



Country Operations Business Plan

September 2019

Papua New Guinea
2020–2022

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 05 August 2019)

Currency unit	–	kina (K)
K1.00	=	\$0.29
\$1.00	=	K3.40

ABBREVIATIONS

ADB	–	Asian Development Bank
COBP	–	country operations business plan
COL	–	concessional OCR lending
CPS	–	country partnership strategy
OCR	–	ordinary capital resources
TA	–	technical assistance

NOTE

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

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I. CONSISTENCY OF BUSINESS PLAN WITH COUNTRY PARTNERSHIP STRATEGY

1. **Country partnership strategy.** The country operations business plan (COBP), 2020–2022 of the Asian Development Bank (ADB) for Papua New Guinea is consistent with ADB’s country partnership strategy (CPS), 2016–2020 and the Government of Papua New Guinea’s national development plans.¹ The COBP is also consistent with the priorities set out in ADB’s Strategy 2030.² This COBP focuses on the five priority areas of the CPS: (i) transport, (ii) energy, (iii) health, (iv) water and other urban infrastructure and services, and (v) public sector management.³ This COBP also includes education and finance. The country assistance results areas are in Appendix 1 and the list of linked documents is in Appendix 2.

2. **Economic, social, and political developments.** A new Prime Minister, James Marape, assumed office on 30 May 2019. The Government of Papua New Guinea released its Medium Term Development Plan III in November 2018, which covers 2018–2022. The Medium Term Development Plan III focuses on enabling economic growth through ongoing structural reforms and expanding the country’s infrastructure base. A large earthquake in February 2018 lowered economic growth, because of lost extractive industry production, and ADB amended the estimate for 2018 to 0.2%, but the impact was somewhat mitigated by (i) higher commodity prices, (ii) activities associated with planning and convening the Asia–Pacific Economic Cooperation summit in Port Moresby in November 2018, and (iii) reconstruction in the earthquake-affected zone. In 2019, with a full year of extractive industry production, economic growth is projected to rebound to 3.7% or more. The historic and current challenge for Papua New Guinea is to find a potential future growth path that is more inclusive, diversified, and less dependent on global commodity prices.

3. **Portfolio performance.** Project implementation performance remains satisfactory. In 2018, ADB disbursed \$267.9 million and awarded \$514.9 million in contracts. All ADB-financed projects in 2018 are expected to be audit-compliant. Counterpart agencies require ongoing capacity-building support to maintain implementation momentum and to address issues identified in ADB’s Papua New Guinea country portfolio review missions, including delays in procurement and safeguards compliance. ADB continues to provide technical support and resources to the government’s national procurement reform initiative and continuing improvements in financial management.

II. INDICATIVE RESOURCE PARAMETERS

4. Papua New Guinea, a group B developing member country, is eligible for regular ordinary capital resources (OCR) lending and concessional OCR lending (COL).⁴ The indicative resources available for commitment during 2020–2022 for sovereign operations total \$1,173.4 million, comprising \$1,020.0 million for regular OCR lending and \$153.4 million for COL. The final allocation will depend on available resources and the outcome of the country performance assessments. Cofinancing and funding from other sources, including the regional pool under concessional resources, will be explored.

¹ ADB. 2015. *Country Partnership Strategy: Papua New Guinea, 2016–2020*. Manila.

² ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

³ The existing CPS, 2016–2020 will be replaced by a new CPS, 2021–2025, targeted for release in 2020. ADB will consult closely with the Government of Papua New Guinea on formulating the new CPS.

⁴ The terminology reflects the combination of Asian Development Fund lending operations with the OCR balance sheet that took effect 1 January 2017.

5. Appendix 3 lists the indicative lending and nonlending program for 2020–2022. The proposed lending program for 2020–2022 totals \$1,552.5 million, comprising \$1,343.0 million in regular OCR and \$209.5 million in COL. All projects in excess of resources available will be taken up for ADB financing when additional lending resources become available. The assistance program for the current year is in Appendix 4 and the indicative knowledge publications and events are in Appendix 5.

6. The country cost-sharing ceiling ratio for the loan portfolio, as defined in the CPS, 2016–2020, was 85%. However, in 2016, ADB revised the ceiling to 90% to support the Government of Papua New Guinea’s fiscal consolidation strategy. Project-specific considerations and available financing, including cofinancing, will determine actual shares for specific ADB projects.

