



Country Operations Business Plan

September 2019

Kazakhstan
2020–2022

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 2 September 2019)

| | | |
|---------------|---|-----------|
| Currency unit | – | tenge (T) |
| T1.00 | = | \$0.0026 |
| \$1.00 | = | T387.46 |

ABBREVIATIONS

| | | |
|------|---|----------------------------------|
| ADB | – | Asian Development Bank |
| COBP | – | country operations business plan |
| CPS | – | country partnership strategy |

NOTE

In this report, “\$” refers to United States dollars.

| | |
|-------------------------|--|
| Vice-President | Shixin Chen, Operations 1 |
| Director General | Werner Liepach, Central and West Asia Department (CWRD) |
| Director | Giovanni Capannelli, Kazakhstan Resident Mission (KARM), CWRD |
| Team leader | Mirzo Iskandar Gulamov, Country Specialist, KARM, CWRD |
| Team members | Kenzhekhan Abuov, Project Officer, KARM, CWRD |
| | Asem Chakenova, Senior Project Officer, KARM, CWRD |
| | Elmira Izmaganova, Associate Project Officer, KARM, CWRD |
| | Ruslan Kurmanbekov, Financial Sector Specialist, CWRD |
| | Peter Marro, Principal Financial Sector Specialist, CWRD |
| | Levan Mtchedlishvili, Principal Energy Specialist, CWRD |
| | Jiangbo Ning, Principal Transport Specialist, CWRD |
| | Laura Omarova, Operations Analyst, KARM, CWRD |
| | Arman Seissebayev, Investment Specialist, Private Sector Operations Department |
| | Ramola Singru, Senior Urban Development Specialist, CWRD |
| | Priyanka Sood, Senior Financial Sector Specialist, CWRD |
| | Hans Woldring, Principal Natural Resources and Agriculture Specialist, CWRD |
| | Yaozhou Zhou, Principal Water Resources Specialist, CWRD |

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I. CONSISTENCY OF BUSINESS PLAN WITH COUNTRY PARTNERSHIP STRATEGY

1. The country operations business plan (COBP), 2020–2022 for Kazakhstan of the Asian Development Bank (ADB) is aligned with ADB’s country partnership strategy (CPS), 2017–2021 for Kazakhstan. The CPS aims to support the country’s economically diversified, socially inclusive, and environmentally sustainable growth. The CPS is demand-driven, selective, and yet adaptive to evolving circumstances. It focuses on infrastructure development and institutional reforms. The CPS is also consistent with the priorities set out in ADB’s Strategy 2030¹ and aligned with the Government of Kazakhstan’s *Nurly Zhol* program,² Kazakhstan’s National Strategic Development Plan 2025, and the updated State Program on Agriculture Development.
2. The COBP, 2020–2022 includes operational support for agriculture, transport, municipal services, and access to finance. Support for operational priorities—addressing remaining poverty and reducing inequalities, accelerating progress in gender equality, fostering regional cooperation and integration, and making cities more livable—is integrated into the operational assistance.
3. The government has formally concurred with this COBP on 5 August 2019.

II. INDICATIVE RESOURCE PARAMETERS

4. Kazakhstan, a group C developing member country, is eligible for regular ordinary capital resources lending. The indicative resources available for commitment during 2020–2022 for sovereign operations total \$1.14 billion in regular ordinary capital resources. Cofinancing and funding from other sources will be explored.
5. The cumulative lending program for Kazakhstan for 2020–2022, estimated at \$1.89 billion, is above the indicative resource allocation.³ The expected cofinancing pipeline for 2020–2022 amounts to \$450 million, supporting urban services and regional transport corridors. In line with the government’s requests and based on successful local currency bond issuance in 2018, ADB will expand financing in local currency for both sovereign and nonsovereign operations.
6. In addition to public sector assistance, ADB will explore direct investments in private sector undertakings in renewable energy, transport and logistics, mining and gas processing, affordable housing, and agribusiness. Additional direct support for manufacturing and tourism will be considered. ADB will use the “One-ADB” approach to actively engage with national holding companies and support opportunities to increase the development impact of nonsovereign operations, particularly in the transport and urban sectors. Close synergy between sovereign and nonsovereign operations will be maintained and strengthened whenever possible.
7. ADB’s Office of Public–Private Partnerships will continue to seek out new transaction advisory mandates, in addition to providing technical support for high-priority infrastructure projects and building in-country public–private partnership capacity. Targeted sectors include health care, education, energy, urban services, tourism, and transport.

