



PUBLIC

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

ACTION PLAN
FOR IMPLEMENTATION OF THE
IDB GROUP-CIVIL SOCIETY ENGAGEMENT STRATEGY
FOR
OPERATIONS AND INITIATIVES
2019-2021

VICE PRESIDENCY FOR COUNTRIES

DECEMBER 2018

This document was prepared by a team headed by Flavia Milano, with the collaboration of Ulises Pallares and contributions from the Interdepartmental Working Group on the IDB Group-Civil Society Engagement Strategy comprised of: IDB Lab, CSD/CSD, CSD/CCS, CSD/HUD, CSD/RND, IIC/SEG, IFD/ICS, IFD/CTI, INE/INE, INE/ENE, INE/TSP, INE/WSA, INT/INT, INT/TIN, INT/INTAL, KIC/DDC, KIC/ICD, KIC, KLD, ORP/ORP, SCL/SCL, SCL/EDU, SCL/SPH, SCL/GDI, SCL/LMK, SEC/ATI, SPD/SMO, VPC/CSC, CSC/CAR, CSC/CBR, CSC/CCH, CSC/CPR, CSC/CUR, VPC/CAN, CAN/CBO, CAN/CCO, CAN/CEC, CAN/CPE, CAN/CVE, VPC/CCB, CCB/CBH, CCB/CBA, CCB/CGY, CCB/CJA, CCB/CSU, CCB/CTT, VPC/CID, CID/CBL, CID/CCR, CID/CDR, CID/CES, CID/CGU, CID/CHO, CID/CME, CID/CNI, CID/CPN, CID/CHA, and VPS/ESG.

Under the Access to Information Policy, this document is subject to public disclosure.

CONTENTS

1.	INTRODUCTION AND BACKGROUND.....	1
2.	METHODOLOGY USED TO PREPARE THE ACTION PLAN.....	3
3.	POSITIONING OF THE IDB GROUP AND OBJECTIVES OF THE 2019-2021 ACTION PLAN.....	4
	I. General overview.....	4
4.	PILLARS OF THE 2019-2021 ACTION PLAN	5
	I. Alignment of incentives and reporting systems with other IDB Group strategies, decision-making bodies, and processes	6
	II. Fine-tuning of indicators and metrics	7
	I. Compiling regional good practices on engagement.....	8
	II. Curriculum preparation and strengthening for internal and external training	9
	I. Internal strengthening and capacity-building to gather information and make it accessible to civil society.....	10
	II. Strengthening forums of direct dialogue with civil society	10
	III. Optimizing public consultation processes	11
	IV. Maximizing the value of strategic partnerships with civil society	12
5.	ACTION PLAN RESULTS MATRIX	13
6.	ANNEXES	16

ABBREVIATIONS

ACP	Corporate Procurement Section
CAN	Country Department Andean Group
CCB	Country Department Caribbean Group
CID	Country Department Central America, Haiti, Mexico, Panama, and the Dominican Republic
COF	IDB Country Offices
ConSocs	Civil Society Consulting Groups
CSC	Country Department Southern Cone
CSD	Climate Change and Sustainable Development Sector
CSD/CCS	Climate Change Division
CSD/HUD	Housing and Urban Development Division
CSD/RND	Environment, Rural Development, and Risk Management Division
ESG	Environmental and Social Safeguards Unit
FMP	Financial Management and Procurement Services Office
HRD	Human Resources Department
IIC	Interamerican Investment Corporation (IDB Invest)
IIC/SEG	IIC Environment, Social, and Government Safeguards Division
IFD	Institutions for Development Sector
INE	Infrastructure and Energy Sector
INT	Integration and Trade Sector
INTAL	Institute for Latin American Integration
INT/TIN	Trade and Investment Division
ITE	Information Technology Department
KIC	Knowledge, Innovation, and Communication Sector
KIC/DCC	Communications Division
KIC/ICD	Innovation and Creativity Division
KIC/KLD	Knowledge and Learning Division
N/A	Not applicable
OVE	Office of Evaluation and Oversight
SCL	Social Sector
SCL/EDU	Education Division
SCL/GDI	Gender and Diversity Division
SCL/LMK	Labor Markets Division
SCL/SPH	Social Protection and Health Division
SPD	Office of Strategic Planning and Development Effectiveness
SPD/SDV	Strategic Development Effectiveness Division
TBD	To be determined
VPC	Vice Presidency for Countries
VPS	Vice Presidency for Sectors and Knowledge

1. INTRODUCTION AND BACKGROUND

- 1.1 This document comprises the 2019-2021 Action Plan for the IDB Group-Civil Society Engagement Strategy. It consists of six sections:
1. Background for preparation of the Action Plan.
 2. Methodology used in its preparation.
 3. Positioning of the IDB Group and objectives of the 2019-2021 Action Plan.
 4. Pillars of action for 2019-2021, including three work agendas:
 - a. *Internal harmonization and coordination agenda*, which centers its activities on: (a) fine-tuning of indicators and metrics to monitor and evaluate progress of the engagement strategy and this Action Plan; and (b) actions to align IDB Group-Civil Society Engagement Strategy incentives and reporting systems with other IDB Group strategies, decision-making bodies, and operational processes.
 - b. *Knowledge and good practices agenda*, which includes knowledge coding and dissemination activities, and internal and external training on topics relating to civil-society engagement.
 - c. *Regional, subregional, and sector action agenda*, which establishes actions to be carried out by the IDB Group in relation to information, dialogue, public consultations, and civil society partnerships.
 5. Action Plan Results Matrix.
 6. Annexes that include a breakdown of Action Plans at the regional, subregional, and sector levels.
- 1.2 In March 2015, the Board of Governors approved the Update to the Institutional Strategy ([document AB-3008](#)), which sets out the strategic priorities for the 2016-2019 period. This document identifies three key challenges to making further progress on the region's development: (i) social inclusion and equality; (ii) productivity and innovation; and (iii) economic integration, as well as three crosscutting themes, which need to be addressed when working on these challenges: (i) gender equality and diversity; (ii) climate change and environmental sustainability; and (iii) institutional capacity and the rule of law.
- 1.3 In turn, the Institutional Strategy recognizes the importance of working with civil society to achieve the proposed objectives as its participation in IDB Group initiatives is a potential source of synergies and enhances the value added of these interventions.¹

