governments are now being encouraged to take the lead in convening consultations on macro-economic and poverty-reduction policies. The breadth and scope of these consultations varies depending on the nature of the project, the expressed interest on the part of civil society, and the openness of the local government. The Bank is actively working to improve the quality of these consultations to ensure that they result in improved policies and programs.

What Civil Society Contributes to Development

The World Bank has found through research and a growing body of anecdotal and case study experiences that working with civil society can:

- Give voice to stakeholders—particularly poor and marginalized populations—and help ensure that their views are factored into policy and program decisions
- Promote public sector transparency and accountability as well as contribute to the enabling environment for good governance
- Promote public consensus and local ownership for reforms, national poverty reduction, and development strategies by building common ground for understanding and encouraging public/private cooperation
- Bring innovative ideas and solutions, as well as participatory approaches, to solving local problems
- Strengthen and leverage development programs by providing local knowledge, targeting assistance, and generating social capital at the community level
- Provide professional expertise and increase capacity for effective service delivery, especially in countries with weak governance capacity or in countries emerging from conflict

Research and Training

CSOs are increasingly participating in various types of development research undertaken by the World Bank and client governments, such as Economic and Sector Work (ESW), poverty and social impact assessments (PSIAs), and national environmental action plans. Universities, research centers, and NGOs often bring the academic rigor, local knowledge, participatory methodology skills, and independence needed to complement the research capability provided by the Bank and governments. It is increasingly common for *civil society researchers to be hired as consultants* to carry out social analysis, environmental impact analysis, stakeholder analysis, and project evaluations. During the Voices of the Poor study in 1999, for instance, much of the field research undertaken in the 60 participating countries was carried out by local civil society researchers.

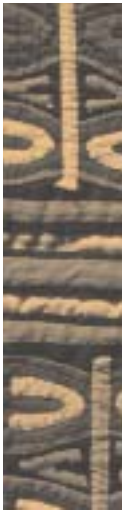
Increasing numbers of CSOs are also contracted by government agencies and Bank offices at the country level to provide *training and technical assistance* within Bank-financed projects in such areas as capacity-building, institutional planning, leadership training, curriculum design, and project design. *The World Bank Institute (WBI)* offers distance learning training to mixed groups of participants from government, businesses, and civil society. The Community Empowerment and Social Inclusion Learning Program (CESI), for

instance, has trained several hundred indigenous leaders from Latin America and women community leaders from Africa in such areas as negotiation skills, participatory monitoring, and civic participation. Another area of growing collaboration is *staff exchanges* between the bank and CSOs, which promote inter-institutional understanding, new perspectives, and improved staff capacity.

Participation in World Bank-funded Projects

CSOs have become *important channels for delivery of social services* and implementation of development programs in partnership with governments. This is especially true in post-conflict countries or in regions in which government presence is still relatively weak, where CSOs may become the most effective alternative for delivering social services to low-income communities. Government decentralization programs that transfer power from the federal to the local level have also resulted in local government–civil society partnerships for service delivery. Examples abound of neighborhood associations, producers' associations, NGOs, and trade unions receiving funding from governments—often through Bank-supported social funds—to provide services at the community level. CSOs are involved in delivering a wide range of basic services in such areas as AIDS prevention, managing village water systems, operating day care centers, supporting small enterprise development, and environmental park management.

CSOs are also being hired to train such project personnel as community health agents or to provide such technical assistance as agricultural extension services. CSOs also are being invited to assist with monitoring and evaluating projects by participating in project supervision missions, carrying out social impact analysis, and attending project review workshops. Civil society involvement in service provision is not intended to replace the role of government, but rather to complement and improve government action. In this light, the Bank is attempting to simplify its contracting and procurement procedures in order to facilitate civil society involvement in Bank operations.



Intended civil society involvement in World Bank operations has risen steadily over the past decade, from 21.5 percent of the total number of projects in fiscal 1990 to nearly 72 percent in fiscal 2003.

