
IFI Country Strategies for Europe, Caucasus, & Central Asia: Overview, Schedule and Contacts

WORLD BANK GROUP

I. What are the Country Assistance Strategy (CAS) & the Country Partnership Strategy (CPS)?

The **Country Assistance Strategy (CAS)** is a document prepared by the World Bank Group which defines, for a particular country, the Bank's overall strategy for assistance over a three-to-five-year period. The strategy includes lending levels and the composition of assistance, such as thematic and sector priorities. CASs are developed by Bank staff and discussed with selected government agencies. In the case of low-income countries, the CAS is supposed to be based on the priorities set out in the Poverty Reduction Strategy Paper. The CAS also includes analytical work by the Bank, the government, and/or other donor partners (for example the IMF) regarding economic trends and development challenges facing a given country, such as the causes of poverty. The Bank prepares a CAS for a majority of its active borrowers of the International Development Association (IDA) and the International Bank for Reconstruction and Development (IBRD).

The World Bank has also introduced the **Country Partnership Strategy (CPS)**, which replaces the CAS in some middle to upper-middle income countries (e.g., Kazakhstan, Poland). The CPS shifts its nature from a strategy of assistance to one of partnership. One fundamental difference is that the projects and programs are often jointly funded by the government, thus giving both stronger ownership of and influence over the final product to the government. Lending scenarios and conditionalities have been replaced in CPSs by minimum standards for engagement and lending ceilings. Specific lending and non-lending activities are agreed upon jointly between the Bank and the government in yearly business plans.

II. How is the CAS prepared?

Step 1: Diagnosis – The World Bank prepares economic analyses called economic and sector work (ESW) which it uses as “building blocks” for preparing the CAS.

Step 2: Preparation of CAS Document – The country department (CD) is responsible for preparing the CAS document. At an early stage, CD staff may consult with relevant units in the Bank Group and the IMF¹, and with other sources of expertise. Next, the Task Manager (TM) of a country department drafts the CAS document and technical annex that contains the country's macroeconomic projections. A discussion on the draft takes place with the Government.

Step 3: Management Review (45 days) – The Regional Vice President (RVP) submits the CAS draft package for comments to various WB departments². The Managing Director makes key decisions on CAS revision based on received comments. RVP reviews and decides whether to release the revised CAS for Board of Executive Directors distribution.

Step 4: Board Presentation – CAS document presented to and discussed by the Board. The Managing Director clears release of final CAS document.

Step 5: Chairman's Concluding Remarks – The Region prepares the “Chairman's Concluding Remarks” a written statement of two to three paragraphs that reflects the discussion on the major issues. The RVP sends a draft of the “Chairman's Concluding Remarks” to the MD for clearance after which the final document is circulated to all Executive Directors.

¹CD normally consults the International Economics Department (IEC) and the Financial Policies and Projections Division (FPIFP) (for IBRD and blend countries) or the Resource Mobilization Department (FRM) (for IDA countries).

² Regional Senior Vice President and General Counsel; and vice-presidents of Development Economics, Financial Policy and Risk Management, Co-financing and Financial Advisory Services, Finance and Private Sector. Development, and Environmentally Sustainable Development; and Executive Vice Presidents of IFC and MIGA.

Step 6: Evaluation – Halfway through the implementation of a three-to-five year CAS the World Bank conducts a mid-term review.

For more details, view the [World Bank's webpage on Country Assistance Strategies](#), and the [World Bank's Procedures for Preparing a CAS](#).

III. CAS & CPS Disclosure Requirements:

The World Bank's 2002 Policy on Disclosure of Information states that CASs for countries eligible for IDA financing are publicly disclosed after they have been approved by the Executive Directors. However, in exceptional circumstances, the Bank may withhold the public release of an IDA country CAS if the government objects to its disclosure and if the Executive Directors agree that it may not be disclosed. In the case of IBRD-financed countries and CPSs, the approved CAS/CPS is publicly disclosed only upon consent given by the government.

