



THE ROLE OF CIVIL SOCIETY IN THE PRSP PROCESS

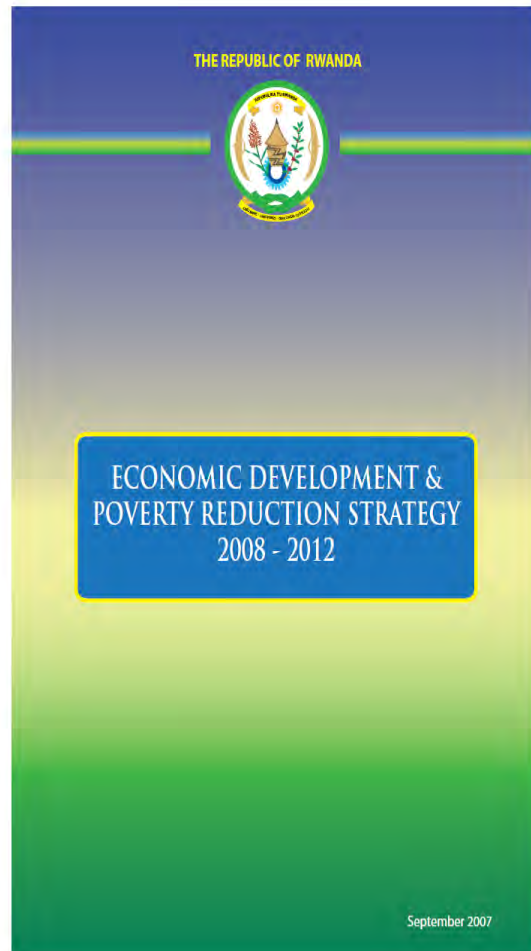
World Bank

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What is a PRSP?

- **Poverty Reduction Strategy Papers (PRSP)** describe a country's macroeconomic, structural and social policies and programs to promote growth and reduce poverty, as well as associated external financing needs.
- PRSPs are prepared by governments through a **participatory process involving civil society** and development partners, including the World Bank and the International Monetary Fund (IMF).

Rwanda's PRSP: EDPRS 2008-2012



- **Economic Development & Poverty Reduction Strategy (EDPRS) 2008 – 2012** is the second medium-term strategy towards attainment of the long-term Rwanda **Vision 2020** objectives.
- **The Government of Rwanda produced** the EDPRS over a period of 18 months following an **extensive process of consultation with stakeholders** from across Government and domestic and international partners, including donors, civil society and the private sector. Participation at grass-root levels was ensured through various consultations with citizens.
- **The EDPRS consolidates and extends** achievements in human development while promoting three flagship programs: **Sustainable Growth for Jobs and Exports**, **Vision 2020 Umurenge** (integrated rural development program to eradicate extreme poverty and release the productive capacities of the poor), and **Good Governance**.

Participation in PRSPs - Principles

Guiding Principles for Participation in the PRSP

- Outcome orientation
- Inclusion
- Feasibility
- Country Ownership
- Transparency
- Sustainability
- Continuous improvement



Participation in PRSPs – Key elements

Participatory Approaches

1. Outcome-oriented **participation action plan**

- Institutional arrangements (see 2.)
- Stakeholder analysis
- **Methodologies of participation**
- Costing and timeline

2. Multi-stakeholder institutional arrangements

- Networks or coalitions of NGOs
- Poverty monitoring and coordination unit
- Sector working groups