III. SUMMARY OF CHANGES TO LENDING AND NONLENDING PROGRAMS

7. **Urban Water Supply and Sanitation Project.** The project is expected to be approved in 2019, but because it will not be signed until early 2020, ADB reflected the project under the 2020 lending pipeline. The project will increase access to improved water and sanitation services in provincial towns (Kerema and Vanimo).

8. **Power Sector Development Project.** The lending modality, which was proposed as a multitranches financing facility, is now expected to be structured as a stand-alone project, for a reduced amount of \$265 million, although final details are yet to be confirmed. The project supports improving transmission and distribution efficiencies and expanding electrification to peri-urban areas.

9. **Microfinance Expansion Project (Phase 2).** A \$30 million loan to the finance sector is expected to build upon the existing microfinance program, but with greater emphasis on supporting micro, small, and medium-sized enterprises, particularly those in agriculture and export-oriented industries. Technical assistance (TA) is exploring the project design.

10. **Improved Technical and Vocational Education and Training for Employment Project.** A technical and vocational education and training project, estimated at \$50 million, previously identified under the 2021 pipeline as the Education and Skills Project, was moved forward and is now shown as 2020 standby and/or 2021 firm. The project will focus on developing industry-based cluster approaches to strengthen post-secondary technical and vocational education and training institutions that will increase the ability of Papua New Guinea nationals to meet labor demand in priority sector areas, such as construction and agriculture. Proposed TA will define and refine the project scope.

11. **Land and Maritime Transport and Trade Corridor Program.** This multitranches financing facility is proposed to rehabilitate and extend one of the country’s priority highways and is expected to include a ports component. A feasibility study, funded by a \$2.5 million TA package, will determine these intermodal details. Tranche 1 is scheduled for 2021 firm (previously 2021 standby). The overall facility size (including cofinancing and government counterpart funding) is estimated at \$1.2 billion. The program will be prepared under the **Transport Project Preparatory Facility**, which is a project readiness facility of \$31 million added to the 2019 pipeline.

12. **Highlands Region Road Improvement Investment Program (Phase 2) (Tranche 1).** This is a new multitranches financing facility that will build on the Highlands Region Road Improvement Investment Program (Phase 1). The program is expected to be prepared under the **Transport Project Preparatory Facility**.

COUNTRY ASSISTANCE RESULTS AREAS

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resources Available for Commitment in 2020–2022	Changes from Last COBP
1. Transport			
More efficient, safer movement of people and goods	<p>Transport sector policy, including organizational capacity, budgeting, and maintenance</p> <p>Road and bridge reconstruction, rehabilitation, and maintenance</p> <p>Ports reconstruction, rehabilitation, and maintenance</p> <p>Civil aviation safety and security</p>	<p>Amount: \$973 million regular OCR, \$73 million COL, and \$455 million cofinancing</p> <p>Share of COBP envelope: 67.4%</p>	<p>“Bridge rehabilitation” is replaced by “Ports reconstruction, rehabilitation and maintenance.”</p>
2. Energy			
<p>Sustainable and more affordable power supply in urban areas</p> <p>Improved access and use of power supplies for households in rural areas</p>	<p>Construction of power generation infrastructure to supply demand in provincial towns and main grids</p> <p>Strengthening of backbone transmission grid to support economic growth and increase in household connections</p> <p>Expansion of distribution network to increase electrification access rate</p>	<p>Amount: \$220 million regular OCR, \$20 million COL, and \$0 million cofinancing</p> <p>Share of COBP envelope: 15.5%</p>	<p>Key areas of assistance were updated to include transmission and distribution, which are key pillars of the Power Sector Development Project.</p>
3. Public Sector Management			
More effective and efficient use of public finances for service delivery and infrastructure provision	<p>More effective and efficient use of public finances for service delivery and infrastructure provision</p> <p>Prioritized spending within a sustainable fiscal envelope supported</p> <p>More effective, transparent, and timely budget execution and control supported</p>	<p>Amount: \$100 million regular OCR, \$0 COL, and \$0 cofinancing</p> <p>Share of COBP envelope: 6.4%</p>	<p>No change</p>

