



# Country Operations Business Plan

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October 2019

Tajikistan  
2020–2022

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Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 29 August 2019)

Currency unit	–	somoni (TJS)
TJS1.00	=	\$0.10
\$1.00	=	TJS9.68

## ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
COBP	–	country operations business plan
DRR	–	disaster risk reduction
PBL	–	policy-based lending

## NOTE

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

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## I. CONSISTENCY OF BUSINESS PLAN WITH COUNTRY PARTNERSHIP STRATEGY

1. The Tajikistan country operations business plan (COBP), 2020–2022 of the Asian Development Bank (ADB) is aligned with the country partnership strategy for Tajikistan, 2016–2020.<sup>1</sup> The country partnership strategy aims to support sustained and inclusive growth that is less susceptible to external shocks, and create higher-paying jobs. The COBP also supports the National Development Strategy of the Republic of Tajikistan for the Period up to 2030.<sup>2</sup> In particular, ADB will help the government achieve its strategic priorities of energy security and efficient use of energy; improved communications and repositioning as a transit country; food security, nutrition, and improved public access to quality food; and the creation of jobs through increased private investment, economic diversification, and competitiveness.

2. ADB will respond by continuing its support for (i) structural reforms through policy-based lending (PBL), (ii) private sector participation in skills development, and (iii) investment in infrastructure rehabilitation. ADB will also support other complementary initiatives in regional cooperation, governance, urban development, health and education, climate change resilience, food security, tourism development, the environment, and gender mainstreaming.

## II. INDICATIVE RESOURCE PARAMETERS

3. Tajikistan, a group A developing member country, is eligible for Asian Development Fund (ADF) grants.<sup>3</sup> The indicative ADF grant allocation for commitment for 2020–2022 is \$278.38 million, including \$15.00 million from disaster risk reduction (DRR) resources.<sup>4</sup> The final allocation will depend on available resources and the outcome of the country performance assessments. The indicative firm lending program for 2020–2022 consists of \$169.00 million in 2020, \$140.00 million in 2021, and \$95.00 million in 2022 (Appendix 3). Thus, the total amount of lending for the 2020–2022 pipeline is \$404.00 million.<sup>5</sup> Cofinancing and funding from other sources, including the regional pool under concessional resources, will be explored. The final amount of assistance is subject to availability of resources and project readiness. The 2017 debt distress classification of Tajikistan was assessed to be at high risk of debt distress. Following the ADF grants framework, the country is to receive 100% of its country allocation in grants in 2019, subject to a 20% volume discount on the grant portion of the country allocation.<sup>6</sup>

4. ADB will closely monitor the economic situation in the country and coordinate with the International Monetary Fund on the issue of debt distress. The technical assistance pipeline envisages an allocation of \$6.75 million for 2020–2022. ADB will also assist private businesses through loans, equity investments, and guarantee facilities. ADB's Private Sector Operations Department is exploring investments in finance, agribusiness, and mining, especially with operators that have achieved a successful social impact and have a strong environmental record.

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<sup>1</sup> ADB. 2016. *Country Partnership Strategy: Tajikistan, 2016–2020*. Manila.

<sup>2</sup> Government of Tajikistan. 2016. *National Development Strategy of the Republic of Tajikistan for the Period up to 2030*. Dushanbe.

<sup>3</sup> Because of Tajikistan's high risk of debt distress, it is only eligible for ADF grants.

<sup>4</sup> The DRR fund aims to strengthen disaster resilience and help spur investment. This additional financing will support (i) stand-alone DRR projects, (ii) discrete DRR components of other grant and loan projects, and (iii) incremental costs to strengthen the disaster resilience of infrastructure investments.

<sup>5</sup> Overprogramming is subject to funds availability.

<sup>6</sup> The proportion of grants for the resource allocation in 2021–2023 will be determined by future annual debt distress classifications in accordance with the ADF grants framework.

