

IDB GROUP-CIVIL SOCIETY ENGAGEMENT REVIEW 2016-2017



This edition of the Review of IDB Group and Civil Society Engagement Actions presents the initiatives, operations and activities of the IDB Group that involve Civil Society in 5 strategic lines of action in 2016-2017.



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IDB GROUP-CIVIL SOCIETY

ENGAGEMENT REVIEW

2016-2017

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2. Acronyms

LAC	Latin America and the Caribbean Region
ATI	Access to Information
Bank	Inter-American Development Bank (IDB), IDB Invest, MIF
IDB	Inter-American Development Bank (IDB), IDB Invest, MIF
CAN	Country Department Andean Group
CCB	Country Department Caribbean
CID	Country Department Central America, Haiti, Mexico, Panama and Dominican Republic
ConSoC	Civil Society Consultative Group
CSC	Country Department Southern Cone
TC	Technical Cooperation
MIF	Multilateral Investment Fund
IDB Group	Inter-American Development Bank (IDB), IDB Invest, MIF
NGO	Non-governmental Organization
CSO	Civil society Organization
CS	Civil Society
VPC	Vice Presidency for Countries



3. Foreword

Latin America and the Caribbean is a changing region. Its democracies have matured, its institutions are being modernized and its citizens are growing increasingly demanding for greater transparency and accountability. These changes have forged a new relationship between Governments, the Private Sector and Civil Society.

In this context, the IDB Group emerges as a leader in development for Latin America and the Caribbean (LAC), thanks to its privileged relationship with the different Governments, the Private Sector and Civil Society. The Group is permanently anticipating trends and supporting change in the region as a contribution to sustainable development from multiple perspectives.

With an eye on the future, the Bank continues to reinforce its technical capacity to strengthen the planning and implementation of meaningful forms of engagement with Civil

Society. This engagement is framed in the IDB Group's contributions to the region's economic and social development, which results from the strategic integration of the knowledge, perspectives, experiences and values of people, who are the direct beneficiaries of the Bank's initiatives.

The IDB Group works with Civil Society to:

- a) Contribute to the advancement of governments' development agendas,**
- b) Support the best possible implementation of Private Sector initiatives, and**
- c) Strengthen Civil Society's technical and participatory capacities.**

This second review¹ of the IDB Group's engagement with Civil Society shows how sector and operating specialists from the Bank's different departments and divisions are conducting engagement actions and programs with civil society in 26 borrowing countries. Methodologically speaking, these actions are analyzed from five strategic levels of engagement:

- a) Internal capacity to capture and provide access to **information**.
- b) Establishment of forums for direct **dialogue** with Civil Society.
- c) **Public consultation** processes.
- d) Spaces for **collaboration** with Civil Society.
- e) Strategic **partnerships** with Civil Society.



¹ See previous document: [IDB Group-Civil Society: Engagement Review 2014-2015](#)



4. The Regional Context

In recent decades, Latin America and the Caribbean (LAC) has undergone numerous transformations, among which we can mention: a) a growing maturity of the democratic systems across the region; b) the advent of initiatives that seek to increase transparency and accountability in government management; c) the global adoption of new technologies and social media; d) a strengthening of citizen participation in public affairs; and e) closer collaboration between Civil Society and the Private Sector.

Along this line, the ways in which Civil Society engages with the Government and the Private Sector have been a source of social innovation, understood as a participatory process that includes the creation, incorporation and dissemination of new social practices that have arisen together with two dynamic factors: the so-called “motivators” and “triggers” of participation.



Among the motivators we can cite: (i) economic growth and the expansion of public services; (ii) the change of paradigm towards greater transparency in Private Sector operations; (iii) the emergence of a middle class that is increasingly demanding for more and better services; (iv) the expansion of education and communication, which has resulted in citizens who are better educated and aware of rights and services; and (v) the advent of new technologies and the ubiquitous use of social media.

On the other hand, triggers of citizen participation include: (i) the scandals of corruption that have shaken the Public and Private sectors; (ii) the lack of transparency and the rampant impunity; (iii) the low quality and high cost of public services.



THE IMPORTANCE OF EXPANDING AND MAXIMIZING INFORMATION ACCESS CHANNELS

The Bank's different units have gradually begun to understand the importance of the digital transformation, incorporating new technologies and tools for the creation of new avenues for **information** access and for data collection and information generation. The IDB Group has often reiterated its commitment to increase transparency, accountability and information access as indispensable tools to maintain and strengthen its engagement with Civil Society. This approach has deepened its relationship with stakeholders, enhanced project design and implementation, and improved development results. Under these principles, the Bank's different units have embraced new technologies and increased the use of data collection and systematization tools, thus guaranteeing access to information and the creation of new engagement mechanisms with Civil Society.