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resources Available for Commitment in 2020–2022	Changes from Last COBP
4. Health			
A more sustainable and efficient health care system achieved	<p>Subnational health system management strengthened</p> <p>Health service delivery components strengthened</p> <p>National frameworks and public finance management enhanced</p>	<p>Amount: \$0 regular OCR, \$0 COL, and \$0 million cofinancing</p> <p>Share of COBP envelope: 0%</p> <p>Note: The \$100 million allocation for the Health Services Sector Development Program, subprogram 3, is shown under Public Sector Management.</p>	No change
5. Education			
Access to education and skills improved	Post-secondary TVET strengthened	<p>Amount: \$35 million regular OCR, \$15 million COL, cofinancing to be confirmed</p> <p>Share of COBP envelope: 3.2%</p>	The Improved Technical and Vocational Education and Training for Employment Project will focus on post-secondary TVET; as such, secondary education is no longer shown under key areas of assistance.
6. Water and Other Urban Infrastructure and Services			
Improved water supply and sanitation services	<p>Urban water supply and sanitation infrastructure</p> <p>Water, sanitation and hygiene services, policies, and reforms</p> <p>Capacity development of service providers and other key water sector agencies</p>	<p>Amount: \$0 million regular OCR, \$86.5 million COL, and \$6.0 cofinancing</p> <p>Share of COBP envelope: 5.6%</p>	No change
7. Finance			
Increased access to financial services	Expansion of financial services to support financial inclusion, capacity in financial institutions, and expanded lending to small and medium-sized enterprises	<p>Amount: \$15 million regular OCR, \$15 million COL</p> <p>Share of COBP envelope: 1.9%</p>	No change

ADB = Asian Development Bank, COBP = country operations business plan, COL = concessional OCR lending, OCR = ordinary capital resources, TVET = technical and vocational education and training.

Note: Share of COBP envelope includes firm and standby projects.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

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

1. Country Partnership Strategy: Papua New Guinea, 2016–2020
2. Portfolio at a Glance

INDICATIVE ASSISTANCE PIPELINE

Table A3.1: Lending Products, 2020–2022

Project/Program Name ^a	Sector	Poverty Targeting	Operational Priority	Division	Year of TRTA/ PRF	Cost (\$ million)						
						Total	ADB			Total	Gov't	Co-finance ^b
							Regular OCR	COL	ADF Grants			
2020 Firm												
Urban Water Supply and Sanitation Project	WUS	GI	OP2, OP3, OP4	PAUW	2017	53.0	0.0	44.5	0.0	44.5	2.5	6.0
Civil Aviation Development Investment Program (Phase 2)	TRA	GI	OP1, OP2, OP3, OP5, OP6, OP7	PATC	2018	513.0	250.0	8.0	0.0	258.0	25.0	230.0
Sustainable Highlands Highway Investment Program (multitranche financing facility, tranche 2)	TRA	GI	OP1, OP2, OP3, OP4, OP5, OP6	PATC/ PNRM	2016	395.0	191.0	40.0	0.0	231.0	49.0	115.0
Health Services Sector Development Program, subprogram 3 (sector development program)	HLT, PSM	GI	OP1, OP2, OP5, OP6	PASP	2017	100.0	100.0	0.0	0.0	100.0	0.0	0.0
Total						1,061.0	541.0	92.5	0.0	633.5	76.5	351.0
2020 Standby												
Power Sector Development Project	ENE	GI	OP1, OP2, OP3, OP4, OP5, OP6	PAEN	2018	265.0	220.0	20.0	0.0	240.0	25.0	0.0
Highlands Region Road Improvement Investment Program (Phase 2) (tranche 1)	TRA	GI	OP1, OP2, OP3, OP7	PATC	2019	330.0	285.0	15.0	0.0	300.0	30.0	TBD
Improved Technical and Vocational Education and Training for Employment	EDU	GI	OP1, OP2, OP5, OP6	PASP	2019	50.0	35.0	15.0	0.0	50.0	0.0	0.0
Microfinance Expansion Project (Phase 2)	FIN	GI	OP1, OP2, OP6	PLCO	2019	30.0	15.0	15.0	0.0	30.0	0.0	0.0
Total						675.0	555.0	65.0	0.0	620.0	55.0	0.0

