Global Conference on Citizen Engagement for Enhanced Development Impact

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“Citizen voice is at the core of accountable action...If we bypass the beneficiary as a source of information, experience, and pressure, we deprive ourselves of insights into how we might do better – insights that are uniquely grounded in the day-to-day experiences of the very people the programs are created for.”

— Jim Yong Kim, President
The World Bank
Why citizen engagement?

Citizen engagement, also referred to as beneficiary feedback, is not a new concept. But with growing demand across the developing world for governments to become more open and responsive and calls for increased accountability and citizen voice, the value of engaging with citizens for effective development has gained momentum among development actors. At the same time, innovations in information and communication technologies (ICT) have created systems for better and immediate interaction between citizens, governments, and service providers.

Citizen engagement can broadly be understood as creating opportunities for citizens to actively participate in the development process by providing feedback and input that is then acted upon by government in a real and timely fashion. Allowing citizens to influence the design, implementation, and monitoring of projects can result in improved accountability of governments and service providers, which in turn can increase the development impact of programs and projects for all citizens.* In 2012, roughly one third of the World Bank’s projects had some form of citizen engagement component.

Recognizing citizen engagement as an essential component for effective development, the World Bank Group, in partnership with CIVICUS,

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* The World Bank Group has defined citizen engagement as: “Transparent and effective processes for greater citizen voice and participation in the preparation, implementation/monitoring and evaluation of policies, programs and projects; with the objective improving the accountability of government and service providers (including the private sector) and thereby increasing the development impact of policy and project interventions for all citizens”.

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Focus was on citizen engagement and feedback systems that can strengthen the quality of policy making and service delivery. Emerging evidence clearly shows that taking an inclusive approach to development can contribute to a wide range of development priorities, including more effective poverty reduction, better livelihood opportunities, and improved services. But it is also clear that building well functioning beneficiary feedback systems will have to be a collective effort by the development community. To help advance such a collective endeavor, the conference brought together several constituencies that often has not interacted sufficiently: government, civil society, academia, technology innovators, the private sector, and donors.

By bringing a wealth of experience and knowledge together for one day, the aim was to help form significant partnerships and alliances that
“We’re here today because we believe that listening to citizens is central to doing development better,” said World Bank Group President Jim Yong Kim in his opening remarks at the Citizens Voices conference. “This conference is a terrific opportunity to exchange ideas and experiences, and hopefully to generate new insights that will fuel all our work.”

Kim spoke from his own experience in illustrating how citizen engagement can contribute to improving lives such as in Karnataka, India, where pregnant women can use a smart card in their cell phone to provide real-time feedback on the health services received, including information on any problems that might have arisen.

“Using this data, officials can track the delivery of services across the district and respond far quicker to urgent needs and supply constraints than ever before.

“A child trying to access clean water in a Nairobi slum can now use a mobile phone to report water leakages. The child will receive back a message noting the time and date a service provider will be on site to resolve the problem. The call is automatically linked to a local advocacy group that acts on consumers’ behalf to address persistent issues.

“But in addition to providing crucial information, citizen-centric development helps set incentives vital to solving complex delivery challenges. Citizen voice can be pivotal in providing the demand-side pressure on government, service providers, and organizations such as the World Bank that is needed to encourage full and swift response to citizen needs.”

The president also listed measures the World Bank has taken to create more systematic opportunities for citizen voice, such as the opening-up of the World Bank—by sharing its data and extensive information on what the institution does, how it does it, and what kind of results it achieves—and establishing the Global Partnership for Social Accountability, which provides knowledge and financing to civil society organizations to strengthen citizen voice in development.

“But there is much more to do” said Kim. “A recent survey of Bank staff revealed pent-up demand for real-time data from citizens, the beneficiaries of World Bank-financed projects. Standard M&E procedures mostly consist of quantitative indicators measured at periodic intervals. And while necessary, they often fail to fully take into account the perspective of beneficiaries on project implementation. Therefore we are now at the early stages of working closely with governments to systematically integrate beneficiary feedback into World Bank-financed operations and sector work. This is an exciting development, because it provides new opportunities for many of our country partners to explore how they might better integrate citizen voice into development”.

“Listening to citizens is central to doing development better”
Participant Survey

A pre-conference survey showed that 53 percent of respondents could not imaging any high performing development institution, public or private, operating without a systematic approach to feedback from their primary constituents, yet 30 percent indicated that within their own organization there was insufficient interaction with citizens and only moderate impact.

Regarding data collection, 35 percent of respondents considered the lack of appropriate, low-cost technologies to collect data as a major issue in current feedback collection techniques.

More than 50 percent of respondents said that poor appreciation by the decision-makers of the benefits of citizen engagement is a major issue, which raised the question of what happens if citizen feedback is collected but not acted on.

The respondents in the survey represented more than 20 countries around the world with roughly 65 percent representing the non-government sector and 16 percent government. Affiliation for the remaining 19 percent could not be established.

Well-Connected

Designed to be interactive and engaging, the conference was linked through modern communications technology to the wider online community of practitioners to feed into a vibrant ongoing discussion. Statistics collected before, during, and after the meeting clearly showed it succeeded well in its online communications outreach.

March 18th Event Day outreach on World Bank Live
- English live blog: 458 live views, 119 replays
- Spanish live blog: 77 live views, 60 replays
- French live blog: 26 live views, 23 replays
- Total: 561 live views, 202 replays

Twitter
- #engagevoices: 436 tweets day of and #wblive: 90 tweets
- #engagevoices: 106 tweets continued beyond the event
- Conference Web Page:
  - 2,854 views and 1,700 visits
- Conference agenda downloads: 114

Striking Poverty
- The ongoing Striking Poverty conversation had 52 comments and 2000 visits with an all day high of 333 visits on March 18.
could help transform knowledge and ideas into actionable measures for mainstreaming citizen engagement. Key to the discussion was to capture lessons from the private sector’s experience in assessing and satisfying consumer demand, and to explore the transformational potential of using information and communication technology to expand the engagement between citizens and government.

In the World Bank Group, seeking input from citizens goes back several decades. The approach has evolved as the concept of governance has emerged. Two important milestones during the past ten years were the *2004 World Development Report*, which for the first time emphasized the importance of empowering people to engage in policy making and monitor service providers, and the *2007 Governance and Anticorruption Strategy* which called for an increased integration of transparency, accountability, and participation in World Bank projects and emphasized the importance of building the capacity of non-state actors, such as civil society organizations, parliaments, and the media.
Today project teams are increasingly engaging citizens and using citizen feedback to find ways to improve the impact of World Bank projects by asking the opinions of the citizens who are receiving the services. To further improve the results, project teams are using modern technology in innovative ways to solicit input from citizens. In a project to find new government policy solutions that would lead to better health services for women, the Rio Grande do Sul state in Brazil allowed 120,000 citizens to make suggestions and vote on them on the web or using the phone. By facilitating the use of modern technology, the participation rate in the initiative increased by 60 percent.

