

**DESK REVIEW**

**WORLD BANK COUNTRY PARTNERSHIP FRAMEWORK FOR KENYA  
ADVOCACY**



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## **LIST OF ABBREVIATIONS**

<b>AfDB</b>	African Development Bank
<b>AFESD</b>	Arab Fund for Economic and Social Development
<b>BOAD</b>	Banque Quest Africaine de Development
<b>BADEA</b>	Banque Arabe pour le Development
<b>CPF</b>	Country Partnership Framework
<b>DPL</b>	Development Policy Lending
<b>EBRD</b>	ECOWAS Bank for Investment and Development
<b>EIB</b>	European Investment Bank
<b>EU-AITF</b>	EU- Africa Infrastructure Trust Funds
<b>ICA</b>	Infrastructure Consortium for Africa
<b>IPF</b>	Investment Project Financing
<b>IsDB</b>	Islamic Development Bank
<b>KAFED</b>	Kuwait Fund for Arab Economic Development
<b>NDB</b>	New Development Bank
<b>OFID</b>	OPEC Fund for International Development
<b>RSA</b>	Republic of South Africa
<b>SFD</b>	Saudi Fund for Development
<b>SCD</b>	Systemic Country Diagnostics
<b>SSA</b>	Sub-Saharan Africa

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This desk review has captured the World Bank Group CPF projects, process, models, and entry points for, engagement, with an aim of identifying the gaps to be addressed and opportunities to be exploited for a more transparent, accountable and citizen led participatory World Bank country partnership. Further, recommendations on how to deepen awareness of, and participation in, the World Bank Group Country Partnership Framework (CPF) has been given.

### **Methodology**

Information was mainly gathered from secondary sources. The review analysed documents detailing global, regional and country level perspectives and produced a synthesis on the key areas as specified in the TOR.

### **Limitations**

Information gathered through desk review is predisposed to miss details, components, and may underreport on the specific issues required. It is also important to acknowledge that the comprehensiveness of data may seem to vary by different sources.

### **Findings and Conclusion**

World Bank plays a critical role in the society by trying to address the major problems faced by humanity in the world in general and Kenya in particular. The Bank recognizes the importance of engaging the key stakeholders in its projects design and policy formulation. The World Bank has clear policy documents recognizing the pivotal role of CSOs and other stakeholders, their roles, and points of entry in engagement at the global, regional, and country levels. However, when it comes to Kenyan context, there is no detailed documentation of CSOs engagement with World Bank in Kenya. In addition, the specific projects where they were engaged are also not documented.

## **1.0 INTRODUCTION**

### **1.1 BACKGROUND**

The World Bank group plays a key role in promoting the development agenda across member countries. The bank provides a variety of financial products together with technical assistance meant to stimulate economic growth and development in the economies. Some of the financing instruments used by the World Bank to support countries include Investment Project Financing (IPF), Development Policy Financing (DPF), Trust Fund and Grants (TFG), Multiphase Programmatic Approach (MPA), and Development Policy Financing (DPF)<sup>1</sup>.

The Investment Project Financing (IPF) is an instrument that the bank uses to provide loans and grants aimed at supporting the creation of the social and physical infrastructure to facilitate the realization of the bank's twin objectives of poverty reduction and sustainable development among the member's countries. Whereas the Development Policy Financing (DPF) focuses on budget support to governments, Trust Fund and Grants (TFG) on the other hand, provides emergency assistance in countries in crisis of whichever form such as natural disaster.

Further, countries facing complex development challenges are assisted by the bank through Multiphase Programmatic Approach (MPA). This allows for a flexible approach of implementation of the complex developmental projects in stages/phases. On the other hand, Development Policy Financing (DPF) is an investment instrument used by the bank to provide rapidly disbursed financing aimed at assisting borrowers to address actual or anticipated development financing requirements.

### **1.2 Overview of External Financing for Development in Africa**

Africa is confronted by persistent problems of poverty, youth unemployment and socio-economic disparity.<sup>2</sup> A well-developed infrastructure has always been fronted as a panacea to

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<sup>1</sup> <https://www.worldbank.org/en/projects-operations/products-and-services>

<sup>2</sup> [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Kenya-Bank\\_Group\\_Country\\_Strategy\\_Paper\\_2019-2023\\_and\\_CPPR.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Kenya-Bank_Group_Country_Strategy_Paper_2019-2023_and_CPPR.pdf).

put the Continent on an ever upward economic growth trajectory. However, there are inherent bottlenecks that dampens the prospects of raising sufficient domestic resources thus, Africa’s infrastructure investment gap has increased exponentially in recent times. Currently, the Continent’s infrastructure financing need stands at USD 130-170 billion annually, with a financing gap ranging between USD 68-108 billion.<sup>3</sup> Table 1 shows key infrastructure sectors with financing gaps in Africa.

**Table 1: Investment needs (\$billions) in Africa**

<b>Infrastructure Subsectors</b>	<b>Target by 2025</b>	<b>Annual Financial requirement</b>
Power	100% urban electrification 95% rural electrification	35-50
Water supply and sanitation	100% access in urban areas 100% access in rural areas	56-66
Information and communication technology	Universal mobile coverage 50% of population within 25km of a fiber backbone. Internet penetration of 10%	4-7
Road and other transport sectors (air, rail, and port)	80% preservation (maintenance and rehabilitation); 20% development (upgrading and new construction)	35-47

**Source: AfDB, 2018.**

Infrastructure development remains key to meaningful economic development in Africa. However, the Continent faces an uphill task in as far as mobilizing sufficient domestic savings for development is concerned. To overcome the problem of low fiscal space, these economies have recourse to external financing to fund their development projects and spur economic growth. The African Continent funds her development projects mainly through: African national governments, ICA members, China, Private sector and other bilaterals/multilaterals<sup>4</sup>. In 2018, the amount of funds committed to infrastructural

<sup>3</sup>

[https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/2018AEO/African Economic Outlook 2018 - EN Chapter3.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/2018AEO/African_Economic_Outlook_2018_-_EN_Chapter3.pdf).

<sup>4</sup> [https://www.icafrica.org/fileadmin/documents/IFT\\_2018/ICA Infrastructure Financing Trends in Africa - 2018 Final En.pdf](https://www.icafrica.org/fileadmin/documents/IFT_2018/ICA_Infrastructure_Financing_Trends_in_Africa_-_2018_Final_En.pdf).

development in Africa stood at \$100.8 billion which represents an increase of 24% of the total funds commitments reported in 2017. This is presented in table 2.

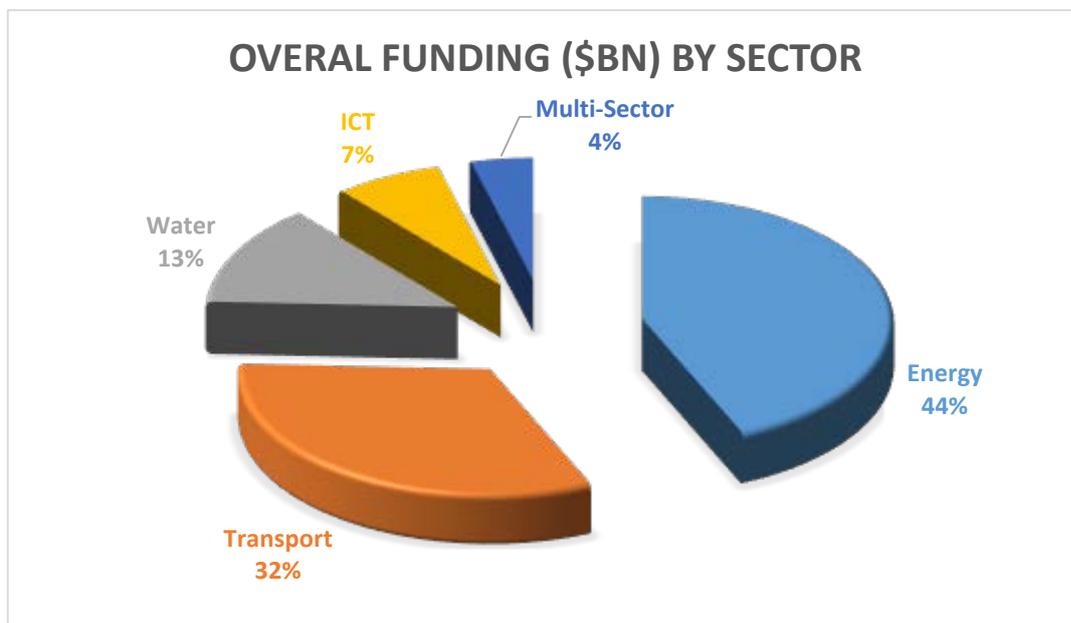
**Table 2: Sources of Funding to Africa (\$bn), 2014-2018**

Source	2014	2015	2016	2017	2018
ICA Members	18.8	19.8	18.6	19.7	20.2
China	3.1	20.9	6.4	19.4	25.7
Other Bilaterals/multilaterals	16.1	6.8	8.7	5.8	5.5
Private sector	2.9	7.4	2.6	2.3	11.8
African National Governments	34.5	24	30.7	34.3	37.5
<b>Total</b>	<b>75.4</b>	<b>78.9</b>	<b>66.9</b>	<b>81.6</b>	<b>100.8</b>

Source: ICA, 2018.