### III. SUMMARY OF CHANGES TO LENDING AND NONLENDING PROGRAMS

5. The changes in lending and nonlending programs from ADB's COBP, 2019–2021 are as follows:<sup>7</sup>

- (i) **Transport.** With several ongoing projects in transport sector (the Obigarm–Nurobod Road Project—2019 firm, and the Dushanbe–Bohtar Road Project, approved in 2018), the Bohtar–Dangara–Guliston Road Project is programmed for 2021. The project amount has increased from \$30 million to \$40 million. No other projects are programmed.
- (ii) **Energy.** The \$75 million Power Sector Development Project has an added policy reforms component (PBL) of \$10 million. The project will facilitate the restructuring of the sector and the introduction of management contracts for distribution companies, and improve metering and billing infrastructure in the capital, Dushanbe.
- (iii) **Public sector management.** To accommodate the government's request, given the large fiscal deficit and the need for a comprehensive reforms package, a \$50 million Financial Sector Development Program is added to the pipeline for 2020. As part of government's agenda to facilitate development of digital economy, consistent with previous PBL, the \$40 million Investment Climate Improvement through e-Governance Project (PBL) initially programmed for 2022 is brought forward to 2021.
- (iv) **Health and education.** The amount for the Skills and Competitiveness Improvement Project, or Technical–Vocational Education and Training II, is increased from the initial \$20 million to \$24 million because of large financing needs. The \$20 million Social Sector Development Project (2022 Firm) is added to the pipeline, which would continue ADB's reengagement in health and education sectors based on earlier interventions.
- (v) **Water and other urban infrastructure and services.** The Urban Development Project is programmed for 2021 as a follow-up of the Dushanbe Urban Water Supply and Sanitation Project (2018). However, the amount is reduced from \$65 million to \$35 million because of the addition of the \$45 million Tourism Development Multisector Project to the pipeline for 2022 as firm. The project will build on the project readiness facility for the \$10 million Tourism Development Project to be processed by the Tajikistan Resident Mission in 2019 to identify and develop a multisector tourism pipeline for the country that will likely include projects for the transport, urban, health, and education sectors.

6. The areas of intervention and the resource allocation by sector during 2020–2022 are in Appendix 1. The list of linked documents is in Appendix 2. The updated lending and nonlending programs are in Appendixes 3 and 4. The list of indicative knowledge publications and events for 2020 is in Appendix 5.

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<sup>7</sup> ADB. 2018. *Tajikistan: Country Operations Business Plan, 2019–2021*. Manila.

## 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 <sup>a</sup>	Changes from Last COBP
<b>1. Transport (CPS priority area: Continue Infrastructure Investments to Remove Key Bottlenecks)</b>			
<p>Reduced time and costs of movement of people and goods</p> <p>Increased competition and private sector participation in road maintenance</p>	Highways, national roads to develop Bohtar–Dangara–Guliston economic corridor, road services, road safety, road maintenance, road transport policies, and reforms	<p>Amount: \$40 million (ADF grant) and \$20 million (cofinancing)</p> <p>Share of COBP envelope: 9.90%</p>	Project amount increased from \$30 million to \$40 million
<b>2. Energy (CPS priority area: Continue Infrastructure Investments to Remove Key Bottlenecks)</b>			
<p>Increased reliability of electricity supply to all citizens, particularly those in rural areas</p> <p>Improved access to affordable electricity by all citizens and businesses</p> <p>Higher levels of electricity exports from summer surplus to neighboring countries</p>	Improvement of distribution networks	<p>Amount: \$105 million (ADF grant)</p> <p>Share of COBP envelope: 25.99%</p>	<p>\$75 million Power Sector Development Project has an added policy reforms component (policy-based lending) of \$10 million</p> <p>\$30 million Energy Sector Development Project programmed for 2022 as firm</p>
<b>3. Public Sector Management (CPS priority area: Sequence Investment Climate Reforms to Increase Productive Employment)</b>			
Increased business capabilities and opportunities	Improvements to the investment climate through structural reforms, development of the private sector, job creation, and e-governance	<p>Amount: \$90 million (ADF grant) and \$10 million (cofinancing)</p> <p>Share of COBP envelope: 22.28%</p>	<p>Financial Sector Development Program at \$50 million is added to the pipeline for 2020.</p> <p>\$40 million Investment Climate Improvement through e-Governance Project (policy-based lending), initially programmed for 2022, brought forward to 2021</p>