5. IDB Group-Civil Society:

In response to the regional context and as a future practice, the IDB Group has established three objectives for its engagement with Civil Society that seek to maximize the joint contribution to the development of Governments, the Private Sector and Civil Society itself.

- a) leverage the expertise and consolidate the IDB Group's engagement with Civil Society to help the Governments in the region advance their development agendas in consonance with the Bank's Country Strategies;
- b) strengthen Civil Society's institutional and participatory capacity in order to help improve the design and implementation of country development agendas.
- c) value the IDB Group's experience and engagement with Civil Society as a way to maximize the impact of the implementation of Private Sector projects and initiatives on development.



In an effort to achieve these objectives, within the period studied, the IDB Group, through the country offices of its 26 borrowing members, conducted more than 500 local engagement actions with Civil Society in the five strategic levels mentioned above.

The review revealed that, operationally speaking, 30% of all activities consisted of **Partnerships** with CSOs for the implementation of project components and/or technical cooperations, i.e. a 3% increase compared to the number of partnerships conducted in the previous period (2014-2015). This is particularly important, since Partnerships help to mobilize external financial and human resources that allow reaching the target groups more easily. One of the initiatives that have given shape to this idea is a project that seeks to “Contribute to the advancement of the climate change agendas of Governments in the region by involving Civil Society in LAC (especially for the implementation of the Paris climate agreements (INDCs)” (RG-T2912). The project evidences good practices regarding the quality of dissemination and implementation of government initiatives on climate change and environmental sustainability. It also highlights the value of involving the citizenry in environmental issues contemplated in government-ratified international agreements such as the Paris Agreement, which introduces measures for dealing with greenhouse gas emission mitigation and adaptation, as well as the resilience of ecosystems to the effects of global warming; Principle 10, which was adopted by 24 countries of Latin America and the Caribbean for the protection of access rights in environmental issues; and the 2030 Agenda for the Sustainable Development Goals (SDG 2030).



THE ADDED VALUE OF DIRECT DIALOGUE SPACES

Promoting Civil Society's potential contributions requires the existence of permanent channels for direct **dialogue** with the Bank. In this sense, the Bank has evolved from a mostly informational type of dialogue to one that proactively seeks to create spaces of involvement for the leading actors of Civil Society. The Bank now focuses its efforts on creating and improving exchange agendas with Civil Society, allowing it to learn and disseminate the Bank's latest advances on LAC development.



DUE DILIGENCE FOR EFFECTIVE PUBLIC CONSULTATIONS

The Bank has deepened its knowledge of the LAC region thanks to **public consultations**. These exchanges have given it important feedback for the design and implementation of policies, strategies and operations. The experience amassed has transformed the Bank into a knowledge hub and a depository of good due diligence practices for the inclusion of Civil Society in public consultation processes. The Bank has also learned that consultations are characterized by sector-specific and geographical regulatory aspects that sometimes transcend the scope of its Operating Policies. Hence, the consultation due diligence processes benefit from the ongoing expansion and update of the knowledge about the sectoral regulatory frameworks set for public consultations, as well as the transparency and participation policies applicable to each country.

In the same spirit of illustrating the value of Collaboration and Partnerships in the Extractive Industry, a new project was undertaken to understand the “Actors Relationship in the Extractive Sector” (RG-T2849). As the sector accounts for 4% of the region’s GDP and 50% of its exports, it constitutes an economic boost for many countries with plentiful natural resources. Furthermore, the region attracts one third of the world’s mining investments, it has one fifth of the global oil reserves and is a major producer of iron, nickel, silver and gold. The good practices of engagement between Governments, Industries, and Communities are paving the way for a new business model where the main actors not only reap benefits but also pledge their adherence to the overarching principles of environmental sustainability, gender inclusion and diversity.

The second strategic line with the highest number of activities and initiatives during this period was Dialogue (24%), through participation in the annual forums organized by the Bank departments and divisions both regionally and locally. Among other events, the annual regional forums “IDB Group-Civil

Society Caribbean Forum” and “IDB Group-Civil Society Regional Forum” with the 26 borrowing countries promoted direct exchanges with representatives from academia, foundations, associations, social enterprises, NGOs, and stakeholders to promote shared-value agendas, with more than 1,000 attendees. These meetings include the participation of CSO leaders, experts and specialists in different fields and sectors, and representatives from the Bank’s senior management.

At local level, Civil Society Consultative Groups (ConSoC) continued to be strengthened in all 26 countries. These groups constitute an invaluable network for direct collaboration and interaction with the Bank by contributing technical and territorial insights and experiences.

