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DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

IDB GROUP-CIVIL SOCIETY ENGAGEMENT STRATEGY

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ABBREVIATIONS

ConSoc	Civil society consultative group
CSO	Civil society organization
IDB Group	IDB, IDB Invest, MIF
IDB Invest	IDB Group private sector
MDB	Multilateral development bank
MIF	Multilateral Investment Fund
SPCP	Strategy for Promoting Citizen Participation
VPC	Vice Presidency for Countries

I. INTRODUCTION

- 1.1 As a leading development institution for Latin America and the Caribbean, thanks to its privileged position vis-à-vis governments, the private sector, and civil society, the Bank constantly aims to anticipate trends and support changes in the region so as to contribute to sustainable development from various angles.
- 1.2 Against this backdrop, as well as its comparative advantages in financial and technical terms, the Bank's proximity to the region enables it to make a systematic contribution to identifying new opportunities for countries' economic and social development. This involvement in the region entails the ongoing creation and strengthening of its institutional capacities to address the region's new social, economic, and environmental challenges and opportunities.
- 1.3 Going forward, one of the Bank's institutional strengths in which it continues to develop its technical capability is the planning and implementation of meaningful engagement with civil society. This engagement is set in the context of the Bank's contribution to countries' economic and social development, resulting from the strategic inclusion of the knowledge, outlooks, experiences, and values of the people who directly benefit from, and are impacted by, the Bank's work.
- 1.4 A planned engagement, with a view to achieving measurable and comparable outcomes, and which draws upon the experience of the both the Bank and the countries, currently represents a strategic opportunity, particularly in key sectors for the region's development, such as sustainable infrastructure, education, health, labor markets, and technological innovation. This type of engagement between the Bank and civil society represents a valuable asset to help it achieve its objective of improving lives.
- 1.5 Civil society is understood to include the set of organizations, social enterprises, citizens' movements, opinion leaders, emerging groups, industry federations, chambers of commerce, and productive sector representatives that influence and comprise the social fabric in Latin America and the Caribbean, whose activities are separate from government. Civil society organizations (CSOs) may provide services and generate revenues that are characteristically reinvested into the social objective for which they were established. CSOs are therefore nongovernmental organizations with a public presence in society, expressing their interests and values based on cultural, social, economic, religious, ethnic, and political considerations and those related to sexual orientation and gender identity.
- 1.6 This strategy is part of the Bank's response to the new regional context, accrued experience, and the opportunities that arise from a coordinated, effective, and efficient approach to its engagement with civil society. Once approved by the Board of Executive Directors of the IDB and Board of Executive Directors of the IIC, this proposal will replace the "Strategy for Promoting Citizen Participation in Bank activities" (document GN-2232-5), approved on 28 March 2004.

II. EXPECTED OUTCOMES

- 2.1 This strategy seeks to achieve two main outcomes:
- (i) 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.
 - (ii) A 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.

III. VISION AND OBJECTIVES

- 3.1 *Vision:*
- The IDB Group is recognized 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.
- 3.2 *Objectives:*
- a. To 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.
 - b. To support institutional capacity building and participation by *civil society* to contribute improved capacities in the design and implementation of the countries' development agendas.
 - c. To make full use of the IDB Group's experience and positioning in terms of civil society engagement to maximize the development impact of the implementation of *private sector* projects and initiatives.

IV. REGIONAL CONTEXT AND CIVIL SOCIETY PARTICIPATION

- 4.1 In recent decades the region's countries have made progress on strengthening the mechanisms for engaging with citizens. This progress has been in response to internal factors and global trends that together have radically changed the interaction between government, the private sector, and civil society. These factors and trends can be summarized in the following four areas:
- 4.2 **Widespread use of new technologies and social networks.**¹ The growing production and availability of data accompanying the digital transformation,² and

¹ The Arab Spring, one of the biggest social upheavals of the first part of the twenty-first century, highlighted the powerful role of digital social networks as a means of influencing and changing structures. "[Social Media as a Tool for Protest](#)," Stratfor Worldview, 2011. "[Under pressure: campaigns that persuaded companies to change the world](#)," Marc Gunther, The Guardian.