Project/Program Name ^a	Sector	Poverty Targeting	Operational Priority	Division	Year of TRTA/ PRF	Cost (\$ million)						
						ADB					Gov't	Co-finance ^b
						Total	Regular OCR	COL	ADF Grants	Total		
2021 Firm												
Power Sector Development Project	ENE	GI	OP1, OP2, OP3, OP4, OP5, OP6	PAEN	2018	265.0	220.0	20.0	0.0	240.0	25.0	0.0
Highlands Region Road Improvement Investment Program (Phase 2) (tranche 1)	TRA	GI	OP1, OP2, OP3, OP7	PATC	2019	330.0	285.0	15.0	0.0	300.0	30.0	TBD
Improved Technical and Vocational Education and Training for Employment	EDU	GI	OP1, OP2, OP5, OP6	PASP	2019	50.0	35.0	15.0	0.0	50.0	0.0	0.0
Microfinance Expansion Project (Phase 2)	FIN	GI	OP1, OP2, OP6	PLCO	2019	30.0	15.0	15.0	0.0	30.0	0.0	0.0
Land and Maritime Transport and Trade Corridor Program (tranche 1)	TRA		OP1, OP2, OP3, OP5, OP6, OP7	PATC	2019	171.0	100.0	10.0	0.0	110.0	11.0	50.0
Total						846.0	655.0	75.0	0.0	730.0	66.0	50.0
2022 Firm												
Urban Water Supply and Sanitation Project (additional financing)	WUS	GI	OP2, OP3, OP4	PAUW	2017	42.0	0.0	42.0	0.0	42.0	TBD	TBD
Sustainable Highlands Highway Investment Program (tranche 3)	TRA	GI	OP1, OP2, OP3, OP4, OP5, OP6	PATC/ PNRM	2016	262.0	147.0	0.0	0.0	147.0	55.0	60.0
Total						304.0	147.0	42.0	0.0	189.0	55.0	60.0

ADB = Asian Development Bank; ADF = Asian Development Fund; COL = concessional OCR lending; EDU = education; ENE = energy; FIN = finance; GI = general intervention; Gov't = government; HLT = health; OCR = ordinary capital resources; 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; OP7 = fostering regional cooperation and integration; PAEN = Energy Division; PASP = Social Sectors and Public Sector Management Division, Pacific Department; PATC = Transport and Communications Division, Pacific Department; PAUW = Urban Development, Water Supply and Sanitation Division, Pacific Department; PLCO = Pacific Liaison and Coordination Office in Sydney, Australia, Pacific Department; PNRM = Papua New Guinea Resident Mission, Pacific Department; 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 Expected cofinancing partners are: the Government of Australia and the High Level Technology Fund for the Urban Water Supply and Sanitation Project; Japan International Cooperation Agency for the Civil Aviation Development Project (Phase 2); the Government of Australia for the Sustainable Highlands Highway Investment Program, tranches 2 and 3; and OPEC Fund for International Development for the Land and Maritime Transport and Trade Corridor Program (tranche 1).

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								
Microfinance Expansion Project (Phase 2) (additional financing)	FIN	PLCO	TRTA	TASF	1,500.0		0.0	1,500.0
Supporting Public Financial Management (Phase 4)	PSM	PNRM/ PASP	KSTA	TASF	1,000.0		0.0	1,000.0
Total					2,500.0		0.0	2,500.0
2021								
None								
2022								
None								

ADB = Asian Development Bank; KSTA = knowledge and support technical assistance; PASP = Social Sectors and Public Sector Management Division, Pacific Department; PNRM = Papua New Guinea Resident Mission, Pacific Department; PSM = public sector management; TASF = Technical Assistance Special Fund. 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	Division	Year of TRTA/ PRF	Cost (\$ million)						
						Total	ADB			Gov't	Co-finance	
							Regular OCR	COL	ADF Grants			Total
Firm												
Health Services Sector Development Program (additional financing)	HLT, PSM	GI	OP1, OP2, OP5, OP6	PASP	2017	38.0	0.0	0.0	0.0	0.0	0.0	38.0
Health Services Sector Development Program, Subprogram 2 (sector development program)	HLT, PSM	GI	OP1, OP2, OP5, OP6	PASP	2017	100.0	100.0	0.0	0.0	100.0	0.0	0.0
Water Supply Scheme for Tete Settlement	WUS	GI	OP1, OP2, OP3, OP4	PAUW		0.9	0.0	0.0	0.0	0.0	0.1	0.8
Transport Project Preparatory Facility	TRA	GI	OP1, OP2, OP3, OP5, OP6, OP7	PATC	2019	35.0	0.0	31.0	0.0	31.0	4.0	0.0
Total						173.9	100.0	31.0	0.0	131.0	4.1	38.8

