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The World Bank Participation Sourcebook

It is not that we should simply seek new and better ways for managing society, the economy, and the world. The point is that we should fundamentally change how we behave.

-Vaclav Havel

[Foreword by Mr. Wolfensohn](#)

[Table of Contents](#)

[What is the Participation Sourcebook?](#)

Chapter I:

[Reflections: What is Participation?](#)

Chapter II:

[Sharing Experiences - Examples of Participatory Approaches](#)

Chapter III:

[Practice Pointers in Participatory Planning and Decisionmaking](#)

Chapter IV:

[Practice Pointers in Enabling the Poor to Participate](#)

Appendix I:

[Methods and Tools](#)

Appendix II:

[Working Paper Summaries](#)

[Index](#)



[Adobe Acrobat PDF Version](#)

Return to [WBI Home Page](#)



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[SEARCH](#)

[SITE MAP](#)

[SHOWCASE](#)



What is the Participation Sourcebook?

Through participation, we lost "control" of the project and in so doing gained ownership and sustainability, precious things in our business. --World Bank Task Manager

Participation is a rich concept that means different things to different people in different settings. For some, it is a matter of principle; for others, a practice; and for still others, an end in itself. All these interpretations have merit. The World Bank Participation Sourcebook, however, follows the definition of participation adopted by the Bank's Learning Group on Participatory Development:

Participation is a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them.

In writing the Sourcebook, we wanted to discover how this could be achieved. As a first step, we turned to our colleagues, who contributed their experience and advice. It is this experience, both successes and frustrations, that we have tried to capture for Bank staff.

The Sourcebook is not a policy document on participation; nor is it to be read cover to cover. It also does not seek to persuade anyone (other than through example) to use participatory approaches. It is primarily intended for readers who have already decided to use participatory approaches in their professional work.

How you read the Sourcebook is up to you. We hope, however, that it strengthens your ideas about participation and how you do your work. We also hope you agree that the new ways of working presented here can improve projects, contribute to the development process, and help reach the poor.



Chapter I

Reflections: What is Participation?

Chapter I brings together the key themes and common elements of participation. It also contains our reflections on what we have learned from the examples in Chapter II. We explore what participatory development is and what it means to use participatory processes to plan and implement Bank-supported operations. We also discuss the importance of using participatory approaches in reaching the poor. Although Chapter I is not an executive summary, it does invite you to explore the cases that follow.

Contents of this chapter:

- [Chapter I Introduction](#)
- [External Expert Stance](#)
- [Listening and Consultation](#)
- [Social Learning](#)
- [Social Invention](#)
- [Commitment](#)
- [Popular Versus Stakeholder Participation](#)
- [Reaching the Poor](#)

Go to: [Sourcebook Home Page](#)

Return to [WBI Home Page](#)

[SEARCH](#)[SITE MAP](#)[SHOWCASE](#)



Chapter II:

Sharing Experiences - Examples of Participatory Approaches

This chapter contains examples, presented in the first person, of how World Bank staff used or helped others use participatory approaches in Bank-supported operations. We identified these examples through the work of the four-year Bankwide Learning Group on Participatory Development. In making selections, we attempted to cover a variety of countries, sectors, and types of activities. We recognize, however, that we have not even come close to capturing the vast, rich, and varied experiences in participatory development, even within the Bank.

In compiling these case studies, it became evident that each example is context specific; therefore, applying what you find useful in these examples to other situations will no doubt require some interpretation and adaptation. You may wish to browse through several of these cases to see what your colleagues are doing before settling on a final approach.

Contents of this chapter:

- [Chapter II Introduction](#)
 - [A Guide to Sourcebook Examples](#)
 - [Albania: Rural Poverty Alleviation Pilot Project](#)
 - [Benin: Health Services Development Project](#)
 - [Brazil: Municipalities and Low-Income Sanitation](#)
 - [Chad: Education V Project](#)
 - [Colombia: Electricity Sector Reform](#)
 - [Egypt: Matruh Resource Management Project](#)
 - [India: Andhra Pradesh Forestry Project](#)
 - [Lao People's Democratic Republic: Health System Reform and Malaria Control](#)
 - [Mexico: Hydroelectric Project](#)
 - [Morocco: Enhancing the Participation of Women in Development](#)
 - [Mozambique: Country Implementation Review](#)
 - [Nigeria: Women in Agriculture](#)
 - [Pakistan: Sindh Special Development Project](#)
 - [Philippines: Integrated Protected Areas Project](#)
 - [Philippines: Communal Irrigation Projects](#)
 - [Republic of Yemen: Education Sector Adjustment Program](#)
-