² See: "[Government as a Platform](#)," Open Government: Collaboration, Transparency, and Participation in Practice. Tim O'Reilly; The MIT Press Journals, Cambridge.

the dramatic decline in transaction costs and increase in the speed with which information flows, have been decisive factors in enabling participation by civil society. This technological change and the proliferation of new means of communication has helped channel greater civil society participation, with new mechanisms offering unprecedented fluidity, in some instances disintermediating traditional citizens' groups and organizations. By way of example, mobilizations against corruption where social networks and platforms have been used to organize public demonstrations illustrate this new fluidity and disintermediation.³

4.3 **Growing maturity of democratic systems.** The countries of the region have made headway on strengthening governance with citizen engagement mechanisms aimed at a higher degree of transparency in public management, the institutionalization of civil society participation in new laws and policies, and an ongoing process of modernization of the State entailing greater citizen involvement in decision-making processes. This progress has enabled better policy design and monitoring, with some policies becoming benchmarks beyond the region.⁴ Along these lines public policies and initiatives have arisen that have also strengthened participatory citizen monitoring of government budgets,⁵ campaigns, and participation programs.⁶

4.4 **New relationship between civil society and the private sector.** Civil society has been one of the most powerful drivers behind getting a critical mass of companies to adhere to the principles of corporate social responsibility.⁷ Jointly with civil society, businesses have responded by defining specific standards to guide the conduct of businesses in sectors such as the extractive industries, the automotive sector, finance, electronics, etc.⁸ More generally, business models envisage increasing transparency standards for private sector operations through adherence to voluntary regulations and guidelines at the international level that include respect for human rights, actions to reduce environmental impacts, and damage remediation mechanisms.⁹

³ See [Brazil: Overview of Corruption and Anticorruption, Transparency International, 2016](#). "Mexico's Civil Society Takes on Corruption," Blog by Javier Peña, Program Associate, International Republican Institute.

⁴ For instance, the [Prospera Program](#) (formerly known as the "Progres program" and "Oportunidades") of conditional cash transfers that was first developed in Mexico has been exported to over 40 countries in Latin America, Africa, and Asia.

⁵ See the [Open Budget Initiative](#); [Open Data Barometer](#); [Open Government Partnership](#).

⁶ See [Open Government Partnership \(OGP\)](#). See: Richard Parker "[Grassroots Activism, Civil Society Mobilization, and the Politics of the Global HIV/ AIDS Epidemic](#)," Brown Journal of World Affairs, Copyright Spring / Summer 2011 (Volume xvii, Issue ii). See Carruthers, David V. editor "[Environmental Justice in Latin America: Problems, Promise, and Practice](#)" (MIT Press, 2008) GE235.L29E58. See: Morrissey, Laura "[The Rise of Ethnic Politics: Indigenous Movements in the Andean Region](#)" (Development Magazine) December 2009, Volume 52, Issue 4, pp 495–499. See: Zambrano, Liliana, Gomez Isa, Felipe "[Participation of Civil Society in the Colombian Peace Process](#)" (Report, Norwegian Peacebuilding Resource Centre) Palgrave Macmillan, July 2013.

⁷ See [RSE en América Latina](#), Inter-American Development Bank, May 2011.

⁸ See: [International Council on Mining and Metals \(ICMM\)](#); [Automotive Industry Action Group](#); [Electronics Industry Citizenship Coalition](#); [Global Social Compliance Programme](#).

⁹ See: [Voluntary Principles](#) on Security and Human Rights to guide companies and guarantee the safety of their operations; [UN guiding principles on Business and Human Rights](#); [Devonshire Initiative](#) for the mining industry; [UN Development Declaration](#).

- 4.5 **Economic growth and empowerment of the middle class.** The region has undergone significant economic growth in recent decades, which has brought with it the expansion and empowerment of a middle class demanding more and better public services. Along with expanding access to education, this has also meant greater demand for access to decision-making processes on issues affecting people individually and collectively. Greater empowerment is also reflected in an increased demand for accountability. The recent reaction to public and private sector corruption scandals¹⁰ illustrates these changing perceptions. In this context, a wide spectrum of the public, including to a considerable extent the emerging middle class, has demanded that those involved be held to account for the accusations in investigative processes that safeguard due process and judicial independence.
- 4.6 In this environment, civil society's role, visibility, organizational capacity, and scope of action have come to the fore. New social movements have evolved, incorporating new dynamics of exchange which have extended to include traditionally marginalized groups, and others expressing a community of interests. These include rural movements, alliances of indigenous peoples,¹¹ organizations defending the rights of sexual minorities, people living with disabilities, and those promoting gender equality. The increasing internationalization of Latin American and Caribbean civil society organizations while addressing both local problems and global issues deriving from globalization is also noteworthy.¹² Moreover, the way in which civil society engages with the State and the private sector has evolved has been associated with a dynamic process of social innovation,¹³ understood as the creation, inclusion, and dissemination of new practices and ideas that have helped solve social problems in a more efficient and sustainable way.¹⁴