ADB = Asian Development Bank; ADF = Asian Development Fund; COL = concessional OCR lending; GI = government intervention; Gov't = government; HLT = health; OCR = ordinary capital resources; 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; PASP = Social Sectors and Public Sector Management Division, Pacific Department; PAUW = Urban Development, Water Supply and Sanitation Division, Pacific Department; PRF = project readiness financing; PSM = public sector management; 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 The cofinancing partner for the Health Services Sector Development Program (additional financing) is the Government of Australia.

Source: Asian Development Bank estimates.

Table A4.2: Nonlending Products and Services, 2019

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				Total (\$'000)
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	
2019 Firm								
Microfinance Expansion Project (Phase 2)	FIN	PLCO	TRTA	TASF	500.0		0.0	500.0
Preparing the Land and Maritime Transport and Trade Corridor Program	TRA	PATC	TRTA	TASF	2,500.0		0.0	2,500.0
Improved Technical and Vocational Education and Training for Employment	EDU	PASP	TRTA	TASF	800.0		0.0	800.0
Support for Water and Sanitation Sector Management (additional financing)	WUS	PAUW	TRTA			WFPF	250.0	250.0
Total					3,800.0		250.0	4,050.0

ADB = Asian Development Bank; EDU = education; FIN = finance; PASP = Social Sectors and Public Sector Management Division, Pacific Department; PATC = Transport and Communications Division, Pacific Department; PAUW = Urban Development, Water Supply and Sanitation Division, Pacific Department; PLCO = Pacific Liaison and Coordination Office in Sydney, Australia, Pacific Department; TASF = Technical Assistance Special Fund; TRTA = transaction technical assistance; WFPF = Water Financing Partnership Facility; WUS = water and other urban infrastructure and services.

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
Asian Development Bank and Papua New Guinea Fact Sheet 2019	Capacity development	Publication and documentation (awareness-raising brochure or leaflet)	DOC, PARD	Non-RETA
Pacific Energy Update 2020	Energy	Publication and documentation (awareness-raising brochure or leaflet)	PARD	Non-RETA
Pacific Transport Update 2020	Transport	Publication and documentation (awareness-raising brochure or leaflet)	PARD	Non-RETA
Asian Development Outlook, 2020, Papua New Guinea	Economics	Publication and documentation (technical study)	PARD	Non-RETA
Asian Development Outlook, Update 2020, Papua New Guinea	Economics	Publication and documentation (technical study)	PARD	Non-RETA
Pacific Economic Monitor, July 2020	Economics	Publication and documentation (technical study)	PARD	Non-RETA
Pacific Economic Monitor, December 2020	Economics	Publication and documentation (technical study)	PARD	Non-RETA
Knowledge Events				
Country Portfolio Review Mission	Capacity development	Training or capacity development (knowledge partnership and network facilitation)	PARD	
ADB–Papua New Guinea Year-in-Review	Capacity development	Training or capacity development (knowledge partnership and network facilitation)	PARD	
Total number of publications = 7				
Total number of events = 2				

ADB = Asian Development Bank, DOC = Department of Communications, PARD = Pacific Department, RETA = regional 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
Improving Health Services in Papua New Guinea: Line of Sight on Planning, Resourcing, and Delivery	Health	Publication and documentation (technical study)	PARD	RETA 8821
Sanitation and Fecal Sludge Management in Papua New Guinea	Urban and water	Publication and documentation (awareness-raising brochure or leaflet)	PARD	RETA 6498
Public finance management and health workshop (National Department of Health–Provincial Health Authority)	Capacity development	Training or capacity development (knowledge partnership and network facilitation)	PARD	RETA 8821
Total number of publications = 2				
Total number of events = 1				

PARD = Pacific Department, RETA = regional 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
Support for implementation of the National Department of Health Digital Strategy	INO	9601	HLT	PASP
Total number of innovation, advanced technology, and pilot initiatives = 1				

HLT = health; INO = innovation

Source: Asian Development Bank.