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GROUPE DE LA BANQUE AFRICAINE DE DÉVELOPPEMENT

CSO
Civil Society
Société Civile

The African Development Bank Group

CIVIL SOCIETY ENGAGEMENT ACTION PLAN 2024-2028

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Abbreviations and acronyms

ADF-16	16th Replenishment of the African Development Fund
AfDB	African Development Bank Group
AHGC	Gender, Women and Civil Society Department
AHGC2	Civil Society and Community Engagement Division
AHVP	Agriculture Human and Social Development Complex
CBO	Community Based Organization
CDN	Country Diagnostic Note
CPO	Country Program Officer
CSE	Civil Society Engagement
CSO	Civil Society Organization
CSP	Country Strategy Paper
DBDM	Development and Business Delivery Model
IDEV	Independent Development Evaluation Unit
IDEV	Independent Development Evaluation
INGO	International Non-Governmental Organization
ISS	Integrated Safeguards System
LP	Locally Recruited Professional Staff
MDB	Multilateral Development Bank
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PL	Internationally Recruited Professional Staff
PSRC	Public Sector Operations Review Committee
RDTS	Transition States Coordination Office
RISPs	Regional Integration Strategy Paper
RMC	Regional Member Country
SDG	Sustainable Development Goals
SEGA	Strategy for Economic Governance in Africa
SMCC	Senior Management Coordination Committee
ToC	Theory of Change
TQAC	Technical and Quality Assurance Committee
TYS	Ten-Year Strategy
UNECA	United Nations Economic Commission for Africa

Acknowledgements

CSE Action Plan 2024-2028 Task Team

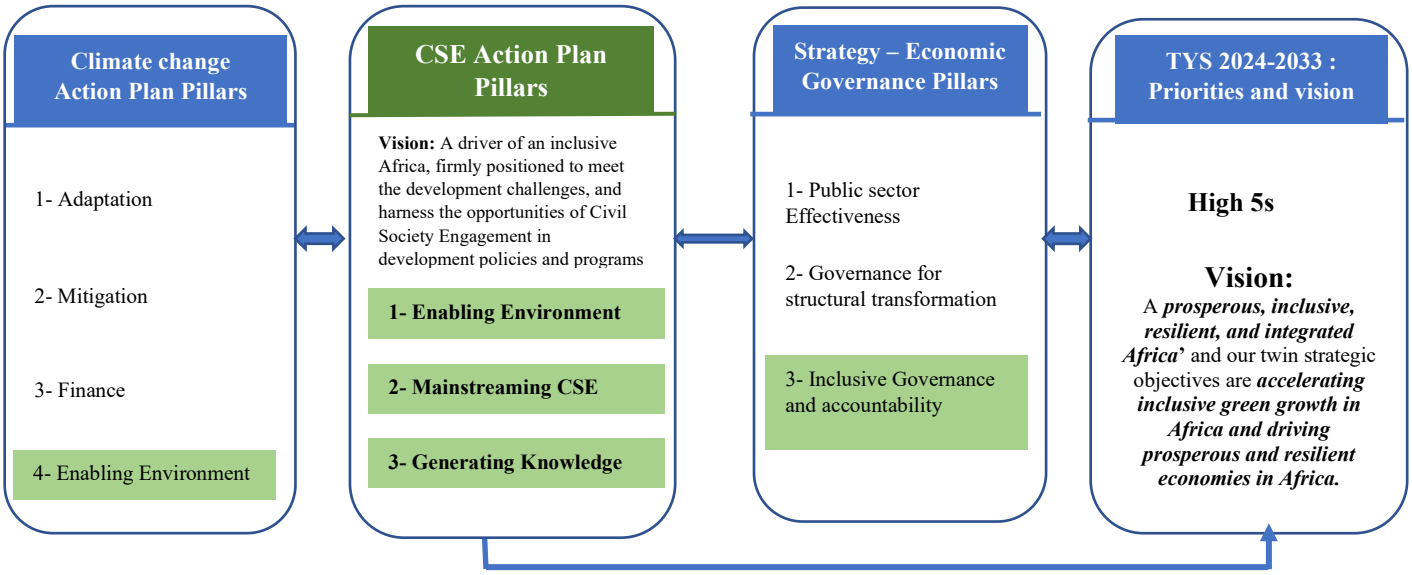
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Executive summary

1. There is a consensus on the engagement of civil society in global governance, but this participation varies significantly from one organization to another. The Paris Declaration on Aid Effectiveness reinforces the need to consider the contribution of civil society actors in the development process. Furthermore, civil society's participation as partners in the design, production, and delivery of services would help reduce costs and better meet users' expectations. Regional and global governance includes engagements with NGOs, social movements, business forums, research institutions, and other civil society associations.

2. Calls for Civil Society Engagement (CSE) in Africa include vertical engagements with continental organizations including the African Union and large multi-national, regional and grassroots organizations. Furthermore, it includes horizontal engagements between regional structures. For example, the Economic Community of West African States (ECOWAS), the East African Community (EAC) and the Southern African Development Community (SADC) have regional parliaments, forums for NGOs to allow participation in the African Union (AU).

3. The African Development Bank ("the Bank") has made significant strides towards not only engaging on global, continental, and regional levels but also to ensuring local engagement with a wide variety of civil society organizations on all its high fives (High 5s): Light-up and power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and improve the quality of life of people in Africa. To strengthen its engagement with the civil society, the current CSE action plan 2024-2028 is being developed and is aligned to the current Ten-Year Strategy 2024-2033 of the Bank, the High 5s, the 2022-2026 Strategy for Addressing Fragility and Building Resilience in Africa, the Bank's Strategy for Economic Governance in Africa (SEGA) amongst other strategic frameworks and Regional Member Countries priories.



4. The SEGA recognizes the role of CSOs in preventing corruption by holding governments at all levels accountable. The sub-pillar "Inclusive Governance and accountability" highlights the importance of "*a people-oriented, participatory approach to governance. Participation involves the creation of an enabling environment in which all citizens and institutions can participate in their own governance, make legitimate demands, and monitor government policies and actions*" (SEGA, p. 27). On the Climate change Action Plan, an enabling environment and finance are required. These are common pillars on which departments could leverage for the effectiveness of Bank operations.

5. Engaging civil society is enhancing transparency and accountability by contributing to increased public awareness and citizen engagement on issues surrounding the formulation and implementation of Bank funded projects. The constructive and responsive engagement of civil society also enhances ownership by strengthening the engagement of communities on how projects are designed and implemented and ensures that Bank operations are adequately needs-based and beneficiary-oriented.

6. The vision of the Bank´s Civil Society Engagement Action Plan 2024-2028 is for the Bank to become a driver of an inclusive Africa, firmly positioned to meet development challenges and harness the opportunities of CSE in development policies and programs. Aligned with the Bank's Civil Society Engagement Framework, the Action Plan seeks to foster transformative social change that meets the Bank's priorities. The mission of the Bank through this Action Plan is thus to stimulate inclusive growth and the quality of life for the people of Africa by ensuring an enabling environment for CSE (Pillar 1), mainstreaming civil society engagement into the Bank's policies and operations for better impact (Pillar 2), and generating knowledge and enhancing policy dialogue and advocacy (Pillar 3). Throughout implementation, strong emphasis will be placed on conflict sensitivity and inclusion of communities affected by fragility, conflict, and climate change.

7. The Action Plan outlines the trajectory of the Bank's engagement with civil society and articulates ways to better mainstream CSE into Bank policies and projects.

8. **Pillar 1** focuses on strengthening institutional capacity on CSE, legal frameworks, and operational capacities. Cluster activities for pillar 1 include:
    - Dialogue with the Governments for enabling laws and policies on CSE.
    - Capacity Building for CSOs and the Bank
    - Strengthening Collaboration and Partnership on CSE
    - Improving Communication using CSOs database and CSO platform and social media

9. **Pillar 2**, on its part, focuses on mainstreaming CSE in Bank policies and operations and includes the following in cluster activities:
    - Institutionalizing CSE in CSPs and RISPs
    - Mainstreaming CSE in projects: CSE Marker System and added value in projects.

10. **Pillar 3** deals with knowledge generation, policy dialogue and advocacy on CSE and includes the following activities:
    - Organizing Bank Civil Society Forum
    - Development of Economic Sector Work and Co-creation of Bank's Community of Practice on CSE
    - Establishing a learning platform and Community of Practice on CSE

Ensuring an Enabling environment for CSE		Mainstreaming civil society engagement in policies and projects for better impact		Generating Knowledge and enhancing Policy Dialogue and Advocacy on CSE	
Dialogue with Governments		Institutionalize CSE in CSPs and RISPs		Bank Civil Society Forum	
Capacity Building for CSOs and the Bank on CSE		Mainstreaming CSE in projects: CSE Marker System and added value in project		Development of Economic Sector Work: Co-create a Community of Practice on CSE	
Strengthening Collaboration and Partnership on CSE				Establishing a learning platform and Community of Practice on CSE	
Improving communication using CSOs database and CSO platform and social media					

11. The estimated budget for the CSE Action Plan 2024-2028 is $ US **5,350,000:** 39.8% for Pillar 1; 31.8% for Pillar 2 and 28.4% for Pillar 3. The Bank is accountable and responsible for the activities of the Action Plan. At the same time, the Bank-Civil Society committee, an advisory group of CSOs across the continent, the monitoring and evaluation groups and civil society coalitions/organizations will be involved, consulted, and informed on the implementation of the action plan.

Introduction

1. There is a consensus on the engagement of civil society in global governance, but this participation varies significantly from one organization to another (Reinold, 2019). The Paris Declaration on Aid Effectiveness reinforces the need to consider the contribution of civil society actors in the development process (Organization for Economic Co-operation and Development [OECD], 2010). Civil society shares the interest of donors and governments in aid effectiveness as a powerful lever to (i) strengthen development efforts, (ii) draw attention to results, effects, and impacts, and (iii) learn from past experiences in terms of best practices. Furthermore, civil society's participation as partners in the design, production, and delivery of public services would help reduce costs and better meet users' expectations (OECD, 2014).

2. There are various modes of participation of civil society groups. Direct participation and engagement include accreditation, membership, policy consultants, official committees and boards, evaluation, and actualization of global regulations. Indirect involvement includes alternative sectors such as alignment with and opposing national governments, political parties, and mass media. Civil Society Engagement (CSE) has been a priority of large institutions, including Development Banks, since the 1990s. Some CSE strategies include working through member states and national governments or raising concerns and opposition actions through political parties, mass media, companies, online social networks, and other spaces such as the World Economic Forum and the World Social Forum.

3. Regional and global governance includes engagements with NGOs, social movements, business forums, research institutions, and other civil society associations (Ginanjar & Mubarrok, 2020). Calls for CSE in Africa include vertical engagements with continental, grass-root organizations, including the African Union, and large multi-national, regional, and grass-root organizations (Diatta et al. 2019). Engagement with civil society is also horizontal with regional structures such as the Economic Community of West African States (ECOWAS), the East African Community (EAC), and the Southern African Development Community (SADC), which have regional parliaments and forums for NGOs. By enabling relationships between regions, pan-African voices can be amplified, which requires engagement at the local level.

4. The African Development Bank (the Bank) has made significant strides towards not only engaging on global, continental, and regional levels but also ensuring local engagement with a wide variety of civil society organizations on all its high five areas that include: Light-up and power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and improved quality of life of all people living in Africa. To work broadly with many stakeholders, the Bank defined civil society as follows:

> *Civil Society encompasses a constellation of human and associational activities operating in the public sphere outside the state. It is a voluntary expression of the interests and aspirations of citizens organized and united by common interests, goals, values, or traditions, and mobilized into collective action either as beneficiaries or stakeholders of the development process. Though civil society stands apart from the state, it is not necessarily in basic contradiction to it, and both ultimately influence each other.*

"Civil society" is the collective noun, while "civic groups" are the individual organizations that constitute the sector. The myriad of civic organizations in civil society include, but are not limited to, non-governmental organizations (NGOs), people's and professional organizations, trade unions, cooperatives, consumer and human rights groups, women's associations, youth clubs, independent radio, television, print and electronic media, neighborhood or community-based coalitions, religious groups, academic and research institutions, grassroots movements and organizations of indigenous peoples (AfDB, 1999, p.2).

5. To strengthen its engagement with the civil society, the Bank developed the current Civil Society Engagement Action Plan 2024-2028. The action plan is (1) aligned with the Ten-Year Strategy 2024-2033 of the Bank (2) includes High 5s and priorities of Regional Member Countries priorities (Country Strategy Papers, Regional Integration Strategy Papers), (3) leverages complementarities and synergies across Bank Departments and Strategic Frameworks, (4) takes stock of IDEV's evaluation and other evaluations of CSE such as the Bank-CSO committee evaluation and capitalization documents.

6. The action plan is structured as follows:
    - Building the Civil Society Engagement Action Plan on a strong Foundation
    - Strategic approach
    - Pillars of the Civil Society Engagement Action Plan
    - Operationalizing the Civil Society Engagement Action Plan
    - Result-based Monitoring and evaluation system
    - Risks mitigation

1. Building the Civil Society Engagement Action Plan on a strong foundation

1.1 A continuous and sustained engagement of the Bank with Civil Society

1.1.1. **The African Development Bank has been working with civil society since 1990**. In fact, the Bank started strengthening its engagement with Civil Society through various initiatives in 1990, after which it developed a policy paper and procedures for interacting with Non-Governmental Organizations (NGOs). In 1999, the Bank expanded its engagement to Civil Society more broadly with the Board approved Policy and Guidelines for Cooperation with CSOs (See Cooperation with Civil Society Organizations). This document articulates the Bank's intention to engage with Civil Society in policy/strategy formulation and project design/implementation and to share knowledge with Civil Society. To strengthen its partnership, the first Bank-Civil Society Committee was established in 2000, in accordance with the Policy of Cooperation with Civil Society in 1999 (see Figure 1).

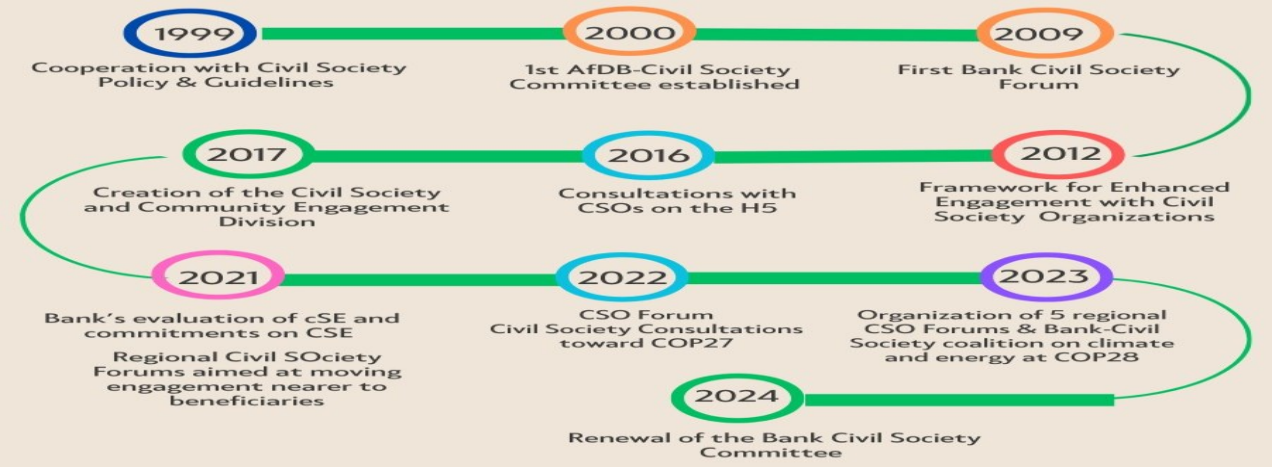


Figure 1: Bank's civil society engagement milestones - Source: AHGC2

1.1.2. In 2012, the Bank adopted the new **Framework for Enhanced Engagement with Civil Society Organizations** (see CSO Engagement Framework) consistent with its Ten–Year Strategy (TYS) 2013-2022. The framework envisages Civil Society as a key partner in the development of Africa. It reflects the Bank's commitments under the Paris Declaration on Aid Effectiveness (2005), the Accra Agenda for Action (2008), and the Busan Agreements on Development Cooperation (2011). The Bank's CSE was further enhanced with the approval of the Development and Business Delivery Model (DBDM) and the subsequent creation of the Civil Society and Community Engagement Division (AHGC2) in 2017.

1.1.3. **The Civil Society and Community Engagement Division** (AHGC2) created in 2017 is responsible for cooperation and partnership with Civil Society across the Bank. It coordinates and supports the participation of CSOs in Bank policies and operations and supports Bank Operations and Regional Departments to strengthen CSE in fostering inclusive policies, strategies and projects that benefit all communities in Regional Member Countries. The Division has become a trusted point of reference and plays a key role in coordinating and shaping the Bank's responses to requests raised by CSOs on Bank funded projects.

1.1.4. **The Independent Development Evaluation Unit (IDEV) evaluation highlights great achievements on CSE since 2012.** Cross-cutting themes such as gender, fragility, accountability, climate change, and governance involve Civil Society in the projects and programs. The disclosure and access to information policy have been a great opportunity for Civil Society to learn about the Bank's activities and how to engage with the Bank. In the fragile States, Civil Society played a relevant role in project implementations.

1.1.5. **Partnerships with the Bank's departments have improved CSE according to the IDEV 2020 evaluation**. IDEV considers CSE to be relevant to stimulating inclusive, participatory growth in Africa and recommended the following:

- Enhance awareness and shared understanding of the purpose and potential value addition of CSE to the Bank's mandate.
- Enhance the resourcing approach for effective implementation of CSE.
- Engage more CSE in policy dialogue at the country and regional levels to contribute to the Bank's agenda on inclusive growth and good governance.