¹ In this regard, the Update to the Institutional Strategy states that "The IDB recognizes that it operates in a complex stakeholder environment where different actors may have interests that converge or diverge. IDB's interventions will continue delivering the full potential of the Bank's value-added through its understanding of these different stakeholders. In this regard, the IDB will work mainly with national and subnational governments and the private sector, but will also engage with civil society and regional groups and other multilateral development banks and donors. Recognizing their individual strengths, the IDB will work with each stakeholder, with the understanding that helping balance their interests and creating spaces for collaboration can create synergies and increase the development impact of its interventions." It also recognizes that "The consolidation of democracy in the [r]egion over the last 20 years, the impact of globalization, and the advances in information technologies have made evident the growing importance of citizen participation in public policy formulation and implementation, especially in government accountability. It therefore is important that the IDB continue leveraging its strengths to bring other development partners to the table to create effective and inclusive public policies."

- 1.4 In accordance with the lines of work established in the Update to the Institutional Strategy, in June 2018 the IDB Group-Civil Society Engagement Strategy (document [GN-2232-7](#)) was approved. This document sets forth its vision of positioning the IDB Group “as a leader in civil society engagement, with a view to maximizing the overall contribution to development by government, the private sector, and civil society.”
- 1.5 Accordingly, three specific objectives were outlined: (i) leverage the IDB Group’s expertise and strengthen its position in terms of civil society engagement to help the region’s governments further their development agendas in line with the Bank’s country strategies; (ii) support institutional capacity building and participation by civil society to contribute improved capacities in the design and implementation of the countries’ development agendas; and (iii) make full use of the IDB Group’s experience and positioning in terms of civil society engagement in order to maximize the development impact of the implementation of private sector initiatives.
- 1.6 Two expected outcomes were established: (i) the IDB Group’s internally uniform and planned engagement with civil society with quantifiable results to measure both its effectiveness and the value added of this engagement for the Group’s development efforts; and (ii) strengthening of the IDB Group’s position as a technical benchmark in terms of its knowledge of the social fabric of Latin America and the Caribbean, thanks to which the Bank helps facilitate processes of effective engagement between governments, the private sector, civil society, and other development actors, with quantifiable results.
- 1.7 To achieve the vision, objectives, and expected outcomes, five strategic lines of action were identified: (i) strengthening and developing internal capabilities to collect, process, and provide access to information; (ii) strengthening the integration of forums for direct dialogue with civil society;² (iii) optimizing and fine-tuning public consultation processes; (iv) customizing and scaling up spaces for collaboration with civil society; and (v) maximizing the value of strategic partnerships with civil society.
- 1.8 To make headway in the strategy’s implementation, the preparation of an action plan had been planned to ensure that progress was made towards the expected outcomes of the strategic guidelines. The purpose of this document is to fulfill that mandate by formulating the first Action Plan under the IDB Group-Civil Society Engagement Strategy. In this regard, the implementation of this Action Plan and the outcomes arising from it will be the result of the work of the IDB, IDB Invest, and IDB Lab. At the end of the 2019-2021 period, the scope and frequency with which the IDB Group-Civil Society Engagement Strategy needs to be updated will also be assessed.³
- 1.9 The Action Plan’s time horizon, which covers January 2019 through December 2021, responds to two factors: (1) *Promoting new synergies*: This being the first action plan for IDB Group engagement with civil society, sufficient time is needed to strengthen and generate exchanges between the various IDB Group divisions and departments and; (2) *Monitoring and coordination*: The actions undertaken

² With particular attention to organizations targeting gender and diversity, including indigenous peoples, Afro-descendants, and other diverse groups (persons with disabilities and persons with a differentiated identity or sexual orientation, such as Lesbian, Gay, Bisexual, Transgender, Intersex, and all other identities including Asexual, Pansexual, Genderqueer, Non-binary, and Questioning (LGBTIQ+) persons.

³ It also stated that the Action Plan would be subject to periodic updates under the leadership and coordination of the Vice Presidency for Countries.

need to be closely monitored in order to quickly detect, analyze, strengthen, and correct possible implementation challenges as well as leverage opportunities.

- 1.10 The timing of the Action Plan overlaps with the Update to the IDB Group Institutional Strategy 2020-2023, so it will be possible to align it with the institutional mandates arising from the update, once considered and approved by the Board of Governors.⁴

2. METHODOLOGY USED TO PREPARE THE ACTION PLAN

- 2.1 This Action Plan is the result of joint design by the VPS sector departments, VPC country departments, IDB Lab, and IDB Invest, with the leadership of the Vice Presidency for Countries (VPC/VPC).
- 2.2 For the preparation of this first Action Plan, bilateral meetings and an intensive face-to-face workshop were held at which the specific strengths, weaknesses, and risks of the IDB Group’s actions with civil society were identified, along with lines of opportunity and internal challenges for implementation of the first Action Plan.
- 2.3 The initial result of the aforementioned exchanges has been the development of three relevance criteria to establish the common guidelines within the IDB Group on the actions to be included under the Action Plan.⁵ These are:

Criterion	Definition
Effectiveness	The action has a clear objective and evaluation criterion and/or system that determines whether or not the proposed objective(s) has been fulfilled.
Value added	The action produces additional value that would not be achieved otherwise with the sole participation of the government. Value added is understood broadly, i.e. in economic, social, and/or environmental terms.
Contribution to knowledge of the social fabric	The action enables information about the social dynamics in Latin America and the Caribbean to be generated and/or captured, including, but not limited to, actors, their capabilities, interests, and knowledge.