Collaboration-related activities such as institutional capacity programs and knowledge products represent 19% of the activities conducted during the period, equivalent to a 4% increase compared to the previous period. On the same note, the Civil Society Institutional Capacity Program aims at strengthening CSO technical and participatory capacities and

The IDB received feedback from some 600 representatives of governments, enterprises and Civil Society Organizations from all over the Region.

has benefited more than 1,200 CSOs by providing webinars and scholarships for the Project Management for Results (PM4R/ Civil Society) and Project Cycle Management programs. After passing all tests and completing all stages required, the more than 550 participants earned international certifications like the PMA². Similarly, and still along the line of knowledge **Collaboration**, a number of technical and thematic publications were prepared to advance the due diligence process for the timely and sustainable inclusion of Civil Society, among which we can cite: “Public Consultations with Civil Society: Guidelines for Public and Private Executing Agencies”³, with 6,700 downloads in Spanish and English, and “Three are better than one: Government, Civil Society, Private Sector - Joint efforts in Caribbean countries toward sustainable development”⁴, with more than 700 downloads.

As part of the strategic level of **Collaboration** for knowledge and **Partnerships** with Civil Society, it is worth mentioning that during the last portion of the period studied the IDB implemented the digital platform **WiConnect3** (wiconnect3.iadb.org) as a crosscutting geo-referenced tool that allows knowing who is doing what and where and finding CSOs, government agencies and companies that work

in the same sector and/or territory. The platform started as a proof of concept to support sector and operating specialists, external donors and CSOs in knowing the work of CSOs in certain areas and territories. A few months down the road, the platform already counted with more than 1,300 members even before the official launch scheduled for the 2018-2019 period.

The study also revealed that 16% of all Bank activities consisted of **Public Consultations** (16%) related to Country Strategies, projects and/or IDB Group policies. For example, just as part of the updates to its IDB Group-Civil Society Engagement Strategy, the IDB received feedback from some 600 representatives of governments, enterprises and Civil Society Organizations from all over the Region.

The above considerations make it necessary to conduct a biannual review to help understand the need to steer towards new and better opportunities for advancing development by including Civil Society. The review supports and recognizes the work of the IDB Group’s Civil Society in each one of the 26 borrowing countries of the region: Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay and Venezuela.

² Participants who pass all program tests and activities receive the international Project Management Associate (PMA) certificate.

³ Public Consultations with Civil Society: Guidelines for Public and Private Executing Agencies. IDB Group (2016)

⁴ Three are better than one: Government, Civil Society, Private Sector. Joint efforts in Caribbean countries toward sustainable development IDB Group (2017).

6. Methodology

A. CONCEPTUALIZATION OF THE LEVELS OF ENGAGEMENT: The Bank has gained experience and enriched its activities thanks to the bulk of lessons learned during its operating and sector-based activities and the generation of knowledge. As mentioned earlier, in order to systematize the many experiences and lessons learned, the Bank's actions with Civil Society have been methodologically analyzed from five different levels of engagement: information, dialogues, consultations, collaboration and partnerships⁵.

B. INFORMATION PROCESSING: The information in this review comes from the work conducted in the 26 countries and systematized in accordance with the actions pertaining to each strategic level.



COLLABORATION WITH CIVIL SOCIETY INCREASES THE BANK'S KNOWLEDGE ABOUT THE REGION

CSOs and the Bank have brought together knowledge and experiences in multiple areas, disseminating the knowledge and good practices at sectoral level, including: i) the generation and dissemination of knowledge products; ii) experiences concerning the service delivery mechanism at community level; iii) lobbying in the design of public policies; iv) alternative knowledge and perspectives to bridge the gender gap; v) knowledge about the impact of climate change on food security, biodiversity and sustainable tourism, among others. A special mention goes to the Bank's **collaboration** with CSOs in the context of institutional capacity programs designed by the Bank for Civil Society, whose results have reached the 26 countries of the Region.

⁵ The division into five levels of engagement responds to the observation of the work led by the IDB with Civil Society (CS) and to a comprehensive and systematic process of public consultations in the form of meetings, interviews and in-person and online consultations conducted during 2016 and 2017. The process was led by the IDB Group's Civil Society Team as part of the update of its IDB Group-Civil Society Engagement Strategy.

C. NATURE AND SCOPE OF THE REVIEW: This exercise reflects the work conducted by the Bank in conjunction with Civil Society. This new edition seeks to guide the work in terms of the financial and human resources available. However, this review does not constitute a detailed account of all the projects, programs and activities that involve Civil Society participation in one or more levels of engagement (see the chart “Engagement Level by Activity”). Instead, its goal is to provide an initial insight to promote the measurement of the added value of such actions for the future development of activities and engagement with Civil Society.

D. CONTEXTUAL ANALYSIS OF THE INFORMATION BY COUNTRY: This review is to be understood in context and not as a comparison between countries. The reason is that individual country activities are dependent upon the volume of operations and the impact of external and internal factors that result, among other causes, from changes in work teams and their short-term impact on CS-related topics. Also, by definition each country has a context and identity of its own that determine the interaction between the three main actors, which varies significantly from country to country. Accordingly, each Country Office is taking the steps needed to comply more efficiently with the Country Strategy agreed to with the respective government, promoting opportunities for development by incorporating CSOs that can contribute specific local and technical knowledge, if deemed pertinent.



