

# C&P in ADB's Country Strategy and Program

21. Success in generating effective participation and ownership in the country strategy and program (CSP) is essential to achieving successful outcomes. ADB's Business Processes require confirmation of the CSP initial consultation with various stakeholders (civil society, private sector, etc.), and consultations with them during the CSP mission. ADB's growing experience with the results-based CSP provides an opportunity to use C&P to improve programming quality and performance.

22. Some benefits of including consultation and other forms of participation in preparing CSPs include:

- Improving ADB's understanding of the country's development needs by tapping local knowledge
- Increased transparency and promotion of good governance
- Enhanced stakeholder ownership and support of country programs
- Identification of projects responding to demonstrable local needs
- New partnerships established/reinforced to further national development priorities.

23. C&P in CSP formulation can build on existing participatory processes with the government, nongovernment organizations (NGOs), private sector and other development partners. C&P in ADB country programming can i) assist with design and build shared ownership, ii) identify major strategic and programmatic issues, and iii) promote public disclosure and dissemination of the CSP.

24. Participation in the CSP can take many shapes and take place at different levels. It is common for country programming teams to organize a series of consultation meetings/workshops with key stakeholders in the central government, leading development partners, national NGOs, academe, and

the private sector, and—depending on the time available—consultations outside the capital city with representatives from the poor, community-based organizations, and local government.

25. ADB's Business Processes also recognize stakeholder consultations as a key action during the country programming mission carried out for CSP updates. Consultations during the development of this document can help validate the continued relevance of ADB's program of support to the country, and identify areas where the program requires modification.

### Managing C&P in CSPs

26. Begin with Tool 1: Develop a Stakeholder Analysis to identify key stakeholders to involve in the CSP process. Identifying those who have participated in some way in ADB-assisted activities will provide an initial idea of those with a stake in country programming. It is also useful to step back and think about groups with which ADB may have had less interaction in the past, but who nonetheless are affected by—or have particular knowledge about—activities in sectors and thematic areas where ADB has strong capacity in the country concerned.

27. Then use Tools 2–7, and especially Tool 8: Tips for Effective Consultations in CSPs, to plan and conduct a C&P process that contributes to shared ownership over strategic issues in designing and implementing the CSP.

## The Role of Resident Missions

As the primary operational interface between ADB and the host developing country, ADB's Resident Missions can play a crucial role in supporting C&P. ADB's Resident Mission Policy (2000) identifies the following partnership objectives for these offices: (a) create strong partnerships with DMC development stakeholders including government, the private sector, and civil society; (b) enhance ADB's responsiveness to local needs and issues; (c) take leadership in aid coordination where possible, and build strong relationships with other funding sources; and (d) promote subregional cooperation. Resident Mission staff responsible for NGO/civil society relations and social development issues are often particularly well-placed to advise on issues such as stakeholder analysis.