¹ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

² An economic stimulus package that aims to improve transport and logistics, energy, housing and utilities infrastructure; and support small and medium-sized enterprises.

³ The actual pipeline can deviate from the indicative resource parameters due to possible reallocation of OCR resources within the Central and West Asia Department.

8. Technical assistance grants totaling \$14.7 million (including funding of \$3.0 million from the government) will be extended for project preparation, innovation, demand-led reforms, capacity development, and knowledge management.

9. The updated country assistance results areas are in Appendix 1; the portfolio at a glance is listed in Appendix 2; the updated lending and nonlending programs are in Appendixes 3 and 4. The lists of indicative knowledge publications and events for 2019–2020 are in Appendix 5.

III. SUMMARY OF CHANGES TO LENDING AND NONLENDING PROGRAMS

10. Adjustments to the 2020–2022 lending program are:

- (i) The 2020 pipeline (a) includes the Road Maintenance Sustainability Project, moved from 2019; and (b) adds the Wastewater Treatment Modernization Program, Phase 1 (formerly Urban Infrastructure Modernization Program) and the Green Finance Intermediation Project.
- (ii) The 2021 pipeline (a) adds the new Kyzylorda–Zhezkazgan Road Project and the Wastewater Treatment Modernization Program, Phase 2; and (b) drops the Energy Sector Development Program.
- (iii) Changes in the 2022 pipeline include (a) adding the new Railway Efficiency Improvement Project and the new Pasture Development Project, and (b) dropping the Public Debt Management Program. A new Rural Financial Intermediation Project is included in standby for 2022.

COUNTRY ASSISTANCE RESULTS AREAS

| Key Country Development Outcomes that ADB Contributes to | ADB | | |
|--|--|--|--|
| | Key Areas of Assistance | Indicative Resource Available for Commitment in 2020–2022 ^a | Changes from Last COBP ^b |
| 1. Transport (CPS priority area: Inclusive development) | | | |
| Connectivity linking cities, rural areas, and regional trading partners improved | National roads and cross-border infrastructure improvement Railways efficiency improvement Logistics performance improvement Sector-wide institutional and governance reforms PPPs Knowledge support, capacity development, policy dialogue | Amount: \$840 million (regular OCR) Share of COBP envelope: 44% | One project moved to 2020 Added two projects, including for improvement of railway efficiency |
| 2. Water and Other Urban Infrastructure and Services (CPS priority area: Inclusive development) | | | |
| Access to municipal services to improve quality of life of citizens enhanced | Drinking water and sanitation systems Waste disposal, transport, other municipal services Sector-wide institutional and governance reforms PPPs Knowledge support, capacity development, policy dialogue | Amount: \$500 million (regular OCR) Share of COBP envelope: 26% | |
| 3. Finance (CPS priority area: Economic diversification) | | | |
| Economic and finance sector stability improved Business environment enhanced | Access to finance for micro, small and medium-sized enterprises Capital market development Infrastructure finance and investment funds Local currency finance Private sector support for trade finance Housing finance | Amount: \$100 million (regular OCR) Share of COBP envelope: 5% | Added one project in 2020 on green finance intermediation. Infrastructure finance and investment funds were added as new areas of assistance. |

| Key Country Development Outcomes that ADB Contributes to | ADB | | |
|---|---|--|--|
| | Key Areas of Assistance | Indicative Resource Available for Commitment in 2020–2022 ^a | Changes from Last COBP ^b |
| | Money and capital markets | | Removed one policy-based lending project from 2021 |
| 4. Agriculture, Natural Resources, and Rural Development (CPS priority area: Economic diversification) | | | |
| Agricultural productivity and exports increased | Irrigation system modernization Management and capacity development Water user organizations Land-based natural resources management Livestock Agro-industry, marketing, and trade | Amount: \$450 million (regular OCR) Share of COBP envelope: 25% | Added one project in 2022 on pasture development (new area of assistance) Land-based natural resources management was added as an area of assistance. |

ADB = Asian Development Bank, COBP = country operations business plan, OCR = ordinary capital resources, PPP = public–private partnership.