STRATEGIC PARTNERSHIPS WITH CIVIL SOCIETY LEVERAGE RESOURCES AND IMPROVE THE BANK'S OUTREACH TO BENEFICIARIES AND STAKEHOLDERS

Given their technical expertise and knowledge of the local reality, CSOs have become major actors in the delivery of different types of public services. The Bank has nurtured strategic **partnerships** with CSOs, transforming them into associates in the design and execution of Bank projects and activities. These partnerships have been particularly important for gaining visibility in remote or poorly connected communities.

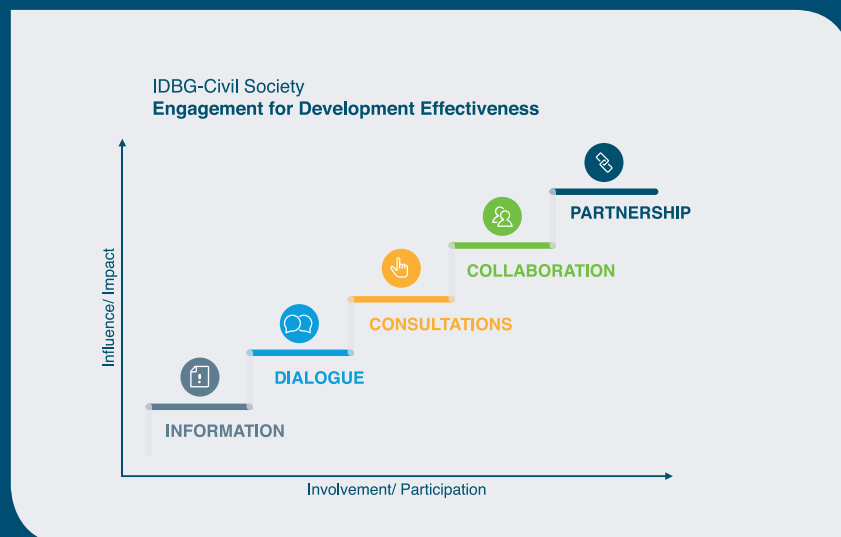


7. Strategic Lines of Action:

Information: Strengthen and build internal capacity to capture and give access to information. Some of the actions the Bank pursues in this level include: i) promoting the internal use of analytical tools; ii) establishing specific networks with Civil Society to disseminate sector-related information; iii) the strategic utilization of digital platforms and social media to disseminate the work of Governments, the Private Sector and Civil Society around a specific sector and geographical area; iv) implementing activities for training and developing guidelines for good practices in the use of information with a view to engage Civil Society in Bank projects and initiatives.

Dialogue: Create spaces for direct dialogue with Civil Society. Some of the actions the Bank pursues in this level include: i) incentivize the transfer of knowledge during the IDB Group's annual forums with Civil Society; ii) strengthen and streamline the effective role of ConSocs as dialogue groups for advancing the Country Strategy as well as sector strategies; iii) support actions aimed at strengthening the capacities of Civil Society to promote dialogue with Governments and the Private Sector; iv) strengthen the capacities of the Bank's operating teams to conduct constructive dialogue with Civil Society; v) promote and integrate actions aimed at including diversity and gender-based perspectives in direct dialogues with Civil Society.





Consultations: Optimize and streamline public consultation processes. Some of the actions the Bank pursues in this level include: i) train its own employees on how to conduct effective public consultations; ii) develop and update guidelines on the sector regulatory frameworks applicable in each country; iii) strengthen its position as a technical benchmark by promoting the dissemination of guidelines for due diligence in public consultations regarding public and private sector operations.

Collaboration: Single out and expand the instances of collaboration with Civil Society. The Bank continues its efforts to promote the exchange of knowledge with Civil Society in order to increase the Bank's capacity to offer innovative solutions to the region's development problems. This exchange allows the Bank to: i) collect and value knowledge and new approaches to development from Civil Society in order to improve the Bank's initiatives; ii) leverage resources by coordinating the different knowledge agendas; iii) contribute to the knowledge and capacity of Civil Society organizations to improve its strategic engagement with relevant actors.