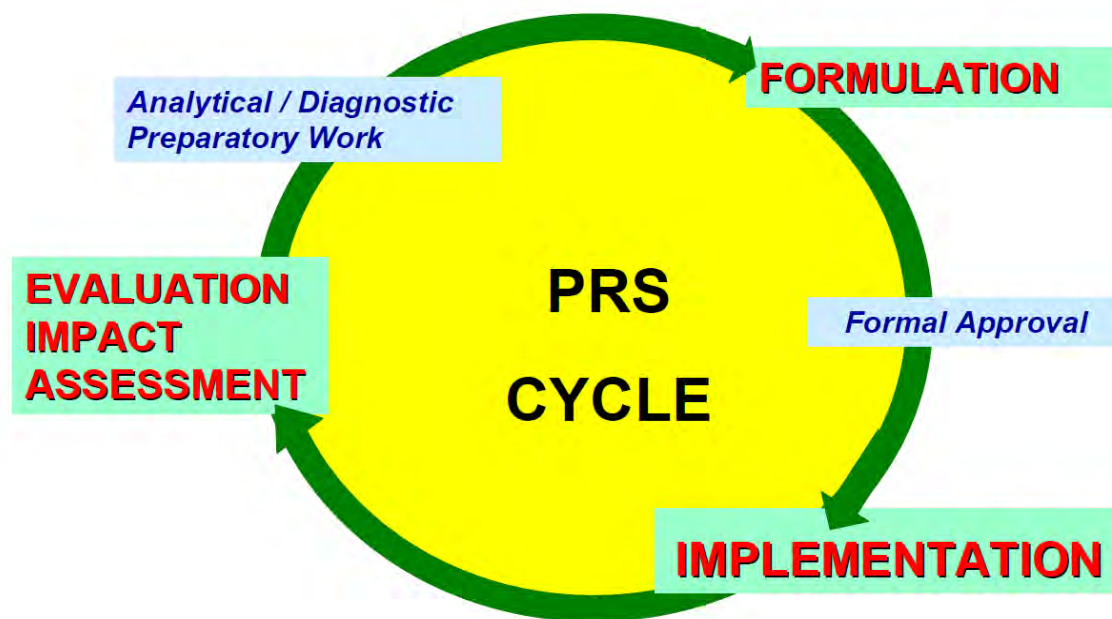
3. Public information strategy



Participation in the PRSPs (1)

Key Participation Questions:

1. What are key entry points in PRSP cycle?
2. Which are the key building blocks of the PRS?
3. Who are key stakeholders?
4. What are the levels of participation?



Participation in the PRSPs (2)

Main building blocks of a PRSP.

BUILDING BLOCKS FOR PARTICIPATION IN THE PRSP

- **Poverty diagnosis and analysis**
- **Macro-economic policy formulation and reform**
- **Public expenditure review and budgets**
- **Participation in monitoring outcomes of Poverty Reduction Strategies**

Participation in the PRSPs (3)

Key stakeholders:

Central and local government, poor and disadvantaged, civil society, private sector, donors and others.

Levels of participation:

Information-sharing, consultation, joint formulation and formal approval / veto.

PARTICIPATION PLAN MATRIX

Actors in PRS Process Potential roles/forms of participation	Central government	Local level government personnel	Civil society advocates and representatives of poor people	Civil society analysts (academics etc.)	Politicians (members of Parliament)	People in poor communities or excluded social groups	Media	Donors
Formal approval or veto					Approval (PRS linked into govt planning and budget cycles needs political legitimacy)			Approval (donor programmes related to PRS)
Joint formulation	Preparatory analysis, formulation, evaluation Lead role	Optional: Preparatory analysis, formulation, evaluation	Optional: Preparatory analysis, formation, evaluation	Optional: Preparatory analysis, formation, evaluation				Likely role in: Preparatory analysis, formulation, evaluation
Shared responsibility	Implementa-tion	Implementa-tion	Implementa-tion	Implementa-tion	Implementa-tion	Implementa-tion		Implementa-tion
Selective consulta-tion		Preparatory analysis, formulation, evaluation	Preparatory analysis, formulation, evaluation	Preparatory analysis, formulation, evaluation		Preparatory analysis, formulation, evaluation		
Information sharing	Over-arching responsibility at all stages in process	All stages	All stages	All stages	All stages	All stages	All stages	All stages

Civil Society Organizations (CSOs)

Civil Society / CSOs:

1. Nongovernmental, not-for-profit organizations
2. Have presence in public life.
3. Express interests and values of their members.