^a The total indicative resource allocation for lending product cofinancing during 2020–2022 is \$150 million.

^b The energy sector project, planned for 2020, was removed because of the government preference for nonsovereign financing of the project. ADB will continue to support the sector through nonsovereign operations, technical assistance, and PPP transaction advisory support.

Source: Asian Development Bank estimates.

LINKED DOCUMENTS

<http://www.adb.org/Documents/COBP/?id=KAZ-2020>

1. Portfolio at a Glance: Kazakhstan

INDICATIVE ASSISTANCE PIPELINE

Table A3.1: Lending Products, 2020–2022

| Project/Program Name ^a | Sector | Poverty Targeting | Operational Priority ^c | Division | Year of TRTA/ PRF | Cost (\$ million) | | | | | | |
|--|----------|-------------------|-----------------------------------|----------|-------------------|-------------------|--------------|------------|------------|--------------|--------------|--------------|
| | | | | | | ADB | | | | Gov't | Co-finance | |
| | | | | | | Total | Regular OCR | COL | ADF Grants | | | |
| 2020 Firm | | | | | | | | | | | | |
| Livestock Value Chain Development Project | ANR | GI | OP1, OP2, OP5 | CWER | 2019 | 100.0 | 100.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 |
| Green Finance Intermediation Project | FIN | GI | OP1, OP2, OP3 | CWPF | 2019 | 100.0 | 100.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 |
| Road Maintenance Sustainability Project | TRA | GI | OP1, OP6, OP7 | CWTC | 2016 | TBD | 190.0 | 0.0 | 0.0 | 190.0 | TBD | 0.0 |
| Wastewater Treatment Modernization Program, Phase 1 | WUS | GI | OP3, OP4, OP6 | CWUW | 2017 | 500.0 | 250.0 | 0.0 | 0.0 | 250.0 | 0.0 | 250.0 (EBRD) |
| Total | | | | | | TBD | 640.0 | 0.0 | 0.0 | 640.0 | TBD | 250.0 |
| 2020 Standby | | | | | | | | | | | | |
| Kyzylorda–Zhezkazgan Road Project | TRA | GI | OP1, OP7 | CWTC | 2020 | 400.0 | 150.0 | 0.0 | 0.0 | 150.0 | 100.0 | 150.0 (EBRD) |
| Total | | | | | | 400.0 | 150.0 | 0.0 | 0.0 | 150.0 | 100.0 | 150.0 |
| 2021 Firm | | | | | | | | | | | | |
| Livestock Processing Infrastructure and Services Development Project | ANR, IND | GI | OP1, OP3, OP5 | CWER | 2020 | 150.0 | 150.0 | 0.0 | 0.0 | 150.0 | 0.0 | 0.0 |
| Kyzylorda–Zhezkazgan Road Project | TRA | GI | OP1, OP7 | CWTC | 2020 | 400.0 | 150.0 | 0.0 | 0.0 | 150.0 | 100.0 | 150.0 (EBRD) |
| Wastewater Treatment Modernization Program, Phase 2 | WUS | GI | OP3, OP4, OP6 | CWUW | 2017 | 300.0 | 250.0 | 0.0 | 0.0 | 250.0 | 0.0 | 50.0 |
| Total | | | | | | 850.0 | 550.0 | 0.0 | 0.0 | 550.0 | 100.0 | 200.0 |
| 2021 Standby | | | | | | | | | | | | |
| Railway Efficiency Improvement Project ^b | TRA | GI | OP6, OP7 | CWTC | 2021 | 200.0 | 200.0 | 0.0 | 0.0 | 200.0 | 0.0 | 0.0 |
| Total | | | | | | 200.0 | 200.0 | 0.0 | 0.0 | 200.0 | 0.0 | 0.0 |
| 2022 Firm | | | | | | | | | | | | |
| Pasture Development Project | ANR | GI | OP3, OP4 | CWER | 2021 | 200.0 | 200.0 | 0.0 | 0.0 | 200.0 | 0.0 | 0.0 |