1.1.6. **The management response to the evaluation recommendations was positive, with actions to be implemented for each recommendation**. As part of the Management response to the evaluation, the Bank's Strategies and Policies Department proposed a moratorium on new strategies and instead recommended the development of Actions Plans. The proposal was adopted by SMCC with the aim "*to rationalize the Bank's suite of policies and strategies to better align with the TYS 2.0"*.

1.1.7. **The Bank-Civil Society committee plays a key role in connecting the Bank with grassroot civil society communities**. The mandate of the committee is to advise the Bank on strengthening relations and partnerships with the CSO community and to help hold the Bank to account for the implementation of the action plan. That mandate allows CSOs to participate in Bank operations and policies.

1.1.8. **The annual Civil Society Forums are a platform for the Bank and CSOs to interact and share information on development actions**. They provide a space for dialogue and further engagement at continental and regional levels between Civil Society, the Bank, international organizations, and government actors. The Forums have evolved into advocacy platforms and resulted in the adoption of joint roadmaps covering topics such as climate change and environmental sustainability, inclusive and equitable development, transparency and accountability, access to finance and resources, participation, and engagement in decision-making processes.

1.1.9. **The Bank Civil Society Coalition on Climate and Energy** is a collaborative platform that brings together civil society organizations (CSOs) from across Africa to engage with the Bank on issues related to climate change and sustainable energy. The Coalition issued strong declarations during COP27 and COP28.

2. Strategic approach

2.1 Guiding principles

2.1.1 *Strategic alignment with the High 5s and the Bank's new Ten-Year Strategy 2024-2033* The CSE Action Plan is ambitious but realistic and relevant to the Bank's priorities and work streams, with measurable outcomes. It is based on the findings of the IDEV evaluation, regional consultations with CSOs, governments, and private sector. It is mainstreamed and harmonized with sectors where the Bank Group has a comparative advantage as well as the High 5 priorities. Broad-based engagement with CSOs is essential to sustainable development and can considerably enhance the impact of Bank-financed interventions.

2.1.2 *The Action Plan is aligned with the Bank's General Capital Increase (GCI-VII) and African Development Fund (ADF-16) commitments* and lays the groundwork for making CSE a Bank-wide mandate, helping the institution engage civil society more systematically as it delivers on the High 5s and its One Bank approach working collaboratively across organizational and geographic boundaries to achieve greater performance and improved results for the people of Africa.

2.1.3 *Building on what exists and works* by taking stock of the ongoing institutionalization of CSE in country dialogue and country strategy papers (CSPs), regional integration strategy papers (RISPs), and Bank-funded projects; the ongoing design of a CSE capacity-building program to train staff and CSOs as well as the integration of CSE in the Bank's Operation Academy. Civil society actors are already engaged through the Bank's operations more often than is captured, and the Bank shall continue to *document the engagement that is already taking place*, to learn from it and enhance it in a way that drives higher quality and greater impact.

2.1.4 *Accountability and ownership* through the leveraging of relevant synergies across the Bank Group to promote its realization. Several Bank Departments have developed projects and programs with a strong element of CSE. There is a harmonization and alignment of all CSE-related activities within the Bank for greater efficiency, coordination, and impact, as well as accountability mechanisms and key performance indicators for relevant teams. CSE is for instance, integrated into the Bank's new governance strategy under the pillar dedicated to demand–side governance (inclusive governance) and harmonization/alignment.

2.1.5 *Leveraging partnerships* with institutions such as the African Union, UNECA, other Multilateral Development Banks (MDBs), and International Institutions, as well as civil society organizations to maximize its realization. Civil society organizations (CSOs) play a key partner role in program design and policy dialogue in countries at both the regional and global levels to ensure reforms and investments are targeted to areas of greatest need and benefit the most vulnerable and marginalized.

2.1.6 As Africa's leading Development Finance Institution, the Bank leverages its *convening power* to forge strong partnerships to support the empowerment of civil society in Africa, contributing to building their institutional capacities and mobilizing resources to support the Bank's High 5s. The CSE Action Plan also aligns with best practices of Multilateral Development Banks (MDBs) and cooperation agencies. The Bank has established strong

collaboration with sister institutions to enhance the role of civil society as a third development actor alongside governments and the private sector.

2.2 Vision

The *vision* of the Bank´s Civil Society Engagement Action Plan 2024-2028 is for the Bank to become a driver of inclusive development in Africa, firmly positioned to harness the opportunities and to meet the challenges of Civil Society Engagement in development policies and programs.

Aligned with the Bank's Civil Society Engagement Framework and the Bank's Ten-Year Strategy 2024-2033, the Action Plan will foster transformative social change that meets the Bank's priorities. The Action Plan also builds on other Bank strategic frameworks, such as the 2022-2026 Strategy for Addressing Fragility and Building Resilience in Africa, thereby creating complementarities and synergies.

2.3 Mission

The mission of the Bank through this action plan is to stimulate inclusive growth and the quality of life of the people of Africa by ensuring an enabling environment for civil society engagement, mainstreaming civil society engagement into the Bank's policies and programs for better impact, and generating knowledge, enhancing policy dialogue and advocacy. This will include a special focus on CSE for conflict prevention, support to sustainable development pathways and resilience building, with emphasis on communities affected by fragility and climate change.

2.4 Theory of change

The Theory of change of the CSE Action plan highlights the mechanism through which CSE will contribute to inclusive and sustainable growth and achievements of the Bank's High 5s. Assuming a favorable political and security context, financial and human resources could harness to implement activities outlined in the three pillars.

Figure 2 outlines the activities, outputs, outcomes, and impact.

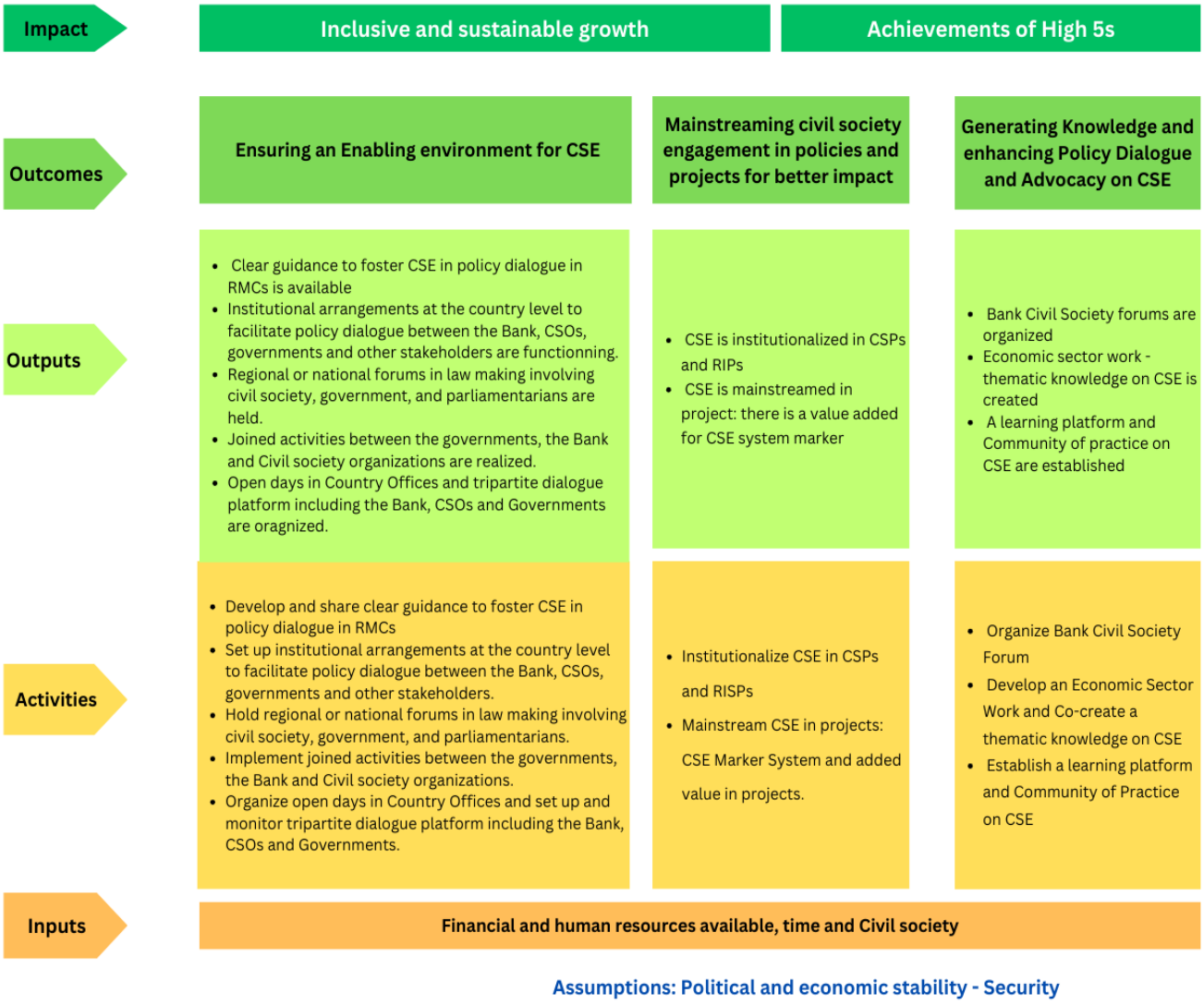


Figure 2: Theory of change of the Action Plan 2024-2028

2.3 Strategic alignment of the Action Plan with the Bank's priorities and relevant action plans

The Action plan is aligned with the Bank's TYS 2024-2033 and has common pillars with the action plans and strategies of other Bank departments such as the Bank's Strategy for Economic Governance in Africa (SEGA) 2021-2025, the Climate Change and Green Growth Strategy for 2021–2030 and the Strategy for Addressing Fragility and Building Resilience 2022-2026. It recognizes the role of civil society in promoting transparency and preventing corruption by holding governments at all levels accountable.

The sub-pillar "Inclusive Governance and Accountability" of the SEGA Strategy highlights the importance of "a people-oriented, participatory approach to governance. Participation involves the creation of an enabling environment in which all citizens and institutions can participate in their own governance, make legitimate demands, and monitor government policies and actions"

(SEGA, p. 27). The Climate Change and Green Growth Strategy also articulates the need for an enabling environment. These are common pillars which Departments could leverage for the effectiveness of the Bank's operations.

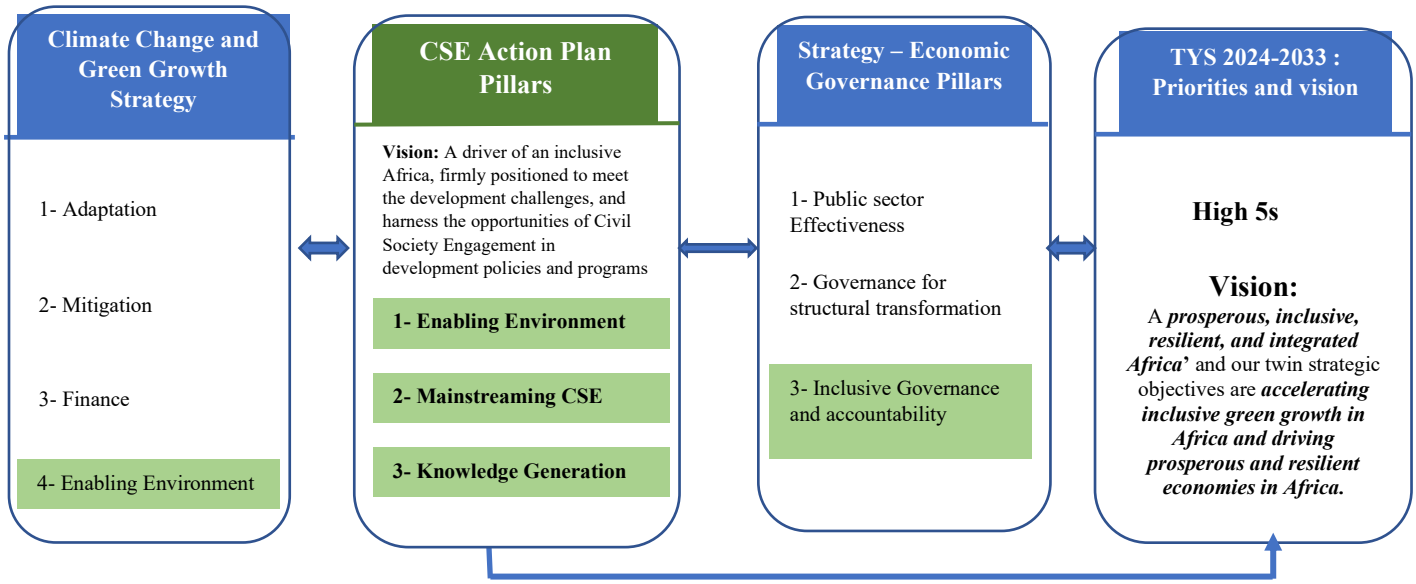


Figure 3: Alignment of the Action Plan with TYS 2024-2033 and other Bank's departments Action Plans

3. Pillars of the Civil Society Engagement Action Plan

Activities of the Bank's CSE Action Plan 2024-2028 were informed by a broad consultation of stakeholders including Bank staff, Bank-Civil Society committee members, civil society organizations, participants at the 2023 CSO regional forums and the Civil Society Working Group. The methodology was based on mixed methods involving both qualitative and quantitative approaches, to ensure the voices, perspectives, and expectations of diverse stakeholders were considered in the development of the Action Plan. The resulting activities are structured around three pillars namely (i) Ensuring an enabling environment for Civil society engagement in Africa' (ii) Mainstreaming Civil Society in the Bank's policies and projects for better impact, and (iii) Generating knowledge and enhancing Policy Dialogue and Advocacy on Civil Society Engagement.

3.1 Pillar 1: Ensuring an Enabling Environment for Civil Society Engagement in Africa

3.1.1. **Civil society organizations were crucial in suggesting ideas for the Sustainable Development Goals (SDG) and bringing together agreements among countries**. They managed to secure important commitments focusing on people's needs, such as (i) Decision-making processes that are responsive, inclusive, participatory, and representative at every level (SDG 16.7), (ii) Ensuring public access to information and safeguarding fundamental freedoms as per national laws and global agreements (SDG 16.10), (iii) Promoting and supporting

effective partnerships with civil society, drawing on past experiences and resource strategies (SDG 17.17).

3.1.2. **Creating an enabling environment for institutionalizing CSE is essential and requires analyzing processes to work with CSOs, designing policies, procedures, tools and platforms**. A broader definition of an enabling environment for CSE is the conditions within which civil society operates. Such an environment is necessary for CSOs to maximize their contributions to development. The Bank has a strong foundation to work with civil society, and the following actions will be implemented.

3.1.3. **Dialogue with Governments for Enabling laws and policies on CSE.** Civil society cannot properly operate on the ground without such an environment to ensure the effectiveness of Bank operations and initiatives. Specific attention should be paid to fragile contexts in Africa where relationships between governments and CSOs need to be strengthened to ensure conflict sensitivity in knowledge products, in policy dialogue and the design and implementation of Bank-supported operations. The Bank could contribute to creating enabling regulatory frameworks by engaging with local and central governments in Africa for more participation and inclusion in development programming, especially women, youth, displaced populations, and host communities, thereby ensuring "no one is left behind."

Actions include:

- Develop and share clear guidance to foster CSE in policy dialogue in RMCs
- Organize CSO Open Days in RMCs. The Open Day is a country dialogue between the Bank and CSOs. The purpose of this dialogue is to share information and receive feedback on the Bank's operations and policies in the RMC. The goal is to inform citizens and raise awareness on the policies, projects and programmes of the Bank's interventions in RMC and to show how these are aligned to the Bank's overall strategy and priorities
- Set up Tri-partite dialogue Committee at the country level to facilitate policy dialogue between the Bank, CSOs, governments and other stakeholders. The tripartite dialogue platform shall include the Bank, CSOs and Governments. A guidance note is produced on organizing Open days encompassing the mandate, mission, and implementation of these platforms.
- Implement awareness, sensitization and information sessions to help disseminate relevant laws, policies and procedures from the Bank or the Government. CSOs ownership of local development processes is instrumental.

3.1.4. **Capacity building for CSOs and the Bank.** Capacity building shall contribute to the overall goals of the 2021-2025 Capacity Development Strategy by strengthening capacities of Bank staff and relevant stakeholders on the inclusive design and implementation of the Bank´s project cycle management, policy development and policy cycle management, knowledge brokerage and policy dialogue.

The following activities will be implemented within the framework of the action plan:

- Provide tailored training on African Development Bank processes,
- Facilitate workshops for civil society on government structures and processes,
- Build capacity on engagement with civil society,
- Strengthen capacity on fundraising and resource mobilization,
- Develop a training platform, example: Moodle and certification opportunities on civil society engagement.

3.1.5. **Strengthening collaboration and partnership on CSE.** It is essential to collaborate with civil society organizations and other partners working with them, such as the World Bank, the African Union, the United Nations system, the European Commission, and the Islamic Development Bank. Joint projects involving these partners and civil society can be highly effective in improving the quality of life for Africans and promoting inclusive growth. The private sector is a key stakeholder that could help the Bank to achieve its priorities.