The underlying premise of the conference was the acknowledgement that in today’s world, citizen voice matters more than ever before, regardless of the arena; be it in the media, governance, private sector, or development. By factoring in those voices into projects and programs that are being developed, into services that are being offered, and into laws and regulations that govern societies and communities, it will lead to higher development impact that is more sustainable and benefits all. Many participants expressed their appreciation for the World Bank Group’s initiative to convene the conference, which they saw as an indication of the Group’s willingness to be open and inclusive and seek new ideas and partners to elevate the role of citizen engagement in development.

Conference structure

The conference was structured to elicit the participation and creativity of the audience. An on-line survey of participants was taken prior to the meeting to collect feedback and ideas that were fed into the conference agenda; presentations were in talk-show and lighting talk formats, and participants worked actively in breakout groups to reach consensus on priority actions moving ahead.

The pre-conference survey showed that most participants wanted to hear about good practice examples from both developing and developed countries, and to learn more about innovative tools and mechanisms for citizen engagement. More than 90 percent of the respondents said they
were interested in establishing new partnerships and initiating collaborative work with other participants as a result of the conference.

The conference was linked to a wider external audience, both in the preparation phase and during and after the conference. A vibrant online conversation took place through social media, blogs, Twitter feeds, and the World Bank’s on-line dialogue space, Striking Poverty. Presentations and discussions were streamed live over the internet.

To amplify the learning experience of the conference, a wide range of development groups with experience in citizen engagement were
invited to showcase their initiatives in a gallery of exhibitions and presentations. In addition to teams from the World Bank Group, many governments, civil society organizations, and private sector entities were represented. The teams displayed tools and initiatives for citizen engagement through a combination of posters, videos, interactive sessions, and informative presentations. Conference participants were taken on guided gallery tours where they had the opportunity to interact with not only team representatives on-site, but also with the wider community of development specialists by using laptops available in the gallery.

To ensure that the meeting could generate added value for advancing the citizen engagement agenda, a participatory approach had been designed to agree on the outcomes of the conference. In table discussions led by expert facilitators, the participants decided on possible outcomes in light of the day’s events. A set of final outcomes was then be selected through voting by all participants. As a result of the deliberations, a total of 24 outcomes were identified that in essence placed citizens squarely at the center of the development process— in design, delivery, and evaluation of services. The final outcomes of the conference are presented in part C of this report and below are summaries of each conference session.

The day’s program was designed to highlight citizen engagement from different perspectives. Invited presenters and panelists came from diverse backgrounds, representing governments, foundations, private sector companies, both traditional and cutting edge technology firms, civil society, and development agencies.
This high level panel set the tone and direction for the day’s discussions. The panelists’ diverse and wide-ranging experience contributed to a lively discussion which briefly also touched on some of the topics that would be highlighted in later sessions during the day. Fueling the panel’s discussion was the overarching question: why is the citizen agenda so important, and particularly, why now?

There was general agreement that citizen feedback is crucial to meeting the Millennium Development Goals. Governments in developing countries must therefore find ways to systematically incorporate citizen voices into their decision-making processes, and the development community must develop agile approaches to overcome bottlenecks in implementation to improve services. To find inspiration and good examples for how to do it, development actors should also look to their private sector counterparts. Using feedback approaches is well ingrained in the private sector, which understands that failing to engage with customers is bad for business. The development community must start to apply the same logic and insight to its own work.

The panel also pondered the role of technology in advancing the citizen engagement agenda. Can technology be transformational, or is its ability to help scale up overrated? No one doubted that technology can bring huge potentials to citizen engagement, but technology alone is not the answer and the importance of local capacity and community mobilization should not be underestimated.
To illustrate citizen engagement’s central role for increasing development impact, the panelists highlighted examples from their own career. For instance in the South Kivu province in the Democratic Republic of Congo, citizen engagement initiatives showed that there were large differences between what the government deemed important and what the citizens considered to be a priority. Only by using beneficiary feedback mechanisms could the citizens’ true preferences be fully revealed, which would help ensure better development outcomes.

The session provided plenty of food for thought for the day’s later deliberations and it made a convincing case for the relevance of strong citizen engagement. But the time did not allow the panel to tackle some other interesting questions, including what constraints does government face that the private sector does not? What are the risks for governments of not responding to citizens?
The topic of the session was at the core of the conference program. What insights and experiences does the private sector have that could increase the effectiveness of citizen engagement? The panelists offered a unique perspective on the topic, as they all had solid private sector experience.

The private sector realized a long time ago that listening to its customers was critical to its success, and its long history of engaging consumers clearly shows that market-based engagement must be a two-way communication. Both listening and responding to consumers is equally important for any successful private sector company. But for consumers of public services it has, for the most part, been a one-way communication with very limited possibilities for providing feedback. This will have to change, however, if development actors want to stay relevant and see better development outcomes. As in the private sector, there has to be mechanisms in place that allow for citizens to provide real feedback and for governments to respond.

During the discussion, the panelists shared their insights on such different issues as using “constituent voice methodology” with development country service providers, and how investment risks can be reduced by using stakeholder feedback. They also discussed the issue of methodologies and while recognizing its importance when building feedback mechanisms, they agreed that being too academic and trying to develop best possible approaches is not optimal. For its part, the private sector has taken a pragmatic approach and been less concerned with finding the
most rigorous engagement techniques, and instead been more interested in focusing on what the consumer actually needs and prefers. It was also pointed out that when developing engagement approaches, it is important to keep in mind the difference between quantitative and qualitative methods. The trend is more and more to complement quantitative data with qualitative data, which is needed for developing actionable engagement strategies.

The session revealed that from a private-sector perspective, there are several factors that should be determining the response of the development actors to citizen engagement. There is a clearly growing demand by citizens to get to voice their experiences; there are emerging methodologies and practices to satisfy this demand; technology can help lower the costs, making it possible to get accurate signals from beneficiaries about their needs and experiences with services; and providers of finance are taking a keen and serious interest in the issue.
During lunch, Rob Markey from Bain and Company shared his insights on building effective customer relations and feedback systems based on his extensive experience in direct marketing and customer service in the private sector. He joined Bain and Company in 1990 and has since led assignments in different sectors, including financial services, telecom, and health services. He is an expert in customer and employee loyalty, new product and development, and customer services strategies.