Forging Relations with Labor Unions

World Bank dialogue and relations with the labor union movement has steadily improved over the past few years. In February 2002, the Bank and the IMF agreed to a joint work plan with leading international labor confederations—the International Confederation of Free Trade Unions (ICFTU) and the World Confederation of Labour (WCL)—geared to promoting dialogue and collaboration. The agreement calls for senior leadership meetings every two years in Washington and regular staff technical meetings on policy issues of mutual interest (for example, pension policy, PRSPs, privatization). This process has created opportunities for substantive collaboration, such as staff secondments by trade union representatives who will work at the World Bank. For the first staff exchange in 2003, an ICFTU representative worked on enhancing the capacity of local labor unions to monitor and participate in the Poverty Reduction Strategy Papers (PRSPs) at the country level.

Funding Civil Society Initiatives

Although the World Bank's principal activity is to provide loans to governments, it also has established numerous funding mechanisms to provide grants to CSOs. These grant funds were established in order to finance CSO service delivery at the community level, pilot new approaches for government–civil society partnerships, strengthen CSOs and their networks, and support innovative and cutting-edge initiatives. Grants are being provided both *indirectly,* via government-run social funds, or *directly,* by World Bank-managed grant programs and trust funds. For information on how to access these grant funds, please visit: *http://www.worldbank.org/civilsociety.*

- *Social funds.* Social funds are the oldest and largest grant mechanisms financed by the Bank. They provide grants to CSOs in order to rebuild war-torn communities, provide social services, and carry out community development projects. Social funds are generally managed by governments and can vary considerably depending on their specific objectives, operational modality, and country context. Over the past 15 years the Bank has financed more than 100 social funds in 60 countries, for a total of US$4 billion. In addition, many large Bank loans managed by federal or state governments

have small-grants mechanisms geared to funding civil society initiatives that complement larger government programs. This is the case, for instance, with community prevention efforts funded within national AIDS loans and grants to small farmers provided within larger regional development loans.

- *Bank-managed grant programs.* These grant programs are often managed in partnership with other donors and provide funding directly to CSOs in a variety of areas, such as environment, micro-credit, post-conflict reconstruction, information technology, human rights, and innovative practices. These funds support CSOs at the global, regional, and country levels. Several of these funds also support initiatives by government agencies and companies, often carried out in partnership with CSOs. Funding mechanisms include:
  - **Small Grants Program,** which supports civic engagement activities by local CSOs and is managed locally in more than 60 country offices. *In fiscal 2002, the program disbursed $2.5 million dollars (average grant size of $4,000).*
  - **Development Marketplace** (DM), a competition that funds innovative and replicable civil society projects in such areas as human rights, environment, gender, and small-enterprise development. *Since 1998, the DM has disbursed $13.5 million through its global program (average grant size of $100,000) and $2.5 million through its decentralized country-based program (average grant size of $10,000).*
  - **Global Environment Facility** (GEF), which funds worldwide environmental conservation and biodiversity protection efforts. *In fiscal year 2002, GEF disbursed $20 million dollars through its small grants programs in 60 countries (grants up to $50,000).*
  - **Consultative Group to Assist the Poorest** (CGAP), which supports the scaling-up and consolidation of local successful micro-enterprise initiatives. *In fiscal year 2002, C-GAP disbursed $5.4 million dollars (grants range from $5,000 to $1.1 million).*
  - **Post-Conflict Fund** supports reconstruction efforts in 36 countries. *In fiscal year 2002, the fund disbursed $7 million dollars (average grant size of $643,000).*
  - **Information for Development** (InfoDev), which supports civil society knowledge management, information technology, and Internet initiatives around the world. *In fiscal year 2002, the program disbursed $3.3 million dollars (average grant size of $46,000).*
- *Trust funds.* Managed by the Bank, these include the Japan Social Development Fund (JSDF) and the Poverty Reduction Strategy Trust Fund (PRSTF), which provide grants for poverty reduction or social development activities. In order to access these funds, CSOs generally must partner with a government agency and/or a World Bank unit.