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resources Available for Commitment in 2020–2022 <sup>a</sup>	Changes from Last COBP
<b>4. Health and Education (CPS priority area: Sequence Skills Development to Increase Productive Employment)</b>			
Skills development to increase productive employment	Rehabilitation and reform of technical and vocational education and training	Amount: \$44 million (ADF grant) and \$5 million (cofinancing)  Share of COBP envelope: 10.89%	Skills and Competitiveness Improvement Project amount increased from \$20 million to \$24 million because of large financing needs  \$20 million Social Sector Development Project (2022 firm) added
<b>5. Agriculture, Natural Resources, and Rural Development (CPS priority area: Integrate Support for Food Security and Value-Chain Development, Water Resources Management, and Climate Change Adaptation)</b>			
Ensured food security and increased productivity of agriculture  Strengthen disaster resilience and help spur investment	Improvements in agricultural production and irrigation  River embankment, climate change adaptation, disaster risk reduction and infrastructure investments	Amount: \$45.00 million without cofinancing  Share of COBP envelope: 11.13%	No changes
<b>6. Water and Other Urban Infrastructure and Services (CPS priority area: Continue Infrastructure Investments to Remove Key Bottlenecks)</b>			
Environmentally resilient municipal infrastructure developed	Development of environmentally resilient municipal infrastructure in an integrated manner through public–private partnerships	Amount: \$80.00 million (ADF grant)  Share of COBP envelope: 19.80%	Urban Development Project amount reduced from \$65 million to \$35 million because \$45 million Tourism Development Multisector Project added to pipeline for 2022 as firm

ADB = Asian Development Bank, ADF = Asian Development Fund, COBP = country operations business plan, CPS = country partnership strategy.

<sup>a</sup> Includes the disaster risk reduction financing mechanism of \$15.00 million during 2020–2022.

Sources: Government of Tajikistan; and Asian Development Bank estimates.



