

Insights from World Bank Portfolio on Meaningful Stakeholder Engagement



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Agenda



1. Who are the stakeholders in a World Bank-financed project?
2. Why/how do we mandate stakeholder engagement (SE)?
3. Common success factors and challenges
4. Examples of meaningful stakeholder engagement from our portfolio
5. Want more info? We have it

Setting the Stage: The World Bank

- Started **80 years** ago to help rebuild Europe and Japan after WWII. Now the world's largest development organization.
- From 38 members in 1944 to **187 members** today.
- Funded over **15,000 projects**.
- In 2024, WBG committed **117 billion \$** in loans.
- Loans provided in agriculture, energy, health, education, transport, infrastructure, urban, water, environment.....



Stakeholders in our projects?

- **Project Affected Parties (PAP):** Negatively or positively
 - *Local communities and individuals*
- **Other Interested Parties (OIP):** Not directly impacted but consider their interests indirectly affected
 - *CSOs, business owners, donors & other gov. officials*
- **Disadvantaged and Vulnerable Groups (DVG):**
Disproportionately impacted or have the highest risk of missing project benefits and consultation/decision-making processes.
 - *Elderly, migrants/refugees, disabled persons and their caretakers, women-headed households, sexual and gender minorities, the unemployed, and disadvantaged groups.*



**Poor engagement &
resulting community
opposition can lead to:**

- **Cost overruns**
- **Project Delays**
- **Project Cancellations**
- **Reputational Risk/
Inspection Panels**

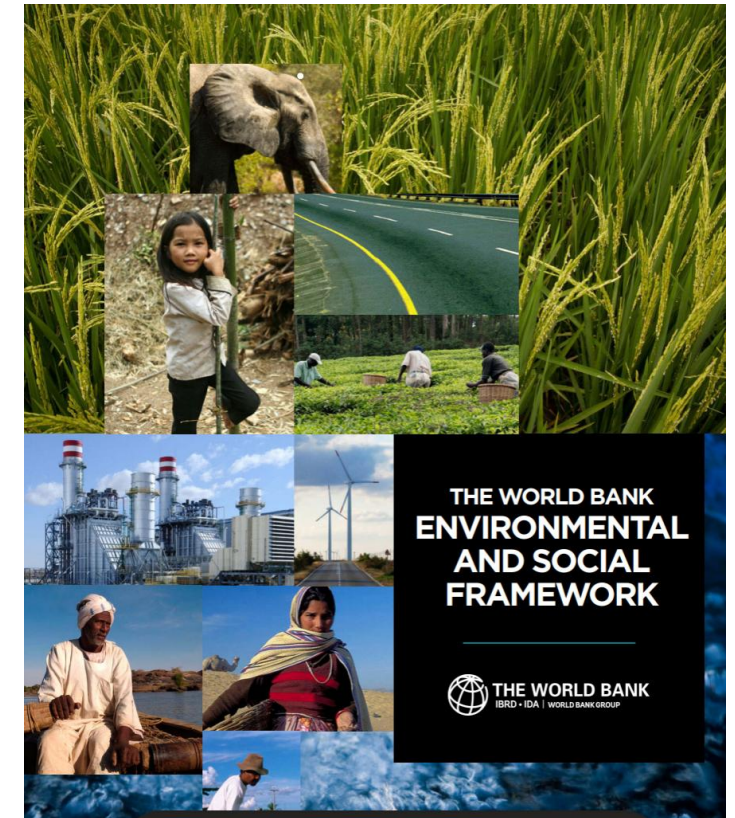
Stakeholder Engagement Mandate

Liaising with Ministries of Finance, World Bank staff often need to also use the business case!



A Step Forward: The Environmental & Social Framework

- Developed through the WB's most extensive consultation process ever. Over four years, three rounds of consultations with GOVs, DEV Experts, and Civil Society, reaching nearly 8,000 stakeholders in over 100 countries.
- Broader coverage of social issues (gender, disability, worker's rights, non-discrimination, social impact assessments).
- Not just E&S risk management but maximizing positive impacts (ESF+).



What are ESF's 10 Standards?

1



Assessment and
Management of
Environmental and
Social Risks and
Impacts

2



Labor and
Working
Conditions

3



Resource Efficiency
and Pollution
Prevention and
Management

4



Community
Health and
Safety

5



Land Acquisition,
Restrictions on Land
Use and Involuntary
Resettlement

6



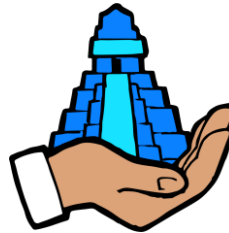
Biodiversity Conservation
and Sustainable
Management of Living
Natural Resources