Examples of Civil Society Engagement

Promoting Government Accountability in Argentina

In Argentina, the World Bank is working with the federal government, leading CSOs, and other donor agencies to promote a culture of greater public transparency and accountability as one of several responses to the serious economic crisis. The initiative began in April 2002 with a workshop promoted by the Catholic University in Buenos Aires, which brought together 200 representatives of NGOs, labor unions, church groups, research centers, government agencies, and international donor agencies to discuss experiences and approaches to participatory governance. These groups have launched a pilot initiative called Social Monitoring that will train and finance local CSOs to monitor government programs. The local groups will survey beneficiary populations, gather and disseminate information, and provide regular feedback to government agencies on the quality and effectiveness of the public services being provided. The program is being co-funded by the World Bank, the Inter-American Development Bank (IDB), and the United Nations Development Programme (UNDP).

Partnering to Reduce Pesticides in Africa

Virtually every African country has stockpiles of obsolete pesticides and associated wastes that have accumulated over the last four decades. An estimated 50,000 tons of obsolete pesticides and tens of thousands of tons of contaminated soil not only contribute to land and water degradation, but pose serious health threats to both rural and urban populations. The Africa Stockpiles Programme (ASP) was launched in 2002 to clean up and safely dispose of all obsolete pesticide stocks from Africa and establish measures to avoid future accumulation. The concept of a continent-wide stockpiles project grew out of informal discussions among CSOs and several intergovernmental organizations, including the World Bank. ASP's objective is to clean up stockpiled pesticides and pesticide-contaminated waste in Africa in an environmentally sound manner; catalyze development of prevention measures; and provide capacity building and institutional strengthening on important chemicals-related issues. Housed in the

World Bank, the ASP brings together the skills, expertise, and resources of a diverse group of stakeholders, including the Pesticide Action Network, the World Wildlife Fund, several governments, the Food and Agriculture Organization (FAO), and the United Nations Environmental Program (UNEP).

Consulting Citizens on the CAS for Belarus

Mirroring the trend of greater dialogue and openness around the formulation of the World Bank's Country Assistance Strategies (CAS), the Bank prepared its 2002-2004 CAS for Belarus through a broad participatory process. The draft CAS contained a brief analysis of the country's principal development challenges, government plans to address them, and proposed Bank development initiatives for the coming three years. Consultation meetings, which began in the spring of 2001, were held in 14 towns throughout the country, and involved more than 1,500 representatives from CSOs who work on health, HIV/TB, children, gender, veterans' affairs, environment, and micro-enterprise issues. Consultation was also carried out electronically via a web site that contained background documents, consultation meeting minutes, and Russian and English summaries of comments received. The information and comments received during the first round of consultations formed the basis for the first draft of the CAS, which was then circulated for a second round of consultations. This unprecedented level of dialogue in Belarus not only generated useful feedback and specific recommendations for the CAS, but led to the establishment of two government/citizen task forces on health and sustainable development.

Empowering Women's Organizations in China

In China, the World Bank is supporting an agricultural development loan that fosters an active partnership between the government and local women's groups. The Anning Valley Agricultural Development Project in China's southwest Sichuan province aims to support local development and poverty reduction through the promotion of water resources, crops, livestock, and agro-processing, and strengthening local institutions. The $120 million project covers 15 poor rural counties, many of which are in remote mountainous areas. Local women's federations have been involved in the project planning, design and implementation. In Panzhihua City, for instance, the women's federation sits on the project management board, has organized 507 agricultural training workshops involving 49,000 women, and has arranged for extensive field study tours. These activities have not only served to increase women's production capacity, but also have empowered them to start reducing the gender gap within the community and households.

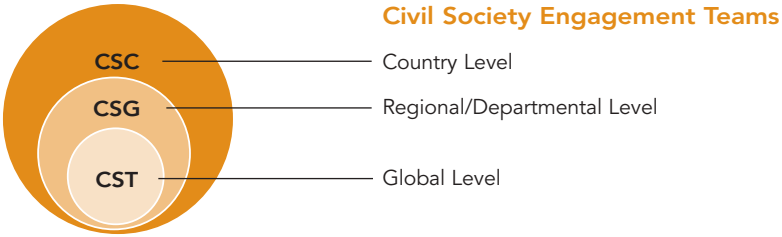
Civil Society Engagement Staff

To facilitate this growing engagement with CSOs, the Bank has hired *civil society specialists,* who work throughout the institution, reaching out to civil society, providing greater access to the Bank, and promoting greater civil society participation in Bank activities. Today there are 120 civil society engagement staff who work at the global, regional, and national levels. At the global level, the ***Civil Society Team*** **(CST)** provides institutional coordination by formulating institutional strategy, providing advice to senior management, undertaking research and dissemination, and reaching out to CSOs at the global level.