**LIST OF LINKED DOCUMENTS**

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

1. Portfolio at a Glance: Tajikistan

## INDICATIVE ASSISTANCE PIPELINE

Table A3.1: Lending Products, 2020–2022

Project/Program Name	Sector	Poverty Targeting	Operational Priority	Division	Year of TRTA/PDA	Cost (\$ million)							
						ADB						Gov't	Co-finance
						Total	Regular OCR	COL	ADF Grants	Total <sup>a</sup>			
<b>2020 Firm</b>													
Skills and Competitiveness Sector Investment Program	EDU	GI	OP1, OP2, OP6	CWSS	2018	24.0	0.0	0.0	24.0	24.0	0.0	0.0	
Financial Sector Development Program, PBL	PSM	GI	OP1, OP2, OP6	CWPF	2019	50.0	0.0	0.0	50.0	50.0	0.0	0.0	
Power Sector Development Project	ENE	GI	OP1, OP6	CWEN	2016	75.0	0.0	0.0	75.0	75.0	0.0	0.0	
Irrigation Project	ANR	GI	OP1, OP3, OP5	CWER	2018	20.0	0.0	0.0	20.0	20.0	0.0	0.0	
<b>Total</b>						<b>169.0</b>	<b>0.0</b>	<b>0.0</b>	<b>169.0</b>	<b>169.0</b>	<b>0.0</b>	<b>0.0</b>	
<b>2020 Standby</b>													
Bohtar–Dangara–Guliston Road Project	TRA	GI	OP1, OP7	CWTC	2020	60.0	0.0	0.0	40.0	40.0	0.0	20.0 <sup>b</sup>	
Urban Development Project	WUS	GI	OP1, OP4	CWUW	2020	35.0	0.0	0.0	35.0	35.0	0.0	0.0	
Investment Climate Improvement through e-Governance Project, PBL	PSM	GI	OP1, OP2, OP6	CWPF	2021	50.0	0.0	0.0	40.0	40.0	0.0	10.0 <sup>b</sup>	
<b>Total</b>						<b>145.0</b>	<b>0.0</b>	<b>0.0</b>	<b>115.0</b>	<b>115.0</b>	<b>0.0</b>	<b>30.0</b>	
<b>2021 Firm</b>													
Bohtar–Dangara–Guliston Road Project	TRA	GI	OP1, OP7	CWTC	2020	60.0	0.0	0.0	40.0	40.0	0.0	20.0 <sup>b</sup>	
Urban Development Project	WUS	GI	OP1, OP4	CWUW	2020	35.0	0.0	0.0	35.0	35.0	0.0	0.0	
Disaster Resilience in Pyanj River Basin Project	ANR	GI	OP3, OP5	CWER	2020	25.0	0.0	0.0	25.0 <sup>c</sup>	25.0	0.0	0.0	
Investment Climate Improvement through e-Governance Project, PBL	PSM	GI	OP1, OP2, OP6	CWPF	2021	50.0	0.0	0.0	40.0	40.0	0.0	10.0 <sup>b</sup>	
<b>Total</b>						<b>170.0</b>	<b>0.0</b>	<b>0.0</b>	<b>140.0</b>	<b>140.0</b>	<b>0.0</b>	<b>30.0</b>	
<b>2021 Standby</b>													
Social Sector Development Project	HLT	GI	OP1, OP2, OP4	CWSS	2021	25.0	0.0	0.0	20.0	20.0	0.0	5.0 <sup>b</sup>	
Energy Sector Development Project	ENE	GI	OP1, OP6	CWEN	2021	30.0	0.0	0.0	30.0	30.0	0.0	0.0	
<b>Total</b>						<b>55.0</b>	<b>0.0</b>	<b>0.0</b>	<b>50.0</b>	<b>50.0</b>	<b>0.0</b>	<b>5.0</b>	

<b>2022 Firm</b>												
Social Sector Development Project	HLT	GI	OP1, OP2, OP4	CWSS	2021	25.0	0.0	0.0	20.0	20.0	0.0	5.0 <sup>b</sup>
Tourism Development Multisector Project	WUS	GI	OP1, OP4, OP5, OP6, OP7	CWUW	2020	45.0	0.0	0.0	45.0	45.0	0.0	0.0
Energy Sector Development Project	ENE	GI	OP1, OP6	CWEN	2021	30.0	0.0	0.0	30.0	30.0	0.0	0.0
<b>Total</b>						<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>95.0</b>	<b>95.0</b>	<b>0.0</b>	<b>5.0</b>
<b>2022 Standby</b>												
Road network sustainability project	TRA	GI	OP1, OP6, OP7	CWTC	2020	70.0	0.0	0.0	50.0	50.0	0.0	20.0 <sup>b</sup>
<b>Total</b>						<b>70.0</b>	<b>0.0</b>	<b>0.0</b>	<b>50.0</b>	<b>50.0</b>	<b>0.0</b>	<b>20.0</b>

ADB = Asian Development Bank; ADF = Asian Development Fund; ANR = agriculture, natural resources, and rural development; COL = concessional OCR lending; CWEN = Central and West Asia Energy Division; CWER = Central and West Asia Environment, Natural Resources, and Agriculture Division; CWPF = Central and West Asia Public Management, Financial Sector, and Trade Division; CWSS = Central and West Asia Social Sector Division; CWTC = Central and West Asia Transport and Communications Division; CWUW = Central and West Asia Urban Development and Water Division; EDU = education; ENE = energy; 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; and OP7 = fostering regional cooperation and integration; PBL = policy-based lending; PDA = project design advance; PSM = public sector management; TRA = transport; TRTA = transaction technical assistance; WUS = water and other urban infrastructure and services.