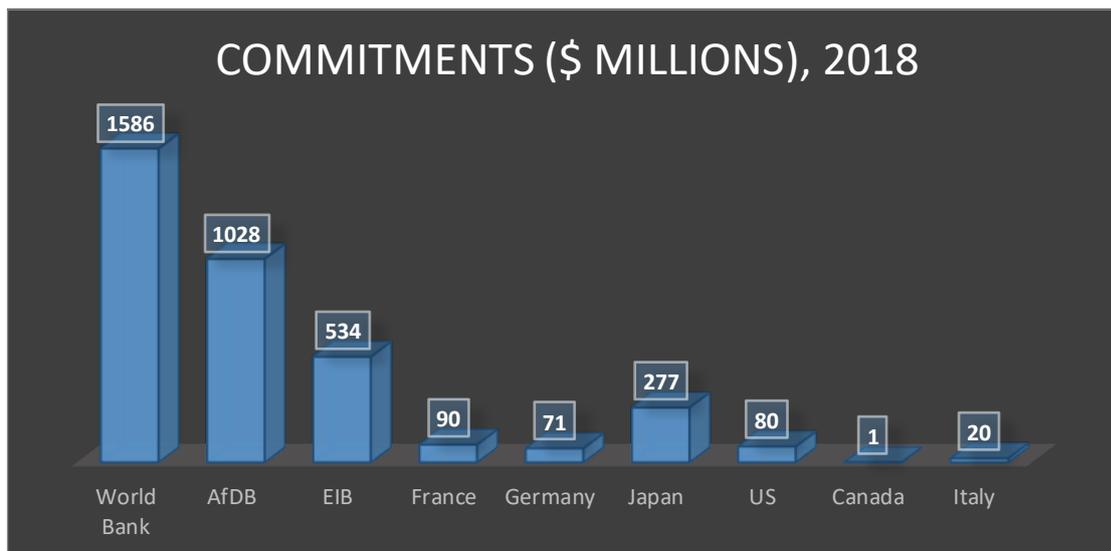
In terms of sectors, the energy sector was the largest recipient of development funds at 44%, followed by transport at 32% and water and sanitation at 13%. The multi- sector stood at 4%. This is presented in figure 1.

**Figure 1: Overall funding to Development Projects in Africa by Sector, 2018**



When it comes to financing in the East Africa, the World Bank (WB) and the African Development Bank (AfDB), takes the lion share. This is presented below in figure 2.

**Figure 2: ICA Member Commitments to EA (\$ millions), 2018.**



**Source: ICA, 2019.**

China leads in infrastructural development financing to Africa than G7 members and MDBs combined. In 2018, Chinese financing to Africa’s infrastructure stood at \$25 billion. The MDBs gave financial commitments totaling to \$13 billion. In the same period, The African governments mobilized a whopping \$38 billion within their domestic economies for infrastructure development. Financial commitments from the Americas (US and Canada) on infrastructure for Africa during the period of consideration is at \$336 million. This is a bit low compared to what other countries like France and Germany committed as individual countries. For MDBs, World Bank Group committed the highest amount of funds of nearly \$8 billion followed by AfDB at \$4 billion. The need for infrastructural development for the social and economic transformation of the African economies and the inability to raise the financial requirements on the part of African governments has consequently prompted the countries to seek external financing. Inevitably, African countries like Kenya has incurred huge public debt. As at January 2021, Kenya’s total public debt stood at \$7.4 billion.<sup>5</sup> Table 4 below presents sources of financing to Africa in 2018 by different development partners.

<sup>5</sup> <https://www.centralbank.go.ke/public-debt/>.

**Table 3: Sources of Infrastructure Financing in Africa in 2018, Commitments in USD million**

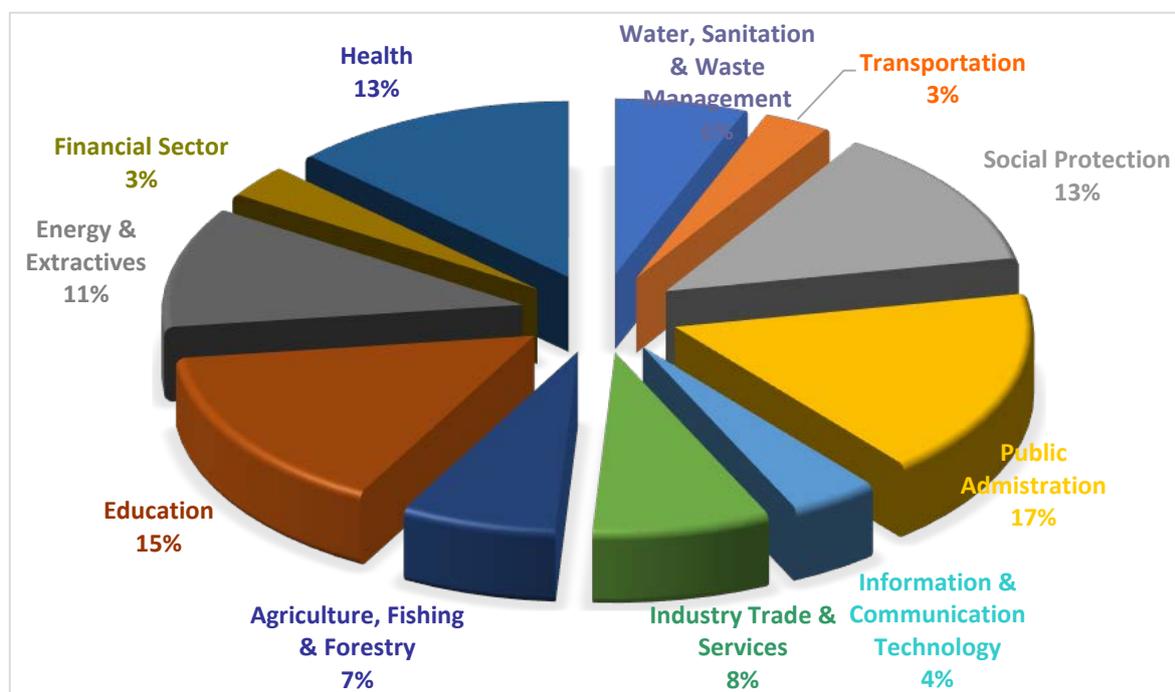
Sources	Financial commitment
<b>Multilateral Development Banks (MDBs):</b>	
AfDB	4,538
EBRD	744
IFAD	95
WBG	7,989
<b>Europe</b>	
EIB	2,225
EU-AITF	20
France	1,936
Germany	1,608
Italy	20
Non-ICA member	282
<b>Arab Coordination Group</b>	
AFESD	541
BADEA	123
IsDB	518
KFAED	752
OFID	140
SFD	370
<b>The Americas</b>	
US	297
Canada	39
<b>Asia</b>	
China	25,680
Japan	517
India	762
African National Governments	37,525
Other Sources (Africa 50, AIIB, BOAD, RSA, NDB)	2,240
Private Sector	11,824

**Source:(ICA, 2019), Infrastructure Financing Trends in Africa 2018.**

### 1.3 World Bank Development Support in Africa by Sector

Through the various investment instruments discussed in the previous section, the World Bank issued USD 20.8 billion in 2020 to finance various sectors in Africa shown in figure 3.

**Figure 3: World Bank Lending by Sector in Africa in 2020**



**Source:** World Bank, 2020

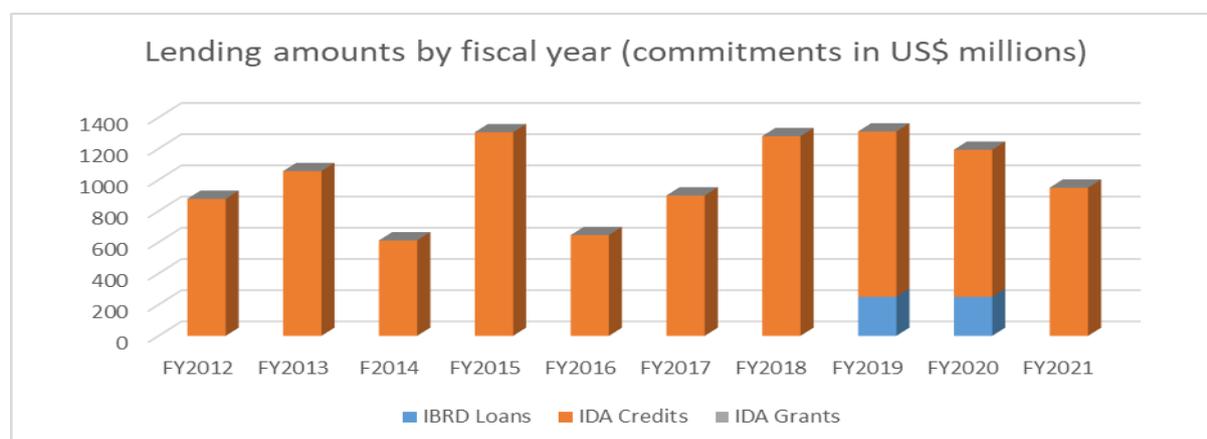
Figure 3 shows that Public Administration received the highest share of the USD 20.8 billion issued by the World Bank to support various sectors in Africa in the fiscal year 2020. This is one sector that is known to be bedevilled with corruption in the continent. Therefore, the need for close engagement with the civil society in the bank's processes need to be given serious consideration to guarantee accountability and transparency. The Education sector got the second largest share followed by social protection sector. The sectors that got the lowest share as per figure 2 are the Financial and the Information, Communication and Technology. It is worth noting that these two sectors that were least funded are very critical in achieving sustainable economic growth and alleviation of poverty, the bank's twin objectives. The two sectors play a key role in promoting financial inclusion which when enhanced can reduce poverty by a greater margin. Therefore, there is need for World Bank to undertake wide consultations to direct more funding to priority sectors in the continent.

## 1.4 Kenya's Fiscal State

Currently, Kenya is implementing her long-term development blueprint, the Vision 2030 which is envisioned to transform the country into a middle-income economy by 2030. The government of Kenya under President Uhuru Kenyatta has also embarked on the Big 4 Agenda which aims to increase the share of contribution of the manufacturing sector to the GDP while improving access to healthcare, nutrition, and affordable housing. The World Bank has stated their support for both the Vision 2030 and the Big 4 Agenda.