- 2.4 The three relevance criteria operate simultaneously so as to ensure actions are fully aligned with the results established in the IDB Group – Civil Society Engagement Strategy.
- 2.5 The application of these criteria allowed: (a) efforts to be concentrated on determining regional, subregional, and sector action agendas; (b) simultaneous analysis of whether it is appropriate to continue, modify, or discontinue actions in progress during the preparation of the Action Plan (second half of 2018);

⁴ This Action Plan for the IDB Group-Civil Society Engagement Strategy was designed to be implemented in accordance with the strategic guidelines and priority pillars as well as with the Update to the Institutional Strategy 2020-2023.

⁵ The level of granularity of the actions and the areas to be prioritized is defined in coordination between the representative, the sector and operations specialists. See paragraph 10.1 of the IDB Group – Civil Society Engagement Strategy on the roles in implementing the Action Plan.

(c) clear standards to be established for the planning of future actions that will be consistent with the mandate emanating from the Strategy.

3. POSITIONING OF THE IDB GROUP AND OBJECTIVES OF THE 2019-2021 ACTION PLAN

I. General overview

- 3.1 From the analysis of civil society engagement activities carried out between 2016 and 2017,⁶ the IDB Group can be identified as having initiatives or operations at all levels of strategic engagement: information (11%); dialogue (24%); public consultations (16%); collaboration (19%); and partnerships (30%).⁷
- 3.2 As mentioned in paragraph 2.2 above, during the preparation of the 2018 Action Plan, strengths, weaknesses, opportunities, and risks in the IDB Group's engagement with civil society were identified and used as the basis for plan preparation.
- 3.3 Key strengths included: (i) the existence of a new IDB Group–Civil Society Engagement Strategy that contributes, *inter alia*, a focus and emphasis on the role of civil society as a third development actor alongside governments and the private sector; (ii) the local presence of the IDB Group through the Country Offices (COF), facilitating direct exchange with civil society organizations; (iii) the IDB Group's ability to bring parties together for high-level dialogue, including civil society organizations with significant technical expertise; (iv) sector technical expertise derived from engagement with civil society; (v) having a conceptual structure for the levels of civil society engagement that, in turn, allows good practices to be ascertained and new tools developed; (vi) the existence of operational policies; (vii) the fact that civil society has access to the Independent Consultation and Investigation Mechanism (MICI) to ensure that the IDB Group addresses and gives importance to claims received from civil society, among others.⁸
- 3.4 The Action Plan identified a number of shortcomings that need to be taken into account: (i) the need for integration between different IDB Group strategies and plans; (ii) the need for more sector and operations specialist monitoring and training to optimize the IDB Group's work with civil society; (iii) the absence of a common taxonomy of the whole range of organizations that make up civil society; (iv) the workload that efficient engagement with civil society may require, and, consequently, the need for flexible processes; (v) the need to design consensus-based metrics and indicators; and (vi) the importance of institutional incentives being aligned to ensure sustainable engagement with civil society.
- 3.5 Opportunities identified for the implementation of the Action Plan included: (i) stepping up the IDB Group's technical support to the region's governments in a context in which civil society is becoming more complex and new actors are emerging, characterized by their individualization and powerful capacity to

⁶ Milano, F. and V. Espinoza, [IDB Group-Civil Society: Engagement Review 2016-2017](#), June 2018.

⁷ More information on the period 2014-2015 can be found in Milano, F., y Espinoza V., [IDB Group-Civil Society: Engagement Review 2014-2015, S/D 2016](#).

⁸ Consistent with this diagnostic assessment of strengths, in the context of the independent evaluation of the World Bank Group's Citizen Participation Framework, that organization's Independent Evaluation Group recently positioned the IDB Group alongside the World Bank as a leader in citizen engagement issues: ([World Bank. 2018. Engaging Citizens for Better Development Results. Independent Evaluation Group, Washington, DC: World Bank](#)).

influence; (ii) taking a bottom-up approach to enhance project design and implementation through civil society involvement and participation; (iii) learning about success stories of citizen participation and social innovation processes and/or social demands and/or emerging groups; (iv) expanding and empowering channels for communication and engagement by means of the new technologies available; and (v) scaling up civil society partnerships, thanks, *inter alia*, to the IDB Group's convening power.