Box 1: Civil Society environment in Africa

The Action Plan development study results reveal that the priority actions to enhance an enabling environment for the Bank's Civil Society Engagement pertain to (1) Availability of financial resources, (2) Capacity building on engaging with the Bank, (3) Access to resources, (4) Collaboration with the African Development Bank, (5) Political space, (6) Capacity building on engaging with governments (7) Access to technology, (8) Capacity building on engaging with civil society, (9) Collaboration with governments, (10) Conducive policies and (11) Participation in development projects.

Strengthening the capacity of civil society to collaborate with governments is the primary factor in creating an enabling environment for the Bank's engagement with civil society. Such capacity building can be achieved through training civil society organizations in government procedures, involvement in government activities, policy development, access to information, and the dissemination and promotion of enabling laws for civil society engagement.

Environment constituencies	Civil society environment score in Africa
Capacity building on engaging with Government	2,0
Availability of human resources	2,1
Policies	2,1
Collaboration with Government	2,2
Collaboration with Civil Society organization	2,4
Access to technology	2,6
Collaboration with the AfDB	2,6
Political space	2,7
Free association	2,7
Laws	2,8
Capacity building on engaging with the AfDB	2,9
Other (Specify)	2,9
Capacity building on engaging with civil society	3,0
Availability of financial resources	3,0
Access to resources	3,1
Participation to development projects	3,3

Figure 4: Prioritizing environment constituencies according to CSO

3.1.6. **Improving Communication using CSO database and CSO platform and social media.** Communication is a key factor for better collaboration with stakeholders and the Bank uses many communications channels to reach out to civil society. However, most of the channels

are unknown to the CSOs (See Box 2). The Bank is currently designing a digital platform for interactive communication with civil society and exploring avenues for accessing the different digital platforms of the Bank. Also, in partnership with PCER, the Bank has strengthened its communication on CSE and its interactions with civil society through social networks, which has considerably increased the Bank's audience on the continent and in the diaspora.
The interactive platform provides a timely response that will enhance effective communication with civil society including:

- Monthly conversations on ongoing activities of both the Bank and civil society
- Enhanced webpage content with clear visuals, concise language, and engaging stories.
- Regular update on CSO issues
- Creation of more online sharing contents.
- Continuous dissemination on the webpage
- Periodical communication on collaborative opportunities

Box 2: Assessment of the communication channels by participants

Findings from the study reveal that communication channels are unknown by most of the participants. In addition, regional forums highlighted the need to improve communication between the Bank and civil society. Communication channels at the regional level like Civil Society Open Days, policy dialogue, civil society monitoring groups and complaints mechanism are mostly unknown.

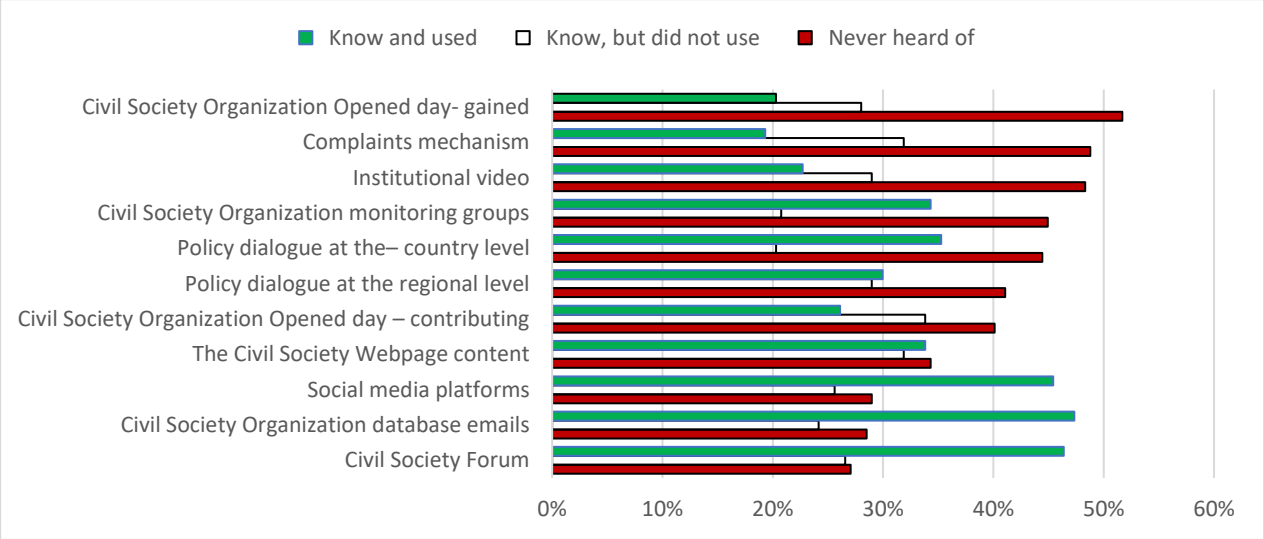


Figure 5: Knowledge and use of communication channels

3.2 Pillar 2: Mainstreaming Civil Society Engagement in the Bank's policies and projects for better impact

3.2.1. **The Paris Declaration on Aid Effectiveness reinforces the need to consider the contribution of civil society actors to development (Organization for Economic Co-operation and Development [OECD], 2010**). Civil Society shares the interest of donors and governments in aid effectiveness as a powerful driver for (i) Strengthening development

efforts, (ii) Drawing attention to results, outcomes, and impacts, and (iii) Learning from experience in terms of good practice. Furthermore, involving Civil Society as partners in the design, production and delivery of public services would help reduce costs and better meet user expectations (Organization for Economic Co-operation and Development [OECD], 2014). As recommended in the IDEV 2020 CSE evaluation and requested by stakeholders during the regional forums and consultations, the Bank will reinforce planned actions.

3.2.2. **Institutionalizing CSE in CSPs and RISPs**. The IDEV 2020 CSE evaluation highlighted limited involvement of civil society in CSPs and RISPs. The CSPs and RISPs are key points of entry for CSE in Bank policies and operations. The use of the existing *Guidelines for Mainstreaming Civil Engagement in Bank in CSPs and RISP* shall serve that purpose. Meanwhile, the Bank shall mobilize resources and expertise to institutionalize CSE in CSPs and RISPs.

Activities in this cluster concern:

- Update the Guidelines on mainstreaming CSE in CSPs and RIPs
- Disseminate the Guidelines at corporate level, and in RMCs
- Reinforce the use of the Guidelines in countries and regions preparing CSPs and RISPs

3.2.3. **Mainstreaming CSE in projects and the added value of the CSE Marker System**. Engaging with civil society at each step of the project's life cycle including project preparation, project appraisal, loan negotiation, implementation and supervision, completion and post-evaluation, country programming, identification of projects. The Bank shall develop a CSE Marker System that will play a crucial role in mainstreaming civil society engagement in the project cycle and monitoring as well as the visibility of the Bank. The CSE Marker System will enable projects to be categorized according to their potential negative impacts on communities, so that upstream measures can be put in place to mitigate these impacts. This shall also include a more in-depth engagement with communities and civil society working in the project area to address some of the limitations and focusing on the missing dimensions. Furthermore, country ownership of the CSE System Marker serves as a motivation for its use to inform planning and policy decisions.

Activities in this cluster include:

- Develop a *Toolkit for Mainstreaming CSE in Projects* and develop a *CSE Marker System*.
- Disseminate the *CSE Marker System* at corporate level and in RMCs
- Share information on the Bank's portfolio (projects, programs) with civil society
- Mainstream CSE in projects and civil society participation throughout the project lifecycle. Particular emphasis will be placed on projects categorized by the CSE Marker System as having a high social impact.

Box 3: Activities for knowledge generation on civil society engagement

Dialogue, consultations, research, policy briefs, workshops are some of the activities that could generate knowledge and foster CSOs engagement with Bank. It is recommended to:

- Conduct research and studies: Commissioning research and studies on civil society engagement and its impact on development projects can provide valuable insights. Research could focus on case studies, best practices, and lessons learned from previous projects involving civil society organizations (CSOs).
- Organize regular information sessions to share Bank's policies and programs with CSOs.
- Establish collaborative platforms between the Bank's and CSOs to foster open and constructive dialogue.



Figure 6: Knowledge generation activities

3.3 Pillar 3: Generating knowledge and enhancing Policy Dialogue and Advocacy on Civil Society Engagement.

3.3.1. **Bank Civil Society Forum**. The Civil Society Forum is the main platform for the Bank and civil society to engage in constructive dialogue. The Forum bring together Civil Society Organizations from across the continent, government representatives, multilateral development institutions and Bank staff to meaningfully pursue multi-stakeholder discussions. The Forum is a great opportunity to share knowledge and learn from civil society, the Bank and other stakeholders or partners. The forums have been institutionalized as a vital discussion, and agenda-setting in the scope of the partnership with civil society including advocacy and policy platform for continuous learning, exchange of best practices, and joint problem-solving. It ensures that the voice of civil society is heard and informs the Bank's work at all levels. The forum is held annually, alternating between the Bank's head office and the 5 regions. The Forum's theme is generally that of the Bank's annual meetings.

For the Year 2024, a CSO event is planned during the Bank's Annual Meetings, followed by the continental forum in October in Abidjan. In 2025, five regional forums will be held in each of the regions, and in 2026, the forum will return to Abidjan before going back to the regions in 2027. The 2028 Civil Society Forum will be held in Abidjan.

The Forum includes 2 days of meetings in hybrid format, CSO-led sessions, experience capitalization activities, communication capsules on best practices and exchanges with the Bank's senior management and governors.

In summary:

- Regional Civil Society Forums in the Bank's five regional Offices every two years
- Continental Forum in the Bank's headquarter between the regional forums
- CSO Events during Bank's institutional and statutory meetings: Annual Meetings, CoP on climate, ADF round of discussions.

3.3.2. **Develop Economic Sector Work**: **Co-create thematic knowledge on Civil Society Engagement in Africa**. Promote research on civil society's contribution to development in Africa. The Bank shall engage with research institutions and universities to develop academic papers on CSE in Africa. Call for research papers including research-action could be done periodically to learn about Civil Society Engagement and its contribution to inclusive growth and sustainable development in Africa. Establish mechanisms of co-creation of knowledge in collaboration with CSOs, with the latter taking the lead. CSOs and the Bank shall work in tandem to synthesize outcomes and learning experiences and exchange this knowledge with one another, especially from complex operating environments that would inform future projects and programs. Lessons and recommendations from projects and programs could be packaged into sharable investment-ready solutions. It will document best practices and share this within the Bank's existing databases and platforms. Specific subjects of interest on CSE in Africa will be identified for research, documentation and leveraged as knowledge products. Areas of research will include:

- CSE contribution to Inclusive growth
- CSE in the High 5s
- Cross-cutting issues: fragility, climate change, youth, gender, and governance.

3.3.3. **Establish a learning platform and community of practice on CSE**. There shall be a learning platform on CSE to help civil society and those interested to learn from CSE. Learning modules could encompass the vision, mission and priorities of the Bank, civil society engagement, the Bank's procurement procedures, project life cycle, project management, doing business with the Bank, etc. These learning opportunities will strengthen civil society capacity for effective engagement with the Bank. Meanwhile, the Bank already has a CSO database whose link including that of the digital platform shall be shared widely to allow CSOs provide information on their activities. Additional information based on the Bank's needs could be collected through other online platforms like SurveyMonkey, Kobo Toolbox, and artificial intelligence.

Activities will include:

- Organization of webinar series
- Establishment and rolling out of Community of Practices
- Development a dataset platform on Civil Society engagement.

4. Operationalizing the Civil Society Engagement Action Plan

Operational mechanisms encompass human and financial resources, roles and responsibilities of stakeholders, budget, and timeline.

4.1. Financial resources

4.1.1. **Financial resources are very important to empower non-state actors in achieving the Bank's Civil Society Engagement outcomes.** As requested by the stakeholders, there is a need to mobilize resources, diversify funding sources, and improve transparency in allocation. Considering the diversity of the civil society organizations and community-based organizations (CBOs) and taking into consideration the workload of the Civil Society and Community Engagement Division, three types of resource mobilization could be considered.

4.1.2. **Identify and make available to CSOs financing opportunities that exist in the Bank and for which CSOs are eligible.** Knowledge of the Bank's procurement processes and access to information could be drivers for CSOs to submit quality applications during calls for proposals and to benefit from the Bank's multiple financing opportunities.

4.1.3. **Establish a Trust Fund dedicated to CSE with one window for Bank Departments and another window for Civil Society Organizations**. Direct financing to CSO and CBOs could accelerate and improve the quality of CSE through the second window of the Trust Fund. For the Bank's various departments, having additional resources can enable them to deepen their collaboration with the CSOs on themes relevant to the Bank.

4.1.4. **Submit joint applications with CSOs for funding opportunities within the Bank or with other partners like the Korea-Africa Economic Cooperation (KOAFEC)**. When applicable, submission to funds available within the Bank or with external partners could be an opportunity to mobilize additional financial resources.

4.2 Human resources

4.2.1. **The Bank has reached several milestones in its engagement with civil society.** There is comparative progress in terms of staffing, but the challenges and growing need to ensure the effectiveness of Bank operations and policies through better mobilization of civil society require the recruitment of additional staff to match the workload.

4.2.2. **IDEV's evaluation of the Bank's civil society engagement underscored the imperative for augmenting the workforce to adequately address the multifaceted challenges and opportunities intrinsic to the evolving and expanding role of Civil Society Engagement (CSE) within the Bank's operational framework**. The report highlighted the substantial workload entailed in implementing strategies, policies, and programs, further exacerbated by the lack of dedicated staff at both regional and country levels. The escalation in requests and demands from various Bank departments, civil society entities, and collaborators across all echelons underscores the compelling need to bolster the team. To meet this immediate staffing

requirements, the following personnel are required by the division to ensure a more comprehensive operational readiness and coverage of the five designated regions of the Bank.

4.2.3. **Recruit one (1) Chief Civil Society Officer at PL3 level**, tasked with providing support to the Division in shaping policies and schemes and furnishing overarching assistance to staff within the regions. This role also includes oversight of the implementation of the 2024-2028 Action Plan.

4.2.4. **Recruit three (3) PL4 Civil Society Regional Officers** to ensure adequate coverage and field presence in the five regions, facilitating the integration of CSE into the Regional Business Delivery Process. This decision derives from the insights garnered from RDGS and RDGW, which have dedicated CSE personnel and accord higher consideration to CSE, consistently including these officers in all country team activities and missions.

4.2.5. **Recruit four (4) LP Civil Society Officers**, to support the more substantial regions of RDGW, RDGE, RDGS, and Nigeria. In conjunction with the international professionals in these regions, the LPs shall be indispensable in managing the workload, and ensuring adequate regional coverage.

4.2.6. **Recruit one (1) Monitoring and Evaluation (M&E) Officer at PL4 level** who shall be responsible for monitoring and tracking CSE activities within the Bank. The M&E officer's role includes ensuring that CSE is meaningfully contributing to the Bank's overarching Results Framework. Given the intricate nature of appraising the impact and meaningful contribution of CSE to developmental outcomes, the presence of a dedicated M&E Officer, will empower the Bank to generate empirical evidence and concrete data regarding the impact of civil society engagement in participatory and inclusive growth.

4.3. Roles and responsibilities of stakeholders

Stakeholders concerned are the Bank, the Bank-Civil Society Committee, CSOs and Coalitions, M&E Group, Governments and MDBs. The role and responsibilities, including consultations and information, are presented in Table 1. The RACI (Responsible- Accountable- Consulted – Informed) is used to define the role of each stakeholder.

The Bank is responsible and accountable for the activities of the action plan. Other stakeholders are responsible for some activities and should work closely with the Bank regarding their implementation.

Table 1: Activities, roles, and responsibilities of Stakeholders

	Stakeholders						
Pillars and clusters activities	Bank	Bank-CSO committee	Civil Society Organizations	Thematic interest group on CSE	Monitoring and evaluation group	Government	MDBs
Pillar 1: Ensuring an Enabling Environment for CSE							
1.1 Put in place a financial mechanism for CSE	A, R	C	I	C	I		C, I
1.2. Dialogue with Governments for Enabling laws and policies on CSE	C	A	R	R	I	C, I	C, I
1.3. Capacity building for CSOs, Bank and the community of practice on Civil Society	A	R	I		I		C, I
1.4 Improving Communication using CSOs database and CSO platform and social media.	A, R	R	C	R	I		
Pillar 2: Mainstreaming CSE in Bank's policies and projects for better impact							
2.1 Institutionalizing CSE in CSPs and RISPs	A,R	R	I	R	I	R	
2.2 Mainstreaming CSE in projects: CSE Marker System and added value in projects	A,R	R	I	C	I	I	
Pillar 3: Knowledge generation to enhance Policy Dialogue and Advocacy on CSE							
3.1 Bank Civil Society Forum.	A, R	R,C	C, I	R	C		C
3.2 Develop Economic Sector Work. Co-create thematic knowledge on Civil Society Engagement in Africa.	A, R	C	I	R	C	I	C, I
3.3 Establish a learning platform and community of practice on CSE	A, R	C	I	C	I		C, I

A= Accountable R = Responsible C = Consult I = Inform

4.4. Budget

An estimate of the Action Plan Budget, based on previous experiences with the activities, is presented in Table 2. The pillar 1 shared budget is 39.8% of the total, the Pillar 2 for 31.8% and Pillar 3 for 28.4%

Table 2: Budget of the CSE Action Plan 2024-2028

Activities		
Pillars and activities	**Budget (US $)**	**%**
Pillar 1: Ensuring an Enabling Environment for CSE	**2 130 000,00**	**39,8%**
1.1. Dialogue with Governments for Enabling laws and policies on CSE	420 000,00	7,9%
1.2. Capacity building for CSOs, Bank and the community of practice on Civil Society	1 200 000,00	22,4%
1.3 Improving Communication using CSOs database and CSO platform and social media.	510 000,00	9,5%
Pillar 2: Mainstreaming CSE in Bank's policies and projects for better impact	**1 700 000,00**	**31,8%**
2.1 Institutionalizing CSE in CSPs and RISPs	750 000,00	14,0%
2.2 Mainstreaming CSE in projects: CSE Marker System and added value in projects	950 000,00	17,8%
Pillar 3: Knowledge generation to enhance Policy Dialogue and Advocacy on CSE	**1 520 000,00**	**28,4%**
3.1 Bank Civil Society Forum.	420 000,00	7,9%
3.2 Develop Economic Sector Work. Co-create thematic knowledge on Civil Society Engagement in Africa.	450 000,00	8,4%
3.3 Establish a learning platform and community of practice on CSE	650 000,00	12,1%
Action Plan Budget	**5 350 000,00**	**100,0%**

4.5. Timeline

The detail timeline is presented in Appendix 1. It emphasizes on synergy between the Bank's departments. The RACI (R = Responsible - A = Accountable - C = Consult - I = Inform) model is used for each cluster of activities.