According to a World Bank report of 2018, Kenya has an annual infrastructure financing deficit of nearly \$2.1 billion.<sup>6</sup> The report further notes that Kenya will require a sustained infrastructural development expenditure of nearly \$4 billion to realize the country's infrastructural development agenda by 2030. Coupled with a public debt that is now above 65 percent of the GDP, raising the financial resources from the domestic economy will be a tall order.<sup>7</sup> Figure 4 shows the financial commitments to Kenya by the World Bank group from the fiscal year 2012 to 2021. The Group give financial commitments to Kenya mainly through its affiliates: International Development Association (IDA), the International Finance Corporation (IFC), International Bank for Reconstruction and Development, and the Multilateral Investment Guarantee Agency (MIGA). The financial years 2015 and 2018 saw the highest amounts of development financing from the World Bank Group of over \$1 billion each.

**Figure 4: Financial Commitments to Kenya by the World Bank**



**Source: World Bank, 2021.**

<sup>6</sup> <https://www.worldbank.org/en/about/partners/brief/kenya-enabling-private-sector-participation-in-infrastructure-and-social-services>.

<sup>7</sup> <https://www.statista.com/statistics/451122/national-debt-of-kenya-in-relation-to-gross-domestic-product/>.

## **1.5 Kenya's Engagement with other International Financial Institutions (IFIs)**

The National treasury latest statistical release puts the share of external debt to the overall public debt at 51.4%<sup>8</sup>. In the fiscal year of 2021/2022, the government intends to borrow more than \$15 billion to fill in the fiscal deficit in the budget. This section will review and present Kenya's engagements with the Multilateral Development Banks (MDBs) – International Monetary Fund, World Bank Group, and the African Development Bank.

### **1.5.1 Kenya's and the International Monetary Fund (IMF)**

Kenya can trace her relationship with the IMF back in 1964. The international lender has in recent times used the Extended Fund Facility (EFF) and Extended Credit Facility (ECF) to advance loans to Kenya aimed at stabilizing the public debt. The EFF is given to enable countries correct their serious payment imbalances caused by slow economic growth. The ECF on the other hand, gives support to country's economic programmes to ensure macroeconomic stability for poverty reduction<sup>9</sup>.

To ensure accountability, the IMF has some checks and balances meant to improve governance, transparency, and accountability in dealing with countries<sup>10</sup>. A critical part is the engagement with the public that involves a range of stakeholders such as Civil Society Organizations, Parliamentarians, academic community, labour unions and youth leaders inter alia. The aim of such engagements enables the international lender to explain its approaches and also make their policy to be more robust.

IMF has the Independent Evaluation Office (IEO) that is to carry out objective evaluations of the funds policies and activities. A thorough review of the fund's nature of engagement doesn't however show explicitly how they engage with the CSOs to ensure accountability of the borrowed funds on the part of government. In addition, in design of the projects they are to fund, it doesn't come out clearly whether CSOs and other actors are engaged beforehand to ensure projects selected is what will transform the lives of the citizenry in a particular country. The website reveals a series of online meetings with the private sector on a number of issues however, there is no developed framework to clearly spell out the terms of engagement and or at what point in time the CSOs are to be brought on board.

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<sup>8</sup> <https://www.treasury.go.ke/component/jdownloads/send/222-quarterly-economic-budgetary-review-2020-2021/1680-quarterly-economic-budgetary-review-1st-quarter-2020-21-ending-30th-september-2020.html>

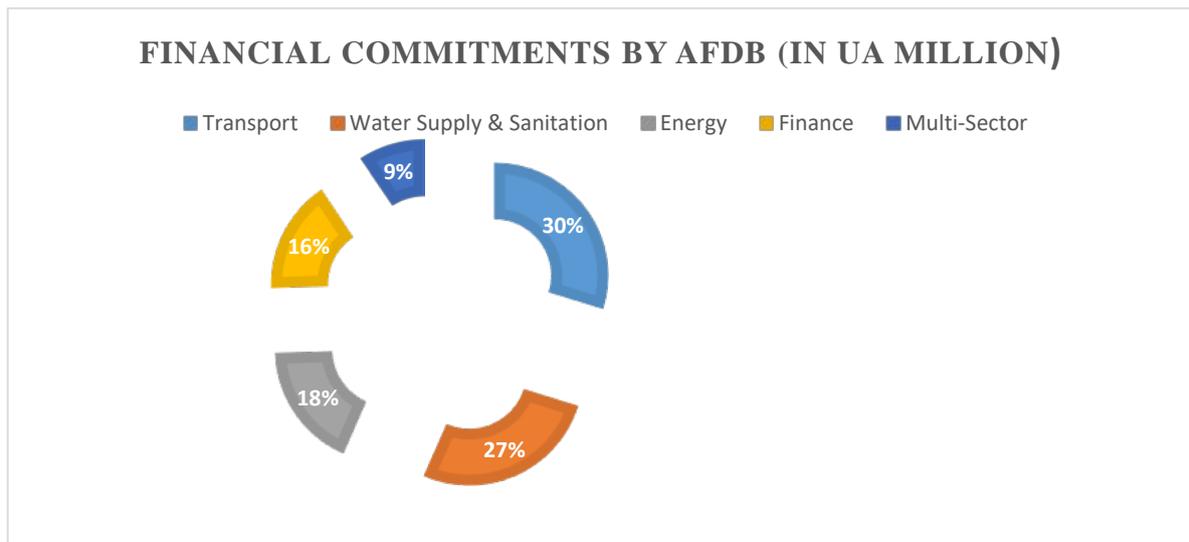
<sup>9</sup> <https://www.imf.org/en/About/Factsheets/Sheets/2016/08/02/21/04/Extended-Credit-Facility>.

<sup>10</sup> <https://www.imf.org/en/About/Factsheets/Sheets/2018/09/11/imf-accountability>.

### 1.5.2 Kenya and the African Development Bank (ADB)

Kenya became a member of the ADB in 1964 right after gaining her independence. The bank has funded several infrastructural projects that have transformed the lives of the citizens. The bank currently has 25 ongoing and 86 completed projects with Kenya. The figure 5 below shows the sectors AfDB has committed financial resources in Kenya. For individual sectors, water supply and sanitation has the largest share of financial commitment at 27%, followed by energy (18%), finance (16%). Transport has the lowest financial commitment at 9%.

**Figure 5: Financial Commitments to Kenya by AfDB**



**Source: World Bank, 2019**

AfDB currently has a strategy paper 2019-2023 for Kenya informed by the Bank's Country Resilience and Fragility Assessment (CRFA) undertaken in 2016. The strategy will majorly focus on two pillars namely: Supporting industrialization (focus will be on infrastructure, support policy, institutional, legal and regulatory reforms and Small and Medium Enterprises value addition) and enhancing skills and capacity development (focus on jobs for the youths and women).

During the drafting of the Country Strategic Paper (CSP), the Bank held consultations with the GoK (ministries and government agencies-CBK, KNBS), the Private Sector (KEPSA), and Development Partners Group (DPG). A workshop was held to brief the government on the outcome of the consultations.

The Bank has several policy documents guiding its interaction with countries. With respect to Kenya, these are: County Strategy (2014-2018, 2019-2023); Country Dialogue Papers;

Project Appraisal Reports; Project studies; Project/ programmed Completion Reports; Country Performance Assessment (CPA); and Country Portfolio Performance Review).

To enhance transparency and accountability, AfDB has not only the CSOs Framework, but also, the Civil Society, Community Engagement and Social Innovation Division dedicated to engage with the civil society on the development projects the Bank undertakes. To deepen CSOs engagement, AfDB organizes annual Civil Society Forums with CSOs already registered on the Bank-Civil Society database with the Bank supporting CSO capacity building and strengthening efforts to involve them in specific development projects the Bank finances. Discussions with CSOs center around the 5 high priority areas for the Bank: Light and Power Africa; Feed Africa; Industrialize Africa; Integrate Africa; and Improve the Quality of Life for the People of Africa. A review of these policy documents does not clearly reveal how such an engagement can and or has contributed to improved accountability and transparency when it comes to borrowed funds.

### **1.5.3 Kenya's Engagement with the World Bank**

Kenya's engagement with the World Bank can be traced back in 1960 when the Bank gave the then British Colony \$5.6 million for the development of infrastructure that was key to the development of Kenya's agricultural sector<sup>11</sup>. Ever since, the bank has continued to give loans to support various infrastructural development projects in Kenya through International Development Agency (IDA) and International Bank for Reconstruction and Development (IBRD) agencies of the World Bank.

The current Country Partnership Strategy (CPS 2014-2018) which has since been extended due to the COVID-19 Pandemic to 2020. However, the development of the 2021-2026 CPS is underway. The current CPS has three domain areas with key targeted outcomes.

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<sup>11</sup> <https://projects.worldbank.org/en/projects-operations/project-detail/P001218>.

**Table 4: Summary of issues in the Kenya, Country Partnership Strategy (CPS 2014-2018)**

<b>Domain 1: Competitiveness &amp; Sustainability- Growth to Eradicate Poverty</b>	<b>Domain 2: Protection and Potential- Human Resource Development for Shared Prosperity</b>	<b>Domain 3: Consistency and Equity- Delivering a Devolution Dividend</b>
<b>Outcome 1:</b> Enhanced Infrastructure and Logistics for Sustainable Growth	<b>Outcome 4:</b> Greater Agricultural Productivity	<b>Outcome 8:</b> Better Provision of Health and Sanitation by Counties.
<b>Outcome 2:</b> Strengthening Planning and Management of Urban Growth	<b>Outcome 5:</b> Improved Social Service Delivery for Vulnerable Groups (women)	<b>Outcome 9:</b> Adequate Systems to Monitor Performance of Services Delivered by Counties
<b>Outcome 3:</b> Improved Enabling Environment for Private Investment	<b>Outcome 6:</b> Improved Capacity to Manage Risks from Climate Change	<b>Outcome 10:</b> Heightened Transparency and Accountability in the Use of Public Resources, particularly at the County Level.
	Outcome 7: Greater Citizen Feedback on the Quality-of-Service Delivery in Key Sectors.	

**Source: World Bank, 2014.**

The outcomes numbers (5, 7, 9 & 10) captures key issues touching on governance of which the citizenry and CSOs must be part of to ensure there is meaningful accountability and transparency on the part of the government.