IV. How to get involved:

Although the World Bank states on its website that CASs are "developed in consultation with civil society organizations, development partners, and other stakeholders," official Bank Procedure (BP) does not require consultation with civil society. The 1995 BP 2.11 only mandates consultation with the government prior to Board consideration, and states that a CAS is "not a negotiated document." From past observations, the Bank tends to undertake public consultation if it anticipates or experiences pressure from stakeholders to do so.

It is important that interested NGOs proactively push for greater participation or express their interest in being consulted as soon as they learn that a CAS is being developed for their country. In addition to attending a public consultation, it is also important to submit comments and concerns in writing to relevant Bank staff and Executive Directors. The table below provides the current World Bank CAS schedule for several countries of Europe, Caucasus, and Central Asia indicating those that are currently or will soon be developing new country strategies.

Although BIC contacted several Bank staff to obtain more information, there are still many countries lacking a planned preparation timeframe. As such, it is useful to keep in mind that, in most cases, the WB tends to begin preparations for a new CAS approximately one year prior to expiration of the current one. To obtain more information try contacting the relevant person listed in the table and regularly check the [World Bank's webpage on Country Assistance Strategies](#) and click on the link for the [Tentative fiscal year 2005 CAS Pipeline](#). For some practical tips on civil society participation in the CAS process, view the Bank Information Center's World Bank Toolkit at <http://www.bicusa.org/bicusa/issues/cas.pdf> and see the Tips Box at the end of this document.

World Bank CAS and CPS Schedule and Contacts

Country	Current CAS/ CPS (Date Approved)	Preparation of New CAS	New CAS/CPS: Board date	Contact Person	Title	Email
Azerbaijan	2007-2010 (Dec 2006)		N/A	Saida Bagirli	External Affairs Officer	sbagirli@worldbank.org
Georgia	2006-2009 (Dec 2005)	In progress ^A	N/A	Inga Paichadze	External Affairs	ipaichadze@worldbank.org
Kazakhstan	2005-2008 (Aug 2004)	Progress Report is overdue (Scheduled for June 2006-2007 ⁹)	N/A	Elena Karaban Oxana Guzeeva	External Affairs Officer (Alma) Public Information Assistant	ekaraban@worldbank.org oguzeeva@worldbank.org
Moldova	2005-2008 (Dec 2004)	Progress Report is scheduled for FY2007	N/A	Slavian Gutu	Communications Officer	sgutu@worldbank.org
Mongolia	2004-2007 (April 2004)		N/A	Arsham M. Sayed Sunjidmaa Jamba	Country Manager Partnership Coordinator	Asayed@worldbank.org siamba@worldbank.org
Poland	2005-2007 (March 2005)		N/A	Jacek Wojciechowicz Malgorzata Dworzynska	External Affairs Officer NGOs and Small Grants	jwojciechowicz@worldbank.org mdworzynska@worldbank.org
Romania	2006-2009 (June 2006)		N/A	Alexandra Caracoti	Country Office Manager	acaracoti@worldbank.org
Russia	2007-2009 (Nov 2006)		N/A	Marina Vasilieva	External Affairs Senior Officer	mvasilieva@worldbank.org Moscow@worldbank.org
Tajikistan	2006-2009 (Oct 2005)	Progress Report (June 2007)	N/A	Dilya Zoirova	Country Office Manager	dzoirova@worldbank.org
Ukraine	2004-2007 ^E (Oct 2003)	FY 08-11 Draft CPS online	N/A			ukraine@worldbank.org
Uzbekistan	Interim Strategy (12-15 months) (July 2006)	Will be considered upon ISN completion	N/A	Irina Tsoy	External Affairs Officer	itsoy@worldbank.org

^A According to Bank Staff; ^C Document not available on-line any more; ^D WB published CAS Progress Report FY 03-06 in February, 2005; ^E WB published CAS progress report May 2005; ^F According to Bank Staff ^a will be moved to after the Annual Meeting

ASIAN DEVELOPMENT BANK (ADB)

I. What is the Country Strategy and Program (CSP)?

The Country Strategy and Program (CSP) lays out the Asian Development Bank's (ADB's) country-specific poverty reduction strategies, thematic/sector priorities, and lending levels. CSP integrates the country operational strategy study and country assistance plan processes and documents and it is usually prepared once every five years. CSPs are supposed to reflect the priorities set out in the ADB's Long-Term Strategic Framework, Medium Term Strategy⁴, and the Poverty Reduction Strategy. In addition, a CSP update is prepared every year to reflect any important country developments and adjustments to the program. ADB states that a CSP is to be prepared through consultation with the government, civil society, private sector, and other stakeholders.