| Project/Program Name ^a | Sector | Poverty Targeting | Operational Priority ^c | Division | Year of TRTA/ PRF | Cost (\$ million) | | | | | | |
|---|--------|-------------------|-----------------------------------|----------|-------------------|-------------------|--------------|------------|------------|--------------|------------|------------|
| | | | | | | ADB | | | | | Gov't | Co-finance |
| | | | | | | Total | Regular OCR | COL | ADF Grants | Total | | |
| Center–West Corridor Road Project | TRA | GI | OP1, OP7 | CWTC | 2021 | 300.0 | 300.0 | 0.0 | 0.0 | 300.0 | 0.0 | 0.0 |
| Railway Efficiency Improvement Project ^b | TRA | GI | OP6, OP7 | CWTC | 2021 | 200.0 | 200.0 | 0.0 | 0.0 | 200.0 | 0.0 | 0.0 |
| Total | | | | | | 700.0 | 700.0 | 0.0 | 0.0 | 700.0 | 0.0 | 0.0 |
| 2022 Standby | | | | | | | | | | | | |
| Rural Financial Intermediation Project | FIN | GI | OP1, OP2 | CWPF | 2021 | 200.0 | 200.0 | 0.0 | 0.0 | 200.0 | 0.0 | 0.0 |
| Total | | | | | | 200.0 | 200.0 | 0.0 | 0.0 | 200.0 | 0.0 | 0.0 |

ADB = Asian Development Bank; ADF = Asian Development Fund; ANR = agriculture, natural resources, and rural development; COL = concessional OCR lending; CWER = Environment, Natural Resources, and Agriculture Division, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; CWUW = Urban and Water Division, Central and West Asia Department; EBRD = European Bank for Reconstruction and Development; FIN = finance; GI = general intervention; Gov't = government; IND = industry and trade; OCR = ordinary capital resources; PRF = project readiness financing; PSM = public sector management; TBD = to be determined; TRA = transport; TRTA = transaction technical assistance; WUS = water supply and other urban infrastructure and services.

^a Given the provisional nature of the indicative lending program, the composition of lending instruments in the actual loan delivery may change.

^b Subject to confirmation of sovereign modality by the government. The indicative financing may be provided on nonsovereign basis under One-ADB approach.

^c OP1 = addressing remaining poverty and reducing inequalities; OP2 = accelerating progress in gender equality; OP3 = tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability; OP4 = making cities more livable; OP5 = promoting rural development and food security; OP6 = strengthening governance and institutional capacity; and OP7 = fostering regional cooperation and integration.

Source: Asian Development Bank estimates.