<sup>a</sup> In addition to country allocations, other sources of funding will be explored to cover the overprogram.

<sup>b</sup> Source of financing is to be determined.

<sup>c</sup> Disaster risk reduction project.

Source: ADB estimates.

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

Project/Program Name	Sector	Division	Assistance Type	Sources of Funding				Total (\$'000)
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	
<b>2020 Firm</b>								
Urban Development Project	WUS	CWUW	TRTA	TASF	1,500		0	1,500
Bohtar–Dangara–Guliston Road Project	TRA	CWTC	TRTA	TASF	1,500		0	1,500
<b>Total</b>					<b>3,000</b>		<b>0</b>	<b>3,000</b>
<b>2021 Firm</b>								
Social Sector Development Project	HLT	CWUW	TRTA	TASF	750		0	750
Investment Climate Improvement through e-Governance Project	PFM	CWPF	TRTA	TASF	1,500		0	1,500
<b>Total</b>					<b>2,250</b>		<b>0</b>	<b>2,250</b>
<b>2022 Firm</b>								
Road network sustainability project	TRA	CWTC	TRTA	TASF	1,500		0	1,500
<b>Total</b>					<b>1,500</b>		<b>0</b>	<b>1,500</b>

ADB = Asian Development Bank; CWPF = Central and West Asia Public Management, Financial Sector and Trade Division; CWTC = Central and West Asia Transport and Communications Division; CWUW = Central and West Asia Urban Development and Water Division; HLT = health; PFM = public finance management; TASF = Technical Assistance Special Fund; TRA = transport; TRTA = transaction technical assistance; WUS = water and other urban infrastructure and services.

Source: ADB estimates.

## ASSISTANCE PROGRAM FOR CURRENT YEAR

Table A4.1: Lending Products, 2019

Project/Program Name	Sector	Poverty Targeting	Operational Priority	Division	Year of TRTA/PDA	Cost (\$ million)						
						ADB					Gov't	Co-Finance
						Total	Regular OCR	COL	ADF Grants	Total		
<b>Firm</b>												
CAREC Corridors 2, 3, and 5 (Obigarm–Nurobod) Road Project	TRA	GI	OP1, OP5, OP7	CWTC	2018	410.00	0.00	0.00	110.00 <sup>b</sup>	110.00	70.0	230.00
Climate-Resilient Livestock Value Chain Sector Development Project	ANR	GI	OP1, OP3, OP5	CWER	2016	10.00	0.00	0.00	10.00	10.00	0.00	0.00
Water Resources Management in Pyanj River Basin Project (additional financing)	ANR	GI	OP1, OP3, OP5	CWER		15.03	0.00	0.00	15.03	15.03	0.00	0.00
Tajikistan Tourism Development PRF	WUS	GI	OP1, OP4, OP6	TJRM		10.00	0.00	0.00	10.00 <sup>c</sup>	10.00	0.00	0.00
<b>Total</b>						<b>445.03</b>	<b>0.00</b>	<b>0.00</b>	<b>145.03</b>	<b>145.03</b>	<b>70.00</b>	<b>230.00</b>

ADB = Asian Development Bank; ADF = Asian Development Fund; ANR = agriculture, natural resources, and rural development; CAREC = Central Asia Regional Economic Cooperation; COL = concessional OCR lending; CWER = Central and West Asia Environment, Natural Resources and Agriculture Division; CWTC = Central and West Asia Transport and Communications Division; GI = general intervention; Gov't = government; OCR = ordinary capital resources; OP1 = addressing remaining poverty and reducing inequalities; 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; PDA = project design advance; TJRM = Tajikistan Resident Mission; TRA = transport; TRTA = transaction technical assistance; WUS = water and other urban infrastructure and services.