V. THE BANK AND CIVIL SOCIETY

- 5.1 The Bank has advanced, modernized, and improved its transparency and participation policies and mechanisms, as well as its operations policies on social

¹⁰ See World Economic Forum, [presentation by IDB President, Luis Alberto Moreno](#).

¹¹ See *Confederación de Nacionalidades Indígenas del Ecuador (CONAIE)*, *Coordinadora de las Organizaciones Indígenas de la Cuenca Amazónica (COICA)*, and urban groups such as *Movimiento Sin Techo*.

¹² See: [World Social Forum](#).

¹³ See "[Agents of Change: Strategy and Tactics for Social Innovation](#)" Sanderijn Cels, Jorrit de Jong, Frans Nauta, Brookings Institution Press, 2012. Harvard Kennedy School, ASH Center for Democratic Governance and Innovation.

¹⁴ See [Equator Principles](#). Financially Responsible Investors/SRI ("[Latin America Finding its Own Way to Rise to the SRI Challenge](#)") Global Capital, September 2015).

and environmental safeguards.¹⁵ These policies and mechanisms have not only provided a general frame of reference for its engagement with civil society, but have also helped build bonds of trust between the Bank and civil society.

- 5.2 In 2004, the Bank prepared and formally adopted its first Strategy for promoting Citizen Participation in Bank Activities (document GN-2232-5), in which it recognized the importance of citizens' participation in its activities, and the important role civil society plays in the region with regard to participation mechanisms. The strengths of the Strategy for Promoting Citizen Participation (SPCP) included its cataloging the Bank's wealth of experience in civil society engagement; it set out a list of good practices for participation and transparency; and it highlighted the importance of thematic partnerships with civil society. The SPCP also helped provide an analytical framework for the areas and instruments for participation. Lastly, the SPCP emphasized the importance of citizen participation as an asset to be considered in the design and execution of Bank activities and projects.
- 5.3 Although the SPCP made a huge contribution to the areas mentioned, its implementation revealed issues that need to be addressed or revisited in the current context. These include the need for: (i) a common vision, and strategic pillars of action across the entire IDB Group; (ii) better harmonization and internal coordination of civil society engagement across the entire IDB Group, so as to help achieve development objectives; and (iii) tools for the systematization of the information on all the IDB Group's work with civil society, including the definition of baselines, metrics, and regular evaluations. In short, the Strategy did not manage to establish itself as an internal tool guiding operations and sector specialists on how to maximize the value added of engagement with civil society in the design and implementation of Bank activities, operations, policies, and strategies. This strategic vacuum resulted in activities and initiatives with civil society being allocated resources in a piecemeal way without measurement criteria being followed to determine their effectiveness and thus losing sustainability and impact.¹⁶
- 5.4 Meanwhile, from the standpoint of avoiding and/or mitigating conflicts with civil society and their human, economic, and financial impacts, the Bank's research and experience at the regional level show that social conflicts can expose large-scale investments, such as those in infrastructure, to significant financial

¹⁵ Since 2004, the Bank has updated its mandates and operational policies for sectors. For example, the [Environment and Safeguards Compliance Policy OP-703 \(document GN-2208-20\)](#) was updated on 19 January 2006, the [Disaster Risk Management Policy OP-704 \(document GN-2354-5\)](#) was revised on 23 February 2007; the [Public Utilities Policy OP-708 \(document GN-2716-6\)](#) was approved on 11 December 2013; the [Operational Policy on Gender Equality in Development OP-761 \(document GN-2531-10\)](#) was updated on 3 November 2010; and the [Operational Policy on Indigenous Peoples OP-765 \(document GN-2386-80\)](#) was updated on 27 February 2006. Moreover, as part of the reforms accompanying the Ninth General Increase in Resources (IDB-9), and included in the Agenda for a Better Bank, a new [Access to Information Policy \(document GN-1831-28\)](#) was established as a means of raising the IDB's level of transparency to the highest international standards. This policy was updated on 12 May 2010.