In terms of technical support, the World Bank has helped Kenya National Bureau of Statistics realize institutional setup and technical capacity to overcome many data gaps it had. When it comes to transparency in public financial management, the Bank has initiated the setting up of the public procurement information portal where ordinary Kenyans can review the details of the public procurement contracts. The projects so far undertaken in Kenya funded by the World Bank under the Country Partnership Framework are shown in Table 5.

**Table 5: The World Bank Country Partnership Framework Projects undertaken in Kenya.**

<b>World Bank Funded Projects in Kenya Under the Country Partnership Strategy FY14-FY17 (US\$ millions)</b>				
<b>Financial Year</b>	<b>Project</b>	<b>Funding</b>	<b>Objectives</b>	<b>Project Components</b>
<b>2014</b>	Transport Sector support Project <sup>12</sup>	204	<ol style="list-style-type: none"> <li>1. Upgrade road transport along the Northern Corridor and the Tanzania-Kenya-Sudan road corridor.<sup>13</sup></li> <li>2. Enhance Kenya's aviation security and safety to meet international standards.</li> <li>3. Improve the capacity of institutions in the transport sector.</li> </ol>	<ol style="list-style-type: none"> <li>1. Construction of four turnoff interchanges.</li> <li>2. Training road-sector manpower, particularly in Management Information Systems (MIS) and private sector service delivery.</li> <li>3. Provision of new baggage handling systems at JKIA and training on safety and airports management.</li> <li>4. Strengthen KAA's capacity in disaster preparedness and responsiveness.</li> </ol>
	National Safety Net Program <sup>13</sup>	250	To enhance social protection delivery in the country.	Cash Transfer to PWDs, Elderly, Orphans and vulnerable children and hunger safety net. <sup>13</sup>
	Health Sector Support Project	41	<ol style="list-style-type: none"> <li>1. Improve the quality of nutrition and health services.</li> <li>2. Improve the planning, financing and procurement of medical and pharmaceutical supplies.</li> </ol>	Support Kenya's devolved health sector with a focus on results.
	Regional Pastoral and Livelihoods Project <sup>12</sup>	77	<ol style="list-style-type: none"> <li>1. Improve the livelihood of pastoral and agro-pastoral communities in drought-prone areas.</li> <li>2. Enhance Kenya's capacity to respond promptly to emergencies or crisis.</li> </ol>	<ol style="list-style-type: none"> <li>1. Natural resource management.</li> <li>2. Market access and trade.</li> <li>3. Livelihood support.</li> <li>4. Pastoral risk management.</li> <li>5. Project management and institutional support.</li> </ol>
	Transparency and Communications Project (AF) <sup>13</sup>	30	<ol style="list-style-type: none"> <li>1. To extend the geographic reach of broadband networks.</li> <li>2. Improve government efficiency and transparency through e-</li> </ol>	Contribute to lower prices for international capacity.

<sup>12</sup> World Bank (2017). Performance and learning review of the country partnership strategy for the Republic of Kenya for the period FY14-FY18. World Bank Group, Report No. 113547-KE.  
<https://documents1.worldbank.org/curated/ar/557511506708509032/pdf/Kenya-PLR-Final-June-19-2017-06222017.pdf>

<sup>13</sup> World Bank (2021). World Bank in Kenya: Project Summary. *World Bank Group*.  
[https://projects.worldbank.org/en/projects-operations/projects-list?lang=en&countrycode\\_exact=KE&os=0](https://projects.worldbank.org/en/projects-operations/projects-list?lang=en&countrycode_exact=KE&os=0)

			government applications	
	<b>Total</b>	<b>602</b>		
<b>2015</b>	Petroleum Technical Assistance Project (TA) <sup>12</sup>	50	Strengthen the government's capacity to manage its petroleum sector and wealth for sustainable development.	<ol style="list-style-type: none"> <li>1. Reform and capacity building.</li> <li>2. Revenue and investment management.</li> <li>3. Sustainable impact of the oil and gas industry.</li> <li>4. Project management.</li> </ol>
	Electricity Modernization Project	450	<ol style="list-style-type: none"> <li>1. Increase access to electricity.</li> <li>2. Improve reliability of electricity service.</li> <li>3. Strengthen KPLC's financial situation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improvement in service delivery</li> <li>2. Revenue protection program to reduce non-technical losses and inaccurate billing.</li> <li>3. Cost-effective and sustainable electrification of new households.</li> </ol>
	Coastal Region Water Security & Climate Resilience project <sup>13</sup>	200	To sustainably increase bulk water supply to Mombasa and Kwale counties. <sup>13</sup>	<ol style="list-style-type: none"> <li>1. Mwache dam and related infrastructural components.</li> <li>2. Kwale county development where Mwache dam is located.</li> <li>3. Project coordination and oversight.</li> </ol>
	Financial Sector Support project	37	Strengthen legal, regulatory and institutional environment for better financial stability and access to affordable long-term financing.	<ol style="list-style-type: none"> <li>1. Strengthening financial sector institutional framework.</li> <li>2. Enable efficient financial intermediation.</li> <li>3. Mobilizing long-term financing.</li> <li>4. Project management.</li> </ol>
	Water Security and Climate Resilience Project (AF)	58	<ol style="list-style-type: none"> <li>1. Increase availability and productivity of irrigation water.</li> <li>2. Enhance institutional framework and capacity for water security and climate resilience.</li> </ol>	<ol style="list-style-type: none"> <li>1. Water resource development.</li> <li>2. Effective water sector institutions in line with legal frameworks.</li> <li>3. Support for project implementation.</li> </ol>
	East Africa Transport, Trade and Development Facilitation Project <sup>12</sup>	500	<ol style="list-style-type: none"> <li>1. Enhance the efficiency of custom clearance processes for EAC partner states to facilitate trade<sup>12</sup>.</li> <li>2. Improve the efficiency of transport and logistics services.</li> <li>3. Enhance safety in identified areas and rationalize work on the Kenya Uganda railway.</li> </ol>	<ol style="list-style-type: none"> <li>1. Port improvements in procedures, cargo handling and security.</li> <li>2. Customs modernization and use of IT.</li> <li>3. Improvement of overland transit and intermodal handling throughout the corridor.</li> </ol>
	Lake Victoria Environment Management Project (AF)	10	<ol style="list-style-type: none"> <li>1. Improve the collaborative management of transboundary natural resources of the Lake Victoria basin (LVB).<sup>14</sup></li> <li>2. Improve environmental</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthening institutional capacity for managing shared water and fisheries resources.</li> <li>2. Point source pollution control and prevention.</li> <li>3. Watershed management through sustainable water management</li> </ol>

<sup>14</sup> World Bank (2014, May 8). Country Partnership Strategy for the Republic of Kenya for the Period FY 2014-2018. *World Bank Group, Report No. 87024-KE*. <https://documents1.worldbank.org/curated/en/636591468047098311/pdf/870240CPSOP144020Box385211B000UO090.pdf>

			management of selected catchment areas to benefit communities relying on resources of the LVB. <sup>14</sup>	practices. 4. Project coordination and management.
	<b>Total</b>	<b>1305</b>		
<b>2016</b>	Statistics Program-for Results (PforR) Project	50	To support KNBS to generate better and more accessible data to inform policy-makers.	1. Addressing data gaps. 2. Mainstream statistics in MDAs and county governments. 3. Institutional reforms.
	Devolution Support PforR Project	200	To strengthen the capacity of core county and national institutions to improve the delivery of devolved services.	1. Accountable devolution program. 2. Devolution support program.
	Youth Employment and Opportunities Project	150	Increase employment and earnings opportunities for targeted youths.	1. Improve youth employability. 2. Support for job creation and innovation. 3. Improving labour market information. 4. Strengthening youth policy development and project management.
	Transforming Health Systems for Universal Care Project <sup>12</sup>	150	Improve the quality and utilization of primary health care (PHC) service.	1. Improving PHC results. 2. Strengthening institutional capacity to deliver quality PHC services. 3. Cross-county and intergovernmental collaboration.
	Kenya Electricity Expansion Project (AF)	68	1. Increase capacity, quality and efficiency of electricity supply. 2. Expand access to electricity in urban, peri-urban and rural areas.	1. Expansion and strengthening of access distribution network. 2. Expansion and strengthening of transmission networks. 3. Technical assistance and capacity building.
	East Africa Public Health Networking Project (AF)*	10	Develop a network of efficient, high quality, accessible public health laboratories for diagnosis and surveillance of communicable diseases.	1. Regional diagnostic and surveillance capacity. 2. Joint training and capacity building. 3. Joint operational research and project management.
	Africa Higher Education Centers of Excellence Project in Kenya	18	1. Promote specialization among participating universities. 2. Strengthen the capacities of selected universities to deliver quality training and research.	1. Strengthen centres of excellence in priority areas. 2. Capacity-building support to institutions of higher learning. 3. Project coordination and management.
	<b>Total</b>	<b>646</b>		
<b>2017</b>	National Agricultural and Rural Inclusive	200	To increase agricultural productivity and profitability of selected rural	1. Support community-driven development. 2. Strengthening producer organizations and value chain

	Growth Project		communities in targeted counties <sup>15</sup> .	development. 3. Support county community-led development.
	Climate Smart Agriculture Project	250	To increase agricultural productivity and build resilience to climate change risks in the targeted smallholder farming and pastoral communities.	1. Upscaling climate-smart agriculture. 2. Strengthening climate-smart agricultural research and seed systems. 3. Supporting market, weather, climate and advisory services. 4. Project coordination and management.
	Additional financing for National Safety Net Program (AF)	50	Supports Kenya's efforts to establish an effective national safety net program for poor and vulnerable households.	Cash Transfer to PWDs, Elderly, Orphans and vulnerable children and hunger safety net.
	Water and Sanitation Development Project	300	1. To improve water supply and sanitation services in selected coastal and northeastern regions. 2. To improve the financial performance of water service providers.	1. Expansion and rehabilitation of water supply services. 2. National performance-based financing. 3. Project coordination and management.
	Development Response to Displacement Impacts Project <sup>13</sup>	100	Improve access to basic social services, economic opportunities and environmental management for communities hosting refugees.	1. Social and economic infrastructure and services. 2. Environmental and natural resource management. 3. Strengthening livelihood programs. 4. Expansion of IGAD's regional secretariat for forced displacement and mixed migration (FDMM) to include Kenya.
	Total	<b>900</b>		
	Grand Total	<b>3,453</b>		

## 1.6 The Civil Societies (CSOs) Engagement with World Bank

### 1.6.1 The Global Perspective

Civil Society Organizations (CSOs) have increasingly become crucial in international development. The Bank recognizes the central role of CSOs in the development, influencing, of public policies that embrace equity. On this regard, the Bank has embedded strong partnerships with CSOs, governments, and the private sector in its policy design and development planning. The engagement has been largely on two key areas: Projects and

<sup>15</sup> World Bank (2014, June 3). Kenya Country Partnership Strategy FY 2014-2018. *World Bank Group, Report No. 88940-V2*. <https://documents1.worldbank.org/curated/en/173431468284364640/pdf/889400CASOP1440Kenya0CPS000Volume02.pdf>

policy work.<sup>16</sup> The Bank has also held consultations NGOs, trade unions, community-based organizations, social movements, faith-based institutions, charitable organizations, universities, foundations, and professional associations inter alia. Table 6 shows a summary of World Bank Engagement with CSOs in some selected countries outside Africa.