II. How is the CSP prepared?

Step 1: Pre-CSP Assessments (6-8 months) – Preparation of assessments, including: Economic Growth Analysis, Poverty Analysis, and Thematic Analysis. Assessment is made of the relevance and implementation of the current CSP, its effectiveness, efficiency of resource use, the impact of the assistance program, lessons learned, and need for change.

Step 2: CSP Preparation & Stock-Taking Meeting – “Status Report” prepared containing the rationale for the new CSP, Terms of Reference for evaluation of previous CSP, resources required for studies/assessments, names of Country Team and decision to prepare a new CSP.

Step 3: Preparation of CSP Initiating Paper (CIP) – CIP prepared, which discusses key development issues, proposed strategic focus of ADB operations, and timeframe for CSP preparation. Draft CIP is discussed with the country's stakeholders (government, civil society).

Step 4: CSP Initiating Meeting – Decision taken on the strategic focus of ADB operations.

Step 5: Updating Sector and Thematic Roadmaps – Updated roadmaps and concept papers prepared; co-financing possibilities identified.

Step 6: CSP Mission – Country visited by ADB Country Team to hold consultation with stakeholders, sign agreements with government on sector/thematic selection, geographical focus, goals, agreement with government on the assistance program, and co-financing confirmed with other agencies.

Step 7: CSP Finalization – First draft CSP discussed and revised in ADB's Management Review Meeting. Second draft CSP developed and sent to government for “endorsement.” Edited CSP circulated and approved by Board. Approved CSP is publicly disseminated.

For more details, please visit [ADB's Policy on CSP Preparation](#).

III. CSP Disclosure Requirements:

According to the ADB's draft Public Communication Policy (approval expected May 2005), strategy and program assessments (step 1 of CSP) will be made available to in-country stakeholders in draft form when the document has been developed through consultation with NGOs. Moreover, draft CSPs will be made available to in-country stakeholders in advance of consultations at the CIP stage (step 2) and again before the Management Review Meeting stage (step 7). The ADB's 1995 Policy on Disclosure of Information (currently in operation), however, only allows for disclosure of the CSP upon its approval by the Board of Directors.

⁴ The [Long-Term Strategic Framework](#) outlines ADB's poverty reduction agenda over the next 15 years. It will be implemented through a set of [Medium Term Strategies](#) (MTS) each covering 5-year periods. The first MTS covers 2001-2005.

IV. How to get involved:

The ADB says that a “CSP is prepared with the developing member countries (DMC’s) active participation through consultation with the government and other stakeholders –civil society, NGOs, the private sector, and other aid agencies.” The extent to which civil society is consulted, and whether the pre-requisites of effective consultations are complied with, is debatable and varies from country to country.

It is important that interested NGOs proactively push for greater participation or express their interest in being consulted as soon as they learn that a CSP is being developed for their country. In addition to attending a public consultation, it is also important to submit comments and concerns in writing to relevant ADB staff as well as Executive Directors. The table below provides the current ADB CSP schedule for Central Asia indicating countries that are currently or will soon be developing new CSPs and CSP-Updates.

To obtain more information try contacting the relevant person listed in the table and regularly check the ADB’s website at: <http://www.adb.org/Documents/CSPs/>. For some practical tips on civil society participation in the CSP process, view the Bank Information Center’s ADB Toolkit on BIC’s webpage: http://www.bicusa.org/bicusa/issues/misc_resources/1630.php and see the Tips Box at the end of this document.