- 3.6 Lastly, risks were identified, linked to the need for: (i) actions that take into account the complexity and difficulty of engaging with civil society organizations in polarized settings; (ii) instruments to help overcome the challenge of ascertaining and determining the representativeness and legitimacy of civil society organizations with which linkages are being sought; (iii) solid communication campaigns regarding the work of the IDB Group, in order to effectively position it in a context in which the appearance of inaccurate or false accounts in the media can make opportunities for intervention even more uncertain and volatile; (iv) more direct engagement of operations and sector specialists with key civil society organizations, with a view to anticipating, preventing, and containing conflicts; and (v) establishing balanced relationships with governments, the private sector, and civil society, particularly when an actor has knowledge or capacity gaps.
- 3.7 The IDB's external feedback system offered a complementary view to the analysis described.⁹ In 2016, 67% of the members of the ConSocs and other civil society organizations reported being generally satisfied with the IDB's actions. However, only half of these organizations reported being satisfied with IDB participation in public consultations for specific projects. The situation was similar in the case of civil society participation in IDB strategies and/or policies (54% satisfaction) and in preparing country strategies (56% satisfaction). Actions to build civil society organizations' institutional capacity achieved a satisfaction rate of 61%. These data suggest that there is room for improvement in the IDB Group's interventions with civil society.¹⁰

4. PILLARS OF THE 2019-2021 ACTION PLAN

- 4.1 In response to the points and challenges raised, and with a view to helping achieve the Strategy's vision and objectives, the 2019-2021 Action Plan will focus attention on three action agendas: (i) the internal coordination and harmonization agenda; (ii) the knowledge and good practices agenda; and (iii) the regional, subregional, and sector action agenda.¹¹
- 4.2 Each of these agendas will help achieve the Strategy's civil society engagement outcomes as follows:

⁹ [IDB External Feedback System 2016 Report](#).

¹⁰ The external feedback system only includes responses from individuals who answered questions regarding satisfaction. The responses of those who either did not answer or reported "not applicable" are not counted. This is because the sample includes a wide variety of organizations and not all of them have information on which to base a response as they have not interacted with the Bank in the various processes. The overall sample included 484 organizations, the satisfaction question received 460 replies, 24 people did not respond to the question or answered "not applicable."

¹¹ See relevance criteria used to select the actions to be included in this agenda in paragraph 2.3 of this Action Plan.

<p>The IDB Group’s internally uniform and planned engagement with civil society with quantifiable results to make it possible to measure both its effectiveness and the value added of this engagement for the IDB Group’s development efforts (Outcome 1 of the IDB Group-Civil Society Engagement Strategy).</p> <p>This will be achieved with the help of the actions defined under the following agendas:</p>		<p>Strengthening of the IDB Group’s position as a technical benchmark in terms of its knowledge of the social fabric of Latin America and the Caribbean, thanks to which it helps facilitate processes of effective engagement between governments, the private sector, civil society, and other development actors, with quantifiable results (Outcome 2 of the IDB Group-Civil Society Engagement Strategy).</p> <p>This will be achieved with the help of the actions defined under the following agendas:</p>	
 <p>1</p> <p>COORDINATION AND INTERNAL HARMONIZATION AGENDA</p>	 <p>2</p> <p>KNOWLEDGE AND GOOD PRACTICES AGENDA</p>	 <p>3</p> <p>REGIONAL, SUBREGIONAL, AND SECTOR ACTION AGENDA</p>	
<p>1.1 Alignment of incentives and reporting systems with other IDB Group strategies, decision-making bodies, and processes</p> <p>1.2 Fine-tuning of indicators and metrics</p>	<p>2.1 Compilation of good engagement practices at the regional level</p> <p>2.2 Curriculum preparation and strengthening for internal and external training</p>	<p>3.1 Internal strengthening and capacity-building to collect information and make it accessible to civil society</p> <p>3.2 Strengthening forums for direct dialogue with civil society</p> <p>3.3 Optimizing public consultation processes</p> <p>3.4 Maximizing the value of strategic partnerships with civil society</p>	

Note: The knowledge and good practices agenda covers the actions under the strategic line “customizing and scaling up forums for collaboration with civil society.”

a. Coordination and Internal Harmonization Agenda

4.3 This agenda aims to help strengthen civil society inclusion as part of the IDB Group’s DNA. It includes two priority actions: (i) aligning the engagement strategy with other IDB Group decision-making bodies, incentives, and operational processes; and (ii) fine-tuning and building internal consensus on indicators and metrics.

I. Alignment of incentives and reporting systems with other IDB Group strategies, decision-making bodies, and processes

4.4 During the process of preparing this Action Plan, multiple crosscutting incentives and initiatives were identified. The IDB Group-Civil Society Engagement Strategy will need to be harmonized with these incentives and initiatives in order to avoid duplication of efforts and tasks, operational inconsistencies, and/or slowing of processes, all of which could raise the costs of operations and create tensions around these processes, placing additional strain on project teams.¹²

4.5 Specifically, the IDB Group-Civil Society Engagement Strategy needs to be integrated with (a) the new update to the IDB Group Institutional Strategy; (b) the

¹² See diagnostic assessment of IDB Group weaknesses, described in paragraph 3.4 above.

environmental and social operational policy frameworks of the IDB Group¹³ and Access to Information; (c) other documents and initiatives with a crosscutting focus, such as gender, climate change, and migration issues.

- 4.6 For this purpose, in coordination with sector departments, country departments, and other departments and divisions, VPC/VPC will identify opportunities for synergies in the operating systems for the implementation of the Civil Society Engagement Strategy in the design, implementation, and evaluation phases.
- 4.7 The nature of this task requires agreement and alignment across multiple departments and sectors within the IDB Group. VPC/VPC will therefore form a multidisciplinary team to identify opportunities and mechanisms to align the IDB Group-Civil Society Engagement Strategy with other initiatives of the Group. Based on this joint work, a roadmap will be developed enabling actions and deadlines to be determined for progress on harmonizing incentives and reporting systems.