7



Indigenous Peoples/
Historically Underserved
Traditional Local
Communities

8



Cultural
Heritage

9



Financial
Intermediaries

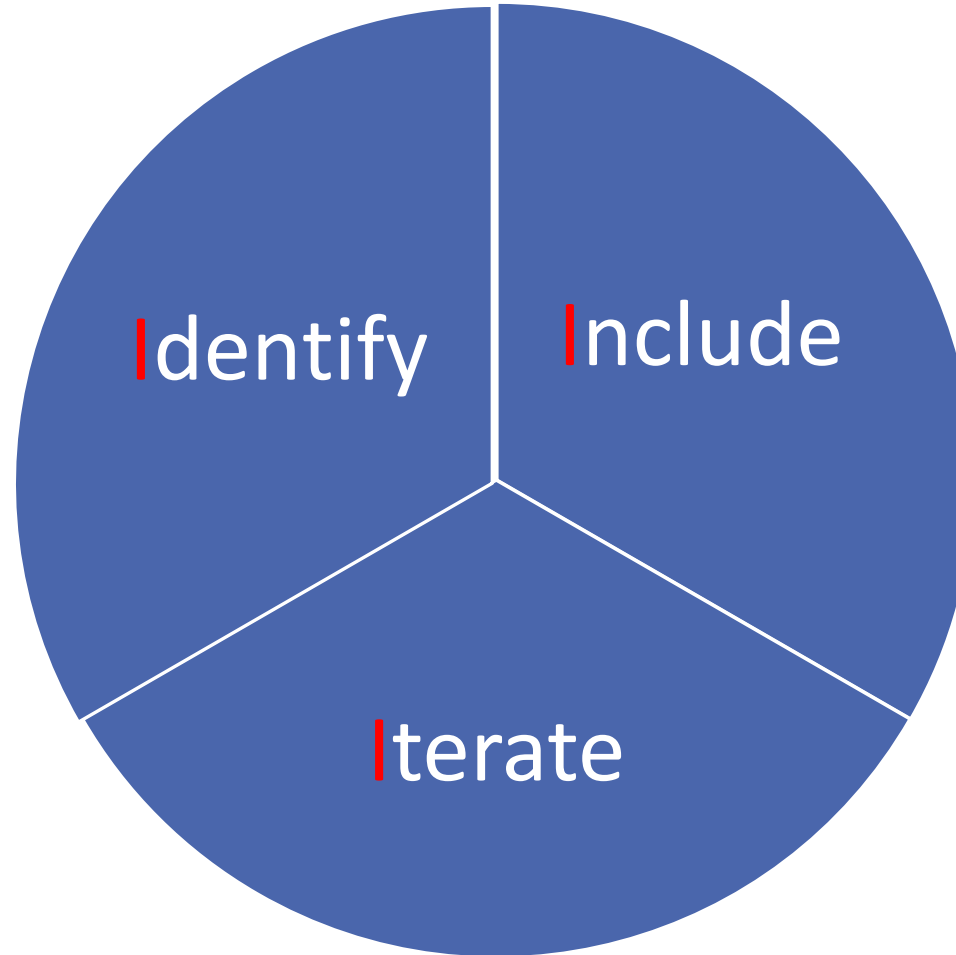
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Stakeholder
Engagement and
Information
Disclosure

ESS10: 3 Key “I”s of Stakeholder Engagement

“An inclusive process of building and maintaining constructive relationships with external stakeholders on ongoing basis throughout a project's lifecycle, ensuring that their views are considered in decision-making and concerns are addressed.”



Challenges

- Ineffective information dissemination
- Check box exercise
- Community opinions (esp. vulnerable groups) are not listened to
- Weaknesses in documenting and responding to feedback
- Inadequate budgeting, staffing, and monitoring measures
- Weak incentives to participate- fatigue & distrust
- Fragile and conflict settings - hard to conduct engagement activities.



Cartoon by Rebeka Ryvola

Success Factors

- Strong country champions
- Early identification/rigorous mapping of key stakeholders
- Dedicated staff and budget
- Local facilitators on the ground targeting key groups
- Multiple channels of engagement
- Pro-active communication/ countering misinformation



*Women in community meeting to discuss village reconstruction. Yogyakarta, Indonesia.
Photo Credit: Nugroho Nurdikiawan Sunjoyo*



Good Practice Examples

Distribution Grid Modernization and Loss Reduction Project

Engagement Activities

- Stakeholder mapping in project areas (875 community organizations identified)
- Community based monitoring and evaluation committees (Comité de Seguimiento y Evaluación, COSE) (42 COSEs and 490 local leaders)
- A baseline assessment based on beneficiary surveys regarding electricity provision
- Social compacts between neighborhoods and electricity distribution companies, including service improvement plans
- Awareness raising in schools.

Objective

Improve the financial viability of electricity distribution companies by reducing energy losses & increasing revenue collections in the circuits rehabilitated, thus increasing the supply of electricity.

How robust engagement influenced outcomes

- Overall level of service satisfaction increased from 34.2% to 95.6%
- Level of dissatisfaction decreased from 64.5% to 4.4%.
- The percentage of households that receive electricity service in the “meter contract” modality went from 53% to 99%
- Electricity connections without a contract were eliminated.
- Electricity loss was reduced; the quality of the service improved

“What I am proudest of, is that through the citizen engagement activities, we have been able to reach citizens previously illegally connected to the electricity network and rope them into the legal system. This makes them feel more valued as citizens by the state.”