5. Result-based Monitoring and Evaluation System

The Corporate Results Measurement Framework (RMF) is the tool used to assess the African Development Bank's contribution to Africa's development. The RMF employs a four-level system to track the Bank's performance in achieving its development objectives. Levels 1 and 2 measure progress in development in Africa and the Bank's contributions to the development in Africa across all its operations, while levels 3 and 4 assess the quality of the Bank's operations. The contribution of CSE to Africa's inclusive growth shall be captured throughout the implementation of the Ten-Year Strategy TYS 2.0 and monitored.

An M&E system shall help to measure this contribution through the Bank's RMF during the implementation of the CSE Action Plan 2024-2028.

5.1 Monitor what Matters.

The Bank has established communication and transparency mechanisms to inform stakeholders, including civil society, about the achievements and the progress made in its development objectives through the RMF. The Bank's performance is published in the Annual Development Effectiveness Review (ADER), which assesses progress on all RMF's KPI, development trends in Africa, and the Bank's management effectiveness. Additionally, the Bank produces Country-level and thematic Development Effectiveness Reviews (DERs) as supplementary reports. The Bank acknowledges the significant role played by civil society in achieving these results. Therefore, there is a means to include civil society engagement in the evaluation and monitoring process of the Bank's operations.

In the M&E system, KPIs on CSE are included and aligned with the RMF to enable the measurement of CSE's contribution to the achievements of the Bank's priorities. The M&E matrix provides details on the KPI.

5.2 Key Performance Indicators.

The Action Plan will strengthen CSE in the Bank further by *introducing key performance indicators (KPIs), disaggregated data, and deliverables* that will measure how the Bank's CSE activities impact the Bank's development agenda. To better integrate civil society engagement into its Corporate RMF and measure the impact of CSE, KPIs are proposed in Table 3, 4 and 5. The reporting will also include examples of CSE in fragile contexts, best practices and lessons learned of conflict sensitivity and contributions towards peace-positive development outcomes.

Table 3: Key Performance Indicators for an Enabling Environment

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Impact	**Inclusive and sustainable growth - Achievements of High 5s**							
Outcomes								
Pillar 1: Ensuring an Enabling environment for CSE								
Financing mechanism for CSE available	Granted organizations	The number of granted organizations through the financing mechanism	0	25	• AHGC reports • M & E data and report • Evaluation reports	Yearly	• AHGC • M & E officer • Bank-Civil Society Committee	• Bank Level • RMC
Improve the communication between the Bank and Civil Society	Satisfaction of participants	The quality of the communication will be measured through the satisfaction of the participants to the meetings. The percentage of satisfied participants is the PKI	0%	75%	• AHGC reports • M & E data and report • Evaluation reports • CS platform	Yearly	• AHGC • M & E officer • The Bank-Civil Society committee	• Bank Level • RMC
Outputs								
Financing mechanism available	Number of applicants for each financing mechanisms	The number of applicants is an indicator that reveals the financing mechanism is available and potential applicants are informed about the	0	100	• AHGC reports • M & E data and report • Applicants submissions forms	Yearly	• AHGC • M & E officer	• Bank Level • RMC

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
		existence of those opportunities						
Strengthen collaboration and Partnership on Civil Society Engagement	Satisfaction partners	The strength of the collaboration will be measured through the satisfaction of the partners. The percentage of satisfied partners is the PKI	0%	75%	• AHGC reports • M&E data and report	Biennial	• AHGC • M & E officer	• Bank Level • RMC
Communication between the Bank and Civil Society	Participation to the meetings	Number of participants	0	500	• AHGC reports • M & E data and report	Yearly	• AHGC M & E officer	• Bank Level RMC
Activities								
Put in place a financial mechanism for CSE	Number of financing mechanism	Financial resources are needed to implement the Action Plan and to engage with civil society organizations. The three mechanisms proposed will boost CSE. The number of financing mechanisms is the KPI	0	3	• AHGC reports • M & E data and report	• Yearly	• AHGC • M & E officer	• Bank Level
Dialogue with Governments for an Enabling laws and policies	Guidance on CSE in policy dialogue in the RMCs	Facilitate workshops to educate civil society on Bank, government structures and processes.	0	2	• AHGC reports • M & E data and report • RMC reports	Yearly	• AHGC • M & E officer	• Bank Level • RMC

	INDICATOR	**DEFINITION** How is it calculated?	**BASELINE** What is the current value?	**TARGET** What is the target value?	**DATA SOURCE** How will it be measured?	**FREQUENCY** How often will it be measured?	**RESPONSIBLE** Who will measure it?	**REPORTING** Where will it be reported?
Strengthen collaboration and Partnership on Civil Society Engagement	Joined activities with MDBs, civil Society	Activities that involve stakeholders are very useful to collaborate with shared responsibilities. The activities shall include climate change, High 5s and inclusive growth in Africa. The number of joined activities is considered.	0	5	• AHGC reports • M & E data and report RMC reports	Yearly	• AHGC • M & E officer	• Bank Level • RMC
Improve the communication between the Bank and Civil Society	Meeting with CSOs	A monthly talk meeting to brief on ongoing activities both in the Bank and with Civil Society Organizations.	0	48	• AHGC reports • M & E data and report	Monthly	• AHGC • M & E officer	• Bank Level • RMC

Table 4: Key Performance Indicators for Mainstreaming Civil Society Engagement in policies and projects

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Impact	**Inclusive and sustainable growth - Achievements of High 5s**							
Outcomes								
Pillar 2: Mainstreaming Civil Society Engagement in policies and projects for better impact								
Mainstream Civil Society Engagement in projects: develop a CSE marker system	CSE marker system	The CSE marker is an index to develop to be used in project, countries and will allow comparison between states or countries	0	1	• AHGC reports	Yearly	• AHGC • M & E officer	• Bank Level • RMC
Outputs								
Institutionalize Civil Society Engagement in CSPs and RISPs	The use of guidelines in CSPs and RISPs	Number of countries that use the guidelines in the preparation of the CSPs and RIPs	0	20	• AHGC reports • M & E data and report	Yearly	• AHGC • M & E officer	• Bank Level • RMC
Mainstream Civil Society Engagement in projects: develop a CSE marker system	The use of guidelines in projects	Percentage of projects that used the guidelines at each level of the project lifecycle	0	60%	• AHGC reports • M & E data and report	Yearly	• AHGC • M & E officer	• Bank Level • RMC
Activities								
Institutionalize Civil Society Engagement in CSPs and RISPs	Guidelines on mainstreaming	The number and quality of the guidelines is the KPI	0	2	• AHGC reports	Yearly	• AHGC • M & E officer	• Bank Level RMC

	INDICATOR	**DEFINITION** How is it calculated?	**BASELINE** What is the current value?	**TARGET** What is the target value?	**DATA SOURCE** How will it be measured?	**FREQUENCY** How often will it be measured?	**RESPONSIBLE** Who will measure it?	**REPORTING** Where will it be reported?
	CSE in CSPs and RIPs				M & E data and report			
Mainstream Civil Society Engagement in projects: develop a CSE marker system	Guidelines on mainstreaming CSE in projects	The number and quality of the guidelines is the KPI	0	2	• AHGC reports M & E data and report	Yearly	• AHGC • M & E officer	• Bank Level RMC

Table 5: Key Performance Indicators for Knowledge generation

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Impact	**Inclusive and sustainable growth - Achievements of High 5s**							
Outcomes								
Pillar 3: Generating Knowledge and Enhancing Policy Dialogue and Advocacy on CSE								
Develop Economic Sector Work. Co-create thematic knowledge on Civil Society Engagement in Africa	Research reports	Number of research reports	0	20	• AHGC reports M & E data and report	Yearly	• AHGC • M & E officer	• Bank Level • RMC
Establish a learning platform and community of practice on CSE	Membership of the Community of Practice on CSE	Number and quality of membership of CoP on CSE. The quality refers to the diversity of members' organization and their organization. More than 20 CSO membership a good one.	0	100	• AHGC reports • M & E data and report	Yearly	• AHGC • M & E officer •	• Bank Level • RMC
Outputs								
Organize the Bank's Civil Society Forum	Satisfaction of participants to the Civil Society Forum	Percentage of satisfied participants to the Civil Society Forum	75%	90%	• Forum participants registration data • AHGC reports	Biennial	• AHGC • M & E officer	• Bank Level RMC

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
					M & E data and report			
Develop Economic Sector Work. Co-create thematic knowledge on Civil Society Engagement in Africa	Application to the research proposal	Number of applicants to the calls for research	0	60	• AHGC reports M & E data and report	Yearly	• AHGC • M & E officer	• Bank Level RMC
Establish a learning platform and community of practice on CSE	Satisfaction of participants to the webinars series	Percentage of satisfaction of attendees	0%	80%	• AHGC reports M & E data and report	Yearly	• AHGC • M & E officer	• Bank Level RMC
Activities								
Organize the Bank's Civil Society Forum	Participation to the Civil Society Forum	The number of participants per region to the civil society forum	300	600	• Forum participants registration data • AHGC reports • M & E data and report	Biennial	• AHGC • M & E officer	• Bank Level RMC
Develop Economic Sector Work. Co-create thematic knowledge on Civil Society Engagement in Africa	Call for Research proposals	Number of calls for research proposal	0	3	• AHGC reports • M & E data and report	Yearly	• AHGC • M & E officer	• Bank Level • RMC
Establish a learning platform and community of practice on CSE	Webinar series	Number of webinars series organized	0	12	• AHGC reports M & E data and report	Quaterly	• AHGC • M & E officer	• Bank Level RMC

6. Risk mitigation

The achievement of the Civil Society Engagement Action Plan 2024-2028 objectives can be compromised by an array of risks. However, the Bank will leverage its convening power and enhance funding mobilization capacity as well as the Bank's technical expertise to mitigate the risks. Table 6 outlines potential risks and related mitigation strategies.

Table 6: Potential risks and mitigation strategies

Key Risks	Mitigation strategies
Lack of buy-in for civil society amongst various stakeholders including Bank staff, potential partners, RMCs to support the delivery of interventions	• Ongoing sensitization and training on CSE mainstreaming in the Operations Academy, online training on CSE session duringthe induction week program for the newcomers. • Continuous reinforcement of CSE as a key priority for the Bank driven bythe senior leadership • Regular advocacy on the importance of CSE mainstreaming at allmanagement levels. • Share strategy with key stakeholders and engage them in the validationprocess to increase ownership
Lack of buy-in from Partner Financial Institution and other private sector partners	• Constantly making the business, case and publishing strong results and casestudies. • Providing robust data on the CSE contribution to economic and social development on the continent
Inadequate funding for civil society engagement action plan	• Leverage resources from other Bank financing facilities such as the AfricaClimate Change Fund (ACCF), the Transition Support Facility (TSF), the Korea-Africa Economic Cooperation (KOAFEC), the Fund for African Private Sector Assistance (FAPA) • Mobilize funds to solicit innovative and impactful projects with a focus onCSE • Ongoing engagement of top leadership, task and sector managers to allocateresources and include CSE Specialists on project teams
Lack of inclusion of civil society engagement in regional and country strategic papers and policies, and operations	• Include CSE experts as part of the Regional Integration Strategy Papers(RISPs) and Country Strategy Papers (CSP) teams. • Conduct Country CSE Profiles (CGPS) • Engage task managers to include CSE specialists on RISPs and CSP teams. • Ensure CSE specialists participate in the review of strategy documents,project preparations and supervision
Inadequate monitoring and reporting on civil society engagement in implemented operations	• Ensure CSE experts are part of the mid-term review and Country PortfolioPolicy Reviews (CPPRs) • Develop standardized tools for review, monitoring and completion reporting. • Ensure all CSE indicators are tracked as proposed in the M & E system and the RMF. • Develop and deploy CSE M & E tools

Key Risks	Mitigation strategies
Insufficient commitment of the various stakeholders including Bank staff,potential partners, RMCs to support the delivery of interventions	• Share strategy with key stakeholders and engage them in the validationprocess to increase ownership. • Disseminate CSE knowledge products

Conclusion

The development of the first CSE Action Plan was carried out through a participatory approach that included consultations with various stakeholders including Bank staff, civil society organizations and governments representatives. The regional civil society forums provided an opportunity to share the findings that informed the development of the Action Plan with civil society across the continent,

The Action Plan is aligned with the Bank's priorities and the needs and aspirations of civil society organizations. Specific emphasis is also placed on CSE for conflict prevention and resolution in fragile settings.

The implementation of the Action Plan through an inclusive and participatory approach will certainly increase the impact of the Bank's civil society engagement and foster the effectiveness and impact of Bank operations and policies.

Shortlist References

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Appendix 1: Action Plan Timeline

The RACI (Responsible – Accountable-Consult-Inform) to specify of the Bank Departments roles in the implementation of the Action Plan

		Timeline					Roles /internal collaborations						
Purpose	**Activities**	**2024**	**2025**	**2026**	**2027**	**2028**	AHGC	PCEG	ECGF	SNSC	ECAD	RDVP / Country Offices	SNSP
Pillar 1: Ensuring an Enabling Environment for CSE													
1.1. Dialogue with Governments for Enabling laws and policies on CSE	1.1.1 Develop and share clear guidance to foster CSE in policy dialogue in the RMC						A, R	C	C, I			R	C
	1.1.2 Set up institutional arrangements at the country level to facilitate policy dialogue between the Bank, CSOs, governments and other stakeholders.						A, R		C			R	C
	1.1.3 Hold regional or national forums in law making involving civil society, government, and parliamentarians.						A, R	C	C	C	C, I	R	C
	1.1.4 Implement joined activities between the governments, the Bank and Civil society organizations						A, R		C	C		R	C
	1.1.5 Recruitment of One Chief Civil Society Officer at PL3 level						A, R	I	I	I		C	I
	1.1.6 Recruitment of Three additional PL4 Civil Society Regional Officers						A, R	I	I	I		C	I
	1.1.7 Recruitment of Four LP Civil Society Officers						A, R	I	I	I		C	I
	1.1.8 Recruitment of One Monitoring and Evaluation (M&E) Officer at PL4 level						A, R	I	I	I		C	I
1.2. Capacity building for CSOs, Bank and the community of practice on Civil Society	1.2.1 Provide tailored training on engaging with the African Development Bank's processes,						A, R	I	I	I	C, I	R	I
	1.2.2 Facilitate workshops to educate civil society on government structures and processes.						A, R	I	I	I	C, I	I	I
	1.2.3 Build capacity on engaging with civil society,						A, R	I	I	I	C, I	I	I
	1.2.4 Strengthen capacity for fundraising.						A, R	I	I	I	C, I	I	I
	1.2.5 Develop a training platform, example: Moodle and certification opportunities on engaging civil society engagement.						A, R	I	I	I	C, I	I	I
Improving Communication using CSOs database and CSO platform and social media.	1.3.1 Monthly talk meeting to brief on ongoing activities both in the Bank and with Civil Society Organizations.						A, R	I	I	I	I	R	I
	1.3.2 Enhance webpage content with clear visuals, concise language, and engaging stories.						A, R	I	I	I	C	C	
	1.3.3 Regularly update on CSO issues						A, R	I	I	I		R	
	1.3.4 Create more online sharing contents.						A, R	I	I	I	C		
	1.3.5 Disseminate the webpage continuously.						A, R	I	I	I	C	R	
	1.3.6 Periodically communicate on collaborative opportunities						A, R					R	

R = Responsible - A = Accountable - C = Consult - I = Inform

Purpose	Activities	Timeline					Roles /internal collaborations						
		2024	2025	2026	2027	2028	AHGC	PCEG	ECGF	SNSC	ECAD	RDVP / Country Offices	SNSP
Pillar 2: Mainstreaming CSE in Bank's policies and projects for better impact													
2.1 Institutionalizing CSE in CSPs and RISPs	2.1.1 Update the guidelines on mainstreaming CSE in CSPs and RIPs						A, R	I	I	I	C	R	C
	2.1.2 Disseminate the guidelines at corporates level, and in RMCs						A, R	I	I	I	C	R	I
	2.1.3 Reinforce the use of the guidelines in countries and regions undertaking the development of their CSPs and RISPs						A, R	I	I	I	C	R	I
2.2 Mainstreaming CSE in projects: CSE Marker System and added value in projects	2.2.1 Update the guideline on mainstreaming CSE in projects.						A, R	I	I	C	C	R	R
	2.2.2 Disseminate the guideline at corporates level, and in R. M. C						A, R	I	I	I	C, I	R	C
	2.2.3 Reinforce the use of the guidelines in countries and regions undertaking the development of their CSPs and RISPs						A, R	I	I	C, I	C	R	C
	2.2.4 Build a Civil Society and Bank Monitoring and evaluation group / Bank Civil Society Committee						A, R	I	I	I	I	R	I
	2.2.5 Share the Bank's portfolio (projects, programs) informations with the Civil Society Organizations						A, R	I	I	C, I	C	R	C
	2.2.6 Participate in projects at each level of the project lifecycle.						A, R	I	I	C	C	R	R