Table A3.2: Nonlending Products and Services, 2020–2022

| Assistance Name | Sector | Division | Assistance Type | Sources of Funding | | | | Total (\$'000) |
|---|--------|----------|-----------------|--------------------|-----------------|--------------------------|-----------------|----------------|
| | | | | ADB | | Others | | |
| | | | | Source | Amount (\$'000) | Source | Amount (\$'000) | |
| 2020 | | | | | | | | |
| Livestock Processing Infrastructure and Services Development Project | ANR | CWER | TRTA | TASF | 1,000 | | | 1,000 |
| Joint Government of Kazakhstan–ADB Knowledge and Experience Exchange Program, Phase 4 | MUL | KARM | KSTA | TASF | 1,000 | Government of Kazakhstan | 1,000 | 2,000 |
| Mobilizing Finance for Sustainable Development Goals (additional financing) | MUL | KARM | KSTA | TASF | 275 | | | 275 |
| Promoting Sustainable Tourism | MUL | KARM | KSTA | TASF | 225 | | | 225 |
| Preparing Road Sector Projects | TRA | CWTC | TRTA facility | TASF | 1,000 | | | 1,000 |
| Transport Sector Strategy Development | TRA | CWTC | KSTA | TASF | 1,000 | | | 1,000 |
| Railway Sector Diagnostic Study | TRA | KARM | ETSW | SC | 50 | | | 50 |
| Total | | | | | 4,550 | | 1,000 | 5,550 |
| 2021 | | | | | | | | |
| Pasture Development Project | ANR | CWER | TRTA | TASF | 1,000 | | | 1,000 |
| Rural Financial Intermediation Project | FIN | CWPF | TRTA | TASF | 1,000 | | | 1,000 |
| Preparing Sustainable Infrastructure Projects | MUL | KARM | TRTA facility | TASF | 500 | To be determined | 500 | 1,000 |
| Railway Efficiency Improvement Project | TRA | CWTC | TRTA | TASF | 1,000 | | | 1,000 |
| Civil Aviation Sector Diagnostic Study | TRA | KARM | ETSW | SC | 50 | | | 50 |
| Total | | | | | 3,550 | | 500 | 4,050 |
| 2022 | | | | | | | | |
| Horticulture Value Chain Development Project | ANR | CWER | TRTA | TASF | 1,000 | | | 1,000 |
| Education Sector Diagnostic Study | EDU | KARM | ETSW | SC | 50 | | | 50 |
| Grid Reinforcement Project | ENE | CWEN | TRTA | TASF | 1,000 | | | 1,000 |
| Joint Government of Kazakhstan–ADB Knowledge and Experience Exchange Program, Phase 5 | MUL | KARM | KSTA | TASF | 1,500 | Government of Kazakhstan | 1,500 | 3,000 |
| Total | | | | | 3,550 | | 1,500 | 5,050 |

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CWEN = Energy Division, Central and West Asia Department; CWER = Environment, Natural Resources, and Agriculture Division, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; EDU = education; ENE = energy; ETSW = economic, thematic, and sector work; FIN = finance; KARM = Kazakhstan Resident Mission; KSTA = knowledge and support technical assistance; MUL = multisector; PSM = public sector management; SC = staff consultant; TASF = Technical Assistance Special Fund; TRA = transport; TRTA = transaction technical assistance.

Source: Asian Development Bank estimates.

ASSISTANCE PROGRAM FOR CURRENT YEAR

Table A4.1: Lending Products, 2019

| Project/Program Name ^a | Sector | Poverty Targeting | Priority Area ^b | Division | Year of TRTA/ PRF | Cost (\$ million) | | | | | | |
|---|--------|-------------------|----------------------------|------------|-------------------|-------------------|--------------|------------|------------|--------------|-------------|------------|
| | | | | | | ADB | | | | | Gov't | Co-finance |
| | | | | | | Total | Regular OCR | COL | ADF Grants | Total | | |
| Firm | | | | | | | | | | | | |
| Irrigation Rehabilitation Project | ANR | GI | OP1, OP3, OP5 | CWER | 2017 | 320.0 | 250.0 | 0.0 | 0.0 | 250.0 | 70.0 | 0.0 |
| Promoting Gender Equality in Housing Finance Project | FIN | GI | OP1, OP2 | CWPF, KARM | 2019 | 100.0 | 100.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 |
| Central Asia Regional Economic Cooperation Corridors 1 and 6 Connector Road Project | TRA | GI | OP6, OP7 | CWTC | 2016 | 198.0 | 175.0 | 0.0 | 0.0 | 175.0 | 23.0 | 0.0 |
| Total | | | | | | 618.0 | 525.0 | 0.0 | 0.0 | 525.0 | 93.0 | 0.0 |

ADB = Asian Development Bank; ADF = Asian Development Fund; ANR = agriculture, natural resources, and rural development; COL = concessional OCR lending; CWER = Environment, Natural Resources, and Agriculture Division, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; FIN = finance; GI = general intervention; Gov't = government; KARM = Kazakhstan Resident Mission; OCR = ordinary capital resources; TRA = transport; TRTA = transaction technical assistance.