Project Implementing Unit Social Specialist



DERECHOS Y COMPROMISOS
PARA UN SERVICIO SOSTENIBLE

APOYA EL PROGRAMA DE REHABILITACIÓN DE REDES ELÉCTRICAS
en la comunidad y convierte tu zona en un mejor lugar para vivir.

Puedes ser parte de las mejores actividades que realizaremos y colaborando con nuestros gestores sociales y las brigadas de trabajo.

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UNIDOS POR EL DESARROLLO
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DERECHOS

- A contratar tu servicio de energía para recibir en la dirección que especifiques a la empresa distribuidora.
- Puedes reclamar por tu factura si no estás de acuerdo con la misma. En ese caso, tendrás que abonar el promedio de tus tres últimas facturas, sin incluir la correspondiente a la reclamación. Si no tienes un historico de consumo, tendrás que abonar el 33% de la factura reclamada.
- Si tu reclamación es procedente, puedes acreditar a tu siguiente factura el valor que haya sido cobrado de más.
- Si tu facturación excede los 31 días establecidos por la ley, puedes solicitar a la empresa distribuidora un acuerdo de pago sin intereses.

DERECHOS

Los derechos y compromisos de los ciudadanos en materia de electricidad son regulador por la Ley General de Electricidad No.125-01 y sus modificaciones, cuyas pautas de aplicación están trazadas en su Reglamento para la aplicación.

COMPROMISOS

- Para contratar tu servicio, debes facilitar a la empresa distribuidora todas las informaciones correspondientes de forma veraz.
- Eres responsable de pagar mensualmente tu factura, tomando en cuenta su fecha de vencimiento.
- Recuerda que si olvidas pagar tu factura a tiempo, tendrás que pagar un recargo por la reconexión y otros costos financieros asociados.
- Es tu responsabilidad comunicar a la empresa distribuidora correspondiente cualquier irregularidad en tu suministro. Recuerda hacerlo por escrito y exigir un acuse de recibo.
- Si tu medidor es robado o violentado debes denunciarlo a la policía y a la empresa distribuidora, en un plazo de 24 horas.
- Si quieres rescindir tu contrato, deberás saldar los valores generados por consumo hasta el momento en que se genere el descargo, que son máximo tres días laborables a partir la recepción de la solicitud.

RECUERDA QUE PUEDES ELEGIR LA MODALIDAD DEL PAGO DE TU FACTURA COMO PREFERAS!



Nigeria Agro-Climatic Resilience in Semi-Arid Landscapes Project

Engagement Activities

Objective

Increase sustainable landscape management practices in targeted watersheds in northern Nigeria and strengthen Nigeria's long-term enabling environment for integrated climate-resilient landscape management.

- **Participatory design, implementation, and monitoring** of watershed management plans; community infrastructure; and income generation activities via **local project implementation committees**.
- **Equipping communities with GPS-enabled digital cameras** to monitor the physical progress of civil works and submission to a Google Map maintained by the third-party M&E entity and accessible to stakeholders.
- **Multiple channels of engagement:** religious meetings, village meetings, interactions with traditional leaders, face to face meetings, and workshops, advocacy and sensitization through comms materials including banners, signposts, and flyers.

*"This project will help reduce the vulnerability of millions of the extreme poor in northern Nigeria, **strengthening their own role in the management of their natural resources** while also addressing land degradation, strengthening climate resilience, and lessening livelihood vulnerability."*

Project Task Team Leader

Stakeholder Engagement Indicator -Number of integrated micro-watershed management plans completed with community participants

Sint Maarten Airport Terminal Reconstruction Project

Objective:

Restore the passenger capacity of Princess Juliana International Airport (PJIA) to pre-Hurricane Irma and María levels with improved resilience.

Engagement Activities

- ‘Restoring a Princess’ video series hosted by a local radio DJ
- Detailed stakeholder mapping
- Multiple outreach channels and consistent stakeholder engagement throughout the project’s life cycle



Where to get more information?

To learn more about the World Bank's Stakeholder Engagement policy and resources, please visit.

- [ESS10: Stakeholder Engagement and Information Disclosure](#) Standard
- *Tip Sheet on Conducting Meaningful Stakeholder Engagement Throughout the Project Cycle*
([English](#), [French](#), [Spanish](#))
- *Stakeholder Engagement Plan Template (SEP) for High and Substantial Risk Projects*
PDF: [English](#), [French](#), [Spanish](#) Word Document
(download): [English](#), [French](#), [Spanish](#)
- *Stakeholder Engagement Plan (SEP) Template for Moderate Risk Projects*
([English](#), [French](#), [Spanish](#))



Let's continue the conversation!

Message me your questions or comments in the IAIA25 app.

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