R = Responsible - A = Accountable - C = Consult - I = Inform

Purpose	Activities	Timeline					Roles /internal collaborations						
		2024	2025	2026	2027	2028	AHGC	PCEG	ECGF	SNSC	ECAD	RDVP / Country Offices	SNSP
Pillar 3: Knowledge generation to enhance Policy Dialogue and Advocacy on CSE													
3.1 Bank Civil Society Forum.	3.1.1 Regional Civil Society Forums every two years						A, R	I	I	I	C	R	C
	3.1.2 Continental forum in between the regional forums						A, R	I	I	I	C	R	C
3.2 Develop Economic Sector Work. Co-create thematic knowledge on Civil Society Engagement in Africa.	Research to develop regarding at least the following areas of research:						A, R	I	I	C, I	R	R	C
	3.2.1 Inclusive growth						A, R	I	I	C, I	R	R	C
	3.2.2 High 5s						A, R	I	I	C, I	R	R	C
	3.2.3 Cross-cutting issues: Fragility, Climate change, Youth, Gender, and governance						A, R	I	I	C, I	R	R	C
3.3 Establish a learning platform and community of practice on CSE	3.3.1 The organization of Webinar series / training						A, R	I	C, I	I	R	R	I
	3.3.2 The establishment of a Community of Practice						A, R	I	I	I	C	R	I
	3.3.3 Develop a dataset platform on Civil Society engagement.						A, R	I	I	C, I	C	C	C

R = Responsible - A = Accountable - C = Consult - I = Inform

Appendix 2: Pillar 1- Ensuring and Enabling Environment for Civil Society Engagement

This pillar focuses on enhancing the institutional capacity related to Civil Society Engagement, including legal frameworks and operational capacities. The Bank recognizes the significance of collaborating with civil society to ensure the high-quality delivery of services. To effectively integrate Civil Society Engagement into Bank Group processes, it is crucial to allocate sufficient technical, human, and financial resources. The existing Bank ecosystem must be adapted to create a supportive environment for incorporating Civil Society Engagement, which involves customized initiatives and programs accessible to Civil Society Organizations (CSOs). This also pertains to the development of procedures, tools, support platforms, and pathways for improved collaboration. And this requires conflict sensitive approaches that ensure do no harm as well as CSE for contributions to sustainable solutions pathways in fragile settings.

Establishing an enabling environment within the Bank fosters the integration of Civil Society Engagement into its operations. Additionally, it empowers civil society to enhance the Bank's development agenda, bolster sustainability, and promote inclusivity in the Bank's outcomes. Strengthening civil society organizations equips them to function as independent voices, thereby informing and enriching the Bank's operations.

Table 7 : Key factors for an enabling environment for CSE in Africa

Environment constituencies	Civil society environment score in Africa
Capacity building on engaging with Government	2,0
Availability of human resources	2,1
Policies	2,1
Collaboration with Government	2,2
Collaboration with Civil Society organization	2,4
Access to technology	2,6
Collaboration with the AfDB	2,6
Political space	2,7
Free association	2,7
Laws	2,8
Capacity building on engaging with the AfDB	2,9
Other (Specify)	2,9
Capacity building on engaging with civil society	3,0
Availability of financial resources	3,0
Access to resources	3,1
Participation to development projects	3,3

Proposed activities for Pillar 1

Activity 1	Activity 2	Activity 3	Activity 4	Activity 5
Policy Advocacy and Reform	Institutional Capacity Building	Infrastructure Development	Human Capital Development	
Vulnerable and marginalized populations taken into consideration	Policy makers to base their reports on existing research by other organizations	Accountability Mechanism strengthening		
Develop tailored capacity building programs on the African Development Bank's processes.	Establish a dedicated liaison unit with CSOs for interactions with the bank.	Organize regular consultative forums between civil society and bank representatives.	Offer training on project proposal development aligned with the bank's criteria.	Advocate for the bank to enhance transparency and accessibility of information.
Funding	Capacity building	Transparency		
Hybrid meetings	Participatory interactive Engagement	Inclusivity		
Capacity building	Energy access	Technical support	Resource allocation	Participatory development
Sectors analysis to identify further sectors for support with projects eg Early Childhood development that is underdeveloped in countries	Capacity building of stakeholders financially and other resources wise	Monitoring and evaluation		
Support CSOs in necessary law and policies reforms	Enable access to grants and other financial aids			
Encourage public-civil society dialogue	Capacity building of technical capacities	Dialogue forum	Monitoring and evaluation	Knowledge sharing
Grant opportunities	Collaborative training	Institutional capacity support	Civic group training	Civic group organization internal audit
Define the Bank's rationale, relevance, value add to engage with CSO? The why needs to be clear	Collaborate with regional & national CSO forums; be inclusive ; Women's rights, Disability, etc should not be left behind since most of these Platforms are men-led	Map /identify who is who and doing what, where? Regionally, Nationally but also bring on board us the Community based ones that are unrecognized but are the ones closer to the people	Remember to engage our governments because they are central to the enabling environment through law and policies that govern CSOs	Identify regional/national champions to support dissemination of any relevant info from the CSO department; but also resource the CSO departments to coordinate this work
To strength the capacity of our NGO	Fond mobilization /Resource mobilization	Communication	Networking	
Dialogue	Open forum	Capacity building	Funding of the civil Societies space	More Resources and Partnership

Activity 1	Activity 2	Activity 3	Activity 4	Activity 5
Disseminate the best development practices	Facilitate fundraising	Create long-term partnerships	Work in specific and well-located areas and territories	Improve the partnership in the elaboration of programs
coordination	coordination	coordination	coordination	coordination
CSOs capacity building and engagement	Map and create a database of CSOs	Facilitate training for CSOs on the Bank's work and opportunities for collaborate	Provide small grants for civil society organizations	
Participatory Governance	Leave no one behind	People centred	Capacity building	CSOs Governance Structures
Enhancing the Civil Society Regulatory Frameworks				
Partnership	Advocacy	Capacity building	Resources mobilization	
Mutual Trust Forum between the Bank and CSOs to engender critical CSEs through shared trust.	Monitoring and Evaluation of the AfDBs projects and programs by benefitting communities through CSOs for comparative analysis with data from government.	Building capacity of CSOs to understand strategic focus of AfDB for a buy in.		
Compilation of CSOs irrespective of size	Constant engagement with CSO to ensure the enabling environment	Regular capacity building of CSOs	Technical and financial resources made available to CSOs	Quarterly engagements between the bank, government and the CSOs
Fundraising and resource mobilization (domestic funding)	Engagement with policy makers/political leaders/climate change negotiators	Improved Coordination	Advocacy and lobbying	Collaborative partnerships and networking
Engagement with society	Government work with civil society organization	Help reduce poverty by collaboration with Ngos	Work in partnership with NGOs	Help government and community barrier
Inclusive Events: Organize forums, conferences, and workshops that allow for two-way communication and active participation from various stakeholders.	Digital Transformation: Embrace digital communication channels such as social media, email newsletters, mobile apps, and online platforms. Engage with stakeholders through interactive content, live streams, and webinars.	Multilingual Communication: AFDB operates in many countries with various languages spoken. Translate key information and materials into multiple languages to reach a broader audience.	Engaging Visuals: Utilize infographics, videos, and images to convey complex ideas and data in a more accessible and engaging manner.	
Continues information sharing and open face to face meetings with incountry NGOs	Constant meeting with CSOs and the Bank	Assessment of NGOs in country	Continues meeting and resource availability these should include funding	Openness and transparency

Activity 1	Activity 2	Activity 3	Activity 4	Activity 5
Mapping of Civil Society Groups	Survey using questionaires	Survey analysis	Engagement with the identified Civil Society Groups to identify areas of priorities	Capacity Building for identified Civil Society Groups
Trainings	Provision of communication equipment.	Funding	Human	Net working
CLIMATE CHANGE	INCLUSIVE EDUCATION - Empower, Engage and Support Girls in access Education in Rural areas.	WOMEN EMPOWERMENT (Entrepreneurship, Small friendly loans, Legal support, and capacity building knowledgement)		
Support civic space openness	CSO capacity building			
TO SUPPORT NGOS WITH FINANCIAL SUPPORT	CAPACITY BUILDING	COLLABORATION	PROJECT MONITORING	
Policy dialogue meetings	Joint monitoring visits	Participation in sector working groups, technical working groups and Humanitarian Clusters	Implementation research/Action research/Operations Research	Strong bi-directional feedback mechanisms

Activity 6	Activity 7	Activity 8	Activity 9	Activity 10
Create a platform for sharing success stories and lessons learned from the engagements with the bank.	Facilitate joint projects between civil society, the bank, and governments to address development changes.	Conduct research and analysis to inform civil society engagement strategies with the bank.	Ensure diverse representation from civil society in the bank's decision-making processes.	Collaborate with other stakeholders to amplify civil society's collective voice when engaging with the African Development Bank.
Financial support for development project	Social media engagement	Learning and sharing of best practice	Regular policy dialogue at regional level	regular policy dialogue at national level
Frequent meetings				
Definition of development priorities in coordination with SC				
coordination	coordination	coordination	coordination	coordination
Enter into an understanding Agreement	Collaboration	Exploration of CSOs involvement	Monitoring	Evaluation

Constant engagement on tax obligations	Youth clinics between CSOs, the youth and the bank	Support to youth to attend international fora to boost their knowledge for future development	Special incentives to encourage females in that space	Upgrading of indigenous knowledge to enabling their being factored into modern programmes
Movement building	CSO strengthening and support	all the above	all the above	all the above
Support NGOs & development bank Network	Partnership development With private sector,NGOs and development bank	Build trust with Government,NGOs and community's	Collaborative engagement with stakeholders	Social engagement civil society and NGOs & Government
Partnering with the identified Civil Society Groups for project implementation based on thematic areas	Participatory Project Monitoring			
empowering groups	Influencing working environment for CSO's	M&E	Follow up	Extension of services to other CSO's
Capacity strengthening activities	Ongoing coaching and mentorship	scholarships, fellowships, apprenticeships, internships	Validation and dissemination workshops	Field visits

Appendix 3- Pillar 2: Mainstreaming CSE in Bank's policies and projects for better impact

Mainstreaming civil society in the Bank's policies and projects should be improved on the continent. In East Africa, civil society engagement in the project appraisal is the best one in Africa (Table 8). Attention should be given at all the projects phases in all the regions in Africa.

Table 8 : Civil Society engagement in the project lifecycle in Africa

Project lifecycle	East Africa	West Africa	Northern Africa	Southern Africa	Centre Africa	All regions
Project preparation	2,6	2,3	1,0	2,5	2,5	2,3
Project Appraisal	3,0	2,4	1,0	2,4	2,6	2,4
Loan Negociations	2,2	2,1	1,0	2,3	2,2	2,1
Implementation and supervision	2,5	2,4	1,3	2,6	2,5	2,4
Completion & Post-Evaluation	2,7	2,5	1,3	2,4	2,4	2,4
Country programming	2,5	2,4	1,5	2,3	2,2	2,3
Project identification	2,9	2,4	1,3	2,6	2,4	2,4

Participation, engagement, active stakeholders, capacity building, consultations, inclusion, networking are key words to enhance civil society mainstreaming in the Bank's policies and operations (Figure 8)



Figure 7 : Key actions for civil society mainstreaming in the Bank's policies and operations

Appendix 4- Pillar 3: Knowledge generation to enhance policy dialogue and advocacy on CSE

Dialogue, consultations, research, policy briefs, workshops are some of the activities that could generate knowledge and foster CSOs engagement with Bank. It is recommended to:

- Conduct research and studies: Commissioning research and studies on civil society engagement and its impact on development projects can provide valuable insights. Research could focus on case studies, best practices, and lessons learned from previous projects involving civil society organizations (CSOs).
- Organize regular information sessions to share AfDB policies and programs with CSOs.
- Establish collaborative platforms between the AfDB and CSOs to foster open and constructive dialogue.



Figure 8: Activities for knowledge generation on civil society engagement

- Conduct regular studies on topics relevant to policy dialogue and advocacy, involving CSOs in the process.
- Build the capacity of community leaders on issues related to AfDB policies and programs by organizing training sessions.
- Create consultative panels made up of CSOs representatives to gather their opinions and recommendations on AfDB policies and programs.
- Organize regular forums and meetings to foster exchanges between the AfDB and CSOs.
- Set up information-sharing mechanisms between the AfDB and CSOs, such as databases and online platforms.
- Promote the role and contribution of CSOs by highlighting their achievements and supporting them financially.
- Encourage CSOs to advocate their causes and support them in their efforts.
- Engage in ongoing dialogue with CSOs through regular documentation.
- Create platforms for CSOs to collaborate and share information.

Appendix 5: Budget details

		Budget					
Purpose	***Descriptions***	***2024***	***2025***	***2026***	***2027***	***2028***	***Total***
Pillar 1: Ensuring an Enabling Environment for CSE							**2 100 000**
1.1. Dialogue with Governments for Enabling laws and policies on CSE							-
	1.1.1 Develop and share clear guidance to foster CSE in policy dialogue in the RMC	30 000	30 000	30 000	30 000	30 000	150 000
	1.1.2 Set up institutional arrangements at the country level to facilitate policy dialogue between the Bank,						
	1.1.3 Hold regional or national forums in law making involving civil society, government, and parliamentarians.		60 000,00	60 000,00	60 000,00	60 000,00	240 000
	1.1.4 Implement joined activities between the governments, the Bank and Civil society organizations						-
	1.1.5 Recruitment of One Chief Civil Society Officer at	PM	PM	PM	PM	PM	-
	1.1.6 Recruitment of Three additional PL4 Civil Society	PM	PM	PM	PM	PM	-
	1.1.7 Recruitment of Four LP Civil Society Officers	PM	PM	PM	PM	PM	-
	(M&E) Officer at PL4 level	PM	PM	PM	PM	PM	-
1.2. Capacity building for CSOs, Bank and the community of practice on Civil Society	1.2.1 Provide tailored training on engaging with the African Development Bank's processes,	50 000,00	50 000,00	50 000,00	50 000,00	50 000,00	250 000
	1.2.2 Facilitate workshops to educate civil society on government structures and processes.	30 000,00	30 000,00	30 000,00	30 000,00	30 000,00	150 000
	1.2.3 Build capacity on engaging with civil society,	100 000,00	100 000,00	100 000,00	100 000,00	100 000,00	500 000
	1.2.4 Strengthen capacity for fundraising.	30 000,00	30 000,00	30 000,00	30 000,00	30 000,00	150 000
	1.2.5 Develop a training platform, example: Moodle and certification opportunities on engaging civil society	30 000,00	30 000,00	30 000,00	30 000,00	30 000,00	150 000
							-
Improving Communication using CSOs database and CSO platform and social							-
	1.3.1 Monthly talk meeting to brief on ongoing activities both in the Bank and with Civil Society Organizations.	PM	PM	PM	PM	PM	-
	1.3.2 Enhance webpage content with clear visuals, concise language, and engaging stories.		30 000,00	30 000,00			60 000
	1.3.3 Regularly update on CSO issues	PM	PM	PM	PM	PM	-
	1.3.4 Create more online sharing contents.	30 000,00	30 000,00	30 000,00	30 000,00	30 000,00	150 000
	1.3.5 Disseminate the webpage continuously.	30 000,00	30 000,00	30 000,00	30 000,00	30 000,00	150 000
	1.3.6 Periodically communicate on collaborative	30 000,00	30 000,00	30 000,00	30 000,00	30 000,00	150 000

		Budget					
Purpose	***Descriptions***	***2024***	***2025***	***2026***	***2027***	***2028***	***Total***
Pillar 2: Mainstreaming CSE in Bank's policies and projects for better impact							**1 700 000**
2.1 Institutionalizing CSE in CSPs and RISPs	2.1.1 Update the guidelines on mainstreaming CSE in CSPs and RIPs	50 000,00	50 000,00	50 000,00	50 000,00	50 000,00	250 000
	2.1.2 Disseminate the guidelines at corporates level, and in RMCs	50 000,00	50 000,00	50 000,00	50 000,00	50 000,00	250 000
	2.1.3 Reinforce the use of the guidelines in countries and regions undertaking the development of their CSPs and RISPs	50 000,00	50 000,00	50 000,00	50 000,00	50 000,00	250 000
2.2 Mainstreaming CSE in projects: CSE Marker System and added value in projects							-
	2.2.1 Update the guideline on mainstreaming CSE in projects.	50 000,00	50 000,00				100 000
	2.2.2 Disseminate the guideline at corporates level, and in R. M. C		50 000,00	50 000,00	50 000,00	50 000,00	200 000
	2.2.3 Reinforce the use of the guidelines in countries and regions undertaking the development of their CSPs and RISPs		50 000,00	50 000,00			100 000
	2.2.4 Build a Civil Society and Bank Monitoring and evaluation group / Bank Civil Society Committee		50 000,00	50 000,00	50 000,00	50 000,00	200 000
	2.2.5 Share the Bank's portfolio (projects, programs) informations with the Civil Society Organizations	50000	50 000,00	50 000,00	50 000,00	50 000,00	250 000
	2.2.6 Participate in projects at each level of the project lifecycle.	20 000,00	20 000,00	20 000,00	20 000,00	20 000,00	100 000
							-

		Budget					
Purpose	***Descriptions***	***2024***	***2025***	***2026***	***2027***	***2028***	***Total***
Pillar 3: Knowledge generation to enhance Policy Dialogue and Advocacy on CSE							**1 520 000**
3.1 Bank Civil Society Forum.	3.1.1 Regional Civil Society Forums every two years		60000		60000		120 000,00
	3.1.2 Continental forum in between the regional forums	100 000,00		100 000,00		100 000,00	300 000
3.2 Develop Economic Sector Work. Co-create thematic knowledge on Civil Society Engagement in Africa.	Research to develop regarding at least the following areas of research:						-
	3.2.1 Inclusive growth		150 000,00				150 000
	3.2.2 High 5s			150 000,00			150 000
	3.2.3 Cross-cutting issues: Fragility, Climate change, Youth, Gender, and governance				150 000,00		150 000
							-
3.3 Establish a learning platform and community of practice on CSE							-
	This will include:						-
	3.3.1 The organization of Webinar series / training	50 000,00	50 000,00	50 000,00	50 000,00	50 000,00	250 000
	3.3.2 The establishment of a Community of Practice	30 000,00	30 000,00	30 000,00	30 000,00	30 000,00	150 000
	3.3.3 Develop a dataset platform on Civil Society engagement.	50 000,00	50 000,00	50 000,00	50 000,00	50 000,00	250 000

Appendix 6: Methodology

Developing an action plan should include at least:

- Clarifying the destination (mission, vision, strategic objectives).
- Agreement on the desired outcomes for the next 5 years (Specific objectives, targets)
- Clarifying and identifying critical factors (enablers, drivers, barriers) to the achievement of targets
- Alignment of strategies, activities with the Bank's priorities (results Framework)
- Prioritizing projects
- Developing a 2024-2028 roadmap
- Identifying the process for allocating resources

The methodology proposed is a path to a better and realistic action plan for the Bank. Steps for the development of the action plan are elaborated below.