Asian Development Bank CSP and CSP-Update Schedule & Contacts

ADB									
Country	CSP (Date Approved)	Preparation of New CSP	New CSP: Board date	CSP-U (Date Approved)	Preparation of CSP-U	CSP-U: Board date	Contact Person	Title	Email
Azerbaijan	2006-2008 (Jan 2006)	N/A	N/A	N/A	N/A	N/A	Faraj Huseynbeyov	Project Implementation Officer	fhuseynbeyov@adb.org
Georgia	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kazakhstan	2006-2008 (Sept 05)	CSP outline – 2006 ^A	N/A	2005-2007 (Oct 04)	N/A	N/A	Stephen Wemert	Country Director (Almaty)	swemert@adb.org adbkarm@adb.org
Kyrgyz Republic	2006-2008 (Nov 2005)	N/A	N/A	N/A	N/A	N/A	M. Ashraf Malik	Country Director	mashraf@adb.org adbkyrm@adb.org
Mongolia	2006-2008 (Oct 2005)	N/A	N/A	2007-2009 (Aug 2006)	N/A	N/A	Adrian Ruthenberg	Country Director	aruthenberg@adb.org
Tajikistan	2006-2008 (July 2005)	N/A	N/A	2006-2008 (July 2005)	N/A	N/A	Neeraj Jain	Country Director	njain@adb.org
Uzbekistan	2006-2010 (Feb 2006)	N/A	N/A	N/A	N/A	N/A	Hong Wei	Country Director	hwei@adb.org adburm@adb.org

^A According to ADB Staff

THE EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD)

I. What is the Country Strategy (CS)?

The EBRD prepares a Country Strategy which provides the framework for EBRD Assistance to a given country over a two year period of time. The strategy is intended to respond to current development challenges in the country and outlines the EBRD's strategic lending priorities, while staying consistent with EBRD institutional objectives which are: "...to foster the transition towards open market-oriented economies and to promote private and entrepreneurial initiative in the central and eastern European countries committed to and applying the principles of multiparty democracy, pluralism and market economics."

II. How is the CS prepared?

Step 1: CS Preparations – Comments are invited from the public as input to the preparation of each new Country Strategy. The EBRD Public Information Policy adopted May 2006 requires the EBRD to make the draft Country Strategy available online for comments. Comments would be on the basis of the draft Country Strategy and an accompanying management note outlining the main areas to be focused upon in the Review. Comment period lasts for 30 days after the announcement of the invitation on the Web site.

Step 2: Board Review – Public comments and team's responses to such comments are provided to the Board of Directors before consideration at the relevant Country Strategy Workshop, but would neither be subject to Board approval, nor form part of the Country Strategy as such. The Addendum containing public comments is posted on the Web site following Board approval of the Country Strategy.

Step 3: Country Workshop – Consultation is held with the country concerned, only "if such consultation is requested by the national authorities."

Step 4: Board Presentation and Approval – CS is presented to the Board and upon approval posted on the Bank's web site along with The Addendum.

III. CS Disclosure Requirements:

The EBRD states that "the Board approved Country Strategy will be posted on the EBRD's Web site, following consultation with the country concerned, if such consultation is requested by the national authorities."⁵ Country Strategy papers can be accessed on the EBRD's homepage under the menu item "Countries and Sectors".

IV. How to get involved:

According to the EBRD, it is imperative that the Bank maintains ownership of Country Strategies, but it will consider constructive public comment on specific issues as part of the review process of individual documents.

It is important that interested NGOs proactively push for greater participation or express their interest in being consulted as soon as they learn that a CS is being developed for their country. NGOs wishing to provide input into the EBRD CS process would be best served if they were to be involved at Steps 1 and 3 of the process. In addition to attending a public consultation, it is also important to submit comments and concerns in writing to relevant EBRD staff as well as Executive Directors. The table below provides the current EBRD CS schedule for several countries of Europe, Caucasus, and Central Asia indicating those that are currently or will soon be developing new country strategies.