Drawing on his own experience as a customer, Markey described how his team at Bain has assisted companies develop not only effective systems and approaches to successfully connect with customers, but also build systems for customer service. He pointed out that closing the feedback loop swiftly is important for earning and keeping customer loyalty and organizations that can make this a strategic priority have an advantage.

He also described key features of effective and well functioning relationship management systems. Such systems are characterized by two sub-systems; one with an external interface that engages with the customers, and an internal one that engages the employees of the company. Paying equal attention to both systems is key to achieving sustainable customer satisfaction.

In his remarks, Markey also touched upon how the private sector’s extensive experience and knowledge in customer feedback and service systems could be adapted and applied in development.
The discussions clearly illustrated how modern technology over a relatively short period of time has fundamentally changed the way people access and share information, organize their daily lives, and interact socially. A classic example of an ICT based innovation that has revolutionized a traditional information sharing tool is Craigslist. Founded in 1995, the web-based platform has since fundamentally changed classified advertising, and today it is one of the world’s 10 most-visited English language platforms and serves every continent except Antarctica.

The panelists saw no reason for why ICT could not have the same transformational results in development. Using ICT to support social accountability helps broaden the interface between citizens and government and provides for a more dynamic feedback mechanisms. Instead of a one-time feedback interaction, which the traditional score card methodology provides, adapting the methodology to mobile tools creates an on-going, dynamic feedback loop between citizens and the public service providers. ICT also makes it possible to reach people who otherwise could not engage, thereby ensuring more comprehensive feedback.

The discussion also touched upon the broader theme of the conference: what can we learn from the private sector? Is it possible to utilize
already existing private sector run web sites to also engage citizens and gather public data, instead of creating citizen engagement-specific web platforms? Having such arrangements could help broaden citizen engagement in circumstances where there are limited financial and technical capabilities. The feasibility of such approaches is being tested. An example is Yelp, the web based service, which started as an e-mail service for exchanging local business recommendations and has expanded into social networking, and is becoming an instrument for also gathering citizen feedback about government.

Although the session showed the potential ICT holds for engaging citizens effectively, directly, and at a lower cost, ICT does not, however, necessarily change the fact that governments can still choose whether or not they respond to citizen feedback. Civil society organizations will therefore continue to have an important role in convincing governments that only in an open and responsive environment can real development be achieved.
It is estimated that an astonishing 85 percent of the world’s population has cell phones, which means that about 6 billion people are using cell phones every day. In Rwanda for instance, more than half of the population of 10.5 million people has cell phones.

With such penetration rates, hand-held devices offer huge potentials for changing the dynamics of how citizens engage with governments and service providers. The ICT revolution has made virtual, real-time interactions and instant data access possible with a click of a button, but what is the level of quality of the data flowing in the system? More specifically—how can we ensure that data gathered from citizens is robust and reliable and can meaningfully inform decision-making by policy makers and service providers? Some believe that the growing use of real-time citizen feedback to reveal how a project is performing is filling a gap created by over-reliance on sophisticated impact assessments. Others again are cautioning against over-emphasizing the efficacy of beneficiary feedback.

To offer complementary perspectives on these intriguing issues, the session brought together two different approaches to assess the reliability of citizen data; a more traditional one with an emphasis on using methodologically robust assessment frameworks versus a more entrepreneurial, adjust-as-you-go approach where using mobile technology is central to promoting positive social change.

The ensuing debate sparked an interesting exchange of observations and insights that covered a number of issues, including the question of reliability of citizen data compared to impact assessments in gauging the performance of policies and programs, methodological and operational...
questions of how various citizen data-gathering methods may support different kinds of policy and operational decisions, and possible limits to real-time citizen feedback.

In the end, there was a convergence of views between the two sides, with a recognition that ICT based methods for gathering and assessing citizen generated data under certain circumstances is a valuable complement to more traditional approaches. As was pointed out during the discussion, for all its flaws, SMS is the most used communication tool in the world.
The day’s final panel discussion focused on an issue central to the very concept of effective citizen engagement: the critical role of government in responding, engaging, and supporting an active dialogue with citizens. The topic had briefly surfaced also in earlier sessions, but the distinguished panelists with their extensive government experience were in a position to offer an inside account of the complex issues facing governments in responding to feedback. The combined experience of the panelists ranged from water sector projects in Kenya that are using ICT facilitated processes to address and resolve citizens’ complaints, to running the White House website “WeThePeople e-Petitions”; today considered to be one of the most successful e-Petition websites ever launched by a national government, with registered users exceeding seven million.

Based on their first hand experience, the panelists were convinced that government pro-grams are not going to succeed without feedback from citizens, but recognized that feedback mechanisms must have a structured form for engaging citizens; otherwise follow-up will be too difficult. The stimulating dialogue highlighted a straightforward approach to increase government responsiveness. To begin with, governments must actively raise awareness among citizens of key policy issues and proactively disseminate project information on both on-going and planned
projects. Laws and regulations that promote a participatory approach are very helpful in this regard, as past experience shows that they considerably support such outreach efforts in a systematic way. It is also important that governments ensure broad-based citizen participation both during design and implementation of a project, and lastly, to obtain best possible comprehensive feedback, both qualitative and quantitative data should be used.

But what happens when the government disagrees with the feedback? Has the process then failed? Not necessarily. While governments must engage the public, they also must lead. Differing views on priorities and options are not necessarily an indication of failure; disagreeing has a value in and of itself. Differentiating between noise and signal in the feedback process is therefore important. Although the government rejects a proposal from citizens, the interaction itself is valuable and there should always be follow-up. Experience clearly shows that citizen engagement is never superfluous or creates an unnecessary burden.
"Ideas for Citizen Engagement"

Innovations in information and communications technology have brought sophisticated tools for citizen engagement literally to the fingertips of any development practitioner. One such tool showcased during the citizen engagement conference was the “All Our Ideas.”

Freely available, it enables data collection by combining quantitative and qualitative methods. Built with the support of the World Bank Institute, it enables data collection through a number of devices: desktop, laptop, tablet, and mobile.

It has been used in different circumstances, from collecting feedback from slum dwellers in Rio de Janeiro to the collaborative development of New York City’s long-term sustainability plan.

All Our Ideas is:

- **Easily deployable**: Creating and running a wiki survey is quick, easy and free. It showcases results in real-time through innovative data analytics solutions.
- **Tested and scalable**: It currently hosts 2,934 surveys with over 3.8 million contributions from citizens and stakeholders.
- **Backed by research**: It is a research project based at Princeton University, dedicated to creating new ways of collecting social data.
- **Multi-lingual**: Unlike most citizen feedback tools, it comes available in ten different languages, including Arabic, Spanish, French and Portuguese. Upon request, new languages can be added within less than a week.
- **Packed with features**: Lots of powerful features are built into the tool. For example, users can embed their wiki-surveys in different websites, geo-reference results, download raw data for offline analysis, and integrate the survey with Google Analytics.