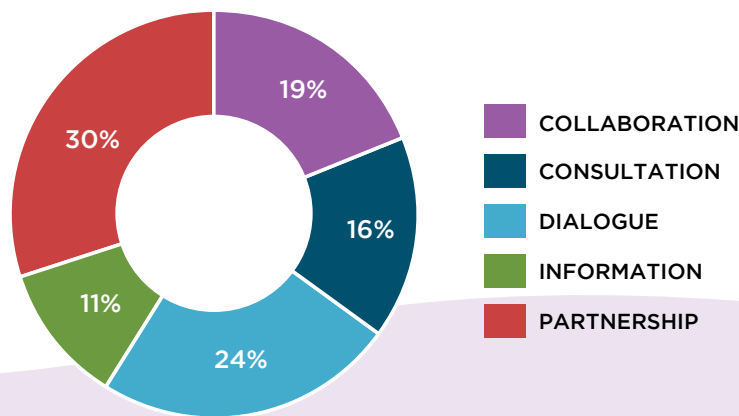
Partnerships: Maximize the value of strategic partnerships with Civil Society. The Bank promotes the search for strategic partners within Civil Society who can contribute to support the effectiveness and efficiency of Bank programs. These partnerships allow the Bank to: i) develop new channels to reach the target populations; ii) mobilize external human and financial resources; iii) optimize support in the provision of public services.



8. General Levels of Engagement of the IDB Group

In 2016 and 2017, the IDB Group executed 513 operations with Civil Society across the five strategic lines of action: information, dialogue, consultation, collaboration, partnerships. The majority of these (30%) were at the partnership level, followed by dialogues (24%), collaboration (19%), consultations (16%), consultations (16%) and information (11%).

IDB GROUP OPERATIONS

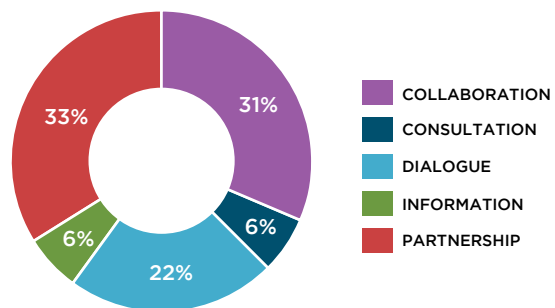


9. CAN Region

The CAN region is composed by Bolivia, Colombia, Ecuador, Peru, and Venezuela. In general, the operations involving civil society engagement in these countries can be explained by the following:

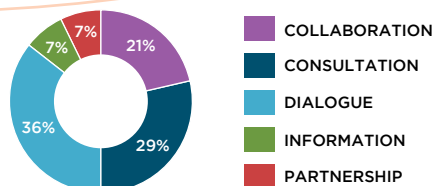
The most predominant levels of engagement were partnerships (33%) and collaborations (31%). The dialogues represented the third strategic line most frequently carried out (22%), while consultations and information actions represented both 6%.

CAN REGION ENGAGEMENT



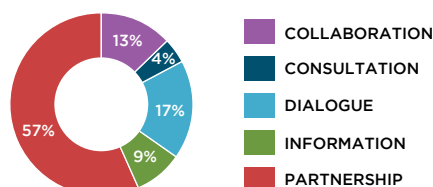
BOLIVIA

In Bolivia, 36% of the operations involving civil society were related to dialogues, thematic or regular ConSoC meetings. 29% of the activities with civil society were related to consultations about projects, strategies or policies. Collaborations represented 21% of operations, while both partnerships and information disseminated accounted for 7% each.



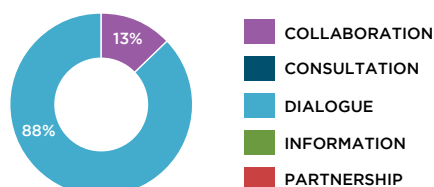
PERU

In Peru, 57% of the activities with civil society were related to partnerships for executing projects or components. The second most predominant activities were dialogues, with 17%. Collaborations represented 13%, while information disseminated accounted for 9%, followed by public consultations related to projects, strategies and policies (4%).



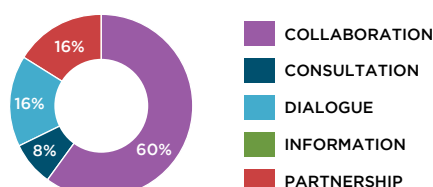
COLOMBIA

In Colombia, 88% of the registered activities were dialogues, such as exchanges in thematic tables, civil society forums and regular ConSoC meetings. 13% represented collaborations, including scholarships and institutional capacity training offered to civil society in project management.



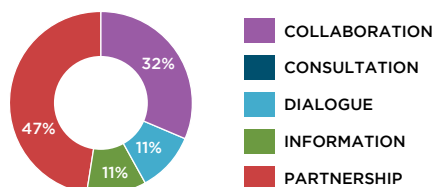
VENEZUELA

In Venezuela, collaborations represented the line of action the most carried out, with 60% of the country's operations involving civil society. The second most prevalent activities were both partnerships and dialogues, with 16% each. Finally, public consultations about projects, strategies or policies represented 8%.