**Table 6: World Bank Engagement with CSOs in Countries outside Africa**

Country	Stakeholder Targeted	Date	Level of Engagement	Purpose of engagement
Mexico	CSOs, MPs, Local government leaders, Academia, Youths.	June to October 2019	Countrywide consultations	Consultations on preparation of the Country Partnership Framework (CPF)  Most of the stakeholders' views were captured in the CPF
Bhutan	CSOs, MPs, Local government leaders, Academia, Youths.	7 <sup>th</sup> to 12 <sup>th</sup> December 2019	Countrywide Consultations	Consultations on preparation of the new Country Partnership Framework (CPF)  Seek views on the country's economic and social challenges.  Suggestions on the best approach country's economic and social challenges.  Discussion of stakeholder's challenges and opportunities
Mongolia	CSOs, MPs, Local government leaders, Academia, Youths	<b>Phase 1: August 30 to October 6, 2017</b>  Phase 2: December 2018 to February 2019  Final Phase: December 29,	25 meetings across the country. At least 400 Stakeholders consulted	Consultations on preparation of the country's CPF

<sup>16</sup> [file:///C:/Users/Brian.Obiero/Downloads/ConsultationsSourcebook\\_Feb2007.pdf](file:///C:/Users/Brian.Obiero/Downloads/ConsultationsSourcebook_Feb2007.pdf).

		2020, to March 8, 2021		
Timor-Leste	CSOs, local communities, MPs	July 2019	Countrywide Consultations	Country's CPF

**Source: Various World Bank Reports**

### **1.6.2 World Bank and CSOs in Africa**

CSOs in Africa have taken a pole position to help alleviate many of Africa's most persistent development challenges. In Africa, CSOs have enhanced good governance, transparency, social accountability, inclusion, and given a voice to the voiceless when it comes to public policy discourses in the African Continent.<sup>17</sup>

The World Bank's work in Africa involves engaging with different stakeholders. These includes Civil Society Organizations (CSOs), parliamentarians, and faith-based organizations (FBOs) which have been crucial to achieve remarkable development in Africa. The Bank has a strategy for the Africa region which is grounded on four key pillars namely: Strengthening engagement with civil society, parliamentarians and faith-based organizations at the country and regional levels for effective local development solutions; Partnering on actions to promote social inclusion of the marginalized in the development process; Promoting social accountability including CSOs' monitoring of Bank operations for development effectiveness; and Advocating for and promoting greater voice and space for African civil society in the development debate.

Collaborating with CSOs in Africa are centered on eight (8) key issues:

- Policy dialogue and sector specific information sharing
- Civil Society Policy Forums and workshops
- Participation of events such as End poverty Day and others
- Consultations on CPF, SCD, Country Economic Updates, and projects preparation
- Operational collaboration to implement project activities
- Support through Global Partnership for Social Accountability
- Capacity- building workshops

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<sup>17</sup> <https://documents1.worldbank.org/curated/en/918401560845948149/text/Stakeholder-Engagement-in-Africa-Civil-Society-Organizations-and-Members-of-Parliament.txt>.

- Free and open access to World Bank data and cutting-edge research on development

In 2019, the World Bank published a report on its engagements with CSOs and parliamentarians in eleven (11) countries in Africa that was meant to deepen strategic partnership for development impact in the Continent. West and Southern Africa had five (5) countries, while East Africa was represented by one country. In terms of the representations of the stakeholders, there were 6 CSOs and 5 MPs groups.

**Table 7: Summary of the WB’s engagements with countries in Africa**

Country	Stakeholders Targeted	Year	Areas of focus	Key Achievements
Ghana	CSOs,	2017	CSO understanding of the World Bank’s country operations (policies, projects, and programs)  CSO capacity to monitor and evaluate World Bank projects and programmes.  A more formally structured World Bank Civil Society Platform.	Deeper interaction between CSOs and the ministry of finance of Ghana.  Greater platform to influence policy regarding expenditure control.  Effective engagement with other multilateral agencies and government on fiscal issues.
Malawi	CSOs	2013	Education governance	Engagement with CSO has reduced illegal sale of textbooks by 80%.  School’s that never received books now had them.
Mozambique	CSOs	2019	World Bank understanding the root causes of recurrent conflicts in the country to mitigate risks	World Bank has understood the country’s political economy and informed risk mitigation efforts.
Senegal	CSOs	2017	World Bank projects	Establishment of civil society committee that contribute to project objectives
Togo	CSOs	2019	Project supervision  Governance issues  development debate	Greater CSO and citizen involvement in World Bank financed projects.  Greater development effectiveness
Uganda	CSOs	2017	-Social accountability  -Citizen participation in	World Bank better able to support the government in developing

			World-Bank financed projects -Analytical and knowledge dissemination activities (research consultants, peer reviewers, and panelist during launch events)	more demand-driven programmes that responds to the citizenry's needs.
Cameroon	MPs	2017	-Nurture a relationship between MPs and WB country office	Better advocacy and oversight of project implementation and impact on the ground.
Madagascar	MPs	2017	MPs role in the development process in their country.	MPs have been able to understand fully their strategic role
Nigeria	MPs	2018	Integration of citizen voices in development programmes. Bank's country partnership in Nigeria.	Deeper relationship with the Bank
South Africa	MPs	2018	-MPs in their oversight role	Evidenced-based analysis to support oversight role
Zambia	MPs	2018	-Transparency and accountability in Zambia	Greater awareness of WB activities in Zambia. Greater demand for accountability on WB funded projects on the part of government.

**Source: Various World Bank Reports**

### **1.7 Scope and Objectives of the Study**

The Institute of Social Accountability (TISA) sought to sensitize the civil society and other key players on the World Bank Country Partnership Framework (CPF) for Kenya and eventually generate a civil society accountability strategy for transparency and accountability for the World Bank CPF for Kenya. TISA envisions that such a sensitization and the framework will catapult the CSOs to effectively engage with, and influence, the World Bank - Country Partnership Framework for Kenya for the five-year period in 2021- 2026. The Country Partnership Framework for Kenya will influence national policy and institutional change for a more CSO and citizenry engagements and consciousness on the country's

development agenda. It will also provide an enabling environment to guarantee participation in decision making on the issues of debt sustainability and management and economic development.

### **1.7.1 Overall Objective of the study**

- i. To sensitize Civic Society Organizations (CSOs) on the World Bank Country Partnership Framework for Kenya and generate a strategy to promote transparency and public engagement in World Bank Country Partnership Framework process for Kenya.

### **1.7.2 Specific objectives for the consultancy**

- i. To undertake a review of the World Bank Country Partnership Framework projects so far undertaken in Kenya.
- ii. To analyze the extent of engagements between the CSOs, citizenry and the world Bank in the country development projects.
- iii. To identify the gaps and opportunities in the CSOs and citizen engagements with the World Bank CPF process.
- iv. To document the specific substantive thematic issues to be prioritized by the Kenya's civil society on the CPF with the World Bank.
- v. To develop a policy brief to guide the CSOs in their engagements wit the World Bank in the CPF

## **2.0 DESK REVIEW METHODOLOGY.**

### **2.1 Data Collection Methods**

Drawing from the TOR, data collection was mainly dependent on the secondary sources. The desk review methodology framework expands upon the TOR questions and presents a wider interpretation of the issues. It involved a review of both global and country level documents. The content of this desk review is based on information collected through a systematic review of the available documents.

Desk reviews involved gathering secondary data that already exists from publications of governmental and non-governmental institutions, CSOs, World Bank and free access data on the internet inter alia. The desktop reviews were useful in understanding the nature of CPF so far instituted by the World Bank across the globe in general and Kenya in particular, the projects already undertaken under this arrangement, and documented the gaps existing and potential benefits that accrue to the country.

### **2.2 Limitations of the desk review**

Information gathered through desk review is liable to miss details, components, and may underreport on the specific issues required. It is also important to acknowledge that the comprehensiveness of data may seem to vary by different sources. Consequently, the conclusions and recommendations should also be considered with caution.

## 3.0 Desk Review Findings

### 3.1 Entry Point for CSOs in World Bank Country Engagement

#### 3.1.1 Context

The World Bank Group is cognisant of the critical role the civil society plays in the society, therefore, has an elaborate programme of engaging them in their activities by way of consultations. This can be traced back to 1981 when its Board of Directors approved the Bank's operational policy note on engagement with CSOs. The Bank defines the civil society as *“The wide array of non-governmental and not for profit organizations that have presence in public life, express the interest and values of their members and others, based on ethical, cultural, political, scientific, religious or philanthropic considerations.”*<sup>18</sup>

Throughout the world, the Bank works with hundreds of CSOs in areas such as; policy dialogue, operational collaboration, information sharing, institutional partnership, and strategy consultation on a day to day basis. To ensure efficiency in her engagement with CSOs, the Bank has dedicated staff across all branches, including at the head office in Washington DC, that act as focal points responsible for engagement with CSOs from the local level to the global level.

