citizen engagement (ce) is a two-way interaction between citizens and governments or the private sector, which gives citizens a stake in decision making with the objective to improve development outcomes.

why citizen engagement?
citizen engagement is essential for all five business lines of the water global practice. to achieve a water-secure world for all, it is important to make service providers accountable to customers, ensure infrastructure is built in consultation with the community, and work to improve customer satisfaction with resource allocation and overall development process.

by giving voice to excluded groups, e.g. women or ethnic minorities, citizen engagement is a powerful vehicle for inclusion, a priority theme for the water gp. improved accountability strengthens institutions, government effectiveness and the quality of provided services. citizen engagement can also contribute to better development results by improving targeting of development interventions and identifying risks and constraints.

guiding principles for citizen engagement
1. is results-focused (and supports the pdo)
2. engages throughout the operational cycle
3. uses country systems
4. is context-specific &
5. gradual and iterative

source: strategic framework for mainstreaming citizen engagement in wbg operations

ce approaches

<table>
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<tr>
<th>ce approaches</th>
<th>mechanisms</th>
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<tr>
<td>consultation</td>
<td>public hearing; polls; focus group discussion</td>
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<td></td>
<td>citizen advisory body/committee</td>
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<tr>
<td>collecting, recording</td>
<td>citizen satisfaction surveys; focus group</td>
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<td>&amp; reporting on received inputs</td>
<td>discussions; community scorecards; citizen</td>
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<td>report cards</td>
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<td>grievance redress</td>
<td>grievance redress mechanism (grm); citizen jury</td>
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<td>citizen/community collaboration</td>
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<td>participation in deliberative bodies</td>
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<tr>
<td>citizen monitoring, evaluation</td>
<td>participatory monitoring; social audit;</td>
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<td>&amp; oversight</td>
<td>participatory public expenditure tracking;</td>
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<td></td>
<td>community scorecards; citizen report cards</td>
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<td>empowering citizens</td>
<td>participatory planning; community management;</td>
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<td>with resources &amp; decision-making</td>
<td>community contracting; community sign-off on</td>
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<td>powers</td>
<td>works approval/management</td>
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<tr>
<td>capacity building for</td>
<td>support to institutionalize ce processes;</td>
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<tr>
<td>engagement (of public officials,</td>
<td>building citizen/cso capacity to engage;</td>
</tr>
<tr>
<td>citizens, csos)</td>
<td>building government capacity to engage citizens</td>
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</table>

based on results framework & m&e guidance note (opcs). see more examples here.

citizen engagement— a corporate requirement
by fy18, the wbg has committed to incorporating citizen engagement (referred to as “beneficiary feedback”) in 100% of ipf operations (including additional financing) with ibrd/ida funding, and which have clearly identified beneficiaries. the progress is tracked by the president’s delivery unit (pdu) using three corporate indicators:

1. citizen-oriented design
   % of ipfs that declare intention to engage with citizens during implementation, and explicitly describe ce mechanisms in the pad or project paper

2. beneficiary feedback indicator at design
   % of ipfs that have at least one ce indicator in the rf

3. beneficiary feedback during project implementation
   % of ipfs that report on a ce indicator (or demonstrate credible progress toward reporting on this indicator) from the 3rd year of implementation

what does it mean for task teams?
at design

indicate the intention to engage with citizens during implementation and describing citizen engagement mechanisms in the specific context of the project in the pad or project paper (include a specific paragraph)

include at least one beneficiary feedback indicator in the results framework (rf)

during implementation

begin reporting on at least one citizen engagement indicator (or demonstrate that credible progress has been made toward reporting on the indicator) in isrs as soon as practicable, but at least by the third year of implementation

read more: corporate commitment on citizen engagement
Three requirements:

1. **Citizen-oriented design**
   Well-developed appraisal packages generally include CE in key sections of the PAD (or Project Paper):
   - **Context section** should explain the country, sector, and institutional challenges for citizen engagement
   - **Project Development Objective**—Describe how the beneficiaries are engaged in the project and how it will contribute to the PDO.
   - **Project Description**—Refer to CE activities in the relevant project components, add descriptions in the Detailed Project Description Annex
   - **Social**—Describe objectives and the overall CE framework in the Technical Section.
   - **Results Framework**—Include one or more CE results in the results framework and describe how they will be monitored.

