Engaging with Civil Society: a long-term investment for the EIB?

Sciences Po Capstone Projet Collectif

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Overview of the Presentation

1. Description of the project

1. Research approach

1. Presentation of select best practices
   a. Strategic framework development
   b. Internal dissemination and awareness
   c. Deeper partnerships
   d. Accessibility of information

1. Conclusion

1. Discussion (Q&A)
The aim of the project was to research best practices in CSO engagement that are relevant and of interest to the EIB.

- Outline the CSO engagement activities and strategies undertaken by the EIB
- Identify relevant CSO engagement strategies of other IFIs
- Highlight how these best practices could be used by the EIB to add value to its current CSO engagement approach

About us:
- Masters students at Sciences Po (different Masters)
- Interest in civil society engagement, partnerships
- Understand how an institution like the EIB develops engagement activities and makes changes to its current practice
To research best practices we took a two-pronged approach: desk research and interviews.

Desk Research

Initial selection of twelve financial institutions based on their proximity to the EIB (activities/geography) narrowed to seven:

Consultation of publicly available resources, including websites, annual reports, and other online sources.

Interviews

1. African Development Bank
1. Agence Française de Développement
1. European Bank of Reconstruction and Development
To understand the EIB’s current CSO engagement activities, we consulted documents online and discussed with Mr. Gloukoviezoff.

Key Documents consulted
- EIB Transparency Policy
- Environmental and Social Handbook
- EIB Complaints Mechanism
- EIB Group Operational Plans
- Public consultations posted on the website
- Previous newsletter
Best practice 1: 

**A strategic framework for CSO engagement**

A framework for CSO engagement aligned to the bank’s long-term vision (AfDB)

- How CSOs contribute to the Bank’s strategic goals
- Ways in which the Bank can engage with CSOs
- Specific operational plans and timelines for these activities
- A collaborative process to develop the framework

### Table 2. Mechanisms of Engagement with CSOs

<table>
<thead>
<tr>
<th>Level of engagement</th>
<th>Outreach and communication</th>
<th>Dialogue and consultation</th>
<th>Partnership</th>
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</table>
| **Corporate level** | • Portal in the intranet for internal consultation
|                     | • Online library catalogue and publishing e-newsletters
|                     | • Media releases
|                     | • Television interviews
|                     | • Regular consultation on policies
|                     | • Consultations between Bank senior management and CSOs on emerging issues
|                     | • Institutionalization of the participation of CSOs at Annual Meetings
|                     | • Bank-CSO forum
|                     | • Participation of CSOs in African Economic Conferences
|                     | • Use COG as peer reviewers of Bank policy documents
|                     | • Mapping of CSOs in Africa for the Bank’s CSOs Database
|                     | • Criteria for CSO selection
|                     | • MoU with specialized CSOs/NGOs

• Portal in the Bank’s website
The framework could be updated regularly to reflect changing Bank and CSO priorities and continue to add value.

Asian Development Bank has a similar framework - Cooperation between the IFI and NGOs Policy Paper

- Periodically reviewed to reflect the evolving priorities of the bank
- Bank commitments to CSOs
- Outlines steps to be taken to further build the relationship between the Bank and CSOs
Best practice 2: Mainstreaming CSO engagement

a) disseminate best practice information through an internal platform or database (AFD)

b) have written guidelines addressed to staff (IMF, ADB)

Observatoire des sociétés civiles shares and stores information on best practices of CSO engagement internally / project level

Guidelines on IMF Staff Engagement with Civil Society Organizations

ADB’s CSO Sourcebook

AfDB internal awareness workshops

CSO engagement embedded into job descriptions

CSO engagement as KPI for managers

Final Checklist for Identifying Stakeholders

Are all relevant stakeholders identified and listed?

- Have resident missions (e.g., the NGO anchor) and other key informants helped identify stakeholders?