¹⁶ See: [IDB Group-Civil Society: Engagement Review 2014-2015](#) and the [2016-2017](#) edition.

cost increases.¹⁷ These conflicts are intensified by inadequate engagement when the community's complaints and concerns are left to build up unresolved for long periods of time. Most of the Bank's canceled or postponed infrastructure projects faced conflicts prior to the start of operations.¹⁸ Worldwide, other studies show that large-scale investment operations such as those in the extractive industry (US\$3 billion to US\$5 billion in capital expenditure) can suffer losses on the order of US\$20 million per week in terms of net present value as a result of social conflicts.¹⁹ The foregoing strongly underscores the need for adequate planning for strategic engagement with civil society that addresses future scenarios and challenges appropriately.

VI. LESSONS LEARNED

- 6.1 In a constantly evolving regional context, the Bank has been gaining experience and enriching its work with a stock of lessons learned from its operational/sector and knowledge generation work. In methodological terms, in order to systematize the universe of experiences and lessons learned, the Bank's work with civil society has been analyzed using five different levels of engagement: *information, dialogue, consultation, collaboration, and partnerships*.²⁰ Using this taxonomy, the Bank learned about: (i) the importance of expanding channels of access to information; (ii) the value added of forums for direct dialogue; (iii) due diligence for the effectiveness of public consultation; (iv) collaboration with civil society and its contribution to the Bank's stock of knowledge on the region; and (v) leveraging resources achieved by strategic partnerships with civil society and their contribution to bringing the Bank closer to its beneficiaries and stakeholders. The main lessons learned are summarized below.
- 6.2 **The importance of expanding and maximizing channels of access to information:** The Bank's various units have come to understand the importance of the digital transformation and incorporated the use of new technologies and tools for the creation of new forms of access to information, gathering data, and generating information. The IDB Group has reiterated its commitment to increasing transparency, accountability, and access to information as necessary mechanisms in maintaining and strengthening its engagement with civil society. This openness has enabled it to foster stakeholder relationships, improve project design and implementation, and boost development outcomes. Using these principles, the Bank's various units have progressively implemented the use of new technologies and tools to gather and systematize information, and to guarantee due access to it, and thereby enable the creation of new platforms for engagement with civil society. In addition, stepping up information dissemination, developing platforms for collaboration, and using other communication channels

¹⁷ See "[Lessons from Four Decades of Infrastructure Project-Related Conflicts in Latin America and the Caribbean](#)," IDB Group.

¹⁸ Op. cit. "[Lessons from Four Decades of Infrastructure Project-Related Conflicts in Latin America and the Caribbean](#)," IDB Group.

¹⁹ See: Harvard, Queensland, and Clark "[Conflict translates environmental and social risk into business costs](#)." D. Franks, R. Davis, A. Bebbington, S. Ali, D. Kemp, M. Scurrah.

²⁰ See definitions and details in [IDB Group-Civil Society: Engagement Review 2014-2015](#) and the [2016-2017](#) edition.

have made it possible to facilitate interaction between centers of knowledge and civil society groups seeking solutions to the development issues that affect them. These new forums have contributed to closer and more accessible engagement with civil society, fully consistent with the Bank's transparency objectives.

- 6.3 **Value added of forums for direct dialogue:** Developing civil society's potential contribution requires channels for direct ongoing dialogue with the Bank. The Bank has therefore evolved from a largely informative dialogue to one that proactively seeks to create forums for exchange to involve relevant civil society actors. As a result, the Bank learned to centralize its efforts by creating and improving its agendas for exchange with civil society, while at the same time allowing it to learn and disseminate its latest advances in development in Latin America and the Caribbean.
- 6.4 The Bank has made a major effort to create and foster forums for technical/sector *dialogue*, with critical and constructive exchanges on a diverse range of areas. This dialogue has been a large-scale institutional effort backed by a strong commitment and participation from senior management, together with operations and sector specialists. This involvement has resulted in broad, inclusive approach to traditional and emerging CSOs, contributing not only to the Bank's capacity to help develop shared-value development agendas, but also to a mutual understanding of capacities and strengths.
- 6.5 Moreover, the Bank founded a CSO network, which subsequently gave rise to the civil society consultative groups (ConSocs).²¹ As interlocutors for regular exchange of *information and dialogue*, the ConSocs have contributed to capacity-building and consolidation of the Bank's relations with the country's CSOs. The ConSocs have proven to be a key tool in bringing the Bank closer to civil society in the countries. One aspect where additional efforts are still needed is achieving more robust participation and representativeness on the ConSocs of communities in periurban and rural areas. Furthermore, another area for improvement concerns optimization of the composition of the ConSocs in line with the Bank's work in the country.
- 6.6 **Due diligence for effective public consultations:** *Public consultation* processes have enabled the Bank to make its knowledge of Latin America and the Caribbean more robust.²² Public consultations have allowed the Bank to gather relevant inputs for the design and implementation of policies, strategies, and operations. The Bank's wealth of experience has made it a knowledge hub and depository of good practice on due diligence for the timely inclusion of civil society in public consultation processes. The Bank has also learned that consultation processes have specific sectoral and geographic characteristics of a regulatory nature that sometimes exceed the scope defined in the operational policies. Thus, consultation due diligence processes benefit from ongoing expansion and updating of knowledge on the sector regulatory frameworks for