Some of the notable success stories of the Bank's engagement with the CSOs include: Policy Dialogue and Consultations; Operational Collaboration and Institutional Partnerships. On the policy dialogue and consultations front, the Annual and Spring Meetings organised by the World Bank and International Monetary Fund (IMF) have realized significant growth over time of the number of CSO representatives in attendance. This provides CSOs an opportunity

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<sup>18</sup> <https://www.worldbank.org/en/about/partners/civil-society/overview>

to participate in the CSO roundtable with the executive directors of the Bank and town hall with the president of the World Bank Group<sup>19</sup>. Further, with respect to Operational Collaboration and Institutional Partnerships, the Bank notes that the level of CSOs engagement in the Bank financed project increased more than fourfold from 21% in 1991 to 88% in 2015. Another key milestone in the Bank – CSOs engagement is the creation of a seat for CSOs representative at the World Bank Governance (WBG) table. The CSOs representative seats at the steering committees of the Global Agriculture and Food Security Program (GAFSP) and the Global Partnership for Social Accountability (GPSA). In addition, CSO representatives serve in a number of advisory bodies of WBG programs and funding mechanisms such as Citizen Engagement Framework (CEF), Climate Investment Funds (CIFs), and Global Environment Facility (GEF) among others.

Further, the Bank has a number of avenues through which it funds CSO activities. The largest funding mechanism for CSOs by the Bank is the Global Partnership for Social Accountability (GPSA) established in 2012 with the aim of closing the accountability gap between citizens and governments. The Bank's expectation was that the fund could be utilized to facilitate constructive engagements between CSOs and governments for enhanced efficiency of public institutions and to create conducive environment for use of citizens' feedback in solving fundamental service delivery problems. The other key funding option for CSOs is the World Bank Procurement Framework which supports the execution of the Bank's projects. CSOs are given an opportunity to bid for contracts to execute components of the Bank's projects in developing countries. The Bank, through its Community Connection Program, gives grants to CSOs engaged in community development efforts, environmental protection, and human rights activities<sup>20</sup>.

CSOs across the globe have acknowledged the measures the World Bank Group has taken to engage them in their activities. However, they still believe there is room for further improvement highlighting some of their strengths that the Bank still can leverage to include expertise in development issues, accountability, awareness/communication, and legitimacy and representation. The CSOs boast of having some of the distinguished experts on development arena and ability to provide the Bank with evidence-based input on addressing its twin objectives. Further, the role the CSOs play to hold governments and international institutions accountable is in the public domain. They also argue that their full engagement

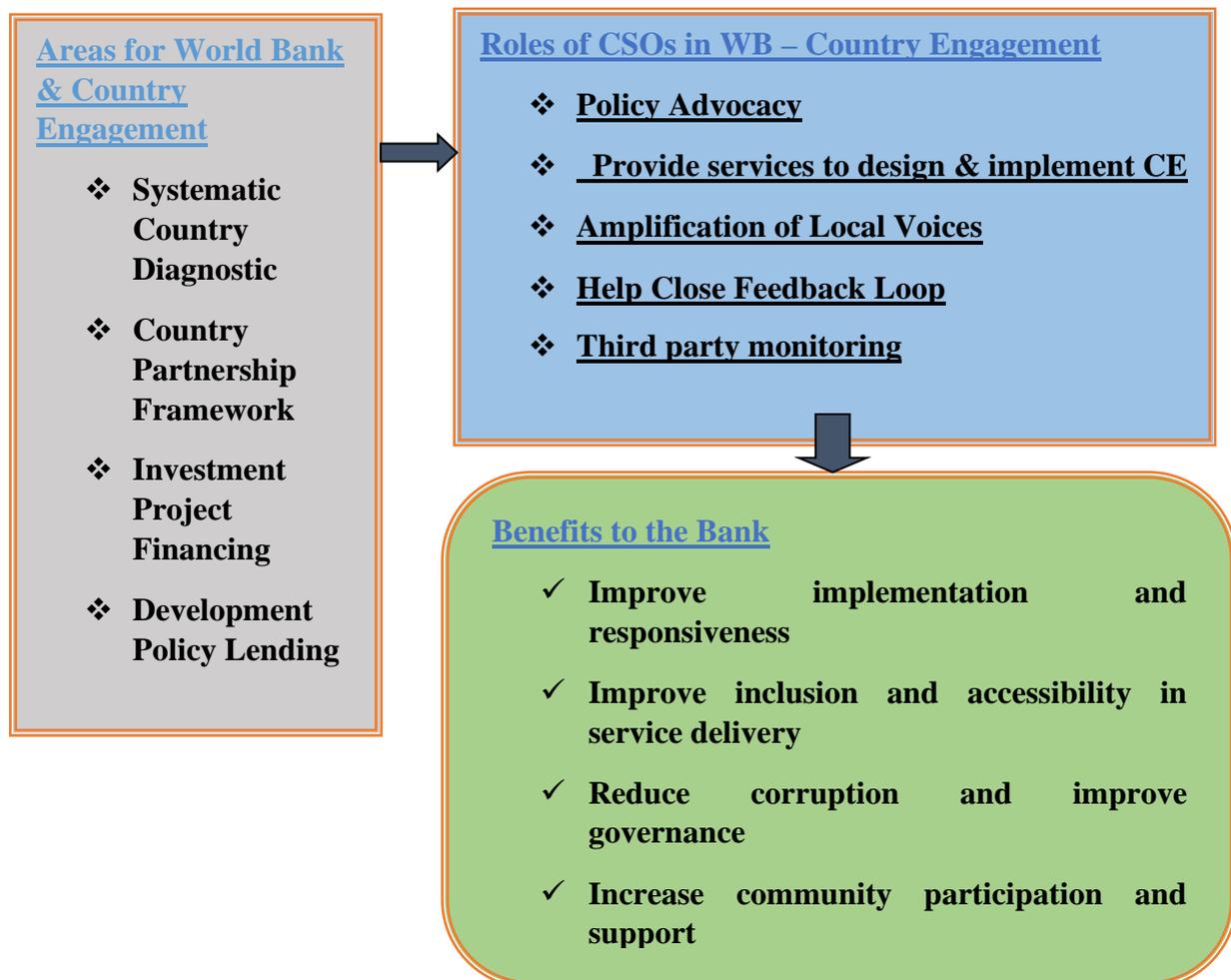
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<sup>19</sup> <https://www.worldbank.org/en/about/partners/civil-society/overview>

<sup>20</sup> <https://www.worldbank.org/en/about/partners/civil-society/overview>

by the Bank would guarantee legitimacy to their projects on grounds of adequate representation. Finally, engaged CSOs play the role of sensitization of the citizens on the Bank’s activities through their elaborate Awareness and Communication network<sup>21</sup>. Figure 6 gives a framework of the World Bank engagement with CSOs.

**Figure 6: A Framework for CSOs role in World Bank Country Engagement (CE)**



**Source: Partnership For Transparency Fund, 2017**

Figure 6 shows the World Bank engages CSOs in preparation and implementation of four key bank instruments namely; systematic Country Diagnostic, Country Partnership Framework, Investment Project Financing, and Development Policy Lending<sup>22</sup>. The roles they play at

1. <sup>21</sup> <https://blogs.worldbank.org/voices/four-reasons-world-bank-should-engage-more-civil-society>

<sup>22</sup> <https://www.ptfund.org/wp-content/uploads/2017/10/WB-CSOrolesinCEinWBGoperations-.pdf>

their points of engagement include policy advocacy, provision of services to design and implement the country engagement programs, amplification of local voices, relay feedback from citizens, and offer third party monitoring. The Bank stands to gain from the CSOs engagement in a numbers of ways among them; improved projects implementation and responsiveness, improved inclusion and accessibility in service delivery, reduced corruption and more efficient governance, increased community participation/support, and increased transparency and accountability<sup>23</sup>.

Further, the Bank engages members of parliaments (MPs) who are mandated by the citizens to represent them in various areas among them economic development matters which is one of its twin objectives. The Bank stands to learn a lot about the urgent needs of the citizens and the country a whole through engaging key stakeholders in its country engagement programs<sup>24</sup>.

### 3.1.2 Summary of CSOs Entry Points in World Bank Group Engagements

A review of World Bank policy documents reveals that CSOs entry points can be categorised under three (3) categories: Global; regional; and country level<sup>25</sup>. These categories and the specific sub-categories under them are herein presented on the table 8 below.

**Table 8:CSOs Entry Points for Engagement with the World Bank Group**

Entry Point category	Sub-category	Description
Global	The Civil Society Policy Forum (CSPF)	Held twice a year- gives CSOs room to openly share their views and perspectives. Facilitates discussions among Bank’s staff and other stakeholders on an array of development issues
	Events	Major events by WBG where CSOs are invited.

<sup>23</sup> <https://www.ptfund.org/wp-content/uploads/2017/10/WB-CSOrolesinCEinWBGoperations-.pdf>

<sup>24</sup> <https://www.worldbank.org/en/news/feature/2019/08/20/engaging-civil-society-for-better-development-impact>

<sup>25</sup> <https://thedocs.worldbank.org/en/doc/279151561662811381-0090022019/original/CSOBrochureENGLISH2019.pdf>.

	Consultations	Involves consulting CSOs on policies, strategies, and on research outputs of the WBG.
	Accountability mechanisms	Designed to enable CSOs and citizens to voice questions and concerns on WBG projects.
<b>Regional</b>	Capacity building workshops for civil society	Global and regional CSOs team hold workshops with CSOs in countries.
	Regional meetings on specific issues	CSOs are invited for regional meetings to deliberate on key issues by the WBG.
<b>Country Level</b>	Country Strategy consultations	Includes the SCD and the CPF. The strategy documents identifies the most important challenges and opportunities a country has.
	Project-level engagement	Involves consulting with project beneficiaries during the WBG project cycle.

