

Examples of C&P in ADB's Operations Manual

Accountability Mechanism, L1/OP

56. Specific activities of the Office of Special Project Facilitation (OSPF) include...facilitate a consultative dialogue, use its good offices, and/or facilitate the establishment of a mediation mechanism...inform the Board and other stakeholders about the results of specific consultation activities.

Cooperation with NGOs, E4/OP

57. Consultation with NGOs has increasingly become a standard part of ADB project. Identification and design activities. Either as sources of information, partners, or project consultants, NGOs can provide alternative perspectives on development questions; new views on the needs, desires, and perspectives of intended beneficiary communities; and input on implementation modalities for ADB-funded loan and TA activities.

58. During project or TA implementation, NGOs with sufficient capacity may be engaged, where appropriate, and subject to government concurrence, as executing or implementing agencies, or can be contracted to deliver specific project components or services, including community mobilization, training, or the delivery of project services to selected communities or populations. NGOs may also have a role in monitoring program/project and TA implementation, and in helping address issues of project sustainability, such as ongoing operation and maintenance of community infrastructure. In the case of private sector projects, NGO engagement is subject to the concurrence of project sponsors.

Country Strategy and Program, A2/OP

59. The draft CSP initiating paper is discussed with DMC stakeholders, revised as necessary, and confirmed by the stakeholders.

60. The CSP formulating mission also holds in-depth discussions with the DMC government and civil society on strategies to reduce poverty. This is usually best carried out through a forum of all stakeholders and is intended to help finalize or refine the government's poverty reduction strategy. On this basis, ADB identifies aspects of the strategy that match ADB's priorities and comparative advantages.

Disaster and Emergency Assistance, D7/OP

61. Participatory processes are an integral part of ADB's work, with the focus on enhancing poverty reduction through shareholder inputs and ownership. ADB considers that nurturing public, private, and civil society participation in all areas of operations is vitally important, and nowhere is this imperative more critical than in emergency preparedness and crisis response. Even though the time frame may be more compressed than under normal circumstances given the exigencies of emergency assistance, ADB will continue to use an extensive consultative and participatory process in project design to the extent possible. Effective communications facilitate this process.

Gender and Development, C2/OP

Have women and men been consulted and involved equitably in project design and implementation?

Environment Considerations, F1/OP

62. *Public Consultation.* ADB requires public consultation in the environmental assessment process. For category A and B projects, the borrower must consult with groups affected by the proposed project and local NGOs. The consultation needs to

be carried out as early as possible in the project cycle so that views of affected groups are taken into account in the design of the project and its environment mitigation measures. Such consultation will also take place during project implementation to identify and help address environmental issues that arise. For category A projects, ADB ensures that the borrower carries out public consultation at least twice: (i) once during the early stages of EIA field work; and (ii) once when the draft EIA report is available, and prior to loan appraisal by ADB. The public consultation process needs to be described in the EIA and SEIA reports. ADB's *Environmental Assessment Guidelines* describe the best practices for consulting stakeholders and providing access to information.

Governance, C4/OP

63. *Participation.* The principle of participation derives from an acceptance that people are at the heart of development. At the broader, societal level, recent research has demonstrated that governments are often most effective when they operate within a robust civil society. Participation of civil society offers an additional and complementary means of channeling the energies of private citizens. NGOs, for example, can be helpful in identifying people's interests, mobilizing public opinion in support of these interests, and organizing action accordingly. They can provide governments with a useful ally in enhancing participation at the community level and fostering a "bottom-up" approach to economic and social development.

64. At the project level, a growing body of empirical evidence demonstrates that initiatives tend to be more successful when stakeholders and beneficiaries are integrated into the planning process. This principle also contains a normative component, in the belief that people have a right to be consulted about initiatives that will have a major impact upon their welfare and lifestyle. Participation implies that government structures are flexible enough to offer beneficiaries and others affected the opportunity to improve the design and implementation of public policies, programs, and projects.

Activities that involve high social, economic, or environmental risks or central objectives promoting participation and empowerment will require more and deeper participation throughout the project cycle

Incorporation of Social Dimensions in ADB Operations, C3/OP

65. Depending on the circumstances in the DMC, consultations will be held by Bank staff, while carrying out the [CSP] jointly with key government officials, with NGOs, business associations, labor unions, women's organizations, and indigenous people.

Indigenous Peoples, F3/OP

66. The policy requires consultation with and participation by affected indigenous peoples in formulating development interventions to ensure their needs, priorities, and preferences are adequately dealt with in development plans.

67. When serious differences between project sponsors and affected indigenous peoples are evident with regard to project design and implementation, adequate time must be allowed for the government or the project sponsor to resolve these differences, before ADB commits its support for the project.

Involuntary Resettlement, F2/OP

68. The affected people are to be fully informed and closely consulted. Affected people are to be consulted on compensation and/or resettlement options, including relocation sites, and socioeconomic rehabilitation. Pertinent resettlement information is to be disclosed to the affected people at key points, and specific opportunities provided for them to participate in choosing, planning, and implementation options. Grievance redress mechanisms for affected people are to be established. Where adversely affected people are particularly vulnerable groups, resettlement planning decisions will be preceded by a social preparation phase to enhance their participation in negotiation, planning, and implementation.

Public Communications, L3/OP

69. *Information for Affected People.* To facilitate dialogue with affected people and other individuals and organizations, information about a public or private sector project under preparation (including social and environmental issues) shall be made available to affected people.

70. ADB shall work closely with the borrower or project sponsor to ensure information is provided and feedback on the proposed project design is sought, and that a focal point is designated for regular contact with affected people. This should start early in project preparation, so that the views of affected people can be adequately considered in project design, and continue at each stage of project preparation, processing, and implementation. ADB shall ensure that the project's design allows for stakeholder feedback during implementation. ADB shall ensure that relevant information about any major changes to project scope is also shared with affected people.

ADB requires public consultation in the environmental assessment process. For category A and B projects, the borrower must consult with groups affected by the proposed project and local NGOs. The consultation needs to be carried out as early as possible in the project cycle so that views of affected groups are taken into account in the design of the project and its environment mitigation measures