- CSO involvement in daily CSO engagement (AfDB)

a) disseminate best practice information through an internal platform or database (AFD)

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Internal dissemination could build on existing platforms and sharing mechanisms

- Environmental and Social Handbook could be used as a mechanism to share best practices among project promoters
- Internal database of CSOs and intranet could be used to create a platform such as the Observatoire
- The on-boarding process of new employees could include additional materials such as a CSO engagement toolkit
Best practice 3: 
*Creating deeper partnerships with CSOs*

**Capacity building**
- Technical support (EBRD)
- Scholarships for certified trainings (IADB) on site and on digital platforms

**Hiring CSOs as consultants**
- Technical issues at field level (ADB)
- Fragile states and crisis situations (AfDB)
Deeper partnership opportunities can be communicated through guides and presentations.

Communicating with CSOs on how they can be more deeply involved

- Guide for CSOs on how to engage with the Bank (ADB)
- Presentations on specific topics (AfDB)

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<tr>
<th>Approach</th>
<th>Definitions</th>
<th>Processing</th>
<th>Implementation</th>
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</table>
| Collaboration| Stakeholders and ADB/recipient/client work jointly, but stakeholders have limited control over decision making and resources. | Low: Inputs from specific key stakeholders sought in project design  
Medium: Significant stakeholder representation on project design body  
High: Stakeholder influence on project design body and agreement of role for stakeholders in project implementation | Low: Stakeholder input in monitoring and evaluation  
Medium: Stakeholder organization (e.g., CSO) implementation of a project component  
High: Significant stakeholder representation on project implementation body and participation in implementation activities |
| Partnership  | Stakeholders participate in decision-making process and/or exert control over resources, through a formal or informal agreement to work together toward common objectives. | Low: Agree a stakeholder organization will partner in ADB-funded project  
Medium: Memorandum of Understanding (MoU)/partnership agreed or stakeholders take some degree of direct responsibility  
High: MoU/partnership agreement implemented including financing and management, or stakeholders assume high level of ownership/responsibility | Low: Stakeholder organization routinely provides inputs and is recognized as a partner in ADB-funded project  
Medium: MoU/partnership agreement implemented, or stakeholders take some degree of direct responsibility  
High: MoU/partnership agreement implemented including financing and management, or stakeholders assume high level of ownership/responsibility |
Best practice 4: **Enhanced Accessibility**

**Easy-to-use transparency portal**
- KfW Development Bank Transparency Portal
  - Interactive Map
  - Comprehensive Reports on Results and Source of Funds
- European Bank for Reconstruction and Development
  - Comprehensive Country-Strategy Reports (written with CSO input)
  - Identifying CSO

**Accessible newsletter**
- Archives of newsletters on the website

**Language Availability**
KfW Development Bank Transparency Portal

(Source: https://www.kfw-entwicklungsbank.de/International-financing/KfW-Development-Bank/Local-presence/Asia/index-2.html)
Our finance instruments

We receive a portion of our funds from the federal budget. We endeavour to augment these funds by raising additional money on the capital market (we refer to monies raised in this way as KfW funds): Two out of every three Euros we spend on development projects in our partner countries come from KfW’s own funds.

<table>
<thead>
<tr>
<th>Funds</th>
<th>Amount in EUR</th>
<th>As %</th>
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<tbody>
<tr>
<td>KfW funds</td>
<td>4,861,304,287</td>
<td>59.30</td>
</tr>
<tr>
<td>Federal budget funds</td>
<td>2,869,439,594</td>
<td>35.01</td>
</tr>
<tr>
<td>Federal budget funds</td>
<td>466,425,757</td>
<td>5.69</td>
</tr>
</tbody>
</table>
General Conclusion

4 best practices to add value to the EIB’s current civil society engagement

1. Create a clear and accessible strategic framework for CS engagement
2. Foster CSO-engagement culture amongst EIB’s employees and project promoters
3. Deepening the partnerships with CSO showing them how they can be more involved and benefiting from the knowledge at field level
4. Improve the accessibility of information

The EIB already possesses an innovative framework of civil society engagement. From this foundation, there are exciting opportunities to implement best practice to further develop meaningful partnerships with CSOs and create long-term value for the Bank.