Go to: [Sourcebook Home Page](#)

Return to [WBI Home Page](#)

[SEARCH](#)

[SITE MAP](#)

[SHOWCASE](#)





Chapter III

Practice Pointers in Participatory Planning and Decisionmaking

Chapter III draws largely on the experiences presented in Chapter II to guide the reader through the various steps of participatory planning and decisionmaking. These practice pointers provide answers to questions Task Managers may have about using participatory approaches in Bank-supported activities. Given the context-specific and multidimensional nature of participation, the practice pointers give the reader a menu of options for each stage of the participatory process based on actual Bank experiences. This leaves readers free to decide for themselves which examples are most relevant to their own situation and adapt the ideas accordingly.

Contents of this chapter:

- [Getting Started](#)
- [Identifying Stakeholders](#)
- [Involving Stakeholders](#)
- [Participatory Planning and Decisionmaking](#)
- [Task Manager Roles](#)

Go to: [Sourcebook Home Page](#)

Return to [WBI Home Page](#)

[SEARCH](#)[SITE MAP](#)[SHOWCASE](#)



Chapter IV

Practice Pointers in Enabling the Poor to Participate

The practice pointers in Chapter IV focus on one particular group of stakeholders--the poor--and some of the common barriers to their participation. Chapter IV presents the experience of Bank staff and their government counterparts and shares approaches to strengthening the financial and organizational capacities of the poor. It also discusses ways of creating an enabling environment for the participation of all stakeholders, including the poor.

Contents of this chapter:

- [Learning from the Poor](#)
- [Facilitating Women's Participation](#)
- [Building Community Capacity](#)
- [Intermediary NGOs](#)
- [Financial Intermediation](#)
- [Crafting Responsive Institutions](#)
- [The Enabling Environment: Legal Issues](#)

Go to: [Sourcebook Home Page](#)

Return to [WBI Home Page](#)

[SEARCH](#)[SITE MAP](#)[SHOWCASE](#)



Appendix I

Methods and Tools

This appendix describes a range of participatory methods, some of which have been used in the Chapter II examples. We have borrowed techniques freely from those who "invented" them and have modified them, when necessary, to fit into the context of Bank-supported operations.

Contents of this appendix:

- [Appendix I Introduction](#)
 - [Appreciation-Influence-Control \(AIC\)](#)
 - [Objectives-Oriented Project Planning \(ZOPP\)](#)
 - [TeamUP](#)
 - [Participatory Rural Appraisal](#)
 - [SARAR](#)
 - [Beneficiary Assessment](#)
 - [Systematic Client Consultation](#)
 - [Social Assessment](#)
 - [Gender Analysis](#)
 - [Glossary of Tools](#)
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Go to: [Sourcebook Home Page](#)

Return to [WBI Home Page](#)

[SEARCH](#)[SITE MAP](#)[SHOWCASE](#)



Appendix II

Working Paper Summaries

Steering committees composed mostly of Bank operational staff prepared background papers on participation for the Sourcebook. The eighteen papers fall into three categories (a) Bank-supported activities and operational tasks, (b) sectors, and (c) cross-cutting issues. Appendix II contains summaries of these papers and their main findings for readers who want to explore a specific area or issue in greater depth.

Contents of this appendix:

- [Appendix II Introduction](#)
- [Participation in Country Economic and Sector Work](#)
- [Participation in Poverty Assessments](#)
- [Participation in Agricultural Extension](#)
- [Participation in Forest and Conservation Management](#)
- [Participation in the Irrigation Sector](#)
- [Participation in the Water and Sanitation Sector](#)
- [Participation in the Education and Training Sector](#)
- [Participation in Social Funds](#)
- [Gender Issues in Participation](#)
- [Participation and Intermediary NGOs](#)
- [Designing Community-Based Development](#)
- [Participation and Indigenous People](#)

Go to: [Sourcebook Home Page](#)

Return to [WBI Home Page](#)

[SEARCH](#)[SITE MAP](#)[SHOWCASE](#)