II. Fine-tuning of indicators and metrics

- 4.8 During the preparation of the Action Plan the need for consensus-based indicators—and thus efficient preparation of these indicators with respect to the expected results and strategic lines—was reconfirmed.¹⁴ At this level, the Strategy facilitates classification by grouping actions, thus facilitating their measurement. In turn, the Action Plan factored relevance criteria into its preparation process,¹⁵ which ultimately helped fine-tune and focus the efficiency and effectiveness of the sector and subregional actions identified.
- 4.9 In this framework, the Action Plan will be monitored by applying the results matrix described in section 7 of this document (see below). This matrix is indicative as it will be fine-tuned to respond to the IDB Group shortcomings described in paragraph 3.4 and the challenges outlined in the following paragraph.
- 4.10 Initially, a learning period will be necessary to allow the selected metrics to be fine-tuned and possibly expanded. This is complicated by: (i) the persistent heterogeneity of approaches to the actions to be measured; (ii) the absence of a common taxonomy and specific accrued experience allowing the universe of approaches to be organized; (iii) the absence of customized baselines to measure the value added of the IDB Group's efficient engagement with civil society; (iv) the risk of adding additional processes that would slow down the IDB Group programming cycle; and (v) the high cost of developing these metrics from scratch. In this regard, the IDB Group has systems of metrics that could be used as proxy measures to measure changes in the scope of the Strategy's outcomes and its value added for the IDB Group's development efforts.
- 4.11 During implementation of the 2019-2021 Action Plan, the selected indicators for the monitoring of the Action Plan will be fine-tuned in collaboration with the IDB Group areas mentioned in paragraphs 6.3, 6.4, and 6.5, and with the support of the Office of Strategic Planning and Development Effectiveness (SPD). The

¹³ Based on a recent evaluation by the Office of Evaluation and Oversight (OVE), the IDB and IDB Invest, under the leadership of group of specialists in the Office of the President, have developed a roadmap to modernize their environmental and social operational policy frameworks and will make improvements in addressing the environmental and social aspects of their operational programs. Accordingly, this Action Plan is not a policy document but rather an important input for modernizing these operational policy frameworks, and for improving the integration of items (a) and (b) of paragraph 4.5.

¹⁴ See diagnostic assessment of IDB Group shortcomings described in paragraph 3.4 above.

¹⁵ In this regard, see paragraphs 2.3 and 2.4 of this Action Plan.

priority during this review and preparation exercise will be to include indicators that already form part of the IDB Group's monitoring system, so as to contribute to efficiency without increasing the workload of the teams. In coordination with VPF and VPS, the institutional metrics and incentives generated through Convergence, Career Point, etc. will be taken into account, although not exclusively.

- 4.12 Financial resources are needed to implement to 2019-2021 Action Plan. Engagement work with civil society will continue to draw on the current sources of financing, including the administrative budget of VPC, which will continue covering all actions that are under way. Although no additional funding needs have been identified, the coordinated work, knowledge, and actions described in sections 4, 5, and 6 should provide greater clarity regarding needs and recommendations that may require the allocation of additional funds. Moreover, the financial resources allocated in partnerships with civil society organizations will be documented in coordination with the project teams of VPS, ACP, and FMP.

b. Knowledge and Good Practices Agenda¹⁶

- 4.13 Knowledge is a fundamental driver of human development. Without the production and dissemination of evidence-based knowledge there is a risk of wasting resources in a continuous process of trial and error when designing and implementing public operations, initiatives, and programs. On the principle of identifying "what works," the IDB Group has been investing significant resources in developing and producing applied knowledge.
- 4.14 To date, the production and dissemination of knowledge specifically linked to the IDB Group's experience of working with civil society has been scattered and lacked a specific strategy, which has limited the IDB Group's ability to build a common narrative around the value-added of its links to civil society. This has hampered the possibilities of accumulating experience on "what works" in relation to linkages with civil society, which is characterized by its complexity in terms of its dynamics and its multiple interests.
- 4.15 In view of the foregoing, during the Action Plan preparation exercise the need for a knowledge and good practices agenda was identified. This will be implemented around two main actions: (i) a compilation of civil society engagement practices at regional level; (ii) strengthening and developing the training curriculum for IDB Group and civil society sector and operations specialists.

I. Compiling regional good practices on engagement

- 4.16 Under this action line, VPC/VPC, in coordination with the operational units of VPS, the IIC (SEG), and IDB Lab: (i) will identify and compile stories of success and failure showing the value added of civil society engagement on each strategic action pillar (information, dialogues, public consultations, collaboration, and strategic partnerships); (ii) publications will be prepared on the IDB Group's positioning in the region and its due diligence experience and good practices in stakeholder engagement, paying particular attention to those actions concerning pillars identified in the Institutional Strategy update; and (iii) communication actions on the positioning and dissemination of the IDB Group's work with civil society inside and outside the IDB Group will be coordinated with KIC.

¹⁶ The actions included in this agenda primarily aim to help achieve the goals of the "customizing and scaling up forums for collaboration with civil society" strategic line.