The ***Civil Society Group*** **(CSG)** brings together approximately 40 staff who work at World Bank Headquarters in Washington at both the global and regional levels in various geographic regions, thematic networks, funding mechanisms, and other units. There are civil society specialists who work within the regional departments providing advice to their regional vice-presidents, formulating regional civil society strategy, and coordinating the work of their country-based civil society staff. Most major Bank units (for example, the World Bank Institute) and thematic networks (for example, Environmentally

Regional Civil Society Engagement Approaches

Regional civil society teams coordinate the Bank's civil society engagement work in each of the six geographic regions. The activities carried out by each team varies depending on the specific regional conditions and context. In the *Latin America & Caribbean (LAC)* region, for instance, engagement with civil society occurs on three principal levels: capacity building, policy dialogues, and operational collaboration. The regional staff have organized several annual learning workshops on empowerment, participation, and governance, which have brought together a diverse set of CSO representatives, government officials and Bank staff. In the *Eastern Europe and Central Asia (ECA)* region, the Bank's civil society regional staff maintains an active dialogue with the ECA NGO Working Group, which represents several hundred NGOs throughout the region. In addition, the Bank's regional team of 30 civil society specialists has been actively working at the country level to promote more participatory CAS and PRSP processes by undertaking stakeholder analysis, organizing consultation workshops, and actively reaching out to civil society.



and Socially Sustainable Development and Human Development) also have staff responsible for engaging with civil society. There are Bank staff who interact with specific constituencies, such as labor unions, indigenous peoples, faith-based organizations, and foundations. Such funding mechanisms as the Global Environment Facility (GEF), InfoDev, and the Development Marketplace also have staff responsible for reaching out to civil society.

At the country level, there are **Civil Society Country Staff (CSC)** working in 70 Bank offices around the world. These specialists are often senior professionals with longstanding experience with the civil society sector, many having worked in or led CSOs before joining the World Bank. Country staff carry out a variety of activities, including social analysis, liaising with local civil society, managing outreach programs, and working to involve CSOs in Bank-financed projects. The civil society engagement approach and activities adopted in each country vary considerably and are necessarily shaped by the local context. For information on how to contact Bank civil society staff please visit: *http://www.worldbank.org/civilsociety.*

Dialogues with Faith-Based Groups

The World Bank has launched an outreach effort to faith-based groups in order to dialogue on common concerns of social justice and ethics as they relate to development. World Bank staff have met and worked with a variety of churches and interfaith leaders throughout the world over the past several years, including Buddhists, Christians, Jews, and Muslims as well as other important world religions. This engagement has included attending meetings, undertaking studies, and hosting inter-faith conferences. A recent initiative was a meeting held in Canterbury, England, in October 2002, which was jointly hosted by the World Bank president and the archbishop of Canterbury and brought together a unique group of religious leaders, donor agency heads, and renowned artists. The agenda dealt with the challenges of poverty, globalization, and social justice, with a particular focus on the Millennium Development Goals and HIV/AIDS. An important partner in this effort has been the World Faiths Development Dialogue (WFDD), which has facilitated consultations between the Bank and faith-based groups on several issues, including the *World Development Report.*

Challenges Ahead

Although tripartite relations among civil society, governments, and the Bank have steadily improved over the past decade, there are a number of specific challenges that need to be addressed in order to encourage even more effective collaboration.

The *World Bank* is taking a number of steps to close the gap that exists between intentions and practice in its engagement with civil society. In the policy area, the Bank is attempting to learn from recent experience and adopt a more consistent and qualitative approach to policy consultations. In the area of information, in addition to having expanded its information disclosure policy in 2001, the Bank is piloting initiatives in some 20 countries to provide easier and earlier access to information in local languages. In terms of operational collaboration, the Bank is analyzing ways of further streamlining and allowing greater flexibility in grant funding and CSO contracting procedures. Finally, the Bank is in the process of improving its monitoring and evaluation of civil society participation in Bank-financed projects.