²¹ See background on ConSocs, such as "[Consejos Asesores de Sociedad Civil del BID: Análisis y Propuesta de Funcionamiento](#)," 2010.

²² See: IDB - [Public Consultations with Civil Society: Guidelines for Public and Private Executing Agencies](#) and its update, 2018-2019. See IDB "[Meaningful Stakeholder Consultation](#)," Kvam, Reidar.

public consultations, and the transparency and participation policies applicable in each country.

- 6.7 **Working with civil society adds to the Bank's stock of knowledge about the region:** CSOs and the Bank have built up joint knowledge and experience in various domains and shared this knowledge and good practices at the sector level, including: (i) generation and dissemination of knowledge products; (ii) experience on community level service-delivery mechanisms; (iii) channeling influence on public policy design (lobbying); (iv) alternative perspectives and knowledge to narrow the gender gap; (v) an understanding of the repercussions of climate change for food security, biodiversity, and sustainable tourism, etc. Particularly noteworthy is the Bank's work with CSOs in the context of the institutional capacity-building programs designed by the Bank for civil society. The preliminary outcomes of this collaboration suggest that the Bank has helped enrich the region's human capital and progressively improve the transparency of CSOs' fund management and accountability.
- 6.8 As a result of this exchange of knowledge, the Bank is today in a better position to: (i) structure forums for cooperation that foster relations between governments, the private sector, and civil society; (ii) boost sector knowledge through the creation of knowledge products with CSOs with expertise on specific topics and geographic areas; (iii) enhance its understanding of the social fabric at the regional and country level, thanks to its collaboration with a diverse base of CSOs.
- 6.9 **Strategic partnerships with civil society leverage resources and help bring the Bank closer to beneficiaries and stakeholders.** Through both their technical experience and knowledge of the local situation, CSOs have become key players in the delivery of various types of public services. The Bank has cultivated strategic partnerships with CSOs that have turned them into partners in the design and execution of Bank projects and activities. These partnerships have been particularly important in achieving a presence among communities in areas that are difficult to access or have low connectivity.
- 6.10 The Bank's partnerships with CSOs and the joint work they entail have also made financial and human resources from these organizations available. The Bank has also learned the importance of having mechanisms to identify those CSOs that work with transparency, are accountable for their management, and legitimately represent a beneficiary group that defines their mandate.²³ In addition, the Bank has fostered *partnerships* for the joint design and implementation of pilot programs;²⁴ awareness-raising campaigns to mitigate health emergencies and/or

²³ CSOs themselves conduct programs driven by a variety of interests that are often not immediately apparent but require an assessment and relevant experience.

²⁴ See, for example, a series of initiatives launched by the MIF: the pilot [Social Impact Bond](#) mechanism in Colombia is a demonstration of the efficiency achieved when the public, private, and social sectors come together. The pioneering partnership [New Employment Opportunities \(NEO\) initiative](#), present in 10 countries of the region, allows companies, governments, and civil society to contribute resources, knowledge, and skills to [implement effective, sustainable solutions for youth employment](#). The [Technology for Youth Employment Fund](#) cofinanced by the MIF and Microsoft and executed by an Argentine foundation, in conjunction with 29 civil society organizations in nine countries.

natural disasters;²⁵ and participatory monitoring actions on initiatives to support government transparency efforts and the private sector, etc.