ECUADOR

In Ecuador, the majority of operations involving civil society were partnerships to execute a project or a project's component, with 47%. Collaborations, including scholarships and training provided represented 32%, while both dialogues and information disseminated across various means accounted for 11% each.

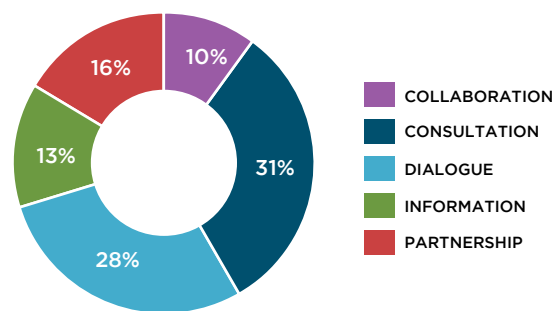


10. CCB Region

The CCB region is composed by the Bahamas, Barbados, Guyana, Jamaica, Suriname and Trinidad & Tobago. In these countries, civil society engagement involved the following distribution:

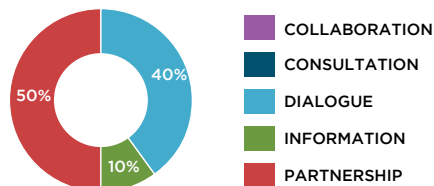
The CCB Region was the region with the highest number of consultations undertaken (31%). Dialogues represented 28% of the actions involving civil society in the region, followed by partnerships (16%), information (13%) and collaborations (10%).

CCB REGION ENGAGEMENT



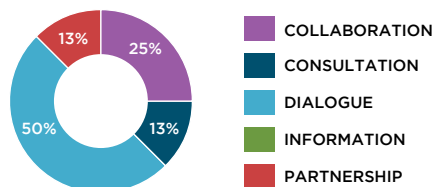
BAHAMAS

In The Bahamas, 50% of the registered activities were partnerships with civil society for execution of projects and components. The second most prevalent line of action was dialogues, such as exchanges in thematic tables, civil society forums and regular ConSoC meetings, with 40%. Information exchange including dissemination through internet represented 10%.



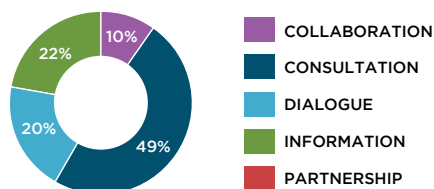
BARBADOS

In Barbados, dialogues represented the line of action the most carried out, with 50% of the country's operations involving civil society. Second was collaborations including capacity building and trainings with 25%. Finally, both partnerships and public consultations represented 13% each of the country's operations involving civil society.



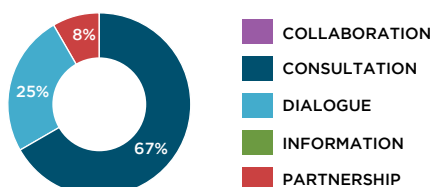
GUYANA

In Guyana, the most prevalent line of action was public consultations (49%). 22% of the activities with civil society were related to information sharing and dissemination. Dialogues represented 20% of the activities, followed by 10% of collaborations with civil society, including participation in institutional capacity training programs.



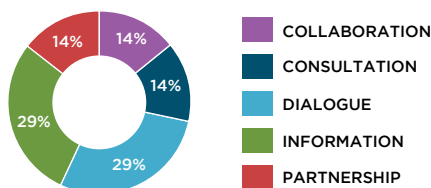
JAMAICA

In Jamaica, the vast majority of the activities with civil society were public consultations for inputs about projects, strategies or policies (67%). Participation in dialogues and regular meetings represented 25% of the country's overall operations, followed by partnerships with 8%.



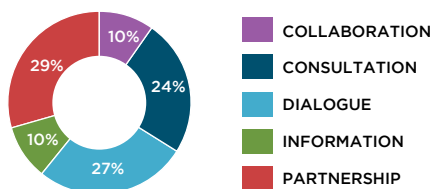
SURINAME

In Suriname, the top strategic lines of action were both dialogues, such as exchanges in thematic tables, forums and regular ConSoC meetings, as well as information dissemination, representing 29% each. The other levels of engagement, partnerships, collaboration and consultations, each accounted for 14% of the activities involving civil society in the country.



TRINIDAD & TOBAGO

In Trinidad and Tobago, 29% of the operations with civil society were related to partnerships. The second most predominant activities were dialogues, with 27%. Consultations about projects, strategies or policies represented 24%, while collaborations, including institutional capacity scholarships and trainings and regular meetings and information disseminated represented 10% each.

