

**STRENGTHENING WORLD BANK GROUP  
ENGAGEMENT ON GOVERNANCE AND ANTICORRUPTION  
CONSULTATION FEEDBACK**



**CANADA**

(JANUARY 19, 2007)

**Participants:** Approximately 35 people participated, including representatives from government, parliament and civil society

**How did the process fit into ongoing country dialogue?**

Domestically, the current Canadian federal administration has made accountability and good governance cornerstones of its

mandate, following on the heels of one of the worst government accounting scandals in Canadian history. This, combined with the heightened public appetite in Canada for transparency and government accountability, made the timing ripe to engage the federal government, and other key stakeholder groups, on the GAC work plan.

Internationally, Canada has played, and continues to play, a leading role in efforts to promote good governance. Its assistance focuses primarily on democratization, human rights, the rule of law, public-sector capacity and conflict prevention. Canada is a strong supporter of the Bank's efforts to assist developing countries combat terrorist financing and money laundering, as well as in working with the Bank to promote better governance practices.

**What were the key issues/themes raised by participants?**

- Effective parliaments, empowered civil society and independent, responsible media are key to strengthening governance
- Increase efforts to share information, among donors and with partners on the ground
- Increase capacity, engagement and support at the local level: local governments, civil society, the judiciary, media
- Greater transparency about donor commitments will empower civil society, parliamentarians and media

Respondent Type	Consultation Reply
<b>3. How the Bank should engage where governance is weak, and circumstances under which to disengage</b>	
Government	Zero tolerance for corruption does not mean zero engagement. Some form of engagement is desirable everywhere.
Government	What factors are considered when determining whether the Bank will engage (or disengage), and/or the level of engagement? Are we considering the same or similar factors as other donors?
Government	Is it possible for the Bank to engage with non-member countries? What will be the Bank's strategy for engagement in the toughest cases? The work of the Global Integrity Alliance is valuable for the engagement strategy in extreme cases.
Government	Success stories of engagement need to be articulated.
Government	What is the appropriate balance between programmatic funding and budgetary support to a country and project lending?
<b>5. How to strengthen the Bank's work with champions of reform outside the executive branch of government – parliament, judiciary, civil society, media and the private sector</b>	
Government, Civil Society	The Bank should engage beyond the macro level. Need more engagement at the micro level to help build capacity among civil society, parliament, media, judiciary and ensure that supply side interventions are not superficial. Create a website for these groups that includes information about donor commitments to create demand for good governance.
Legislature	Parliamentarians are an untapped resource. Need to combine the Bank's technical capacity with the political capacity of outside organizations to educate parliamentarians who can then call for reform in the media. Work to develop leadership within various segments of society, i.e., business, labor, that will coalesce around institutions demanding better government. It is important to get parliamentarians who want to see reform working together.
Civil Society	Look at how civil society can be empowered to hold governments accountable.
Government, Civil Society	How do you create a responsible, independent media? Is this something that should be more fully included into the Bank's analysis as the country development strategy? It is important to work with bilateral donors to find and develop champions.

Respondent Type	Consultation Reply
Civil Society	Support more of a holistic, integrated approach to address various sectors of society at a number of different levels.
Civil Society	In addition to weak capacity, the single most important accountability mechanism in a society is competitive politics. Think about how the Bank engages the political processes, both inside and outside countries. WBI should begin to engage political parties in much the same way as they have engaged parliaments over the years.
Civil Society	Help locals move from the theoretical to the practical by producing materials and assessments on governance that are usable and useful to them.
Civil Society	Rule of law, particularly enforcement, is cross-cutting to good governance. As an organization that works closely with governments, the World Bank has a responsibility to leverage those relationships for greater engagement with civil society around rule of law and judicial issues.
Civil Society	The private sector is a powerful force. Are there ways the Bank can leverage the private sector as a force for improving governance? Does the Bank have a mandate to try to influence the conduct of multinational corporations working in developing countries? Any leverage to deal with them?
Civil Society	Local governments need training in order to respond to requests from civil society.
<b>7. The Bank's role vis-à-vis other donors in supporting governance reform</b>	
Government, Civil Society	Agree with the thrust towards donor harmonization and coordination. Support a more coordinated approach across a number of donor initiatives so various donors are not working at cross-purposes. How can we ensure that each and every player in the area of governance adds value on the ground?
Government	Could more be done to share policy and strategy information, as well as research and findings, about governance work at the sectoral level between organizations working on the ground? Support initiatives such as EITI.
Government	Are there specific elements of the strategy where the Bank is thinking of working with UNDP on implementation?
Government	Can there be greater coordination on cross debarment? Perhaps there is a need for consultations on this particular issue.
<b>8. How to monitor progress in governance and anticorruption at the country level</b>	

<b>Respondent Type</b>	<b>Consultation Reply</b>
Legislature, Government, Civil Society	Strong support for continuing research and development work, technical assistance, diagnostic data and monitoring.
Government	Should there be indicators for IBRD countries, in addition to IDA countries? The Bank has more leverage over IDA countries than IBRD countries.
Government	Do developing countries participate in the development of guidelines?
Government	How do we harmonize indicators between donors? Can we rely on a common set of indicators to assess governance?
Government, Civil Society	Agree with any system where measurements don't determine decisions, but are used to interpret, analyze and compare. Must have a very rigorous set of indicators that can withstand scrutiny and explain changes in country ratings from year to year.
<b>9. Areas for improvement in GAC strategy and country-level support</b>	
Government	What changes will take place at the operational level?
Civil Society	Is there a possibility to strengthen and support certain mechanisms that serve as incentives for reform? Incentives such as EU membership, NATO or WTO membership have proven helpful in Central and Eastern Europe to spur reforms such as civil-service reform.
Civil Society	Work more at the local level and try to increase the service provisions at the municipal level.
Civil Society	Need consistent messaging across donors.
<b>10. Other key issues</b>	
Government	What is the connection between the World Bank strategy and the UN Convention Against Corruption? Asset recovery is fundamental.
Government	How will governance be incorporated within the Bank's institutional structure?

<b>Respondent Type</b>	<b>Consultation Reply</b>
Civil Society	Need to look at how cities are governed, as populations in developing countries are increasingly urban, and at regional associations and the blocs they are creating.
Civil Society	How do you connect the intellectual work at WBI to delivery on the ground?
Civil Society	Continue to focus on knowledge, research and development and monitoring. Can WBI engage in developing knowledge-building capacity for organizations working in the field of governance, so they can in turn help build capacity on the ground?