Behind All Our Ideas is consortium, bringing together Princeton University, the National Science Foundation, Google, and the World Bank Institute, as part of the World Bank’s Open Development Technology Alliance.
One of the conference’s main objectives was to identify and focus on actionable insights that surfaced through the day’s presentations and discussions. Given the diverse audience, an interactive and participatory process had been designed to identify and prioritize the outcomes that would have the best potential to move the citizen engagement agenda forward.

Each of the auditorium’s 15 tables had a designated facilitator* to help guide the audience through the process. All participants were asked to answer in one sentence the question: *What is the single most important thing that needs to be done to move the citizen engagement agenda forward?* Once everyone had written down a sentence, each person at the table was asked to read his or her proposal after which the table voted to determine the best answer to the question. The table’s final answer was recorded together with the suggestions from the other tables in “All Our Ideas,” an online tool which enables groups to collect and prioritize ideas in a democratic, open, and efficient process. For more information on “All Our Ideas,” see box opposite.

* The following experts with a long and diverse experience in different areas of development facilitated the table discussions and helped the participants identify and formulate the outcomes: Roby Senderowitz, Program Manager, Global Partnership for Social Accountability, World Bank; Archon Fung, Ford Foundation Professor of Democracy and Citizenship, Harvard University; Mary McNeil, Team Lead, World Bank Institute; Victoria Ayers, Senior Anti-Corruption and Good Governance Advisor, USAID; Edward Olowo-Okere, Director, World Bank; Dayna Brown, Director, Listening Program, CDA Collaborative Learning Projects; Will Rogers, Global Coordinator for Beneficiary Communication, International Federation of the Red Cross; Angelita Gregorio-Medel, Ministry of Social Welfare, the Philippines; Randi Ryterman, Director, World Bank Institute; Fernando Rosetti, Director General, Grupo de Institutos Fundações e Empresas; Helene Grandvoinnet, Lead Social Development Specialist, World Bank; Edith Jibunoh, Director, Multilateral Institutions, ONE; Felipe Heusser, Founder & Director, Fundacion Ciudadano; Stephen Davenport, Senior Director of Innovation and Partnerships, Development Gateway; Joanne Caddy, Senior Analyst, OECD
In addition to the final suggestions from each table, suggestions by individual participants could also be entered into “All Our Ideas.” To prioritize among all the suggestions that had been entered, participants using laptops accessed “All Our Ideas” and ranked the suggestions by voting. Each participant was encouraged to vote at least five times. By combining a simple voting process with open uploading of ideas, the best ideas would move to the top of the ranking during the process.

A total of 24 suggestions were entered and voted on, resulting in a score between 0–100 for each suggestion. The ten suggestions with the highest score for moving the citizen engagement agenda forward were:

1. Start by engaging citizens in the design process, and make them the main stakeholders in the implementation process. (Score 75)
2. Make sure citizens are actually listened to, not just heard. “Engagement theater” is worse than no engagement. (Score 67)
3. Engagement is context sensitive and dynamic. Interventions should be simple and relevant, providing for feedback and “feedforward.” (Score 63)
4. Engagement is different from feedback. Keep it simple, 2-way and meaningful to improve services and empower people to drive their own development (Score 62)
5. We need to partner, prototype, and share learnings, failures, and engagement data—and do it all over again (Score 60)
6. Use a Human Centered Design approach, where communities are the center of all project design and implementation phases. (Score 59)
7. Strengthen the capacity of governments—and focus on the right incentives—for citizen engagement. (Score 58)
8. Scale systems that effectively aggregate feedback for true 2-way conversations towards more equitable and just societies (Score 56)
9. Use feedback information to make a compelling “actionable” case to decision makers and get the incentives right so they can act on it. (Score 56)
10. Raise capacity of citizens, government, and civil society to listen, understand, and act through open and safe public engagement to improve peoples’ lives. (Score 54)
The score range among all 24 suggestions was between 75 and 24, with half of the suggestions having a score between 62 and 48. The total number of votes cast was 1160, and being a global, interactive, and open conference, some votes were received from the external audience in countries such as Canada, France, Spain, UK, USA, and Venezuela.
SESSION #7: Summary, Closing, and Next Steps

| PANELISTS       | Kyle Peters, Vice President, OPCS, World Bank  
|                 | Ritva Koukku-Ronde, Ambassador of Finland to the United States  
|                 | Sam Worthington, President and CEO, InterAction  
|                 | Sanjay Pradhan, Vice President, World Bank Institute  
| MODERATOR       | Alex Howard, O'Reilly Media  
| OBJECTIVE       | Summarize the main conclusions of the conference, and propose next steps for moving forward.  

In the closing session, representatives of the conference organizers reflected on the results of the day’s intensive and stimulating dialogue, and pointed to some of the next steps for advancing the citizen engagement agenda. In addition, the final outcomes which were the product of the collective thinking of the table talks were presented.

The rich exchange of views and ideas during the day’s presentations and discussions clearly manifested a collective view that citizen engagement is central to effective development. Citizens are in a unique position to provide accurate and timely data that can significantly strengthen the development process.

Past experience indicates that citizen participation and empowerment are critical elements for achieving better service delivery and higher development impact, as shown in the examples president Kim alluded to in his opening remarks. In an overall development context, citizen engagement is at the center of transparency, accountability, good governance, and sustainable economic progress.

But citizen engagement is also about rights. People having the right to have a say over their own lives, having the right to participate and freely voice their ideas and concerns. Today’s development challenges are too big for development actors to ignore civil society input, even though it may affect project timelines and add complexities. Ensuring a well functioning interaction between civil society and government is therefore an integral part of successful development. A country’s public administra-
tion will only be strong when it is trusted; when the citizens feel it is their administration and it is truly serving them.

What is needed going forward? Key will be active learning and concerted collaborative efforts. Development actors must have an open mind and willingness to learn from each other, especially from the private sector with its long and systematic experience in customer feedback. To achieve lasting results on the ground, concrete partnerships among government, foundations, civil society, the tech community, private sector, and development partners are needed. Only this way can innovative and results-driven citizen feedback systems be systematically scaled up.

Although modern technology is no panacea and it has its own limitations, the day’s presentations made it clear that it will have a central role in developing robust feedback systems in the future. It allows for soliciting feedback more rapidly, and it increases the reach and lowers the cost for citizen engagement, especially given the high mobile penetration in developing countries.