5.1 Scoping meeting

The scoping meeting held on June 22nd has been an exciting opportunity to harmonize the understanding of the Terms of References (ToR) and validate the methodology proposed by the firm. Participants agree on the methodology proposed and recommended the firm to focus on the three pillars approved by the senior management. The firm ensured the representativeness of regions, CSO regarding the High 5s. In a participatory way, activities related to the three pillars have been identified. Key actions further considered in the development of the action plan are shown in the Box 1.

Box 1: Recap of key takeaways/changes considered in the methodology

1. Apart from the CSO Regional Forums, add other platforms developed by AHGC2 as an opportunity for engaging with CSOs for data collection (i.e.: CSO Open Days)
2. Have a more exhaustive list of participants for data collection (Department, complex, sectoral teams, governments, international organizations, private sector…)
3. Benchmarking should not be limited to MDBs.
4. Another objective to add to the internal benchmarking exercise: Analyze the development process of new strategies in the Bank to inform the development of the Action Plan
5. Core objectives of the assignment to be reflected in the presentation:
   - How CSE can improve the Bank's results and impact the development of the continent
   - How the Action Plan will contribute to the Bank's result framework
   - The cost of not engaging with Civil Society
6. Demonstrate how the Action Plan is contributing to the High five priorities with emphasis on H5 Number 5: Improving the quality of life of the people of Africa through inclusion and impact.

Development of the inception report

The inception report is developed based on the scoping meeting feedback and preliminary analysis of documentations including the 2019 IDEV evaluation report, management response to the IDEV evaluation, the CSE Capacity Needs Assessment Report revised, the Civil Society capacity Building Programme.

The inception report was validated and a second round of review of CSE documentation has been carried out in preparation for the field work. Quantitative monitoring data provided by the Bank (Data on the Bank-CS committee evaluation, Civil Society Forum 2022, etc.) was gathered and used by the firm to inform the development of the Action Plan 2024-2028. Regional interviews and Focus groups have been conducted in the five regions.

Research approach

Evidence quality criteria have been the subject of much debate in the research community. These criteria depend on the type of research (quantitative or qualitative), the disciplines and sectors involved in the study, and the social context. Pelletier (2002) presents criteria for evidence quality according to the type of research.

Table 9 : Criteria of scientific rigor in research (Pelletier, 2002 : p.40)

Criteria	Quantitative research	Qualitative research
Veracity	Internal validity	Credibility
Applicability	External validity	Transferability
Consistency	Reliability	Reliability
Neutrality	Objectivity	Confirmation

For a thorough understanding of activities that should be included in the action plan, a mixed approach is used: qualitative and quantitative approaches. In the ranking of evidence, data from randomized trials are at the top of the pyramid while data from qualitative research are at the bottom after expert opinion (Burns et al., 2011). However, qualitative data can answer the how and why of quantitative results.

Sample for qualitative data collection

Field-oriented research not concerned with generalizability of statistics often uses non-probability samples. The most used samples, especially in qualitative research, are purposeful samples. Purposeful samples can be of different kinds, but the common element is that participants are selected according to predetermined criteria relevant to a particular research objective. The sample size is usually determined ex post according to the criterion of saturation. Saturation is reached when no further interviews or focus groups provide new information on the topic under study (Morse, 1995). In research on sample size for saturation, Guest et al. (2006) found that 12 interviews yielded at least 92% of all responses. In this study, 100 interviews and focus groups has been conducted. In addition, opened questions on the online survey allowed 302 responses about the activities to include in the action plan. Saturation is reached because of redundance in the responses provided by the participants.

Sample for quantitative data collection

According to the classic formula, several elements are involved in determining the sample size. These are the estimated prevalence of the variable of interest in the study, the target significance level (also called the confidence level), the acceptable margin of error and, possibly, the cluster effect in the case of cluster sampling.

The general formula is: $\boldsymbol{n = k \times (z_{1-\frac{\alpha}{2}})^2 \times p \times (1-p)/\varepsilon^2}$

with n: sample size; z: critical value of the normal distribution with a significance level α; p: level of the phenomenon we would like to study; ε: margin of error; k: cluster effect. A non-response rate could be also added to the that formula by multiplying by (1+nr) where nr is the non-response rate.

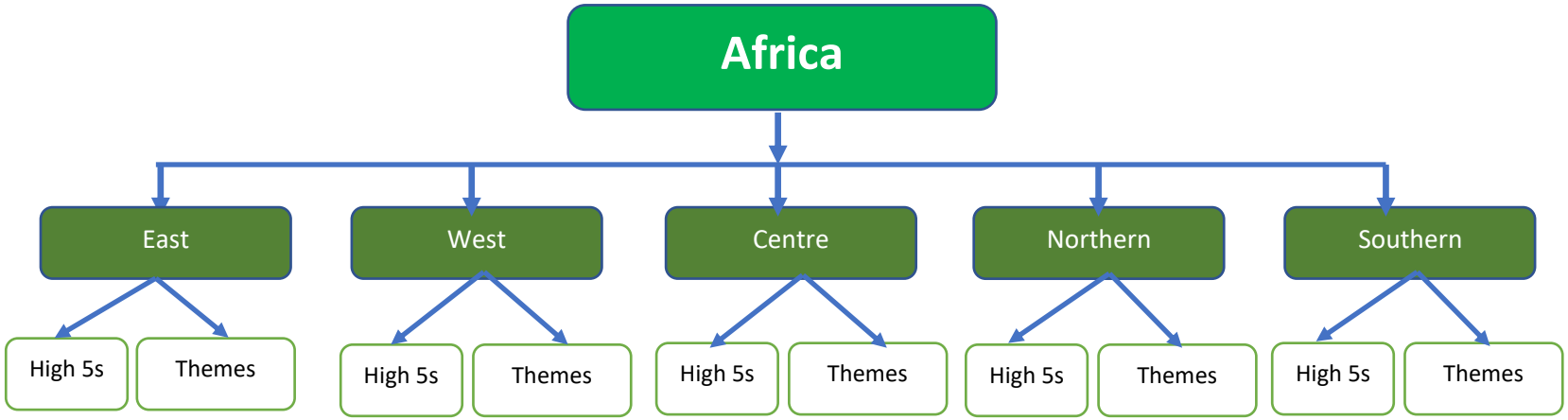


Figure 9: Sampling methodology

To have representativeness of regions and the Bank's priorities (High 5s, cross-sectional thematic), a stratified sampling is considered as mentioned in the Figure 3. Therefore, the value of is 2 and we consider a confidence level of 95% on the outcomes, a margin of 10% and a probability of p = 0.5. The sample size required for the quantitative analysis is then 192 respondents. A total of 302 participants filled the survey. This sample size is above the minimum (1920 required.

Data collection strategy on the field

The following platforms have been used to collect data on the action plan.

Individual interview	Focus group discussion	Online survey
zoom	Mentimeter	SurveyMonkey

Figure 10: Tools and strategy of data collection

Data analysis

Thematic analysis was used for qualitative data. It is a data reduction and synthesis process. While the phenomenological approach suggests undertaking a study without theoretical presuppositions, pillars of the action plan were explored from the outset based on 2019 IDEV evaluation reports, Ten-Years Strategic Plan 2024-2033, CSE framework, Bank-CSO evaluation report, and management response to the IDEV evaluation. Based on open-ended questions and synthesis of interviews, the codifications revealed a saturation of responses, hence the representativeness of the sample for the qualitative component (Denzin & Lincoln, 2011).
The reliability analysis was done to assess the internal consistency of quantitative data. Correlation and regression analysis were performed to identify the derivers on targeted outcomes of CSE.

Benchmarking

Many institutions and Governments, development partners and donors are aware of the CS contribution to the effectiveness of their interventions. Strategies for engaging with CS might be different from an institution to another one (Reinold, 2019).
The 2019 IDEV evaluation used the Civil Society Center of the Asian Development Bank; the Civil Society Capacity Enhancement Framework of the Europeen Bank for Reconstruction and Development (EBRD); the NGO Empowerment Programme of the Islamic Development Bank (IsDB) as well as the Civil Society Engagement Programme of the United Nation Development Programme. Benchmarking is a celebrated tool for data-based decision making and continuous improvement.
A basic approach is to compare one's processes with that of a "benchmark" organization (often a competitor), and to use the findings to decide what to change and what to continue (Kaufman & Swart, 1995). It seeks to find what someone else is doing that appears to be better than your approach and uses that data to modify one's own processes and methods.
For this assignment, we analyzed the process work of the above institution above and the Africa Union Economic, Social and Cultural Council (ECOSOCC).

Development of the theory of change

Rigorous approach to a development problem involves critical analysis of key steps to consider in achieving the desired social change.

A theory of change is the logic model that highlight the causal pathways between activities, outputs, outcomes, and objectives. There are different ways to illustrate ToC using diagrams. Developing a ToC should be a participative and consultative process. It helps to (i) connect stakeholders, (ii) clarify a pathway to a shared goal, (iii) promote understanding of stakeholders' roles and then a sense of ownership. The ToC is a tool that fosters accountability, explaining the value-added of activities and resources and help to mitigate against risks.

Based on the concept note and the ToR, the ToC of the Action Plan should encompass:

1- The Bank's mission: *to spur sustainable economic development and social progress in its regional member countries (RMCs), thus contributing to poverty reduction*
2- Bank's priorities- High 5s
3- Three Pillars approved by the SMCC

The theory of change was developed according to the agree pillars, the Bank's TYS 2024-2033 and leverage with other departments action plans.

Pillar 1. Ensuring an Enabling Environment for CSE

This pillar focuses on strengthening institutional capacity on CSE, legal frameworks and operational capacities. Creating an enabling environment for institutionalizing of CSE required then to analyze at least process to work with CSOs, design of procedures, tools, supporting platforms, policies, etc. The Action plan development took stock of the capacity building strategy 2021-2025.

Pillar 2. Mainstreaming CSE in Bank's policies and projects for better impact

Effectiveness of development project depend on an adequate allocation of resources and implementation of activities. CSOs interact with based communities and then, could bring the voices of people at each step of the project lifecycle. During the development of the action plan, conditions, and processes to mainstream CSE in the project lifecycle were analyzed. A result-based monitoring with Key Performance Indicators have been defined and aligned the Bank Results Measurement Framework (RMF) to highlight the contribution of CSE to the Bank's priorities.

Pillar 3. Generating Knowledge and enhancing Policy Dialogue and Advocacy on CSE

The current institutional means deployed to engage with Civil Society, i.e the Civil Society Forum, the Bank's Civil Society Committee, Civil Society Open Days in the RMCs, the Bank's ADF replenishment cycle are windows to share information, knowledge, and best practices. As revealed in the evaluation report of the 2022 Civil Society forum, the lack of monitoring of the recommendations of the regional forum of CSOs is a weakness to eliminate. A monitoring and evaluation system is proposed to generate and share knowledge for Policy Dialogue and Advocacy.

Appendix 7: Participants to the action plan development

Civil Society organizations

No	Names
1.	21st Century Community Empowerment for Youth and Women Initiative (CEYWI)
2.	7 Energie
3.	Abundant Grace Female Foundation
4.	Act Change Transform
5.	Action Communautaire pour le Développement Intégral du Congo et Grands-Lacs "ACDI-CG"
6.	Action humanitaire pour le développement (ACHUDE)
7.	Action Humanitaire pour le Développement (ONG ACHUDE)
8.	Action Jeunesse UEMOA
9.	Action pour la Recherche et l'Appui aux Initiatives Locales de Développement (ARAILD)
10.	Actions Communautaires pour le Développement Intégral
11.	Actions pour le Bien-être Social (ABS)
12.	Actions pour le Développement des Communautés et des Collectivités Locales (ADECCOL)
13.	Actions Sociales Internationales (ONG ASI)
14.	AFAO-WAWA
15.	Africa ICT Right
16.	Africa Nature Solutions Trust (ANASOT)
17.	African Initiatives for Relief and Development (AIRD)
18.	Agency for Women and Children Development (AWACD)
19.	Agir Pour la Sécurité et la Souveraineté Alimentaire (ASSA)
20.	AIRD
21.	AJESH (AJEMALEBU SELF HELP)
22.	AJPO
23.	Alliance for Development and Population Services-ADEPS
24.	Alliance Marocaine pour le Climat et DD
25.	Alliance Technique d'Assistance au Développement (ATAD)
26.	Alternatives Durables pour le Développement (ADD)
27.	ANOMENA VENTURES
28.	Antenne de Formation à Distance, AFAD
29.	APAB
30.	APEEFC (Association pour la Protection des Enfants Éloignés de leur Famille au Congo)
31.	Apostolic Ministerial International Network
32.	Appui Jeunes pour le Développement
33.	ASPEM
34.	Association BENIN ENERGIE
35.	Association Burkinabè pour le Développement et la Solidarité

36.	Association DAKUPA
37.	Association de la solidarité Wê
38.	Association de l'Education Environnementale pour les Futures Générations
39.	Association des Bayam Selam du CAMEROUN ASBY
40.	Association des femmes pour la promotion et le développement endogène.
41.	Association des femmes pour le développement à la base
42.	Association des Jeunes Engagés pour l'Action Humanitaire (AJEAH)
43.	Association des jeunes pour la promotion des orphelins (AJPO)
44.	Association des Peuples Autochtones BATWA " APAB" Asbl
45.	Association des Relais Communautaire d'Oshwe
46.	Association Développement Solidaire Durable
47.	Association du Centre de Formation Braille pour Aveugles et Malvoyants du Burkina Faso (ACFBAM/BF)
48.	Association El Ghaith pour l'Appui aux Nécessiteux et aux Victimes
49.	Association Graine d'Espoir (AGE)
50.	Association Guinéenne pour la Bien Être Familiale (AGUIBEF)
51.	Association HI-LIFE
52.	Association jeunesse et enfance de côte d'ivoire
53.	Association Jeunesse Solidaire du Passoré
54.	Association Koom /Ong pour l Auto Promotion des Femmes du Burkina Faso : A.K.A.FEM/BF
55.	Association Locale pour le développement integral-ALDI
56.	Association Manegdbzanga
57.	Association Nationale du Civisme
58.	Association Nationale pour la Promotion de l'Education et la Culture (ANPEC)
59.	Association Nesser pour l'agriculture et développement ANAD
60.	Association Nodde Nooto (A2N)
61.	Association Nourrir Sans Détruire
62.	Association pour la communication des institutions Agro-pastorales (AGROCOM)
63.	Association pour la Promotion de l'Emploi et du Logement (A P E L)
64.	Association pour la promotion en santé communautaire et de développement du centre nord (APSCD/ CN)
65.	Association pour le Développement des Femmes Ambitieuses de Mbalmayo
66.	Association pour l'hydraulique et la sante
67.	Association pour Renforcement des Compétences des Organisations Paysannes
68.	Association Solidarité Action Faire Face
69.	Association Songtaaba des Jeunes pour l'Enfant
70.	Association Sougri Nooma pour le développement des initiatives féminines
71.	Association Tin Tua/ONG
72.	Association TODIMA
73.	Association Togolaise d'Études de Recherche et d'Appui au Développement Humain Durable (ASTERADHD)
74.	ASSOCIATION ZAK-LA-YILGUEMDE (AZLY)