They include NGOs, trade unions, community-based organizations, social movements, faith-based and charitable institutions, universities and professional associations



Consultations with Civil Society

Consultations:

A process of deliberation, discussion, and dialogue through which subjects of topics of interest are discussed within or across constituency groups.

The Objective is to seek information, advice and opinion and to identify/clarify interest at stake.

Information-sharing is a crucial element

Consultation objectives

- **Improve quality of decision-making** by capturing the experience of specialized CSOs.
- **Tap into knowledge of CSOs** that work on community level.
- **Give voice to poor and excluded**, who are represented by CSOs.
- **Appreciate variety of needs** in different population groups.
- **Support broad-based participation process** in the ensuing design and implementation of development interventions:
 - promote sustainability** for proposed reforms / policies and
 - increase transparency** of government, **public understanding** and **citizen involvement** in decision-making.

Information Sharing Tools

TOOLS FOR CONVEYING INFORMATION	KEY POINTS	ADVANTAGES	DISADVANTAGES
Printed materials, bulletins, brochures, reports	<ul style="list-style-type: none"> • Text should be simple, non-technical and in local languages. • Provide clear instructions on how to get more information 	Imparts detailed info and provides additional means of reaching stakeholders. Yields a permanent record of communication.	Demands specialized skills and resources and is not accessible to the poorly educated or illiterate.
Displays, posters and exhibits	<ul style="list-style-type: none"> • Can be designed to inform and collect comments • Should be placed where target audience gathers/passes regularly 	May reach previously unknown parties and places minimal demands on the public. May have strong impact if well designed. Involves preparation and staffing costs.	Insufficient without supporting tools. Demands specialized skills and resources.
Print media	<ul style="list-style-type: none"> • Press releases or conferences can be tied to key events • Identify publications likely to take interest and able to reach the target audience 	Can disseminate a large amount & variety of material. Can provide detailed information. Offers both local and national coverage. Able to reach literate adults.	Loss of control over presentation and interpretation. Media relationships are demanding. Press may be an organ of political parties or the government. Excludes the illiterate and poor.
Electronic media	<ul style="list-style-type: none"> • Determine level of coverage, types of viewer, perceived objectivity and type of broadcast offered 	May be considered authoritative. Reaches broadest possible audience. Many people have access to radio.	Time allocated may be limited. May be costly.
Advertising	<ul style="list-style-type: none"> • Requires good preparation and targeting 	Retain control over presentation. Useful for announcing public meetings or other activities.	May engender suspicion. May be costly.
Information sessions	<ul style="list-style-type: none"> • Can be arranged by request for a particular group 	Useful for groups with specific concerns. Allows for detailed discussions of focused issues.	May raise unrealistic expectations. Attendance may be difficult to predict.

Civil Society Consultation Process

Key elements of a participation and consultation strategy:

- **The format, frequency, and locating of consultations**
- **A summary of main issues raised and the views of participants**
- **An account of the impact of these consultations on the design of the strategy**
- **A discussion of the role of civil society in the implementation, monitoring and evaluation of poverty reduction strategies**

Consultations with civil society and other stakeholders will be followed by the participation of stakeholders in the PRSP formulation, implementation and M&E process.

Consultation Tools and Methodologies



Consultation Tools and Methodologies

- Soliciting feedback (surveys, opinion pools etc.)
- Public discourse
- Interviewing multiple sources (incl. beneficiary assessment)
- Focus groups
- Workshops
- Roundtables
- Public feedback (or call for written comments / issues papers)
- E-discussions
- Community gatherings
- Public hearings

Role of World Bank and IMF

- Role is neither to undertake participation nor to coordinate it, but facilitate the process
- Negotiation role between different stakeholders
- Provide good practice examples / options from other contexts
- Technical support for analyses, e.g. participatory poverty analysis.