II. Curriculum preparation and strengthening for internal and external training

- 4.17 In order to achieve the Strategy's expected outcomes,¹⁷ the civil society engagement exercise requires the specific and systematic training of Country Office civil society liaisons and sector and operations specialists in order to boost effectiveness.¹⁸
- 4.18 To accomplish this, the civil society team of VPC/VPC, in collaboration with the operational units of VPS, the IIC (SEG), and IDB Lab will develop a program to strengthen IDB Group teams. This will include modules to: (i) support effective dialogues with civil society; and (ii) continue carrying out significant consultations. In turn, it will (iii) promote forums for the sharing experience and good practices with sector and subregional teams; and (iv) promote the use of analytical tools, in particular those relating to the use of new technologies to detect civil society trends and perceptions.
- 4.19 Externally, the VPC/VPC civil society team, in coordination with KIC, will: (i) identify and codify existing sector programs that benefit civil society organizations, strengthening their positioning and dissemination through the communication plan and digital platforms such as the IDB Group's WiConnect3 platform; and (ii) strengthen and expand the scope of the IDB Group-civil society institutional training program through a communication campaign while expanding its training offerings, adding at least three new courses: (a) private sector-civil society development opportunities (e.g. in coordination with ESI, good practices on engagement between extractive industries and communities to advance regional development); (b) opportunities to advance government development agendas with the inclusion of civil society (e.g. good practices for advancing climate agendas and sustainability with citizen inclusion) and (c) technology, citizen innovation, and transparency.

c. Regional, Subregional, and Sector Action Agenda

- 4.20 This agenda comprises four areas of action, which are directly linked to ones put forward in the IDB Group-Civil Society Engagement Strategy,¹⁹ namely: (i) internal strengthening and capacity-building to gather information and make it accessible to civil society; (ii) strengthening forums for direct dialogue with civil society; (iii) optimizing public consultation processes; and (iv) maximizing the value of strategic partnerships with civil society.²⁰
- 4.21 In turn, these actions will be developed at three levels: regional, subregional and/or sector, thus reflecting the IDB Group's current matrix structure.
- 4.22 *Regional engagement actions* center on advancing, coordinating, and strengthening new or existing IDB Group initiatives with civil society and driving and implementing the vision, objectives, and expected outcomes of the IDB Group-Civil Society Engagement Strategy at regional level. VPC/VPC as the focal unit for the IDB Group as a whole in the regional implementation of the

¹⁷ See paragraph 1.6 of this Action Plan.

¹⁸ A similar situation was recognized in the OVE Environmental and Social Safeguards Evaluation (documents [RE-521-1](#) and [RE-521-2](#)).

¹⁹ See paragraph 1.7 above.

²⁰ Note that the "customizing and scaling up forums for collaboration with civil society" strategic line will be developed entirely in the Knowledge and Good Practices Agenda.

Strategy, is primarily responsible for these actions. [Annex I](#) presents a breakdown of the actions for which it is responsible.

- 4.23 *Subregional engagement actions* center on country-level actions where the Country Offices coordinate with their respective regional offices (CSC, CAN, CID, CCB), sector offices, and/or VPC/VPC,²¹ as applicable. Given the heterogeneity of the borrowing member countries, [Annex I](#) includes a characterization of the main actions carried out in each subregion.
- 4.24 *Sector level engagement actions* center on linkages with civil society based on thematic expertise. These actions will be implemented by each of the offices (INE, IFD, SCL, CSD, KIC, INT, and ORP), units (ESG and ATI), IDB Lab, and IDB Invest (SEG). At the country level, they will be carried out in coordination with the Representative of the Country Office.²² [Annex I](#) includes a characterization of the main actions to be carried out by each sector office, unit, IDB Lab, and IDB Invest.

I. Internal strengthening and capacity-building to gather information and make it accessible to civil society

- 4.25 An internal and external communication strategy will be developed and implemented at the regional level, thereby enabling: (i) the WiConnect3 digital platform to be reinforced by integrating it with CRM to gather information on the social fabric in Latin America and the Caribbean by drawing on the IDB Group's knowledge to improve dissemination of the knowledge at the sector and subregional levels; and (ii) identification and codification of existing analytical tools developed by the IDB Group to better guide operations and sector specialists on instruments for detecting civil society trends and perceptions.
- 4.26 At the subregional level, (i) communications strategies will be developed and tailored to national contexts to promote knowledge products, initiatives, and existing or future programs benefiting civil society in each of the countries; (ii) the subscription and use of the WiConnect3 platform will be promoted to increase the number of subscriber organizations and users in each country; and (iii) the use by Country Offices of analytical tools to track civil society perceptions and trends will be promoted.
- 4.27 At the sector level: (i) civil society trends will be tracked using digital and analytical tools including: WiConnect3; infradynamics; Service Now; MapalInversiones, ConnectAmericas, INTAL-Latinobarómetro, INTrade, the interjurisdictional public funds transfer platform; public information, complaints, and service satisfaction platforms; opinion and platform participation modules on public investment projects, and opinion surveys in connection with Regional Policy Dialogues; (ii) the INTAL-Latinobarómetro partnership will be scaled up to further deepen annual public opinion surveys and, in a synergistic way, consolidate and compare official statistics on trade and political and social integration; (iii) communication items will be developed, with technical content aimed specifically at civil society; (iv) competitions and challenges will be held to gather information and detect civil society trends.

II. Strengthening forums of direct dialogue with civil society

- 4.28 At the regional level: (i) IDB Group-civil society regional (26 countries) and the IDB Group-Caribbean civil society annual forums will continue to be held; (ii) a

²¹ See footnote 4 of this Action Plan regarding action coordination.

²² Once the incentive and reporting systems are adjusted for the implementation of the IDB Group-Civil Society Engagement Strategy, it will be possible to present actions in a more disaggregated way.

diagnostic assessment will be performed on the composition and functioning of the ConSocs and Country Office civil society liaisons, including recommendations to maximize their contribution to the Strategy's expected outcomes; and (iii) an active exchange of knowledge and experience with other intermediary financial institutions will be continued.