Governments need to demonstrate a clear commitment to a more participatory, transparent, and accountable approach to policy formulation and program implementation in order to achieve more significant and sustainable poverty reduction results. Those countries implementing PRSPs need to adopt measures to enhance local civil society participation, such as enhancing participatory methodologies, allowing more time for adequate consultation, and budgeting resources for civil society participation.

CSOs need to demonstrate to governments, donor agencies, and citizens that they are also representative, effective, and accountable. Within civil society, there are several important initiatives underway geared toward deepening community involvement in decision-making, establishing codes of conduct, and publishing annual budgets. These efforts should be encouraged and replicated. Also, as opportunities increase for greater participation in macroeconomic policy making, CSOs should continue to improve their understanding and technical capabilities in this area.

Frequently Asked Questions

Why is the World Bank interested in working with CSOs?

The Bank has learned through two decades of interaction that CSOs can play an important role in helping to amplify the voices of the poorest people in the decisions that affect their lives, improve development effectiveness and sustainability, and hold governments and policymakers publicly accountable. The participation of CSOs in Bank-financed projects can also enhance operational performance and sustainability by contributing local knowledge, technical expertise, and social legitimacy. In addition, CSOs can bring innovative ideas and solutions as well as participatory approaches to solve local problems.

How can CSOs get involved in World Bank-supported activities?

CSOs can get involved in a variety of Bank activities ranging from policy dialogue to operational collaboration. The Bank consults widely with CSOs on new policies (such as forest management and information disclosure), on programs (such as poverty reduction strategies and debt relief), on studies (such as the annual *World Development Report*), and on the design of specific projects. CSOs are increasingly involved in Bank-financed loans in such areas as AIDS prevention, environmental protection, education, and macro-economic reform. CSO participation is occurring throughout the project cycle, from the design and planning stages to implementation and monitoring. In order to find out about current policy consultations and opportunities for operational collaboration at the global and country levels and to reach the relevant staff please consult the World Bank's civil society web site: *http://www.worldbank.org/civilsociety.*

How many World Bank-supported projects involve CSO collaboration?

Increasing numbers of Bank-financed projects involve CSOs. Intended involvement of CSOs in Bank operations has risen steadily over the past decade, from 21.5 percent of the total number of projects in fiscal 1990 to 72 percent in the fiscal year ending June 2003. The Bank produces a progress

report on the Bank's relations with CSOs which provides statistics on CSO involvement in Bank operations, as well as examples of World Bank/CSO collaboration. Copies of the reports can be downloaded at *http://www.worldbank.org/civilsociety.*

Does the World Bank fund CSOs?

Although the Bank's principal activity is to provide loans to governments, it has established numerous funding mechanisms over the past two decades to provide grants to CSOs. Grants are being provided either indirectly via government-run grant funds with Bank financing or directly by Bank-managed funding mechanisms. Over the past 15 years the World Bank has financed over 100 social funds in 60 countries, for a total of nearly US$4 billion, to rebuild war-torn communities, provide social services, and strengthen community organizations. There are also several grant mechanisms managed by the Bank—often in partnership with other donor agencies—which provide grants directly to CSOs in a variety of areas, such as environment, microcredit, information technology, and innovative practices. The Bank publishes a directory of these resources: "Resources for Mobilizing Funding for Development Projects." For more information on these grant funds go to the Bank's CSO web site *http://www.worldbank.org/civilsociety*.

Does the World Bank have training programs available for CSOs?

The Bank believes that learning and capacity building for all development stakeholders is vital to the success of its lending programs. The World Bank Institute (WBI) conducts more than 400 different learning programs annually on a wide variety of issues related to development. These are available to government officials and in many cases to CSO staff. The Bank's Community Empowerment and Social Inclusion Learning Program (CESI), for instance, works to empower poor communities and other marginalized groups to drive their own development. To learn more about the WBI's CESI and other training programs offered by the Bank, visit *http://www.worldbank. org/civilsociety.*

Does the World Bank have compliance mechanisms?