In order to ensure adequate preparation time for participation in the CS process, it is often necessary to contact relevant EBRD staff (see Table below) to find out the intended preparation and consultation schedule, especially if a CS is expiring within six months. BIC contacted EBRD staff, however unfortunately no additional information was provided by the EBRD for the Table below. To obtain more information try contacting the relevant person listed in the table and regularly check the EBRD's website at: <http://www.ebrd.com/about/strategy/index.htm>.

⁵ Source: Public Information Policy, EBRD. Available at: <http://www.ebrd.com/about/policies/pip/pip.pdf>.

EBRD Country Strategy (CS) Schedule & Contacts

Country	Current CS (Date Approved)	Preparation of New CS:	New CS: Board date	Contact Person	Title	Email
Azerbaijan	2007-2009 (Sept 2007)	N/A	N/A	Valeriu Razlog	Deputy Head of Resident Office	RazlogV@ebrd.com
Czech Republic	2005-2007 (Oct 2005)	Graduates from EBRD as of End 2007	N/A	Zdenka Vicarova	Head of Resident Office	VicarovZ@prg.ebrd.com
Georgia	2007-2009 (Nov 2006)	N/A	N/A	Michael Davey	Director of Resident Office	DaveyM@ebrd.com
Kazakhstan	2007-2009 (Nov 2006)	N/A	N/A	André Kūšvek Leyla Abdimomunova	Country Director Head of Resident Office	KuusvekA@ebrd.com AbdimomL@ebrd.com
Kyrgyz Republic	2007-2010 (Jun 2007)	N/A	N/A	Jyldyz Galieva	Principal Resident Office Banker	GalievaJ@ebrd.com
Poland	2006-2008 (Apr 2006)	N/A	Late 2007	Dragica Pilipovic-Chaffey	Director of Resident Office	PilipovD@ebrd.com
Russia	2007-2009 (July 2006)	N/A	N/A	Renata Gubanova Elena Danysh Artyom Sitnikov	Head of Administration Head of Resident Office Head of Resident Office	GubanovR@ebrd.com DanyshE@VLD.ebrd.com SitikoA@ebrd.com
Mongolia	2007-2009 (Dec 2006)	N/A	N/A	John Chomel-Doe	Country Director	
Tajikistan	2005-2007 (Nov 2005)	N/A	N/A	Matthieu Le Blan	Head of Resident Office	LeblanM@ebrd.com
Turkmenistan	2007-2009 (June 2006)	N/A	N/A	Tony Myron	Head of Resident Office	MyronT@ebrd.com
Ukraine	2007-2009 (Sept 2007)	N/A	N/A	Kamen Zahariev Anton Usov	Director of Resident Office Press & External Affairs	ZaharieK@ebrd.com UsovA@ebrd.com
Uzbekistan	2006-2008 (July 2005)	N/A	N/A	Fernand Pillonel	Head of Resident Office	PilloneF@ebrd.com

^A NGOs will be asked to contribute suggestions on the website. According to EBRD staff, there will be an update prepared for all countries this year by the Office of Chief Economist in London (Alex Lehmann – contact)

Practical Tips for Civil Society Consultations on IFI Country Strategies

If invited to consult on a country strategy for one of the IFIs, civil society organizations may wish to propose criteria to be met in order for the consultation to be effective, including:

- 1) Adequate early notification for the process.
- 2) Provision of sufficient documentation so that NGOs can adequately prepare for the meeting. In addition to the draft country strategy, groups may want to request in writing the purpose of the consultation, the basic elements of the prior strategy, a list of projects funded by the IFI and studies undertaken in preparation for the new strategy, and a brief description of the principle themes of the proposed strategy.
- 3) Provision of translated documentation to audiences unfamiliar with the English language.
- 4) A clear framework for the consultation process. The IFI or government conveners should indicate how the consultation will take place, who will be participating and what the conveners' expectations are.
- 5) Means to ensure that NGO views and interests will be taken into account in the final document (even in the case that those views are rejected).
- 6) Clear, transparent criteria for selection of NGO representatives.