- 4.29 At the subregional level: (i) meetings with ConSocs will take into account new opportunities for improvement, both in the framework of preparing country strategies and other initiatives; (ii) the geographical scope of the dialogues with civil society at meetings outside capital cities will also be expanded, supported by the use of digital platforms; (iii) the development of roundtables for dialogue with civil society will be strengthened, based on specific sector themes, including the gender perspective; (iv) further support will be given to country civil society organizations for their participation in IDB Group-civil society regional forums; and (v) the capacity of civil society organizations to maintain technical dialogue with governments and the private sector will be identified and strengthened.
- 4.30 At the sector level: (i) the gender perspective will be mainstreamed in direct dialogue with civil society; (ii) interaction and dialogue between the region's entrepreneurs and sector and thematic communities will be promoted in ConnectAmericas; (iii) spaces for exchanges with civil society will be included in high level dialogues; (iv) territorial development roundtables will be held in coordination with civil society organizations; (v) technical feedback will be obtained through participation in the IDB Group-civil society regional and subregional forums; (vi) technical feedback for use in the preparation of country strategies will be obtained from exchanges with civil society.

III. Optimizing public consultation processes²³

- 4.31 At the regional level: (i) the guidelines for public consultations with civil society²⁴ will be updated to reflect the sector regulatory frameworks applicable in each country; and (ii) preparation of public consultation plans will continue to be supported and monitored within the country strategy frameworks.
- 4.32 At the subregional level: (i) internal teams will receive training to continue improving the processes of effective public consultations in coordination with the operational units of VPS; (ii) in coordination with the project teams, an internal system will be set up to continue improving monitoring of the public consultations conducted as part of the operations program; and (iii) VPC, in coordination with VPS, will continue to promote and disseminate updated guidelines on sector regulatory frameworks that apply to the borrowing member countries.
- 4.33 At the sector level: (i) technical teams will continue to receive training to identify and mitigate environmental and social risks; (ii) teams will continue to be supported with the dissemination of guidelines on effective public consultations, including knowledge of sector regulatory frameworks applicable in each country; (iii) jointly with executing agencies, the use of complaint mechanisms on topics relating to the implementation of environmental and social safeguards will be promoted; (iv) civil society capacity-building actions will be promoted for participatory monitoring of social and environmental topics during implementation and operation of IDB-supported projects; (v) countries will be

²³ The activities described in this section apply to the IDB only. Consequently, public consultations for IDB Invest operations are carried out by its clients.

²⁴ See Milano, Flavia and A. Sanhueza, [Public Consultations with Civil Society: Guidelines for Public and Private Executing Agencies](#), IDB, 2016 and its updates.

given support for the preparation of government national action plans opened in consultation with civil society, among others.

IV. Maximizing the value of strategic partnerships with civil society

- 4.34 At the regional level: (i) opportunities will be promoted to implement and improve programs such as the Japan Special Fund Poverty Reduction Program and the Korea Poverty Reduction Fund with proposed initiatives and technical cooperation; (ii) external resources will be mobilized to sponsor existing products such as the Civil Society and Institutional Capacity Training Program, annual forums, and others with a view to broadening their scope and range of beneficiaries; (iii) pilot projects will be supported to generate knowledge and data on: (a) the value added of citizen participation on transparency issues; (b) citizen participation and opportunities for social innovation; (c) digital transformation and future-oriented changes in citizen participation. The future execution of these funds will prioritize the building of partnerships with public and private universities across the region.
- 4.35 At the subregional level, in CID countries: (i) experienced civil society organizations will be approached to create public policy evaluation initiatives; and (ii) work will be carried out with community organizations in rural areas to identify key monitoring indicators and effective feedback mechanisms for the execution of Bank projects. In a number of CAN countries, priority will be given to funding civil society organizations of proven transparency to partner on the implementation of IDB Invest and IDB Lab projects and project components, particularly on topics identified in the country strategy pillars. The countries of the CCB region will give priority to catalyzing and mobilizing new external financial resources to carry out activities and operations. For its part, the CSC: (i) in Chile, in coordination with IDB Lab and civil society organizations, social impact projects will be implemented to support populations identified on the vulnerabilities map developed by the Ministry of Social Development; (ii) annual high-level events will be supported in Brazil, in particular, with civil society organizations and think tanks to analyze and make headway on the country's main challenges; and (iii) also in Brazil, "open innovation" strategies will be piloted in partnership with civil society organizations that are social impact business accelerators.
- 4.36 At the sector level: (i) new external financial resources will be catalyzed and mobilized to carry out activities and operations; (ii) forums for civil society organization participation will be opened up in the LAC-Chain network, which will facilitate civil society participation in topics such as e-governability, and citizen security and identity; (iii) in coordination with the Office of Outreach and Partnerships (ORP), potential sources of civil society resources will be identified; (iv) agreements with regional and nonregional organizations will be identified and implemented for the exchange of knowledge on due diligence for stakeholder engagement; (v) actors interested in funding and developing innovation ecosystems and the strengthening of scientific and technological knowledge will be mapped; (vi) pilot programs will be implemented with civil society organizations in the region on such topics as migration and the inclusion of persons with disabilities; (vii) pilot programs will be implemented on leadership and inclusion in association with civil society organizations of Latin American and Caribbean, among others; and (viii) partnerships will be promoted on strategic initiatives with a gender focus in the business and capacity-building field.