Within the World Bank Group, several initiatives are underway to further integrate citizen engagement and beneficiary feedback into the Group’s policies and programs. Citizen engagement, social mobilization, and government transformation are critical issues that are part of a larger ongoing discussion about how the Group could even more efficiently help countries reduce poverty and boost shared prosperity.
To build on the outcomes and insights of the conference, an internal brainstorming meeting was organized for World Bank staff the following day. Focus was on identifying actions that could help mainstream beneficiary feedback into World Bank operations, helping to achieve higher impact of citizen engagement efforts. The suggestions and ideas surfaced during the day-long meeting fall into four broad categories and are summarized below.

**Internal World Bank reform.** Beneficiary feedback should become a “core log frame.” The World Bank still undertakes fragmented and unsystematic consultations, sometimes carried out halfway through a project, and citizen engagement is presently not perceived as a priority by project teams. In many cases it is overshadowed by other factors that projects need to comply with, such as procurement and environmental safeguards. The challenge will be to find ways to integrate beneficiary feedback into the project cycle without unnecessarily burdening project teams with yet another layer of requirements. To scale beneficiary feedback in World Bank projects, feedback data should be collected and aggregated in a way that makes it meaningful and actionable for staff, and both qualitative and quantitative data should be used as input.

**Focus on strategic citizen engagement.** Although project transactions are between contractor and supervisor, and involve highly technical aspects using terminology not easily accessible to ordinary citizens, it is critical that citizens are involved in project design and implementation. The asymmetry in knowledge can be bridged by improving government systems to deliver information that is accessible, easily understandable, and supports citizen ability to respond.

**Shift the conversation.** Clients should learn from other clients. The discussion about citizen engagement should not be only project-focused, but moved into broader contexts, such as right of information, and the World Bank should push governments to do broader proactive disclosure of information. Such measures should not be seen as an external push in the countries, but be complemented with internal efforts to make beneficiary feedback reform happen.
Accountability and technology. Without resolving the issue of how to effectively close the feedback loop, the value of the system is weakened. Closing the feedback loop is accountability, and the most promising way of achieving this is utilizing technology in innovative ways, mindful of the contextual requirements.

Citizen engagement and the World Bank Group

Going forward, the World Bank Group is committed to mainstreaming citizen engagement and beneficiary feedback across its operations as part of its ongoing change process. The new strategy of the World Bank Group approved by the Bank’s Board of Executive Directors in October 2013 emphasizes the importance of engaging with “citizen-beneficiaries” in developing a flexible, results-based approach to development. In his 2013 Annual Meeting’s speech, World Bank President Jim Yong Kim committed to ensuring that feedback from citizen-beneficiaries is included in 100 percent of World Bank projects. The new strategy’s emphasis on the value of citizen engagement provides fresh impetus to accelerate the process.

The aim is to fully integrate citizen engagement as a core component of the World Bank project cycle, which means that project teams will seek citizen input from the early planning phase throughout implementation and evaluation.

Several initiatives are now underway across the World Bank Group to mainstream citizen engagement and create more systematic opportunities for beneficiary feedback. In addition to developing a comprehensive strategy for mainstreaming citizen engagement, an information center has been established that provides operational support and builds staff skills for engaging citizens, analytical work is being done to develop guidance on engagement approaches by sector and at country level, and a seed fund has been established to integrate citizen engagement into programs and strengthen existing funding mechanisms.

An example of ongoing analytical work is a study launched by the World Bank’s Africa region, which examines citizen engagement processes in World Bank funded projects in sectors that have the most
impact on ordinary citizens, such as water, health, and education. Through surveys and in-depth interviews with project teams, the study will assess how feedback was actually integrated into projects. What challenges and constraints did the teams encounter. What were the implications for the results of the project? The study will contribute new knowledge and a better understanding of the citizen engagement dynamics in the project cycle and assist the World Bank’s operational staff in designing and implementing citizen engagement. The findings will also assist efforts across the World Bank Group to develop a robust knowledge base on the modalities, enabling conditions, and challenges of scaling up engagement with beneficiaries.

The World Bank Group is also stepping up its citizen engagement efforts in more demanding environments. Following the Arab spring, citizens in the Middle East have been calling for change and several countries are in transition or emerging from conflict. In this volatile situation, citizen engagement is critically needed and has an important role to play in the region. The World Bank Group will therefore pilot the group’s new citizen engagement strategy in the operations of its Middle East and North Africa region. Another demanding region is Central Asia which has an exceptionally challenging environment for citizen engagement. The region scores at the bottom of the world on aggregate indicators for citizen engagement and ranks at the bottom of the Transparency International’s corruption index. The World Bank’s Central Asia region is developing a citizen engagement framework for the four countries in the region: Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan. The initiative has three major components: (i) ensure that citizen engagement is mainstreamed in World Bank funded projects in the region and that all new projects include grievance redress mechanisms; (ii) build knowledge and capacity of non-state actors through training and dissemination of good practices; and (iii) develop and strengthen internal World Bank Group partnerships as well as external partnerships with universities, foundations, and civil society organizations. The initiative will contribute to the Group’s overall efforts to mainstream citizen engagement, and improve staff’s technical capacity to design and implement citizen engagement approaches.
The Citizen Voices conference showed that there is a widely shared understanding in the development community that citizen engagement is critical to improving service delivery and achieving greater development impact. Technology offers a platform which together with insights from the private sector’s long experience in citizen engagement can truly help change the development paradigm. A growing consensus was reached during the conference that it is time to move to concrete actions, including a systematic scaling-up and mainstreaming of citizen engagement efforts in development initiatives.