<sup>a</sup> Given the provisional nature of the indicative lending program, the composition of the lending instruments actually delivered may change. The lending program includes ADF grants. Investment lending accounted for 86% of sovereign lending commitments during 2016–2018 and conventional PBL made up 14%.

<sup>b</sup> The amount includes the ADF regional allocation of \$40.0 million and \$10.0 million carryover Disaster Risk Reduction amount from 2018 COL, converted to ADF disaster risk reduction in 2019.

<sup>c</sup> The funding is from savings and cancellations pool.

Source: ADB 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)	
Financial Sector Development Program	PSM	CWPF	TRTA	TASF	500		0	500
Irrigation Project	ANR	CWER	TRTA	TASF	1,000		0	1,000
Skills and Competitiveness Sector Investment Program	EDU	CWSS	TRTA	TASF	750		0	750
<b>Total</b>					<b>2,250</b>		<b>0</b>	<b>2,250</b>

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CWER = Central and West Asia Environment, Natural Resources and Agriculture Division; CWPF = Central and West Asia Public Management, Financial Sector and Trade Division; CWSS = Central and West Asia Social Sector Division; EDU = education; PSM = public sector management; TASF = Technical Assistance Special Fund; TRTA = transaction technical assistance.

Source: ADB estimates.

## INDICATIVE KNOWLEDGE PUBLICATIONS AND EVENTS

**Table A5.1: Knowledge Publications and Events for 2020**

<b>Title of Publication or Event</b>	<b>Subject</b>	<b>Type</b>	<b>Department or Sector Group or Thematic Group</b>	<b>Technical Assistance</b>
Asian Development Outlook, its update, and supplements	Economics	Publication and documentation	ERCD	TA 9149
Key Economic Indicators	Economics	Publication and documentation	ERCD	TA 9023
Asian Development Bank and Tajikistan: Fact Sheet	Multisector	Publication and documentation	DOC	Non-TA
Knowledge publications and events to be delivered in 2020 as part of the CAREC Program	Multisector	Publication and documentation, event organization	CWRD, EARD	Various TA projects
Asia Clean Energy Forum	Energy	Event organization	SDCC	
Improving Urban Policy for Small and Medium Enterprises' Growth and Economic Diversification	Economics, industry and trade, private sector	Event organization	CWRD	TA 9493

CAREC = Central Asia Regional Economic Cooperation, CWRD = Central and West Asia Department, DOC = Department of Communications, EARD = East Asia Department, ERCD = Economic Research and Regional Cooperation Department, SDCC = Sustainable Development and Climate Change Department, TA = technical assistance.

Note: "Publications" may include databases, multimedia, and other forms of documentation. "Events" may include event organization and training or capacity development.

Source: Asian Development Bank.

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

<b>Title of Publication or Event</b>	<b>Subject</b>	<b>Type</b>	<b>Department or Sector Group or Thematic Group</b>	<b>Technical Assistance</b>
Improving Urban Policy for Small and Medium Enterprises' Growth and Economic Diversification	Economics, industry and trade, private sector	Event organization	CWRD	TA 9493

CWRD = Central and West Asia Department, TA = technical assistance.

Note: Publications may include databases, multimedia, and other forms of documentation. Events may include event organization and training or capacity development.

Source: Asian Development Bank.



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

<b>Item</b>	<b>Nature</b>	<b>Project Number</b>	<b>Sector or Theme</b>	<b>Division</b>
Road Development Project	Unfolding road asset management system (tunnel module)	TBD	TRA	CWTC
<b>Total number of innovation, advanced technology, and pilot initiatives = 1</b>				

CWTC = Central and West Asia Transport and Communications Division, TBD = to be determined, TRA = transport.

Source: Asian Development Bank.