VII. RATIONALE

- 7.1 Against this backdrop, the Bank's engagement with civil society is framed by both the regional context and the Bank's experience, as well as the lessons learned and its Institutional Strategy.²⁶ The latter highlights *the growing importance of citizen participation in public policy formulation and implementation*. Also, in order to lock in development achievements and ensure that the region continues to make headway towards greater prosperity and inclusiveness, it is necessary to jointly address the region's main structural constraints from the past and the emerging challenges of the current context. The region must *lower inequality and poverty, increase productivity and innovation, and enhance economic integration*. Extreme poverty continues to affect 80 million people and is disproportionately concentrated among women and children and in specific groups, such as indigenous and Afro-descendant communities, people living in rural areas and in informal urban settlements.
- 7.2 This strategy is justified from various angles, of which the following four stand out:
- 7.3 ***Perspective of the mission and values of the Bank:*** The inclusion of civil society is essential for the IDB Group to fulfill its mandates and live up to its values. Through strategic engagement with civil society the Bank is in a better position to understand the development challenges both of the region as a whole and of its countries, and thereby contribute to development efforts by governments and the private sector to achieve economic and social development.
- 7.4 ***Perspective of sustainability:*** Timely and strategic participation and inclusion of civil society is an asset for the sustainability of Bank initiatives and operations.²⁷ Beneficiaries' involvement and sense of commitment creates development opportunities built on shared objectives, contributing to the legitimacy of these public and private initiatives and operations over the long term.²⁸ Similarly, the Bank's cooperation with civil society through the exchange of information, dialogue, and knowledge regarding the construction of participation and transparency mechanisms, contributes to the sustainability of efforts supported by the Bank that require long-term commitments such as narrowing the gender gap and empowering women; promoting diversity in access to capital and

²⁵ See [IDB Group-Civil Society: Engagement Review 2014-2015](#) and the [2016-2017](#) edition.

²⁶ [Update to the Institutional Strategy 2010-2020](#), Inter-American Development Bank, March 2015.

²⁷ See [Global Partnership for Sustainable Development](#).

²⁸ See "[The Importance of Stakeholder Ownership for Capacity Development Results](#)," Nicola Smithers, World Bank Institute, 2011 and [United Nations Development Programme](#).

education; supporting the implementation of climate agendas,²⁹ etc. Lastly, a planned engagement also contributes to the sustainability of operations through the use of new tools, such as participatory monitoring for accountability and transparency.

- 7.5 ***Risk perspective:*** Strategic engagement with civil society helps mitigate the risk of conflict associated with operations and the associated costs.³⁰ The Bank's planned and direct involvement with interested parties enables it to understand the perceptions and concerns regarding its projects, while allowing it to provide direct information about these operations. Direct exchange with civil society is also crucial for determining stakeholders' interests and how representative they are of the wishes of the majority of an operation's beneficiaries.³¹ This two-way exchange in turn increases the chances of containing potential conflicts (and their associated costs) or, if they arise, improving decision-making in response to them.³²
- 7.6 ***Perspective of social innovation and outcomes:*** The planned participation of citizens in the design and delivery of public services changes the traditional conception of the role of the State, private sector, and civil society itself for the better.^{33,34} Citizens' involvement can potentially foster social innovation by contributing new solutions that help reduce costs and increase public satisfaction.³⁵ The Bank's engagement with civil society can draw on this potential and contribute to the design and implementation of more sensitive and equitable policies.³⁶

VIII. STRATEGIC LINES

- 8.1 In response to the regional context, background, lessons learned, and in line with the Bank's vision and objectives for achieving the expected outcomes of this strategy, the Bank will plan its civil society engagement proactively through measurable actions geared to achieving long-term goals, building trust from the outset.

²⁹ See "[Promoting Sustainable Development Through More Effective Civil Society Participation in Environmental Governance](#)." A Selection of Country Case Studies from the EU-NGOs Projects, a global project funded by the European Union (EU), implemented by the United Nations Development Programme (UNDP) and delivered and cofinanced by the Global Environment Facility (GEF) Small Grants Programme (SGP). See, for example: IDB [Diagnostic assessment of the progress of the region's governments' climate change agendas in conjunction with the region's civil society to implement the INDCs](#).

³⁰ See: OECD: [Boosting Productivity and Inclusive Growth in Latin America](#).

³¹ See: "[Lessons from Four Decades of Infrastructure Project-Related Conflicts in Latin America and the Caribbean](#)."