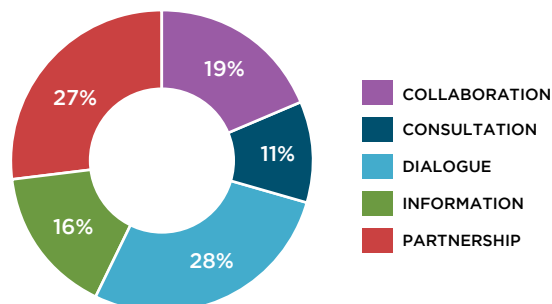


11. CID Region

The CID Region is composed of Belize, Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua and Panama. The operations involving civil society engagement in these countries are as follows:

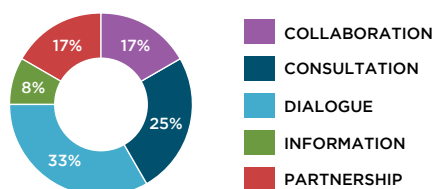
In the CID Region, the top lines of action were dialogues (28%) and partnerships (27%). The collaborations represented 19% of the activities carried out with civil society, followed by information actions (16%) and public consultations (11%).

CID REGION ENGAGEMENT



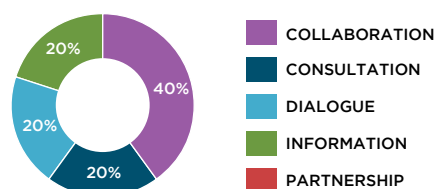
BELIZE

In Belize, 33% of the activities with civil society were related to dialogues, followed by 25% of activities related to consultations to receive inputs about projects, strategies or policies. Partnerships with civil society and collaborations including scholarships and institutional capacity trainings represented 17%. Finally, the information level accounted for 8%.



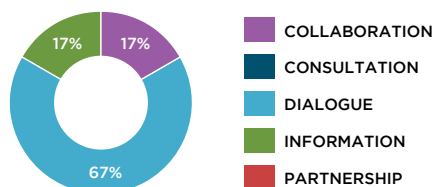
DOMINICAN REPUBLIC

In the Dominican Republic, the most predominant strategic line of action with civil society was collaborations, such as participation in capacity building training programs and scholarships. The other lines of action, consultations, dialogues and information, each represented 20% of the activities involving civil society.



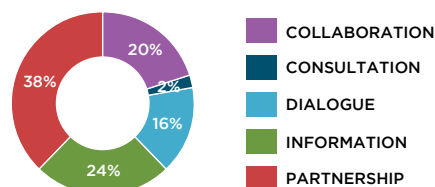
COSTA RICA

In Costa Rica, the majority of the activities with civil society were partnerships, representing 67% of the total activities. Participation in dialogues and regular meetings and collaborations including institutional capacity training for civil society organizations accounted for 17% each.



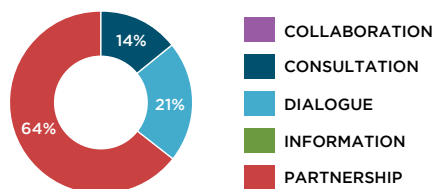
EL SALVADOR

In El Salvador, 38% of operations involving civil society were partnerships to execute a project or a project's component. Information was the second most prevalent with 24%, followed by collaborations, such as scholarships and training provided (20%). Dialogues accounted for 16%, while consultations represented 2%.



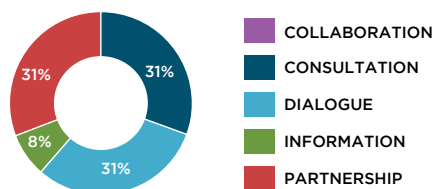
GUATEMALA

In Guatemala, the majority of the activities with civil society were partnerships, representing 64% of the total activities. Participation in dialogues and regular meetings represented 21% of the country's overall operations involving civil society, followed by public consultations (14%).



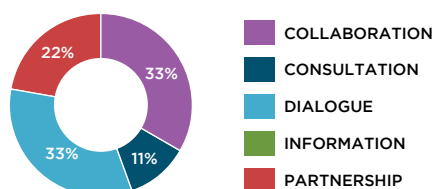
HAITI

In Haiti, partnerships with civil society, public consultations to receive inputs about projects, strategies or policies and dialogues, including regional forums and regular ConSoC meetings, accounted for 31% of the activities with civil society each. The information level represented another 8%, including dissemination of information on the internet.



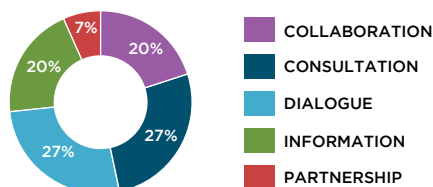
HONDURAS

In Honduras, the most predominant strategic levels of engagement were both collaboration, such as scholarships and institutional capacity trainings, as well as dialogues, with 33% each. Partnerships with civil society represented 22% of the activities, followed by consultations to receive inputs about projects, strategies or policies.