75.	Associations des Femmes Juristes du Tchad (AFJT)
76.	Audace Institut Afrique
77.	Benin Environment and Education Society
78.	Biba Transformations LBG
79.	Blessed Aid
80.	CARE (Campaign for Awareness Education and Resilience)
81.	Center for Africa Development and Progress (CADeP)
82.	Centre de Développement de la Région de Tensift
83.	Centre Écologique ALBERT SCHWEIZER DU BURKINA FASO
84.	Centre for Climatology and Applied Research
85.	Centre for Development Communications-CDC
86.	Centre for Family Health Initiative
87.	Centre For Family Health Initiative (CFHI)
88.	Chambre de Concertation des collectifs d'ONG et Associations de Développement
89.	CHILDREN BELIEVE
90.	Child's Destiny and Development Organisation (CHIDDO)
91.	Civil Society Action Coalition on Education For All (CSACEFA)
92.	Civil Society capacity building Center
93.	Coalition des Alternatives Africaines Dette et Développement (CAD-Mali)
94.	Comité International de la Croix Rouge
95.	Community Empowerment for Progress Organization (CEPO)
96.	Concern Health Education Project
97.	Coopérative des formateurs en économie sociale et solidaire du Cameroun (FORESSCAM)
98.	CRADED : Centre de Recherche et d'Action Humanitaire pour le Droit, l'Education et le Développement
99.	DEFIS ET OBJECTIFS CENTRAFRIQUE
100.	Democracy Works Foundation
101.	DEMOCRATIE DANS LE MONDE
102.	Development Centre for Orientation, Discovery and Empowerment (DeCODE)
103.	Disabled Women in Development (DIWODE)
104.	Early Childhood Development Coalition of Malawi
105.	E-Governance and Internet Governance Foundation for Africa (EGIGFA)
106.	ENDA EAU-POPULAIRE
107.	Faso-Action pour le Développement Communautaire (FDC)
108.	FAWE CONGO
109.	FIAN Burkina Faso
110.	FLAMBEAU IVOIRE
111.	FONAC
112.	Forum For African Women Educationalists (FAWE-Burundi)
113.	Forum pour les Droits des Jeunes et Enfants au Congo (FODJEC)
114.	GHANA JOURNALISTS' ASSOCIATION
115.	Grassroot Development Support and Rural Enlightenment Initiative

116.	Hardapregion Civil Society Network
117.	Haut Conseil Représentatif des Congolais de l'étranger
118.	HETAVED SKILLS ACADEMY FOR INNOVATIONS AND ENTREPRENEURSHIP
119.	HOUKABENIAN
120.	HUMANITÉ SOLIDAIRE
121.	INADES-FORMATION BURKINA
122.	Initiative Africaine pour le Développment (IAD)
123.	Initiative Jeunesse Rurale Avenir "IJRA"
124.	Institute for Democratic Governance (IDEG)
125.	Institute for Security Studies
126.	Institute for security studies
127.	Investment Watch (I-Watch)
128.	Inyathelo - The South African Institute for Advancement
129.	ISIZIBA Community Based Organizations of South Africa
130.	Jumuiya Women Fund
131.	KEIYO WOMEN TRUST
132.	Kishoka Youth Organization
133.	La goutte d'eau du Cameroun (ASGEC)
134.	Leadership Entreprise et Action pour le Développement (LEAD)
135.	Leadership Initiative for Transformation & Empowerment (LITE-Africa)
136.	Life Concern
137.	Liga Guineense dos Direitos Humanos
138.	LIGUE DES FEMMES DE DANANE (LIFECDA)
139.	Lumière Synergie pour le Développement
140.	Malagasy Youth Education
141.	Médecins du Monde France
142.	Medic'Afrik
143.	MINADEV Consulting
144.	Mother Africa Needs You
145.	Mouvement Ecologique du Burkina
146.	MUTSB SUPPLIES LIMITED
147.	National Coalition of Civil Society Organizations of Liberia
148.	Network for Water and Sanitation (NETWAS)
149.	Niger Delta Budget Monitoring Group
150.	Nouvelle Action pour le Développement (NAD)
151.	ONG REMCI
152.	ONG ACOMB (Association pour l'autopromotion des communautés de base)
153.	ONG Action et Développement(AcDev)
154.	ONG CASES
155.	Ong Djiguiya (Espoir)
156.	ONG DJIGUIYA (ESPOIRE)

157.	ONG GLOBE
158.	ONG MARAPA - Mar Ambiente e Pesca Artesanal
159.	ONG OBEFE (Organisation pour le bien-être de la Femme et de l'Enfant)
160.	ONG REVS PLUS
161.	ONG SONGOU-MAN
162.	ONG: ADET
163.	Organisation des jeunes leaders de côte d'ivoire
164.	Organisation panafricaine des femmes pour la promotion sociale et le développement
165.	Organisation Pour la Lutte Contre la Radicalisation Des jeunes et Promotion de la Citoyenneté, en Mauritania
166.	OSY ESPERANCE
167.	Pamme-Mbue
168.	PanAfricare
169.	Peace Point Development Foundation-PPDF
170.	Peace wonderful women of impact international
171.	Pentecostal Church Development and Relief Agency (PCDRA)
172.	Plataforma Mulheres em Accao
173.	Plate-forme d'information et d'Action sur la Dette (PFIAD)
174.	POJeT (Plateforme des Organisations de Jeunesse de Toulépleu)
175.	Pool des Ingénieurs du Programme National de Vulgarisation et de Recherche Agricole
176.	Prison Fellowship Malawi
177.	RECGOFIP
178.	RELESS NSONGON
179.	REOJELCAM
180.	Réseau d'Action Sur les Armes Légères en Afrique de l'Ouest, section Côte d'Ivoire (RASALAO-CI)
181.	Réseau de Développement des Femmes Pauvres (RDFP)
182.	Réseau des Educateurs aux Droits de l'Homme, à la Démocratie et Genre (REDHG)
183.	Réseau des Radios en Afrique de l'Ouest pour l'Environnement (RERAO)
184.	Réseau International de l'Engagement Civique-Côte d'Ivoire (RIEC-CI)
185.	Réseau Ivoirien des Jeunes Leaders pour l'Intégrité (RIJLI)
186.	Réseau SOA
187.	REVS PLUS SOLENZO
188.	Rwanda Women's Network
189.	SAMANI YA MAZINGIRA
190.	Santé Sidi El Houari SDH
191.	Save the Children International
192.	SIDA KA TAA
193.	Social Watch Bénin
194.	Société civile environnementale et agro-rurale du Congo
195.	Socio Economic Research and Development Centre SERDEC
196.	Somali peace Line

197.	Somaliland Non-State Actors Forum (SONSAF)
198.	SOS Immigration Clandestine
199.	SOS SAHEL International Burkina Faso
200.	South Sudan Women's Empowerment Network
201.	SPHERE BURKINA
202.	Stand for Vulnerable Organization (SVO)
203.	Startup Zone Incubator
204.	Strategic Youth Network for Development
205.	Strive foundation Rwanda
206.	Support Persons in Trauma Initiative
207.	SYFEDDI
208.	Tanzania Social Light Foundation (TSLF)
209.	Technologies for Economic Development - TED
210.	TERRE d'Afrique AGROPASTORALE, Société Coopérative avec conseil d'administration
211.	The Center for Peace and Advocacy (CPA)
212.	The Institute for Security Studies (ISS)
213.	Tournons la page cote d ivoire
214.	TRAFFED RDC asbl
215.	Voice of The Vulnerable
216.	WASH-Net Sierra Leone
217.	Water for People
218.	Welthungerhilfe
219.	WEND YAAM
220.	Wetlands International Afrique Cote Occidentale et Golfe de Guinée
221.	women & children Development organization (WCDO)
222.	Women in Distress Organization
223.	Women's Rights Advancement and Protection Alternative (WRAPA)
224.	Youth Dream for Constructive Achievement (YDCA Liberia)
225.	ZÉRO carbone netzero DRC SOUTH-KIVU BUKAVU
226.	Zéro Pauvre Afrique
227.	ZIMBABWE CLIMATE CHANGE COALITION

Additional stakeholders interviewed and focus group

Organization	Function
PAFO/PROPAC	Research analyst
KCCWG	Youth Coodinator
Boresha life	Director
Access coalition	Director
ECOTRUST	Executive director
Ministry of east Africa community	Supervisor
KPMG	Senior manager
ACIN	Project manager
Pan African Climate Justice Alliance	Project officer
IFC	CSO Engagement

Organization's name	Position in the Organization
A2D ONG	EXPERT
ADFSDE (ASSOCIATION POUR LA DEFENSE FEMININE ET LA SAUVEGARDE DES DROITS DES ENFANTS)	PRESIDENT
AED ONG	CHARGE DE PROGRAMME
ASSOCIATION LES SOLIDAIRES	SECRETAIRE GENERAL
ASSOCIATION NATIONALE DES ARTS ET DE LA CULTURE DU BENIN	SECRETAIRE GENERAL
AWLN BENIN	VICE-PRÉSIDENTE
DOKOUN MITON	DIRECTRICE EXECUTIVE
FONDATION BATONGA	DIRECTRICE PAYS
FONDATION UNIVERSITE D'ABOMEY-CALAVI	PRESIDENT
GROUPE D'ACTION POUR LA JUSTICE ET L'EGALITE SOCIALE (GAJES)	PRESIDENTE
HUNGER FREE WORLD BENIN	CHARGE DES PROGRAMMES
JEUNESSE INITIATIVES POUR LE DEVELOPPEMENT DURABLE (JIDD-ONG)	PRESIDENT
MAISON DE LA SOCIETE CIVILE	COORDONATRICE
OINA	PRESIDENTE

Organization's name	Position in the Organization
ONG ALDIPE	COORDONATEUR
ONG AMIS DE L'AFRIQUE FRANCOPHONE (AMAF)	SECRETAIRE
ONG ASEED BÉNIN	CHARGE DES PROGRAMMES ET DES PARTENARIATS
ONG EWANOU	DIRECTRICE EXECUTIVE
ONG JVE BENIN	DIRECTEUR EXECUTIF
ONG OLA AFRICA	DIRECTRICE
PALAIS DES ARTS ET CONSTRUCTION PAC BENIN	DIRECTEUR EXECUTIF
PNOPPA BENIN	CHARGE DE PROGRAMME
RADEB	CHARGE DE PROJET ET MOBILISATION DES JEUNES
RIFONGA BENIN	PRESIDENTE
RJPAO	LEADER D'OPINION
SOCIAL WATCH BENIN	PRESIDENTE
SUDCREA	PRESIDENT
U-REPORT ABOMEY CALAVI	RESPONSABLE POINT FOCAL AKASSATO
WOMEN EMPOWERED-NGO	VOLONTAIRE EN COMMUNICATION ET CHARGEE DE MOBILISATION DES RESSOURCES
WOMEN IMPACT NETWORK (WIN)	DIRECTRICE EXECUTIVE

Gender

Are you	Frequency	Percentage
Woman	82	32.8%
Man	160	64.0%
Non-binary	1	0.4%
I prefer not to answer	7	2.8%

Participants in Each region

Region	Frequency	Percentage
East Africa	32	11,9%
West Africa	136	50,4%
Northern Africa	9	3,3%
Southern Africa	24	8,9%
Centre Africa	65	24,1%
Europe	1	0,4%
Other	3	1,1%
Total	270	100

Fields of intervention

What is the main field of intervention of your organization?	Frequency	Percentage
Energy	4	1.6%
Feeding (Agriculture, fishing, breeding, etc.)	37	14.8%
Governance	32	12.8%
Climate change and resilience	38	15.2%
Gender	21	8.4%
Youth	18	7.2%
Cooperation	5	2.0%
Finance	2	0.8%
Entrepreneurship	13	5.2%
Other (Specify)	80	32.0%
Total	250	100

Position of the respondents in the organization

What is your position in the organization?	Frequency	Percentage
Head / Director of the organization	160	65.6%
Senior staff	30	12.3%
Professional staff	13	5.3%
Administrative staff	9	3.7%
Other (Please, specify)	32	13.1%
Total	244	100%

Bank's departments

Region	Frequency	Percentage
East Africa	5	15,6%
West Africa	14	43,8%
Northern Africa	3	9,4%
Southern Africa	5	15,6%
Centre Africa	2	6,3%
Other (please, specify)	3	9,4%
Total	32	100%

What is your department?	Frequency	Percentage
Senior Vice Presidency	6	24,0%
Regional Development, Integration and B	6	24,0%
Power Energy, Climate and Green Growth	2	8,0%
Agriculture, Human and Social Development	1	4,0%
Private Sector, Infrastructure, and Industrialization	1	4,0%
Economic Governance and Knowledge Management	2	8,0%
Finance	3	12,0%
Technology and Corporate Services	3	12,0%
Other (Please, specify)	1	4,0%
Total	25	100%

What is your position in the organization?	Frequency	Percentage
Head /Director of the organization	6	28,6%
Senior staff	3	14,3%
Professional staff	5	23,8%
Administrative staff	6	28,6%
Other (Please, specify)	1	4,8%
Total	21	100%

Appendix 8: Matrix of comments from the Inter-Departmental Working Group (IDWG) Members on the Draft Concept Note and the draft of the Action Plan

	Comments	Dept	Team's Response	Status
	How do we define Civil Society Organizations (CSOs)? Are they organizations dealing with development issues only (professional organizations, labor unions, women organizations) or can others be considered as partners (faith organizations, advocacy groups)? Does the Bank plan to engage with all CSOs?	PECG	The Bank's definition of Civil Society mentioned in the current CSO Framework is now reflected in the Concept Note. The Bank will engage with several CSOs working of the Bank's priorities through the Civil Society Committee and other platforms (webinar, regional/thematic forum, 2021 CSO forum…)	**closed**
	Whilst the different roles suggested in the Concept Note (CN) are consistent with the work that most CSOs do, it remains non-exhaustive. It might therefore be useful to categorize the role of CSOs at national, regional, and continental level.	ECNR	Well noted. The roles were indeed non exhaustive but rather examples. They are now included as suggested.	**closed**
	How the consultative process with CSOs will be organized? at the continental, regional or national level?	Bank-CSO Committee	At the 3 levels: Continental, regional and country level. The process will be piloted in collaboration with the Bank Civil Society Committee	**closed**
	Who are the members of the Bank Civil Society committee? How is it set-up? What is its mandate?	ECCE	Reference is made in the Concept Note with footnotes	**closed**
	How the strategy will be aligned to the High 5s?	SNOQ	The Bank's Civil Society Engagement (CSE) is at the core of the High 5s providing inclusion, transparency, participation, accountability, ownership of Bank's operations and projects. This is now highlighted in the background and in the guiding Principles of the concept note and we are expecting contributions from Sector/Departments representatives as well.	**closed**

	Comments	Dept	Team's Response	Status
	Besides drawing from other Multilateral Development Banks (MDB)'s experience in CSE, the partnership could be in building the same CSO database that could be used to identify eligible CSOs which can work with MDBs	FIRM	Well noted. This will also be reflected in the capacity building programme yet to be finalized which shall be part of the action plan of the strategy	**closed**
	The proposed pillars are very good. To be more holistic, I would propose to rephrase the first pillar to "Ensuring an enabling environment for CSE". I think if framed like this, this pillar will include institutional capacity strengthening, but also other enablers like strengthening legal frameworks, operational capacities etc.	PECG SNDR	Well noted & done	**closed**
	Another pillar could be added that deals with Monitoring and Evaluation (M&E) issues (defining SMART indicators, collecting data on CSE, assessing CSE's impact on projects/programs etc.)	PECG	M&E shall be cross cutting the whole pillars.	**closed**
	How are we going to deal with the ideology bias of some of the CSOs?	PECG	The Strategy will capture this challenge and identify avenues of handling this.	**closed**
	Who will draft the Strategy? Outsource or the Inter – Departmental Working Group (IDWG) ?	Bank CSO Committee	The Bank shall recruit a consulting firm but the IDWG will amend and provide quality assurance	**closed**
	How long will the Strategy last?	SNSP	5 years - 2023-2028	**closed**
	The split of engagements at the Corporate Regional/Country Operational/Project levels were found logical, but with a need to create a clear distinction between the levels.	SNSC	Done and shall be reflected in the full strategy	**closed**
	Consultations with transitional states as they can accommodate within the civic space available.	RDTS	Well noted.	**closed**

	Comments	Dept	Team's Response	Status
	The Bank has to come down to the level of the people and become an AFRICAN bank.	Bank Civil Society Committee	This is part of the rationale around this strategy and shall be reflected	**closed**
	Our experience with strategies is that they are high level, providing a vision and objectives while the operationalization of the strategy often takes place behind closed doors. This can be problematic as operational aspects are sometimes the most important, detailing processes for access to information, for example. Please indicate whether operational aspects of the strategy will also be open to consultation?	Bank Civil Society Committee	Yes indeed. Operational aspects of the strategy will also be open to consultation. This is now reflected in the revised Concept Note.	**closed**
	The concept note does not include any reference to or recognition of how power dynamics may influence and affect the Bank's engagement with various stakeholders from civil society. If left unchecked, perpetuated power dynamics, especially implicit ones, could undermine genuine efforts to engage. Power dynamics must form a central part of the strategy	Bank Civil Society Committee	Awareness and training on CSE, both inside the Bank and with civil society networks, will ensure power dynamics are openly discussed and addressed. Awareness and understanding of power dynamics shall inform the roll out of CSE across the bank.	**closed**
	The concept note largely refers to civil society with no distinction or recognition of the differentiation of civil society actors. Civil society is not a homogenous group concerned with the same issue, but rather diverse groups representing different community structures, networks, and marginalised communities. Understanding civil society actors at various spatial scales (i.e. regional to local levels) is critical, as the Bank's engagement with civil society at the regional level does not always trickle down to the national level. Engagement with civil society and affected communities at the national and local levels is arguably most important and relevant, specifically around projects.	PECG	This is now reflected in the revised CN and shall be further developed in the CSE strategy … The Bank is also finalizing the development of a guidance note for handling requests from CSOs which will be shared by Q2, 2022	**closed**