Following the Citizen Voices conference, other international events have been organized to advance the citizen engagement agenda. An example is the global conference on “Governing Democratically in a Tech-Empowered World” which was hosted by the National Democratic Institute; Omidyar Network; the Institute for Democracy and Electoral Assistance and the Center on Democracy, Development and the Rule of Law at Stanford University in April 2013. The conference was designed to explore how technical innovations are changing democratic governance, both in the developed and developing world. Like the Citizen Voices conference, it was attended by a mix of development specialists; government, tech and civil society representatives; academics and the private sector. The conference took a broad approach to highlighting the relationship between technology and citizen engagement. Sessions included topics ranging from the potentials for using crowdsourcing for policy-making to the future of democracy and implications for international assistance. A recurring theme in the discussions was how to link past efforts on participation and social accountability to technological innovation, and the need to evaluate the plethora of technology-focused pilot projects for promoting civic engagement in order to establish which ones produce results. For this to be successful, more rigorous capturing of evaluation data and research is needed.
## ANNEX 1
### Conference Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00</td>
<td>Registration/Coffee</td>
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<tr>
<td>8:45–9:10</td>
<td>Welcome: Master of Ceremonies</td>
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<td></td>
<td>• Alex Howard, O’Reilly Media (moderator)</td>
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<td>9:10–10:10</td>
<td>Citizen Engagement:</td>
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<td></td>
<td>What Results Are We Looking to Achieve?</td>
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<td>• Dr. Jim Yong Kim, President, World Bank Group (keynote)</td>
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<td>• Jay Naidoo, Chair of the Board of Directors and Chair of the</td>
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<td>Partnership Council of the Global Alliance for Improved Nutrition</td>
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<td>• Jean-Claude Kibala N’Kolde, Minister of Civil Service, Democratic</td>
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<td>Republic of Congo</td>
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<td>• Sara Ruto, Regional Manager, Twaweza</td>
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<td>• Luis Ubinas, President, Ford Foundation</td>
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<td>10:10–10:30</td>
<td>Table Talk Introductions</td>
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<td>10:30–11:00</td>
<td>Coffee and Mingle</td>
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<td>11:00–11:45</td>
<td>Interactive Panel:</td>
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<td>What Can We Learn from the Private Sector?</td>
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<td>• Caroline Anstey, Managing Director, World Bank (moderator)</td>
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<td>• Nathan Eagle, Founder, Jana</td>
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<td>• David Bonbright, Chair, CIVICUS/Keystone Accountability</td>
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<td>• Sanjay Bhatnagar, CEO, WaterHealth International</td>
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<td>• Jim Heyes, Principal, Global Environment Fund</td>
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11:45–1:15  
Lunch speaker  

Sidetalk (Room L-109)  
- Stuart Shulman, Vision Critical (12:35–1:10)

Gallery Tour (Rooms L-101, L-103, L-104, and L-108) (12:35–1:10)

1:15–2:00  
Can Technology be Transformational? (Parallel Session 1)  
- Micah Sifry, Personal Democracy Media (moderator)  
- Craig Newmark, Craigconnects.org  
- Luther Lowe, Director for Public Policy, Yelp  
- Ana Guerrini, Rio de Janeiro 311  
- Robert Hunja, Manager, World Bank Institute

1:15–2:00  
Debate: How Do We Ensure Citizen Feedback is Robust? (Parallel Session 2)  
- Jeff Thindwa, Manager, Social Accountability, World Bank Institute  
- Sean McDonald, CEO, Frontline SMS  
- Michael Woolcock, Lead Social Development Specialist, World Bank

2:00–3:00  
Participatory Panel: Can Governments Be Responsive?  
- Sri Mulyani Indrawati, Managing Director, World Bank Group (moderator)  
- Adams Aliyu Oshiomhole, Executive Governor, Edo State, Nigeria  
- Macon Phillips, Director of Digital Strategy, the White House  
- Luis Revilla Herrero, Mayor of the Municipal Government of La Paz, Bolivia  
- Herbert Kassamani, Manager of Communications, Ministry of Water and Irrigation, Water Services Regulatory Board, Kenya  
- Raj Babu Shrestha, Executive Director, Nepal Poverty Alleviation Fund
3:00–3:45

Coffee, Mingle and Guided Gallery Tour

Sidetalks (Room L-109)
- Judd Antin, Facebook and Rafael Morado, UBISOFT Games (3:00–3:40)

Gallery Tour (Rooms L-101, L-103, L-104, and L-108) (3:00–3:40)

3:45–5:00

Table Talks: Take Aways from the Day and Generating Ideas: Where Do We Go from Here?
- Roby Senderowitsch, Program Manager, Global Partnership for Social Accountability, World Bank
- Archon Fung, Ford Foundation Professor of Democracy and Citizenship, Harvard University
- Mary McNeil, Team Lead, World Bank Institute
- Victoria Ayers, Senior Anti-Corruption and Good Governance Advisor, USAID
- Edward Olowo-Okere, Director, World Bank
- Dayna Brown, Director, Listening Program, CDA Collaborative Learning Projects
- Will Rogers, Global Coordinator for Beneficiary Communication, International Federation of the Red Cross
- Angelita Gregorio-Medel, Ministry of Social Welfare, Philippines
- Randi Ryterman, Director, World Bank Institute
- Fernando Rosetti, Director General, Grupo de Institutos Fundações e Empresas
- Helene Grandvoinnet, Lead Social Development Specialist, World Bank
- Edith Jibunoh, Director, Multilateral Institutions, ONE
- Felipe Heusser, Founder & Director, Fundacion Ciudadano
- Stephen Davenport, Senior Director of Innovation and Partnerships, Development Gateway
- Joanne Caddy, Senior Analyst, OECD
Summary, Closing and Next Steps

- Alex Howard, O’Reilly Media (moderator)
- Kyle Peters, Vice President, OPCS, World Bank
- Ritva Koukku-Ronde, Ambassador, Finland – Ministry of Foreign Affairs
- Sam Worthington, President and CEO, InterAction
- Sanjay Pradhan, Vice President, World Bank Institute

5:00–5:30

5:30–7:30

Networking and Mingle (hosted by Sanjay Pradhan)

Gallery Tour (Rooms L-101, L-103, L-104, and L-108) (5:45–6:10)
I’d like to welcome all of you here today and thank you for coming to what we hope will be an exciting and important conversation about a topic that is central to development. We have people here from across the globe, representing all sectors of society—civil society, the tech community, the private sector, government, the development community, and academia. This conference is a terrific opportunity to exchange ideas and experiences, and hopefully to generate new insights that will fuel all our work. Before I begin, I’d like to take the opportunity to thank our partners in developing this conference; Civicus, InterAction and the Government of Finland. The Bank firmly believes in the role of partnership in tackling development challenges and promoting good governance. Partnerships make us stronger and more effective and through this forum, we hope to bring about significant outcomes for the way in which we harness citizen voices to improve development outcomes.

I. Why This is Important

I want to begin by asking you all a question: Why are we here today? We’re here today because we believe that listening to citizens is central do doing development better. Let me give you some examples.

A pregnant woman in Karnataka, India can now use a smart card in her cell phone to provide real-time feedback on the health services she receives, including information on any problems that might have arisen.
Using this data, officials can track the delivery of services across the district and respond far quicker to urgent needs and supply constraints than ever before.

In Nepal, the poor today have much greater voice in determining the public services they receive. By combining national poverty data with participatory social assessment tools, the poorest communities in Nepal can be identified and empowered. Community members voice their concerns and needs, enabling decision makers to target more systematically where needed infrastructure should go, to determine which services a local health clinic should provide, and to report how many children are attending schools. As a result, school enrollment has increased by an average of 2.1%, child immunizations by 5.3% and access to safe drinking water by 6% in more than 59 districts covered by the program.