^a Given the provisional nature of the indicative lending program, the composition of lending instruments in the actual loan delivery may change. Investment lending accounted for 100% of sovereign lending commitments in 2016–2018.

^b OP1 = addressing remaining poverty and reducing inequalities; OP2 = accelerating progress in gender equality; OP3 = tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability; OP5 = promoting rural development and food security; OP6 = strengthening governance and institutional capacity; and OP7 = fostering regional cooperation and integration.

Source: Asian Development Bank estimates.

Table A4.2: Nonlending Products and Services, 2019

| Assistance Name | Sector | Division | Assistance Type | Sources of Funding | | | | |
|--|----------|------------|-----------------|--------------------|-----------------|--------------------------|-----------------|----------------|
| | | | | ADB | | Others | | Total (\$'000) |
| | | | | Source | Amount (\$'000) | Source | Amount (\$'000) | |
| Livestock Value Chain Development Project | ANR, FIN | CWER | TRTA | TASF | 500.0 | | | 500.0 |
| Supporting the Water Resources Management Hub | ANR | CWER | KSTA | TASF | 500.0 | | | 500.0 |
| Promoting Gender Equality in Housing Finance | FIN | CWPF, KARM | TRTA | TASF | 500.0 | Government of Kazakhstan | 120.0 | 620.0 |
| Improving the Monitoring and Evaluation of Small and Medium-Sized Enterprises Programs | FIN, PSM | ERCD, KARM | KSTA | TASF | 225.0 | | | 225.0 |
| District Heating Modernization | ENE | CWEN | KSTA | TASF | 500.0 | CEF | 1,000.0 | 1,500.0 |
| Energy Project Development | ENE | CWEN | KSTA | TASF | 225.0 | | | 225.0 |
| Digital Solutions to Promote Sustainable Development | MUL | SDCC, KARM | KSTA | TASF | 1,000.0 | | | 1,000.0 |
| Mobilizing Finance for Sustainable Development Goals | MUL | KARM | KSTA | TASF | 225.0 | | | 225.0 |
| Total | | | | | 3,675.0 | | 1,120.0 | 4,795.0 |

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CEF = Clean Energy Fund; CWEN = Energy Division, Central and West Asia Department; CWER = Environment, Natural Resources and Agriculture Division, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; ENE = energy; ERCD = Economic Research and Regional Cooperation Department; FIN = finance; KARM = Kazakhstan Resident Mission; KSTA = knowledge and support technical assistance; MUL = multisector; PSM = public sector management; SDCC = Sustainable Development and Climate Change Department; TASF = Technical Assistance Special Fund; TRA = transport; TRTA = transaction technical assistance.

Source: Asian Development Bank estimates.