**Source: World Bank Group, 2019.**

### **3.1.3 World Bank Country Engagement Cycle**

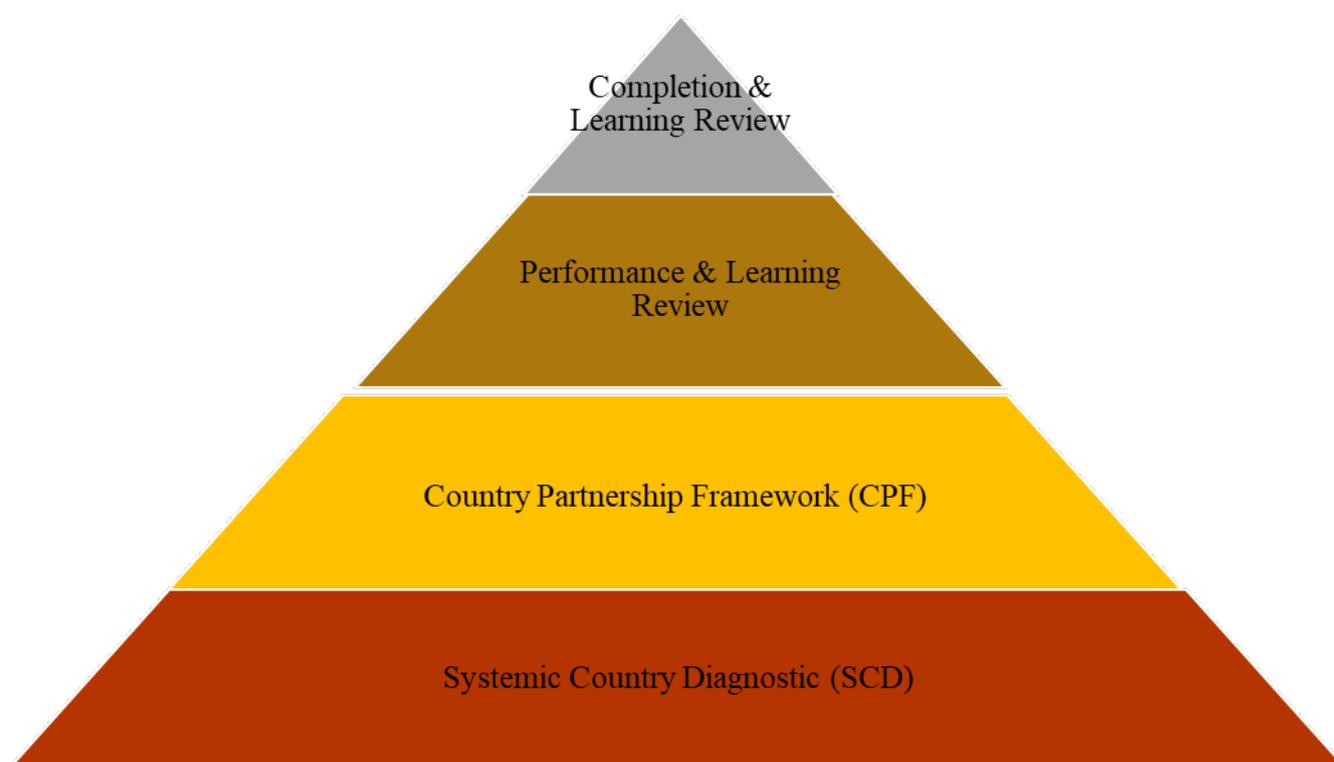
Engagement of the World Bank Group (WBG) with countries is governed by the Bank’s Directive on Country engagement (a policy framework) and by the compulsory implementation steps contained in the “procedure: Country Engagement.” The steps in Country Engagement consist of four (4) key questions which are namely:

1. What are the biggest constraints to reducing poverty and increasing shared prosperity in a sustainable way? The information to answer this question arises out of a consultative process with the private sector, government and CSOs. The information feeds into a country’s SCD.
2. What are the most important contributions the WBG can make? Analysis of the information from the SCD is used in this step to feed into the CPF.
3. How are we doing? The analysis in this stage is what leads to the performance and Learning Reviews (PLRs) which are done mid-way through the CPF cycle.

4. What did we learn? The Completion and Learning Reviews (CLR) is done at this stage which helps to capture the end of the project cycle. The CLR findings provides inputs in the preparation of a new CPF.

The WBG Country Engagement Cycle is delineated into four constituents: Systemic Country Diagnostic (SCD); Country Partnership Framework (CPF); Performance & Learning Review (PLR); and Completion & Learning Review (CLR)<sup>26</sup>. This can be depicted as shown in the Figure 7 below.

**Figure 7: Presentation of the World Bank Country Engagement Cycle**



These can be discussed briefly to identify the gaps and the opportunities they present as regards World Bank engagement with the Government of Kenya and other stakeholders such as the Civil Society Organizations.

### **3.1.3.1 The Systemic County Diagnostic (SCD)**

The SCD details a strategic dialogue between the World Bank and a country on the areas of priority for engagement. The SCD gives the concrete analysis of the economic issues to be

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<sup>26</sup> <https://policies.worldbank.org/en/policies/all/ppfdetail/1e77ac41-2540-44d7-ad2c-1384abff3b63>.

handled and is the basis from which CPF is drawn. Through analysis, the SCD shows bottlenecks a country has to surmount and the corresponding opportunities it can capitalize on to hasten the ending of extreme poverty and promoting the shared prosperity in a sustainable way<sup>27</sup>. The World Bank states it does a consultative process with the national authorities, private sector, civil society and other stakeholders. Thorough analysis and consultations with various stakeholders is key in the development of the SCD. However, it is not clear what role the Civil Society Organizations and the private sector plays at the development of a SCD. Also, at what stage of the SCD development are they brought on board?

### **3.1.3.2 The Country Partnership Framework**

Is a document that sets out World Bank partnership framework with a particular country. Its development draws solely on the analytical contents of the SCD. It is used by the World Bank group as a tool to review and guide the country's programmes and measure their effectiveness<sup>28</sup>. In the development of a CPF, a country's development agenda is analyzed and aligned to the World Bank's twin goals of ending extreme poverty and enhancing shared prosperity.

### **3.1.3.3 Performance & Learning Review (PLR)**

PLR summarizes the progress made in implementing the CPF programmes and assesses the relevance of the programmes being undertaken. Thus, it focuses on the key country development since the issuance of a CPF. It is prepared after every two years or during the midterm of a CPF. The PLR updates the planned activities for the next phase of a CPF in a case where such were not well defined during the preparation of a CPF. Essentially, the PLR documents the achievements realized in as far as meeting the CPF stated objectives and indicates adjustments to be made to the results framework. Depending on the country economic situation and policy directions, the PLR can be used to extend the CPF period by two years and a maximum of six years.

### **3.1.3.4 Completion and Learning Review (CLR)**

Is done at the end of the CPF period to document the program performance and the World Bank's performance in the implementation of a CPF. As such, it details what has been learnt

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<sup>27</sup> <https://www.worldbank.org/en/projects-operations/country-strategies>.

<sup>28</sup> <https://www.worldbank.org/en/news/factsheet/2021/02/01/factsheet-world-bank-group-stakeholder-consultations-in-pakistan-country-partnership-framework-2022-2026>.

to guide in the development of a CPF. It also captures knowledge that the Bank can use in the implantation of CPFs around the globe.

### **3.2 Policy Environment Guiding WBG Engagement with CSOs**

#### **3.2.1 Context**

The WBG engagement with CSOs and other stakeholders' is mainly guided by two policy documents: The World Bank consultation sourcebook and the Stakeholder Engagement Framework. The two policy documents define what should be construed as a CSO, modes and or tools of engagements, nature of consultations, engagement mechanisms inter alia.

### 3.2.1.1 The World Bank Consultation Sourcebook

The World Bank Sourcebook details what entails consultations and guides the Bank’s staff to design effective consultations for civil society organizations on a variety of instruments and activities namely, projects, policies, and development strategies. Country peculiarities, experiences and consultations approaches are also described. Further, consultation methodologies that can be used in different contexts and with distinct actors are also specified. The table below summarizes WBG’s issues on CSOs engagement as stipulated in the policy documents already discussed.

**Table 9: At a Glance, Detailed Summary of World Bank’s engagement with CSOs**

Stages of policy/project cycle of Consultations	Potential Benefits	Consultations Objectives	World Bank Role in Consultations	Types/Level of consultations	Tools/Methods used in consultations	Selection Criteria for CSOs
Project level- input, design, analysis, implementation, & monitoring  Policy level- formulation, implementation, monitoring, evaluation of national and sector strategies and	Helped reshape development projects  Defined development priorities of the Bank	Contribute to an improved decision-making process drawing from the experience of CSOs  Enable governments deepen transparency, public	Facilitator- convenes the meetings, inviting the actors, ensuring relevant inputs from CSOs are incorporated.  Convener- involves informing, listening,	Global consultations- enables the Bank to link broad sector strategies.  Regional/ Multi- Country Consultations- Consultations that involves CSOs on the Bank’s sub-regional strategies, reports, issues, and regional	Expert assistance- experienced facilitator to guide the groups in policy discussions and action points  Front-Loading Knowledge- Giving an overview of Bank’s projects undertaken and or policy to be discussed to the groups meeting.	Selection is done by the CSOs through their umbrella body (networks or federation of CSOs)  Criteria set by the Bank to select CSO participants:  Credibility: Should be acceptable to both stakeholders and government  Competence: Should have