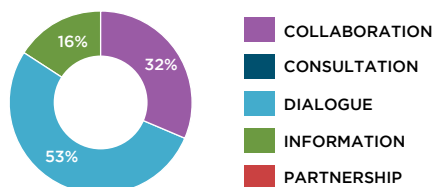
MEXICO

In Mexico, 27% of the activities with civil society were related to consultations about projects, strategies or policies, as well as to dialogues, also with 27%. Both collaborations, such as scholarships and institutional capacity trainings, as well as information disseminated, represented 20% each. Partnerships with civil society represented 7% of operations involving civil society.



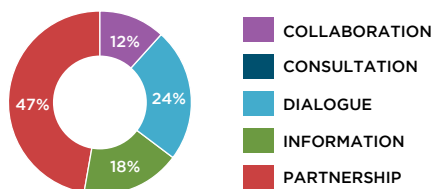
NICARAGUA

In Nicaragua, the majority of the activities with civil society were dialogues, representing 53% of the total activities. Participation in collaborations including capacity building training for civil society accounted for 32%, while 16% of activities were related to the information level of engagement.



PANAMA

In Panama, the most prevalent line of action involving civil society was partnerships to execute a project or a project's component, with 47%. Dialogues accounted for 24% of activities, followed by the information level of engagement with 18%. Collaborations, including scholarships and training provided, represented 12%.

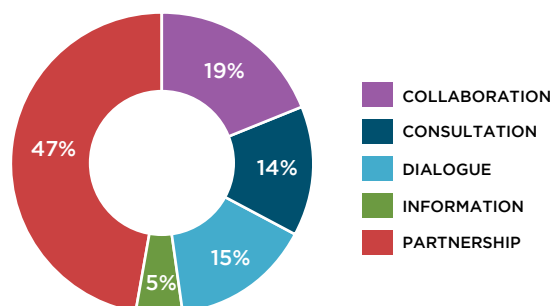


12. CSC Region

The CSC region is composed of Argentina, Brazil, Chile, Paraguay and Uruguay. The operations with civil society in these countries are distributed as follows:

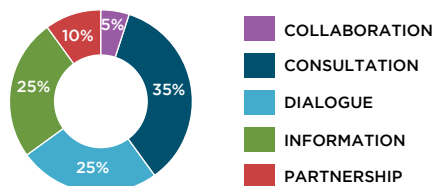
The CSC Region had the highest amount of partnerships (47%) among the IDB region. The second most often activities were collaborations with civil society (19%), followed by dialogues (15%). Public consultations represented 14% of the total activities for the region, while information was 5%.

CSC REGION ENGAGEMENT



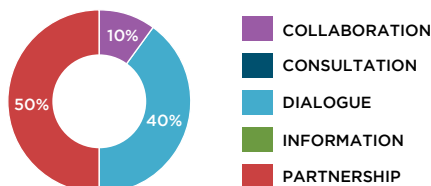
ARGENTINA

In Argentina, 35% of the activities with civil society were related to consultations about projects, strategies or policies. The second most predominant activities were both dialogues and information disseminated, with 25% each. Partnerships with civil society represented 10% of operations, while collaborations including scholarships and institutional capacity trainings represented 5%.



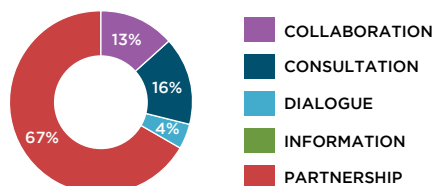
PARAGUAY

In Paraguay, the majority of the activities with civil society were partnerships, representing 50% of the total activities. Participation in dialogues and regular meetings represented 40% of the country's overall operations involving civil society, followed by collaborations including capacity building to civil society (10%).



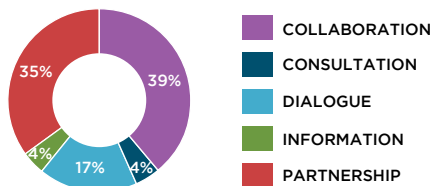
BRAZIL

In Brazil, the vast majority of operations involving civil society to some degree were partnerships to execute a project or a project's component, with 67%. Public consultations related to projects, strategies or policies represented 16% of activities. Collaborations, including scholarships and training provided represented 13%, while dialogues accounted for 4%. Brazil is the highest executing country at the partnership level.



URUGUAY

In Uruguay, 39% of the operations with civil society were related to collaborations including institutional capacity scholarships and trainings. The second most predominant activities were partnerships, with 35%. Dialogues and regular meetings represented 17%, while consultations about projects, strategies or policies and information disseminated represented 4% each.



CHILE

In Chile, the most predominant strategic line of action with civil society was partnerships with 54% of the total activities. Collaborations including capacity building to civil society represented 31%, followed by participation in dialogues and regular meetings, 15%.