³² Harvard, Queensland, and Clark "[Conflict translates environmental and social risk into business costs](#)," D. Franks, R. Davis, A. Bebbington, S. Ali, D. Kemp, M. Scurrah.

³³ See World Economic Forum 2013 "[The Future Role of Civil Society](#)."

³⁴ See "[Building more effective, accountable, and inclusive institutions for all](#)," Element 6, Paper 1, OECD.

³⁵ See "[Civil Society and the Integration of Climate Change Risks into Planning and Policy-making](#)," World Resources Institute Report.

³⁶ See "[Participatory Governance: Engaging Citizens for Development, including the Millennium Development Goals \(MDGs\)](#)," United Nations Committee of Experts on Public Administration (CEPA) Policy Brief 1.

- 8.2 To this end, the Bank will focus on five strategic lines of action: (i) *strengthening and developing internal capabilities to collect, process, and provide access to information for civil society engagement*; (ii) *strengthening the integration of forums for direct dialogue with civil society*; (iii) *optimizing and fine-tuning public consultation processes*; (iv) *customizing and scaling up forums for collaboration with civil society*; (v) *maximizing the value of strategic partnerships with civil society*.
- 8.3 **Strengthening and developing internal capabilities to collect, process, and provide access to information.** The Bank will focus on strengthening and building capabilities in terms of access to and processing of strategic information. These actions will enable the Bank to: (A) provide more information on the Bank's activities directly to civil society; (B) actively improve the identification, generation, application, and dissemination of information in order to: (i) help anticipate and understand civil society trends and perceptions; (ii) support decision-making processes by various parties in response to these trends;³⁷ (iii) enrich the Bank's dialogue with governments, the private sector, and civil society itself based on data and new information. Actions in this strategic line are consistent with transparency efforts in the Access to Information Policy.³⁸
- 8.4 By way of example, within this line, the Bank could promote the internal use of analytical tools; generation of specific networks with civil society for the dissemination of sector information; strategic use of digital platforms and social networks to disseminate the work of governments, the private sector, and civil society on a given sector and geographical area; implementation of training activities and development of guides on good practice in the use of information for civil society engagement in the context of the Bank's projects and initiatives.
- 8.5 **Strengthening the integration of forums for direct dialogue with civil society.** The Bank will seek to bolster its privileged position to strengthen direct Bank-civil society dialogue processes and contribute to channels for interaction between civil society, governments, and the private sector. This strengthening of its position will allow the Bank to: (i) help create shared-value agendas with civil society; (ii) deepen constructive relations that bring relevant actors closer and build trust among them; (iii) identify and develop new relationships with emerging groups.
- 8.6 By way of example, within this line the Bank will seek to promote knowledge transfer at annual IDB Group forums with civil society; strengthen and fine-tune the effectiveness of the role of the ConSocs as dialogue groups to advance country and sector strategies; support civil society capacity-building actions to coordinate dialogue with government and the private sector; strengthen the capabilities of the Bank's operational teams for constructive dialogue with civil society; and promote and integrate actions promoting diversity and the gender focus in direct dialogue with civil society.
- 8.7 **Optimizing and fine-tuning public consultation processes.** The Bank will continue to adopt new practices on the basis of contexts and lessons learned that

³⁷ See "[A Guide to Solving Social Problems with Machine Learning](#)," Jon Kleinberg, Jens Ludwig, Sendhil Mullainathan, Harvard Business Review, 2016.

³⁸ [Access to Information Policy \(document GN-1831-28\)](#).

allow it to further optimize specialists' operational work in the performance of effective public consultations. This continuous upgrading will enable the Bank to: (i) fine-tune consultation processes to sectors' unique features; (ii) understand and take account of continuously evolving local regulatory frameworks; and (iii) strengthen the role of consultations to improve project design and implementation.