<p>policies.</p>		<p>understanding and citizen involvement in development decision making</p> <p>Setting the base to facilitate broad-based participation</p> <p>Tap the knowledge of CSOs</p> <p>Give voice to the poor &amp; vulnerable through CSOs</p> <p>Realize sustainability in the proposed government projects, programmes, and policies</p>	<p>clarifying issues, recording, and reporting to decision makers and the participants</p> <p>The Bank also does CSO training and the business community deal with social issues associated with poverty reduction.</p>	<p>sector strategies.</p> <p>Country/National Consultations- Are usually managed by the Bank/ government but maybe facilitated by a CSO. The consultations give way forward on strategy documents, policies, country-specific issues, reports or development projects.</p> <p>Engagements with CSOs are twofold:</p> <p>Policy Dialogue and Consultations.</p> <p>Operational Collaboration and Institutional Partnerships</p>	<p>Providing Training- to enhance the skills and knowledge on conducting consultations.</p> <p>Soliciting Feedback- use of questionnaires, surveys, or public opinion polls to provide framework for the consultation process.</p> <p>Public Discourse- Allowing serious debates on issues to enable CSOs and citizens understand issues from different perspective.</p> <p>Interviewing Multiple Sources- interviewing key informants or specific leaders in CSOs</p>	<p>relevant skills and experience, proven track record.</p> <p>Representation: Should be accountable to beneficiaries, gender sensitivity.</p> <p>Governance: Should have mechanisms for transparency, financial accountability, and efficiency. Sound internal management.</p> <p>Legal status</p> <p>Local knowledge</p> <p>Institutional capacity: Should have the necessary facilities and equipment for seamless operations.</p> <p>Participating CSOs can be selected for consultations through:</p> <p>-Directly by CSOs and their networks</p>
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				<p>Project Consultations</p> <p>through phone or face-to-face to understand perception of the public on the issue.</p> <p>Focus Groups- used to brainstorm on contemplated projects/policies a cross section of interest groups. The information is in turn used to plan and guide the consultations.</p> <p>Workshops- intensive meetings and discussions that is used to analyze and disseminate challenges and achievements. May be used to chart a future project and or deepen understanding on some issue.</p> <p>Roundtables- usually</p>	<p>-Recommendations from Civil society networks</p> <p>-Through Bank or government staff suggestions</p>
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					<p>focus on specific issues. The methodology encourages deeper dialogue on key issues.</p> <p>Public Feedback- giving of feedback to the public after consultations. It also defines the period of time to receive, and the channels of receiving, the feedback from the public. Also, mechanisms to share synthesized comments- like on the website.</p> <p>E-discussions- web-based discussions on some specific topics. Can be through the website, list-servers or blogs where comments on specific projects/policy documents can be posted.</p>	
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					<p>Community Gatherings- forum for community meeting. However, it may not be effective in gathering information or actions to be taken.</p> <p>Public Hearings- are based on documents that are readily available to the public. Drafting Bank's country assistance strategies has benefited from this model.</p>	
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Source: World Bank, 2007

### **3.3 Tools and Methods of Consultations with CSOs and other stakeholders**

#### **2.3.1 Context**

The WBG stipulates in its policy documents fourteen (14) key models of consultations with the CSOs and other stakeholders. These are aimed at making the discussion on policies or projects it undertakes to be participatory and robust as much as possible.

#### **3.3.2 Models of Consultations between World Bank and CSOs and their Relevance to the Study**

- a. Expert assistance- Experienced facilitator to guide the groups in policy discussions and action points.
- b. Front-Loading Knowledge- Giving an overview of Bank's projects undertaken and or policy to be discussed to the groups meeting.
- c. Providing Training- To enhance the skills and knowledge on conducting consultations.
- d. Soliciting Feedback- use of questionnaires, surveys, or public opinion polls to provide framework for the consultation process.
- e. Public Discourse- Allowing serious debates on issues to enable CSOs and citizens understand issues from different perspective.
- f. Interviewing Multiple Sources- interviewing key informants or specific leaders in CSOs through phone or face-t-face to understand perception of the public on the issue.
- g. Focus Groups- used to brainstorm on contemplated projects/ policies a cross section of interest groups. The information is in turn used to plan and guide the consultations.
- h. Workshops- intensive meetings and discussions that is used to analyze and disseminate challenges and achievements. May be used to chart a future project and or deepen understanding on some issue.
- i. Roundtables- usually focus on specific issues. The methodology encourages deeper dialogue on key issues.
- j. Public Feedback- giving of feedback to the public after consultations. It also defines the period to receive, and the channels of receiving, the feedback from the public. Also, mechanisms to share synthesized comments- like on the website.

- k. E-discussions- web-based discussions on some specific topics. Can be through the website, list-servers, or blogs where comments on specific projects/policy documents can be posted.
- l. Community Gatherings- forum for community meeting. However, it may not be effective in gathering information or actions to be taken.
- m. Public Hearings- are based on documents that are readily available to the public. Drafting Bank's country assistance strategies has benefited from this model.

### **3.4 Comparative Analysis of CSO- World Bank Engagement**

#### **3.4.1 Context**

The WBG as evidenced by the reviewed literature, continues to engage with the CSOs and other stakeholders from the country level, regional, to the global stage. In this section, we present a concise analysis of the variations that exists in the levels of engagement, gaps, and opportunities, and what such portends to Kenya and Africa in general when it comes to enhancing transparency and accountability on the development projects and soundness of WBG policies.

##### **3.4.1.1 The Gaps Identified in the WBG CSO Engagement in Kenya emanating from the Comparative Analysis**

The desk review of global and regional consultations from countries such as: Mexico, Bhutan, Mongolia, Timor-Leste, Benin, Guinea, Uganda, Malawi, Zambia, Madagascar, South Africa, and Nigeria amongst others revealed that the World Bank had a clear schedule and allocated sufficient time for consultation with various key stakeholders including CSOs in the preparation for the respective country's CPF. Further, the final CPF documents acknowledged the involvement of the stakeholders and even highlighted their contributions. In Kenya, there is a general confirmation of the involvement of the various stakeholders in the preparation of the CPF for 2014 – 2018, however, it is not clear when they were consulted, whether they were given sufficient time to make contributions to the CPF and their specific contribution was not acknowledged in the document. Therefore, it can be concluded that the level of involvement of the CSOs and citizenry in the World Bank country development projects needs to be reconsidered. They should be involved right from the development of SCD to CPF, as well as during the project implementations, and finally appraisal of completed projects.

### **3.5 Findings Addressing the Specific Objectives of the Study**

#### **3.5.1 The gaps and opportunities in the CSOs and citizen engagements with the World Bank CPF process**

CSOs and other stakeholders in Kenya are not adequately engaged in the World Bank CPF process in Kenya. An in-depth review of the 2014 – 2018 World Bank CPF for Kenya and the SCD that was completed in 2020 meant to inform the development of the 2021 CPF for the country did not reveal detailed information on the nature and the extent of stakeholders' involvement in the processes. Various World Bank documents reviewed did not indicate the specific dates when the stakeholders were consulted and there was no reference to their specific contributions in the documents reviewed.

The Bank's processes including the project cycle are clearly technical. Thus, there could be CSOs and other stakeholder representatives who may not be able to critically analyze the Bank's projects and or policies that impacts on country's development aspirations.

CSOs are only engaged at consultations stage in Kenya. There was no evidence of their engagement with the Bank beyond consultation level.

#### **3.5.2 The specific substantive thematic issues to be prioritized by the Kenya's civil society on the CPF with the World Bank.**

Capacity building of CSOs in Kenya should be prioritized. This will ensure CSOs have the right skills to analyze Kenya's development needs to be prioritized and hence contribute effectively in the SCD and CPF processes. Further, capacity building will enable CSOs to effectively analyze World Bank development projects and policies to ensure the country and the citizenry benefit optimally.

Corruption is still a major obstacle to economic development in Kenya despite all the measures already in place to combat it. World Bank can work closely with the CSOs to enhance transparency and accountability, not only in World Bank funded projects, but also across the country and across all the sectors.

Unemployment remains a major challenge in Kenya both at the national and county level. The bank should channel its funding in areas that have a greater potential for creating more employment opportunities in the country. Projects, programmes and policies that are more inclined to the economics of trickling down effects should be top of the priority. A close and regular discussions between the CSOs and the Bank can help identify such areas.

Inequality in distribution of resources in the country is yet to be solved. The bank can work closely with the CSOs to ensure that the projects that they fund address the issue of inequality. This is more aligned with the World Bank aim of heralding shared prosperity (inclusivity).

There is need for civil education of the citizens on a variety of issues such as right of access to information on utilization of public resources. This can help to promote transparency and accountability across the country and reduce the level of corruption.

Kenyans are to larger extent divided along ethnic, religious, and wealth line. The bank can focus its attention on funding CSOs spearheaded activities that promote national cohesion.

### **3.5 Conclusions**

The World Bank group plays a key role in promoting the development agenda across member countries. The Bank recognizes the importance of engaging the key stakeholders who play a critical role in identifying the priority areas that need urgent assistance and also promote efficiency in the implementation of the projects. Civil Society Organizations are unique stakeholders in the entire Bank processes, they represent the citizens especially the voiceless ones, they ensure equity in projects selection, and push for transparency and accountability to be upheld at every level of the bank processes. From the in-depth desk review conducted, it can be concluded that although the Bank has a clear structure of engaging CSOs and has been adhered to well across a number of countries, in Kenya, the Bank has not adequately engaged the CSOs in its processes and policy development.

### **3.6 Recommendations**

CSOs need to prioritize capacity building. This will ensure they have technical experts in areas such as project design, monitoring, evaluation, and appraisal. Thus, meaningful engagement with the World Bank during consultations.

The Bank should make arrangement to engage the CSOs right from the preparation of the SCD, through to formulation of CPF, projects implementation, monitoring and finally appraisal stage to guarantee transparency and accountability.

CSOs can be integrated at various levels such as consultations, project identification and project appraisal phases, and implementation. This will deepen their knowledge of Bank operations and actual projects cycle.

CSOs should organize themselves around a strong coalition to grant them stronger bargaining power in engagements with World Bank and government. This will also enable easy information sharing among themselves and wider engagement with the citizenry as well.

There is need for the CSOs to identify their areas of interest and focus on those areas to promote economic development in the country.