	Comments	Dept	Team's Response	Status
	While much of the concept note details the importance of engaging with civil society through various policy and dialogue processes, there must be more explicit reference to the type of engagement with CSOs. Engagement with CSOs whether at the community monitoring level or through the Bank's public participation processes (e.g. the civil society forum, the civil society committee, etc.) cannot be a tick-box exercise. It has to be meaningful to be effective and build trust with civil society and vulnerable groups.	PECG	Agreed. This is reflected in Pillar 3 and the 2021 CSO Forum shall also echo this meaningful dialogue.	**closed**
	The new civil society engagement strategy must not only align with the Bank's High 5s and Ten Year Strategy, but also the new Gender Strategy, the Climate Change and Green Growth Strategic Framework as well as other bank policies and strategies	SNOQ SNDR	Agreed and included. Reference to Bank's policies & strategies is reflected.	**closed**
	Pillar 1 must be expanded to move beyond only strengthening institutional capacity, which suggests the focus is on internal capacity building for CSE. The heading should be revised with a focus on creating an enabling environment for engagement and collaboration among Bank staff, Regional Member Countries, and CSOs. At the same time, an open environment must be created; one that allows and encourages debate and disagreement on projects, policies, and programmes. It is essential that CSOs maintain their independence and the voices that they have been working to amplify without being influenced by the Bank. Strengthening and providing Bank driven platforms or mechanisms must never mean the Bank ignores or excludes alternative	PECG FIRM SNSC	Agreed. And will be further developed in the full strategy document.	**closed**

	Comments	Dept	Team's Response	Status
	pathways that other CSOs might make use of to get the Bank's attention.			
	One of the major limitations of pillar 2 is the lack of detail around how the bank intends to strengthen its engagement with CSOs at the community level. Though these are missing from the concept note, the Bank must include the following when developing the strategy: 1) informing communities/CSOs of planned operations/projects while they are still in the proposal phase and country strategy paper development; 2) outlining the level and degree of civil society participation in commenting on/giving feedback on proposed projects as well as policies or country papers; and 3) clearly outlining the grievance channels and mechanisms for CSOs and community based organisations to raise their concerns about implementation. For instance, should communities raise their concerns through the independent review mechanism and if so, what happens to the information/concerns raised in terms of monitoring? The strategy must be explicit about how it intends to build its collaboration with CSOs, affected communities, and vulnerable groups at the community and country levels. These details are essential for improving awareness both within and outside the bank on channels and processes for CSE. Ultimately, legal mechanisms must form part of the engagement processes and be included in the CSE strategy. Though these will require effort, resources, awareness building and working with legal regional CSOs to build the awareness and capacity among grassroot communities, and vulnerable groups such as women and youth. Where country legal provisions are inadequate, the Bank must adhere to best practice, and	Bank Civil Society Committee ECNR	This is acknowledged and well noted for consideration in the full strategy document.	**closed**

	Comments	Dept	Team's Response	Status
	consult with CSOs to ensure projects do not take advantage of poor governance and legislation at the country level.			
	Promoting and supporting CSOs advocacy work around Africa's development, SDGs, and Agenda 2063 in Pillar 3 is well received. Although SDGs are important indicators of progress towards sustainable development, a reference to accelerating achievement of NDC commitments is also necessary. A forward looking CSE strategy must adequately consider the effects of climate change as part of the contextual analysis.	Bank Civil Society Committee	Indeed climate change and green growth will be reflected in the full document and shall be informed by a meaningful participation of CSOs to the COP26 alongside the Bank's task force.	**closed**
	With the ongoing climate crisis in Africa and other unpredictable changes (e.g. COVID-19, the 4th Industrial Revolution), the CSE strategy and other engagement tools must be reviewed more regularly than a midterm review. Reviews or at least feedback consultations on the strategy should be held with civil society based on the atmosphere and ever changing context to ensure they stay relevant and responsive to the changes.	PECG	This is well noted. Frequency for review of the final Strategy will be enclosed in the final document.	**closed**
	The fact that the CSE strategy development will be produced primarily by one firm raises some concerns. If the consultant is hired by the bank, and the terms of reference are also set by the Bank, the measures of success are likely to only align with bank priorities and less with the priorities of CSOs. If the firm or consultant is already hired, it is crucial that the individual works closely with African CSOs through participatory processes to ensure their voices and priorities are reflected in the final strategy	Bank Civil Society Committee	We fully agree that it's of paramount importance that the FIRM include African CSOs through participatory processes to ensure their voices and priorities are reflected in the final strategy.	**closed**

	Comments	Dept	Team's Response	Status
	When will the draft strategy become available for comment?	Bank Civil Society Committee	This is reflected in the timeline (point 7) of the Concept Note.	**closed**
	We also suggest the AfDB includes a pillar that centers on creating a more clearly defined collaborative governance process. One that ensures the role of CSOs are institutionalized, identifies reasonable means of engaging conflicts, particularly those arising from CSOs, and perhaps even includes a system in which CSOs are able to vote on different issues. For instance, a CSO representing an affected area of Bank decision should hold meaningful participation and contribution rights.	Bank Civil Society Committee	Well noted. Inclusive governance, accountability & participation shall be captured in Pillar 1 updated as "Enabling environment for CSE…."	**closed**
	The Concept Note of the CSE Strategy 2022-2027 should be revised to reflect the changes and ongoing processes on CSE Engagement. The revision should include an update on CSE achievements, Regional CSO Forums 2021, Upcoming CSO Forum 2022, Leveraging partnerships and Timeline.	AHVP	The update is reflected in the revised version of the Concept Note. The revisions are highlighted in the following sections: Section 2: The African Development Bank Group achievements on Civil Society Engagement: …. "The Forum has been revamped and now organised alternatively on regional (2021) and continental (2022) Forums". Section 3: Guiding principles on the Civil Society Strategy: …. *"The Strategy will be aligned to Bank's Global Capital Increase (GCI-VII) and African Development Fund (ADF-15 & ADF-16) commitments and further prospects* and will lay the groundwork for making CSE a Bank-wide mandate, helping the institution engage CS0s more systematically as it delivers on the High 5s and its One Bank approach working collaboratively across organisational and	**Closed**

	Comments	Dept	Team's Response	Status
			geographic boundaries to achieve greater performance and improved results for the people of Africa. Section 4: Under Pillar 2:… "CSE will also be further explored under the lenses of Bank's Special initiatives that have the potential for quick wins and impactful delivery". Section 7: The timeline is now updated reflecting the flow of Year 2022 and new dates for the Strategy. The structure of the document is now updated (format, edits and references).	
	The CSE Strategy should rather cover the period 2023-2028 considering the ongoing processes and related revised timeline.	AHVP	The CSE Strategy is now being proposed for 2023-2028. A revised timeline is now provided in the Concept Note for the development of the Strategy. 2022 will be considered as a transition year and will just have an Action Plan.	**Reflected in the document**
	The implementation of the CSE Strategy would require sufficient human and financial resources	AHVP	A new section is now integrated in the Concept Note reflecting the case for human and financial resources and the related process.	**closed**
	Move Section 4 on Staffing/Human Resources to the end of the CN	AHGC	The Section on Staffing/Human Resources is moved accordingly. Ref. Page9.	**Reflected in this final version**
	Particular focus should be made on multi-stakeholder consultations, particularly with Civil Society platforms and networks in Africa, Sister Organizations, relevant Institutions.	AHGC	Discussion was held with the Bank Civil Society Committee for the development of the concept note.	**Closed**

	Comments	Dept	Team's Response	Status
			The stakeholder's consultations will be scheduled right after the internal process of validation of the Concept Note.	
	Ensure the document has disaggregated data	AHGC	Data has been integrated in section 2.1 of the Concept Note. More disaggregated data on CSE will be integrated throughout the development of the Strategy.	**Closed**
	Reinforce the pillars with key elements on capacity building, policy dialogue in RMCs	AHGC	The 3 Pillars have been reformulated accordingly	**Closed**
	When recruiting the FIRM (EOI and CFP), consider experiences from other regions as well	AHGC	This will be considered when calling for the EOI and the CFP as well	**closed**
	Comments during the consultations on the Action Plan Development			
	Mainstream civil society engagement across the entire bank. As it currently stands, civil society engagement is primarily left to the civil society department.	Civil Society Working Group		**closed**
	Have key performance indicators for all bank staff on civil society engagement. This should include response time to CSO concerns, including responding to CSO emails.	Civil Society Working Group	KPI are not for Individual but for the organization. We can recommend to appoint someone who will communicate timely with the CSO	closed
	Be inclusive of marginalized groups and specifically identify how to engage with persons with disabilities, children, LGBTQI+ people, etc.	Civil Society Working Group	This will be the CSO work that should be supported by the Bank. The CBO are then important key actors with those groups.	closed
	Facilitate engagement space for CSOs with the President and Executive Directors, including at the AfDB Annual Meetings. They make the day-to-day decisions of the Bank and therefore, should engage with CSOs who can provide input or feedback on policies and projects approved by the EDs	Civil Society Working Group	Take opportunity of the Bank's annual meeting and Civil Society forum to meet. Some online meeting can be planned to meet the expectation of the CSWG.	closed

	Comments	Dept	Team's Response	Status
	Be accompanied with a communication plan/strategy to improve information sharing.	Civil Society Working Group	Monitoring and evaluation system that include CSO and the CSWG will help to improve the communication between the Bank and CSOs. Knowledge generation, use of platform and a staff dedicated to ensure the communication between the Bank and CSOs	closed
	Provide space for accountability discussions or engagement between CSOs and the bank. Both CSOs and the bank should be able to give feedback on what each other thinks of the engagement.	Civil Society Working Group	Steering committee for the Action Plan 2024-2028 and Bank's Civil society committee, Civil Society Forum and CSO open-days are valuable space to consider.	closed
	Consider how to provide safe avenues for engagement with CSOs in countries with shrinking civic space.	Civil Society Working Group	The Division of Civil Society and community engagement, the Ban-Civil Society committee, CSWG, department of the bank working on Fragile states are key partners that could contribute to provide safe avenue of engagement.	closed
	Look into capacity-building opportunities for CSOs on how to engage with the bank and how the bank can engage more effectively with CSOs	Civil Society Working Group	Yes. Pillar 1 of the Action Plan	**closed**
	Provide more structure for engagement with CSOs. Currently, it is more of an exercise in checking a box than actual engagement. The AfDB should provide deliberate spaces for CSO engagement at the country level. Get the right people in the room.	Civil Society Working Group	Civil Society is an active actor in the action plan. See CSWG role in the action plan. CSWG should work with the bank to address challenges.	**closed**
	Have specific contact officials at the country offices for CSOs and publicly disclose their contact details.	Civil Society Working Group	CSE officer	**closed**
	Provide space for CSOs to be part of the bank missions in project areas. Bank officials should make deliberate efforts to invite CSOs join the missions, particularly those working in the project areas.	Civil Society Working Group	Monitoring, steering committee	**closed**

	Comments	Dept	Team's Response	Status
	Engage local CSOs and CBOs, particularly those working in project areas and focusing on inclusion of marginalized groups, as early as possible in the project cycle. Support mapping out CSOs working in different spaces and countries at regional and country offices. Mapping should include local NGOs and CBOs working in project areas.	Civil Society Working Group	Yes. The Pillar 2 of the action plan covers this point. In the meantime, CSOs are recommended to fill their information on the CSO database platform.	**closed**
	Be more open and willing to engage with CSOs that highlight projects that have caused harm to the people and or environment	Civil Society Working Group	Agree. Pillar 2 encompasses this suggestion.	**closed**
	Develop or link to guidance on how the bank will handle reprisals, especially when they are caused by the country's government	Civil Society Working Group	The **Integrated Safeguards System** (ISS) takes account his point. There is a need to disseminate the ISS documen.	**closed**
	Recommend a task force to respond to reprisals, build capacity around reprisals, and establish a remedy fund to support victims of project harm and reprisals.	Civil Society Working Group		**closed**
	Improve access to information. Meaningful engagement cannot happen without proper access to information. Provide simplified versions of information in local languages, including using Information Education and Communication (IEC) materials.	Civil Society Working Group	The M & E will facilitate information sharing on the AP.	**closed**
	Include CSOs in project evaluation and audits.	Civil Society Working Group	It is considered in Pillar 2 of the action plan.	**closed**
	Widely share information on the Independent Recourse Mechanism (IRM). Management Action Plans should respect IRM recommendations particularly in providing remedy to communities harmed by AfDB projects.	Civil Society Working Group	Agree. CSOs are key actors to share the information and the Bank will engage closely with them.	**closed**

	Comments	Dept	Team's Response	Status
	Have more country open days and invite more CSOs, particularly those in project areas, and those who have provided critical feedback on projects or have raised concerns about environmental and social impacts, to share experiences and feedback on engagement. For open days and CSO Forums, provide further advance notice of dates, locations, and programs, so that CSOs can plan for and organize their attendance	Civil Society Working Group	Agree. The CSWG and other CSOs could help the Bank with CSE officer to have timely information.	**closed**
	Improve on the geographical and thematic civil society engagement as it is still weak. More country activities are needed.	Civil Society Working Group	The Country Strategy Paper is very important to identify activities needed. CSOs participation the development of the CSP could help to improve this point.	**closed**
	Recognize the different cultures, beliefs, and norms of different countries and communities.	Civil Society Working Group	Yes. More studies are needed.	**closed**
	Dr. Alexis will recommend that the draft is shared with CSOs before it is shared with Management.	Civil Society Working Group	Done	**closed**
	Dr. Alexis will continue to engage with the Working group on the action plan.	Civil Society Working Group	Yes. He will support the implementation of the AP if needed.	**closed**
	The action plan should enable the fostering of a partnership between civil society and the private sector to increase the level of collaboration between the two sectors and improve private sector investment in the growth of civil society	Participants to the forums	Agree	**closed**
	Expand the catchment of participating CSOs in terms of including a more diverse society in terms of thematic areas and geography. Accordingly, the bank should expand the scope of the themes it engages beyond climate change, gender, education and healthcare and include new thematic areas such as art and culture.	Participants to the forums	Agree. High 5s covers most of the thematic mentioned	**closed**

	Comments	Dept	Team's Response	Status
	Inclusion of the CSOs in the development of the 2024-2028 Action Plan in order to enhance understanding of the plan among the CSOs.	Participants to the forums	Done through the pillars of the action plan	**closed**
	Increase the frequency of engagement between the bank and the CSO groups through various channels such as online platforms and forums. These will include forums to collect data or feedback on specific policy areas or conducting online surveys to spearhead data collection on certain themes.	Participants to the forums	Agree.	**closed**
	The bank should engage in awareness creation to have a wider reach among the CSO communities. This expanded awareness should enrich the bank's database and make it more effective and accessible	Participants to the forums	Forums, Bank-CS, CSO open-days	**closed**
	Improve intergenerational engagement by including youthful representatives across various geographical locations	Participants to the forums	Youth or CSO working on gender, youth are part of the Ban-CS committee.	**closed**
	Establishment of key communication channels both physical and virtual that will enable the exchange and dissemination of information between the bank and the CSOs. Digitalization of forums and communications channels will not only increase the frequency of engagement between the bank and the CSOs, but it will likely improve the quality of engagements.	Participants to the forums	Agree	**closed**
	The bank should embrace consensus-oriented policy formulation processes that include external stakeholders such as CSOs. A consensus-oriented policy formulation approach with input from critical stakeholders will increase the success rate of its implementation process.	Participants to the forums	Pillar 2 of the Action Plan	**closed**

	Comments	Dept	Team's Response	Status
	The African Development Bank should aim to provide financial resources to CSOs for capacity building and institutional strengthening. By making these resources accessible to most CSO groups, the results will be a more meaningful relationship.	Participants to the forums	Pillar 1 of the Action Plan	**closed**
	The plan should aim to create platforms for the engagement of CSOs such as online groups, and WhatsApp channels.	Participants to the forums	Agree. Pillar 3 on knowledge management	**closed**
	Establish strong monitoring and evaluation tools to ensure that policy recommendations and suggestions from CSOs are followed through and are considered at the point of decision making.	Participants to the forums	Agree. Pillar 3 of the Action Plan. CSOs are part of the stakeholders to monitor the AP implementation	**closed**
	Engaging with CSOs before, during and after the project's life cycle. This includes project preparation, implementation, and evaluation. This engagement should be incorporated in the corporate policy of the bank as a part of stakeholder engagement where stakeholders, those with interest in the bank and who are affected by its policies, are brought together to engage on every project or policy.	Participants to the forums	Agree. Include in the Pillar 2 of the Action Plan	**closed**
	Regular reviews of the bank's engagement policies and framework with CSOs. These reviews might be quarterly, semi-annually, or annually and should necessitate continuous updates and improvement of the policies.	Participants to the forums	Agree. The Steering committee for the AP include Bank and CSOs	**closed**
	The bank should communicate with CSOs on the evolution of its key priority areas. This is to enable a more updated understanding of the bank's strategic direction by the CSOs	Participants to the forums	Agree. Take the opportunity of CSO open-day, forums, the Bank-CS committee, etc.	**closed**

	Comments	Dept	Team's Response	Status
	The bank should create mechanisms of co-creation which entails creating knowledge in collaboration with CSOs. In this case, CSOs become co-creators instead of the bank creating knowledge on behalf of the CSOs.	Participants to the forums	Agree. Pillar 3 of the Action plan	**closed**