INDICATIVE KNOWLEDGE PRODUCTS AND EVENTS

Table A5.1: Knowledge Products and Events for 2020

| Title of Publication or Event | Subject | Type | Department or Sector Group or Thematic Group | Funding Source |
|--|--|--|--|--------------------|
| Key Indicators 2019 | Economics | Publication and documentation | ERCDC | TA 9659 |
| Asian Development Outlook 2020, its update, and supplements (April, July, September, December) | Economics | Publication and documentation, Event organization | ERCDC | TA 0034 |
| Nowcasting Kazakhstan | Economics | Publication and documentation | CWRD | TA 9624 |
| Kazakhstan Economic Club | Economics | Publication and documentation | CWRD | TA 9624 |
| Astana Integrated Water Master Plan | Water | Publication and documentation | CWRD | TA 9522 |
| Capacity Development on Financial Intermediation for Rural Small and Medium-Sized Enterprises | Finance | Capacity development | CWRD | TA 9650 |
| Geothermal Power Assessment for Kazakhstan | Energy | Publication and documentation | CWRD | TA for approval |
| Green Finance Investments Scoping Study | Finance | Publication and documentation | CWRD | TA 9667 |
| Financial Management Training for Kostanay Small and Medium-Sized Enterprises | Finance | Training | CWRD | TA 9496 |
| Integrated Assessment of Livestock Resources Kazakhstan: Medium-Term Debt Management Strategy | Agriculture Economics | Publication and documentation Publication and documentation | CWRD CWRD | TA 9476 TA 9618 |
| Kazakhstan: Livestock Resources E-Platform | Agriculture | Publication and documentation | CWRD | TA 9476 |
| Map of Technological Constraints for Kazakhstan | Information and communication technology | Publication and documentation | SDCC, CWRD | TA for approval |
| Policy Brief and Background Paper on Sustainable Development Goals for Kazakhstan | Economics | Publication and documentation | CWRD | TA for approval |
| Partnership for Development Forum | Governance and public sector management | Event organization | SDCC, CWRD | TA for approval |
| Railway Sector Diagnostic Study | Transport | Publication and documentation | CWRD | Staff consultant |
| Several publications and events organized in 2020 as part of the Central Asia Regional Economic Cooperation Program activities | Various | Publication and documentation, Event organization | CWRD, EARD | TA 8789 TA 8804 |
| Total number of publications = 14 | | | | |
| Total number of events = 5 | | | | |

CWRD = Central and West Asia Department, EARD = East Asia Department, ERCDC = Economic Research and Regional Cooperation Department, SDCC = Sustainable Development and Climate Change Department, TA = technical assistance.
Source: Asian Development Bank

Table A5.2: Additional Knowledge Products and Events Delivered in 2019

| Title of Publication or Event | Subject | Type | Department or Sector Group or Thematic Group | Funding Source |
|--|--------------------------|---|---|-----------------------|
| Comprehensive Small and Medium-sized Enterprises Database for Kostanay Regional Government | Finance | Publication and documentation | CWRD | TA 9496 |
| District Heating Modernization Policy Brief | Energy | Publication and documentation | CWRD | TA for approval |
| FIDIC Training for Executing Agencies | Public sector management | Event organization | CWRD | TA 9692 |
| First Kazakhstan Forum on Sustainable Development Goals | Public sector management | Event organization | CWRD, SDCC | |
| Good Jobs for Inclusive Growth in Central Asia and the South Caucasus | Economics | Publication and documentation, Event organization | CWRD, ERCD | TA 49045 |
| Public–Private Partnership Structuring in Municipal and Health Sectors | Finance | Event organization | OPPP, CWRD | |
| Strategy 2030 Workshop for Senior Government Officials | Public sector management | Event organization | SPD, CWRD | |
| Workshop on ADB's New Procurement Framework | Public sector management | Event organization | PPFD, CWRD | |
| Total number of publications = 3 | | | | |
| Total number of events = 6 | | | | |

CWRD = Central and West Asia Department; ERCD = Economic Research and Regional Cooperation Department; FIDIC = International Federation of Consulting Engineers; OPPP = Office of Public–Private Partnership; PPFD = Procurement, Portfolio and Financial Management Department; SDCC = Sustainable Development and Climate Change Department; SPD = Strategy, Policy and Partnerships Department; TA = technical assistance.
Source: Asian Development Bank.

Table A5.3: Innovation, Advanced Technology, and Pilot Initiatives to be Implemented in 2020

| Item | Nature | Project Number | Sector or Theme | Division |
|---|---------------|-----------------------|------------------------|-----------------|
| Performance-Based Road Maintenance | PLT | 48399 | TRA | CWTC |
| Remote Sensing for Livestock Resources E-Platform | TCH | 51305 | ANR | CWER |

Total number of innovation, advanced technology, and pilot initiatives = 2

ANR = agriculture, natural resources, and rural development; CWER = Environment, Natural Resources, and Agriculture Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; PLT = pilot initiative, TCH = advanced technology; TRA = transport.
Source: Asian Development Bank.