- 8.8 By way of example, within this line the Bank will seek to train its own staff on the performance of effective public consultations; it will develop and update guides on sector regulatory frameworks applicable in each country; it will strengthen its position as a technical benchmark, promoting the dissemination of guides for due diligence on public consultation for public and private sector operations.
- 8.9 **Customizing and scaling up forums for collaboration with civil society.** The Bank will continue to promote the exchange of knowledge with civil society to bolster its capacity to provide new solutions to the region's development issues. This exchange will allow the Bank to: (i) gather and assess knowledge and new development approaches coming from civil society to enhance the Bank's initiatives; (ii) leverage resources by coordinating knowledge agendas; (iii) contribute to civil society organizations' knowledge and capacity to enhance their strategic engagement with relevant actors.
- 8.10 By way of example, within this line the Bank will: promote forums to foster the exchange of knowledge for social innovation driven by civil society; coordinate thematic knowledge agendas with civil society; strengthen CSOs' access to relevant knowledge networks; support CSOs' institutional training activities; incentivize the consolidation/formation of forums for sector collaboration with civil society.
- 8.11 **Maximizing the value of strategic partnerships with civil society.** The Bank will promote efforts to find strategic partners in civil society who contribute to supporting the efficiency and effectiveness of the Bank's programs. These partnerships will allow the Bank to: (i) develop new channels to reach target populations; (ii) mobilize external human and financial resources; (iii) optimize support for the delivery of public services.
- 8.12 By way of example, within this line the Bank will seek to catalyze and mobilize new financial resources from philanthropic organizations with development interests in the region and will explore the potential for scaling up the Bank's pilot programs with civil society.

IX. PRINCIPLES FOR IMPLEMENTATION OF THE STRATEGY

- 9.1 *Inclusiveness:* The IDB Group's engagement with civil society is conceived of as an asset that is enriched by inclusiveness, i.e. an engagement that aims to bring together diverse capabilities, experience, and knowledge making the biggest contribution to development efforts, leveraging resources in those sectors and operations where the IDB Group works. From this viewpoint, civil society engagement should be fully consistent with the Bank's institutional strategy, particularly in the gender and diversity areas.

- 9.2 *Sustainability:* The Bank's civil society engagement aims to contribute to the efforts of governments, the private sector, and citizens for the countries' economic and social development. Civil society engagement is therefore understood as an asset to be maintained with a view to yielding results over the long term.
- 9.3 *Flexibility:* Civil society engagement should be flexible and based on specific local features. This flexibility highlights the need to interpret, fine-tune, plan, and implement the Strategy in accordance with each country's context, as engagement processes are subject to institutional, cultural, and political constraints that vary from country to country.

X. CONSIDERATIONS FOR IMPLEMENTATION OF THE STRATEGY

- 10.1 *Implementation roles:* The Representative, as the sole representative of the IDB Group, is responsible for implementing the strategic lines of this Strategy at the country level, ensuring implementation is adapted to the local context. This leadership will require appropriate coordination and anticipation of actions and activities by the representative in terms of knowledge and support to the regular work of IDB Group (IDB, IDB Invest, and MIF) sector and operations specialists with civil society. IDB Group sector and operations specialists will in turn be responsible in their areas of competence for aligning their work with civil society with the strategic lines of the Strategy. The Vice Presidency for Countries will be responsible for application of the Strategy at the regional level, and for the coordination of the IDB Group's internal and external resources to achieve the Strategy's objectives.
- 10.2 *Planning:* Implementing this Strategy will require planning of activities and actions by strategic line to coordinate efforts and maximize available resources in advance. This planning should aim to build, measure, and maintain this civil society engagement.
- 10.3 *Action plan:* For the implementation of this Strategy, once approved by the Board of Executive Directors of the IDB and Board of Executive Directors of the IIC, Management will prepare and approve an Action Plan. This Action Plan will include guidelines for Strategy application, including measurable indicators that are comparable across results and strategic pillars to help evaluate the allocation of resources to particular activities and their sustainability, level of access, participation, and timeliness. Under the leadership and coordination of the Vice Presidency for Countries, the Action Plan will be subject to period updates.

XI. CONCLUSIONS AND ACTION PLAN

- 11.1 With the approval of this Strategy, Management will prepare its Action Plan, with guidelines for its implementation, which will be submitted to the Programming Committee of the IDB Board and the Committee of the Board of Executive Directors of the IIC for information within 180 days. This deadline responds to the need to involve various IDB Group departments and divisions, given the crosscutting nature of the subject matter. The Action Plan will serve as an implementation guide for the Country Representatives and IDB Group operations

and sector specialists when implementing policies and strategies and designing operations in relation to civil society engagement opportunities.

- 11.2 Included is a list of representatives of governments, civil society, and the private sector taking part in the broad public consultation process in person or online, as well as a table of the inputs received during these consultations and the references to the sections in which they were incorporated.