5. ACTION PLAN RESULTS MATRIX²⁵

Indicators		2018 baseline	2019-2021 targets
The IDB Group's internally uniform and planned engagement with civil society with quantifiable results to make it possible to measure both its effectiveness and the value added of this engagement for the IDB Group's development efforts (OUTCOME 1 of the IDB Group-Civil Society Strategy)			
1 COORDINATION AND INTERNAL HARMONIZATION AGENDA			
1.1	Alignment of incentives and reporting systems with other IDB Group strategies, decision-making bodies, and processes		
	Corporate strategies for generating coordination and synergies	N/A ²⁶	TBD ²⁷
	IDB Group operational processes for generating coordination and synergies	N/A ²⁸	TBD ²⁹
1.2	Fine-tuning of indicators and metrics		
	Operational guidelines developed on a common taxonomy for the classification of IDB Group-civil society engagement actions	0	1
	Baseline developed and generated on IDB Group-civil society linkage actions	0	1
	Consensus achieved on the system of metrics for monitoring and evaluating IDB Group-civil society engagement actions (system developed and implemented)	0	1
	Resources invested by the IDB Group in its civil society engagement during the Action Plan period 2019-2021	N/A ³⁰	TBD ³¹

²⁵ The results matrix is indicative and will be fine-tuned in 2019 under the terms established in paragraph 4.9.

²⁶ This indicator is not applicable because, prior to the current Action Plan, no specific efforts were made to coordinate and create synergies between the various IDB Group reporting systems, regulatory bodies, and processes. However, work will be carried out in 2019 with the operational and sector teams to establish a baseline for the corporate strategies that will be used to generate coordination and synergies. To date, however, these strategies have not been formalized and/or measured.

²⁷ Target to be defined once all activities described in paragraphs 4.4 and 4.5 of this Action Plan have been fulfilled.

²⁸ This indicator is not applicable because, prior to the current Action Plan, no specific efforts were made to coordinate and create synergies between the various IDB Group reporting systems, regulatory bodies, and processes. However, work will be carried out in 2019 and 2020 with the operational and sector teams to establish a baseline for the operational processes that will be used to generate coordination and synergies. To date, however, these processes have not been formalized and/or measured.

²⁹ Target to be defined once all activities described in paragraphs 4.4 and 4.5 of this Action Plan have been fulfilled.

³⁰ To date, the IDB Group's investment in engagement with civil society has not been measured. A regular and precise measurement will be developed once a common taxonomy had been developed to classify IDB Group-civil society engagement actions, a baseline has been formulated, and the system of metrics and accountability referenced in the aforementioned indicators has been implemented.

³¹ Target to be defined once all activities described in paragraph 4.9 of this Action Plan have been fulfilled.

Indicators		2018 baseline	2019-2021 targets
Strengthening of the IDB Group's position as a technical benchmark in terms of its knowledge of the social fabric of Latin America and the Caribbean, thanks to which the Bank helps facilitate processes of effective engagement between governments, the private sector, civil society, and other development actors, with quantifiable results (OUTCOME 2 of the IDB Group-Civil Society Engagement Strategy)			
2 KNOWLEDGE AND GOOD PRACTICES AGENDA³²			
2.1 Compilation of civil society engagement practices at regional level			
IDB Group-civil society engagement good practices identified, codified, and disseminated		N/A	10
Downloads of studies and evaluations on civil society engagement from the IDB Group publications site		11,486	Monitoring ³³
2.2 Curriculum preparation and strengthening for internal and external training			
Training courses developed and offered under the IDB Group-civil society institutional training program		3	TBD ³⁴
Persons registered for courses offered under the IDB Group-civil society institutional training program		39,020	Monitoring ³⁵
Number of IDB Group employees (including consultants) completing at least one training program on civil society engagement		0	TBD ³⁶

³² The level of collaboration will be developed entirely in the Knowledge and Good Practices Agenda.

³³ Although it is not feasible to establish a target for this indicator, it will be monitored and reported annually in the report on the 2019-2021 Action Plan for the IDB Group-Civil Society Engagement Strategy.

³⁴ Target to be defined once all the activities described in paragraph 5.7 of this Action Plan have been fulfilled.

³⁵ Although it is not feasible to establish a target for this indicator, it will be monitored and reported annually in the report on the 2019-2021 Action Plan for the IDB Group-Civil Society Engagement Strategy.

³⁶ Target to be defined once all the activities described in paragraph 5.6 of this Action Plan have been established.

Indicators		2018 baseline	2019-2021 targets
Strengthening of the IDB Group's position as a technical benchmark in terms of its knowledge of the social fabric of Latin America and the Caribbean, thanks to which the Bank helps facilitate processes of effective engagement between governments, the private sector, civil society, and other development actors, with quantifiable results (OUTCOME 2 on the IDB Group - Civil Society Engagement Strategy).			
3	REGIONAL, SUBREGIONAL, AND SECTOR ACTION AGENDA		
3.1	Internal strengthening and capacity-building to collect information and make it accessible to civil society		
	Communication strategy on IDB Group sector and country good practices with civil society designed and implemented	0	1
	Analytical tools to gather information on civil society trends documented and used	N/A	6
	Institutions registered on the WiConnect3 platform	2,108	3,500
3.2	Strengthening forums for direct dialogue with civil society		
	Regional and subregional civil society dialogue agendas implemented	N/A	6
	Participants in IDB Group-civil society forums	N/A	1,800
	Diagnostic assessment of the functioning and effectiveness of the ConSoc and civil society liaison prepared	0	1
3.3	Optimizing public consultation processes		
	Technical publications on public consultations with civil society updated and disseminated	2	2
	IDB Group employees trained in the processes effective public consultations	TBD	TBD ³⁷
3.4	Maximizing the value of strategic partnerships with civil society		
	New projects and initiatives with support of human and/or financial resources for citizen participation topics designed	N/A	3

³⁷ Target to be defined once all activities described in paragraph 5.6 of this Action Plan have been carried out.

6. ANNEXES

[Annex I. Breakdown of the Action Agenda for Civil Society Engagement at the Regional, Subregional, and Sector Levels](#)