A child trying to access clean water in a Nairobi slum can now use a mobile phone to report water leakages. The child will receive back a message noting the time and date a service provider will be on site to resolve the problem. The call is automatically linked to a local advo-
cacy group that acts on consumers’ behalf to address persistent and addressed issues.

These are all examples of how citizen engagement is working to improve not only the work we do as a development community, but the actual lives of people.

II. The Science of Service Delivery

Some of you have heard me speak about the “science of delivery.” By this I mean learning how we in the development community can engage closely with country partners to develop agile, evidence-based approaches to overcome persistent bottlenecks in implementation.

Like everywhere, people in developing countries deserve access to good education, healthcare, water & sanitation, and transport. Whether it’s bed nets, or medicines, or textbooks, or roads, we know a lot about what could make lives better—but not always how to ensure that these goods and services reach those that need it most. If we can help governments and other actors overcome these failures in implementation, we could truly ‘bend the arc of history’ and rapidly bring millions out of poverty and boost prosperity.

To do this requires changes in the way we work, but none more than helping governments deepen their engagement with citizens.

Citizens can help provide critical information for solving complex delivery programs.

When governments and development practitioners like ourselves listen upstream in the design of policies and programs, they better meet the needs and circumstances of citizens.

When we listen mid-stream, we can get real-time feedback on challenges in implementation that can facilitate learning for mid-course correction.

And when we listen down-stream, during evaluation, we can learn which programs and approaches how best to deliver on the promise of development.

But, in addition to providing crucial information, citizen-centric development also helps set incentives vital to solving complex delivery
challenges. Citizen voice can be pivotal in providing the demand-side pressure on government, service providers, and organizations such as the World Bank that is needed to encourage full and swift response to citizen needs. Citizen voice is at the core of accountable actions.

This may seem a simple concept, but it is one that the development community lags behind in implementing. Our colleagues in the private sector have long understood that failure to listen to their customers results in reduced sales and profits, the universal measure of success in that sector. Yet still, in far too few instances do we in the development community take the time to engage with citizens—our beneficiaries—and accurately assess their needs.

And—as important—to build systematic mechanisms for responding to those needs.

If we bypass the beneficiary as a source of information, experience, and pressure, we deprive ourselves of insights into how we might do better—insights that are uniquely grounded in the day-to-day experiences of the very people the programs are created for.

III. What We Are Doing

Citizen engagement in development has a long and rich history. In the World Bank, we want to build on this history and create more systematic opportunities for citizen voice.

First, we have worked hard to open the World Bank—beginning with our landmark Access to Information policy, Open Data, Open Knowledge Repository and much more—sharing our data and extensive information and what we do, how we do it, and our results. Each day we are looking at ways at pushing the Openness agenda further, at consulting early and often, providing citizens with the information that they need to hold us to account.

Second, last year, the World Bank created the Global Partnership for Social Accountability, which is providing knowledge and financing to civil society organizations to strengthen citizen voice in development. Already 14 countries have joined this facility, which will enable their CSOs to receive grants. More than a dozen foundations and civil society organiza-
tions have already endorsed the Partnership, including the Ford Foundation which has recently committed a generous contribution to the Partnership.

But there is much more to do. A recent survey of Bank staff revealed pent-up demand for real-time data from citizens, the beneficiaries of Bank-financed projects. Standard M&E procedures mostly consist of quantitative indicators measured at periodic intervals. And while necessary, they often fail to fully take into account the perspective of beneficiaries on project implementation.

Therefore, we are now at the early stages of working closely with governments to systematically integrate beneficiary feedback into Bank-financed operations and sector work. This is an exciting development, because it provides new opportunities for many of our country partners to explore how they might better integrate citizen voice into development.

And this is a particularly exciting time for doing so. Recent innovations in information technology and the rapid penetration of mobile technology and social media in the developing world provide vast new opportunities for connecting governments and development practitioners with citizens. In addition to learning from our private sector colleagues, we will hear today from a wide range of innovators in the technology field on the potential to revolutionize how we engage with citizens for enhanced development impact.

We have many innovators in the Bank. Last fall, we held a competition designed to scan, surface and reward projects that incorporate citizen engagement and beneficiary feedback into their design and implementation. The examples used earlier were among the winners and honorable mentions from this competition and showcase just a small sample of the exciting and innovative ways in which Bank staff are integrating feedback mechanisms into their work.

But there are even more innovative ideas outside the Bank. I encourage you to walk through the gallery located on the first floor of this building to learn more about some of these innovative projects not just from the Bank, but from government, private sector, and various CSOs.

We will also hear from government officials at all levels about the innovations they are incorporating into their work to help them better listen and respond to their citizens, as well as the challenges and
constraints that remain. At the end of the day, this is what matters most: that governments systematically bring into their decision-making the voices of citizens to improve the reach and effectiveness of services.

This is a fascinating group brought together today. We are here to learn from each other, to build on what we have done in the past and explore how to do better in the future. The Bank has much to learn from you all.

IV. Closing

So with that said, I’d like to thank all of you for bringing your perspectives, your insights, enthusiasm and dedication to the conference. Together, let’s move this agenda ahead.
ANNEX 3
Organizations and Initiatives Represented in the Citizen Voices Gallery

- ANSA-Arab World
- Bangladesh Local Governance Support Projects
- Beneficiary Monitoring and Feedback of District Administrative Services: The Experience of the DFGG Project, Cambodia
- Beneficiary Verification System in Karnataka, India
- CIVICUS
- Code4Africa: Building Demand Driven Open Data Ecosystems
- Development Gateway
- Enhancing Results Reports in the Africa Region
- FrontlineSMS
- Global Development Network
- Global Partnership for Social Accountability
- GlobalGiving
- Italy’s OpenCoesione: Find out, Follow, Press Forward
- Joint Community-Clinic Monitoring of Health Service Delivery in Sierra Leone
- Keystone Accountability
- MajiVoice: A Feedback Platform for Improving Urban Water and Sanitation Services in Kenya
- Making All Voices Count
- Nigeria: Innovations in ICT for Social Accountability
- Open Development Technology Alliance
- OpenGov Hub
- Participation and accountability in the Tamil Nadu Empowerment and Poverty Reduction Project
- Partnership for Transparency Fund (PTF)
• Poverty Alleviation Fund in Nepal
• Punjab Model of Proactive Governance
• Rural and Urban Projects in Bolivia
• Social Accountability and Demand for Good Governance
• The Access Initiative
• The Government Asks: Multi-Channel Wiki-Surveys for Policymaking
• WaterHealth
ANNEX 4
List of Participants