Yes, the **Inspection Panel** was established in 1993 to provide an independent forum for private citizens who believe that they or their interests have been, or could be, directly harmed by a project financed by the Bank. The panel is composed of three senior members who report directly to the Board of Executive Directors. As of April 2003, the panel has received a total of 27 requests for inspection and has carried out 12 formal inspections. For more information, please visit: *http://www.worldbank.org/inspectionpanel.*

The International Finance Corporation (IFC) and the Multilateral Investment Guarantee Association (MIGA) established the **Compliance Advisor/ Ombudsman Office (CAO)** in 2000. In addition to auditing IFC and MIGA's compliance with environmental and social safeguard policies, it also carries out an ombudsman role by attempting to mediate disputes between companies, governments, and CSOs. For more information on the CAO, please visit *http://www.ifc.org/cao.*

The Bank has also established the **Department of Institutional Integrity (INT)** to investigate allegations of fraud and corruption in World Bank operations as well as allegations of staff misconduct. INT receives allegations from individuals outside and inside the Bank and conducts preliminary inquiries or full investigations as required and submits their findings to senior Bank management for further action. For information on how to contact the INT, please visit: *http://wbln0018.worldbank.org/acfiu/acfiuweb.nsf/.*

How can I access information on World Bank policies and copies of World Bank documents?

The World Bank Information Disclosure Policy, first expanded in 1994 and further updated in 2001, aims to explain the Bank's work to the widest possible audience and promote overall accountability and transparency in the development process. As a result, the great majority of World Bank policy and project documents are available to the public through the Bank website. For accessing printed versions of Bank documents, the Bank operates the InfoShop, which is located in Washington and houses all public World Bank documents and publications. Many of the publications are free; others must be purchased. Many of the former can also be downloaded from the Infoshop web site:

The World Bank's InfoShop
701 18th Street, NW
Washington, DC 20433, USA
PHONE: (202) 458-4500
E-MAIL: pic@worldbank.org
WEB SITE: *http://www1.worldbank.org/operations/disclosure/*

The Bank has also established Public Information Centers (PICs) in more than 65 countries. These can be visited in person, or inquiries can be made by phone or via e-mail. Each PIC serves as the central contact in the country for persons seeking to obtain Bank documents and information on the Bank's operations. PICs are located adjacent to World Bank offices, in universities, or in other accessible sites, usually in capital cities. Please note that Bank documents related to a specific country are available free of charge to citizens of that country.

How can I find out about latest developments, news, and events pertaining to CSOs?

A monthly electronic newsletter—*Civil Society Engagement eNewsletter*—containing useful information, such as upcoming consultations, special events, and new policy documents, is posted on the Bank's web site for CSOs. For a subscription, send an e-mail to *civilsociety@worldbank.org*.

Does the World Bank have a web site especially tailored to CSOs?

Yes, the Bank maintains a web site for CSOs that contains general information on our work with CSOs; relevant staff contact information; key documents, policies, and topic areas; grant funding mechanisms; and links to news and events. The web site is located at *http://www.worldbank.org/civilsociety.*

How do I contact the World Bank?

Contacting the right individual can be time consuming. Try these steps:

- For CSOs located in developing countries, it is best to make direct contact with the relevant country or regional office. Most World Bank country offices have civil society specialists or other external affairs staff who can provide information on current policy consultations as well as opportunities for operational collaboration. For a list of key country-office staff and their addresses go to *http://www.worldbank.org/civilsociety.* the World Bank's CSOs web site.
- For CSO representatives planning on visiting the World Bank in Washington, it is best to know how your interest corresponds with the Bank's organizational structure. If your interest is in a specific country or region, it is best to contact civil society coordinators who work within those regions, networks, and other units at headquarters. For a list of these focal points, please visit *http://www.worldbank.org/civilsociety.*

The Civil Society Team can assist you with general inquiries or help connect you with other Bank departments. Please contact us at:

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Additional Contact Information

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