2. **Beneficiary feedback indicator at design**
   There are many possible indicators, depending on the mechanism used and objectives of the project. Some illustrative examples are on the right. When drafting an indicator, make sure to:
   - Report on whether and how the feedback loop was closed (i.e., how citizen inputs will be integrated in project implementation)
   - Clearly capture feedback from citizens or monitor the degree of involvement in decision-making that citizens have during implementation or oversight of projects

3. **Beneficiary feedback during implementation**
   Projects should report on the CE indicator(s) in ISRs by the third year of implementation. If no or little progress has been made in reaching the indicator targets, provide an explanation for this, including measures carried out or planned to monitor the indicator.

Do you have questions or need support? Contact us!

### EXAMPLES FROM THE FIELD

**Bangladesh**—To reduce governance and accountability risks, this WSS project implemented a number of social accountability approaches, including consultations (surveys and public hearings), water user committees, and third-party monitoring through community score cards | More

**Brazil** — This project engaged citizens (through organized events, frequent consultations, GRM and effective public information campaigns) to, e.g., build support for the project, facilitate resettlement efforts, and to prevent tariff shock | More

**Egypt** — This PforR incorporated CE into the project design through PAD, DUs, and a legal covenant mandating a fully functional grievance redress mechanism (GRM). The project used and improved an existing system for complaint management, and provided additional staffing, training, software, and GRM guidelines | More

**Kenya**—MajiVoice software and platform, an example of ICT-enabled beneficiary feedback, transformed service delivery in the Kenyan water and sanitation sector—providing tools and incentives to improved customer service and satisfaction | More

**Vietnam**—this dam rehabilitation and safety improvement project’s PDO was supported by CE efforts that included enhancing citizens’ voice in the design of emergency preparedness plans and in project monitoring | More

**Morocco**—Engaging citizens helped this rural sanitation project overcome initial delays related to land acquisition. The project gradually introduced CE mechanisms, e.g., consultations, and citizen committees | More

### CITIZEN ENGAGEMENT - SUGGESTED STEPS

**Discuss with the client how engagement with beneficiaries could contribute to achieving the Project Development Outcomes**

**Determine what would be the most suitable CE mechanisms and indicators in the Project Concept Note**

**Describe the CE approach in the project description section the Project Appraisal Document (PAD) or Project Paper [1]**

**Include beneficiary feedback indicator(s) in the RF of the PAD [2]**

**Allocate resources for the CE activities**

**Ensure that responsibility for implementation/monitoring is assigned within the PIU**

**Report on the beneficiary feedback indicator (or demonstrate that credible progress has been made toward reporting on the indicator) in ISRs [3]. If CE is not captured in indicators, report on the progress made in aide-memoires**

### SOME EXAMPLES OF CE APPROACHES & INDICATORS

- **Consultation**
  - Citizens (from vulnerable groups) who participated in consultations (%)
  - Citizens reporting satisfaction with key aspects of consultation process (%)
- **Collecting, recording & reporting on inputs received from beneficiaries**
  - Beneficiaries that feel project investments reflected their needs (%)
  - Beneficiaries satisfied with [access, quality of services/facilities, etc.] (%) [4]
- **Grievance Redress Mechanism (GRM)**
  - Grievances registered related to delivery of project benefits that are actually addressed (%)
- **Citizen monitoring, evaluation and oversight**
  - Communities covered by the project involved in the monitoring and evaluation of integrated basin management plans (%)
- **Empowering citizens/communities**
  - Representatives in community based decision making and management structures that are from the female/marginalized beneficiary population (%) [5]

### FREQUENTLY ASKED QUESTIONS

1. **What is the difference between a ‘citizen’ and a ‘beneficiary’?**
   Citizens are the ultimate clients of governments, development institutions, and private sector interventions in a country; the term refers to all people in a society or country. Project beneficiaries are understood to be a subset of citizens who benefit from (or are affected by) a World Bank-supported project.

2. **Do projects with additional financing or undergoing restructuring require citizen engagement?**
   All new IPF projects, including Additional Financing operations, must meet the three requirements. Operations undergoing restructuring could benefit from including CE, but are not required to do so.

3. **What does NOT count as citizen engagement?**
   Consultations conducted as part of the safeguards process during the project preparation (e.g., consultations that are part of resettlement planning). Similarly, dissemination of information—while necessary to enable CE—on its own is not considered a CE mechanism because it is one-way communication.

### Additional resources:

- Project Preparation Guidance Note (OPCS)
- Citizen Engagement in Water (internal webpage)
- Citizen Engagement Secretariat (http://citizenengagement)
- PCN Guidance Notes for Water for Irrigation
- Citizen Engagement Summary for Africa Region

**Social Inclusion in Water** [http://inclusioninwater.org](http://inclusioninwater.org)

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