- Lucía Abelenda, Coordinadora, Fundación Avina
- Gayatri Achara, Sector Leader, World Bank
- Yemi Adamolekun, Executive Director, Enough is Enough Nigeria
- Sanjay Agarwal, Senior Social Development Specialist, World Bank
- Ozong Agborsangaya-Fiteu, Senior Operations Officer, World Bank
- Momin Agha
- Rima Al-Azar Chris Albon, Project Director, FrontlineSMS
- Comrade Adams Aliy Oshionhole, Executive Director, Edo State, Nigeria
- Everton Alvarenga, Community Coordinator, Open Knowledge Foundation Brasil
- Nicole Anand, Manager, Projects, Global Integrity
- Edward Anderson, ICT Innovation Specialist, World Bank
- Judd Antin, User Experience Researcher, Facebook
- Nabeel Awan, Commissioner Sahiwal Division
- Anahi Ayala Iacucci, Senior ICT Advisor, Internews
- Amadou Mahtar Ba, CEO, African Media Initiative
- Raj Babu Shrestha, Executive Director, Poverty Alleviation Fund
- Abhinav Bahl, Director, Global Integrity
- Rob Baker, Operations Manager, Ushahidi
- Rodrigo Bandeira de Luna, Co-Founder, Cidade Democrática
- Awinash Bawle, Water Health International
- Francois Behue
- Daniel Ben-Horin, Founder, TechSoup Global
- Nicky Benn, Social Accountability Advisor, World Vision
• Shaazka Beyerle, Writer, Peace & Collaboration Network
• Vinay Bhargava, Chief Technical Adviser, Partnership for Transparency Fund
• Deepak Bhatia, Global Practice Lead – Egovernment, World Bank
• Sanjay Bhatnagar, CEO, WaterHealth International
• Billy Bicket, Vice President, TechSoup Global
• Carey Biron, Reporter, Inter Press Service
• David Bonbright. Chief Executive, Keystone Accountability
• Dayna Brown, Director, Listening Program, CDA Collaborative Learning Projects
• Macauley Corina, Acting Monitoring and Evaluation Manager, Decentralization Secretariat
• Rothblum Corine, Democracy and Governance Officer, USAID
• Stephen Cox, Vice-President for Programs, Inter-American Foundation
• Veronica Cretu, President, CMB" Training Center, Chisinau
• Robert Cronin, Director, Civil Society Division, IREX
• Stephen Davenport, Director, Development Gateway
• Wirima Davie
• Mark de la Iglesia, Senior Program Manager, Governance, NDI
• Lelio Digeronimo, IT Manager, Fundación AVINA
• Thomas Djurhuus, Minister Counsellor, Danish Embassy
• Liza Douglas, Senior Account Manager, Plan International USA
• Theodore Dreger, Operations Officer, World Bank
• Corina DuBois, Chief, New Media, Dept of State, Bureau of Consular Affairs
• Nathan Eagle, Founder, Jana
• Christine Egger, Consultant, cdegger.com
• Dina Elnaggar, Senior Communications Officer, World Bank
• Alexandra Endara, Consultant, World Bank
• Brian English, Director of Program Innovation, Global Communities
• Adams Esohe, Edo State Government
• Archon Fung, Ford Foundation Professor of Democracy and Citizenship, Harvard University
• Rakoena Fungi, Deputy Director Project Manager
• John W. Garrison, Senior Communications Officer, World Bank
• Thomas Garritty, Senior Knowledge and Learning Officer, World Bank
• Jeff Hall, Director, Local Advocacy, World Vision
• Andre Herzog, Senior Urban Specialist, World Bank
• Felipe Heusser, Director, Ciudadano Inteligente
• Jim Heyes, Principal, Global Environment Fund
• Roopa Hinton, Social Development Advisor, DFID
• Alexander Howard, Technology Writer and Editor (Moderator), O’Reilly Media
• Sylvain Idumbo
• John Osagie Inegbedion, Edo State Government
• Said Issa, Chairman for ANSA – AW, ANSA Arab World
• Mirza Jahani, Chief Executive Officer, Aga Khan Foundation
• Lalit Jha, Reporter, Press Trust of India
• Edith Jibunoh, Director, Multilateral Institutions, ONE
• Sima Kanaan, Manager, World Bank
• Hassan Kanu, Foreign Minister/Head of Decentralization Secretariat
• Robert Kaplan, President and CEO, Inter-American Foundation
• Hemang Karelia, Operations Officer, World Bank
• Herbert Kassamani, Manager Communications and Public Relations, Ministry of water and irrigation, Water Services Regulatory Board
• Ari Katz, Deputy Director for Technology and Civil Society, IREX
• Linda Kelly, Manager, International Federation of the Red Cross and Red Crescent Societies
• Luther Lowe, Director for Public Policy, Yelp
• Roberto Lucchi Lucchi, Project Manager, ESRI
• Luis Lugones Mansilla, Executive Secretary, Municipality of Bolivia
• Jacqueline Lundquist, VP, Corporate Affairs, WaterHealth International
• Nancy MacPherson, Managing Director, Evaluation, The Rockefeller Foundation
• Rafael Mordo, Game Designer, UBISOFT
• Meena M. Munshi, Senior Economist, World Bank
• Jay Naidoo, Chair, Global Alliance for Improved Nutrition
• Craig Newmark, Founder, Craigconnects.org
• Linda Nguyen, Director, Civic Engagement, Alliance for Children and Families
• Gunneberg Nina Gabrielle, Senior Operations Officer, World Bank
• Yvonne Nkrumah, Senior Operations Officer, World Bank
• Luiza A. Nora, Special Assistant, World Bank
• Insa Noufou, Prime Minister Office Niger
• Muchiri Nyaggah, Deputy Director, The Open Institute
• Veronica Nyhan Jones, Senior Operations Officer, International Finance Corporation
• Sarah Oh, Program Officer, National Democratic Institute
• Edward Olowo-Okere, Director, World Bank
• Edward Omete, Managing Director, Informed Healthcare
• Oluseun Onigbinde, Lead Partner, BudgIT
• Tapan Parikh, Professor, UC Berkeley
• Christian Peratsakis, Development Gateway
• Macon Phillips, Director of Digital Strategy, The White House
• Vary Phuong, Silaka
• Mario Picon ETC, World Bank
• Micah Sifry, Co-Founder and Editorial Director, Personal Democracy Media
• Ambassador (ret.) John Simon, Founding Partner, Total Impact Advisors
• Janmejay Singh, Senior Social Development Specialist, World Bank
• Michael Woolcock, Lead Social Development Specialist, World Bank
• Jesse Worker, Associate, World Resource Institute
• Samuel Worthington, President & CEO, InterAction
• Emily Yam, USAID
• Harlan Yu, Principal, Robinson & Yu LLC
• Raul Zambrano, Global Lead/Policy Advisor, UNDP
• Alina Zyszkowski, DC Director, GDN