

# Country Operations Business Plan

September 2017

Kazakhstan 2018–2020

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

# CURRENCY EQUIVALENTS

(as of 2	5 Septe	mber 2017)
Currency unit	_	tenge (T)
T1.00	=	\$0.0029
\$1.00	=	T 340.11

### ABBREVIATIONS

ADB	-	Asian Development Bank
CPS	-	country partnership strategy

### NOTE

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

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# CONSISTENCY OF BUSINESS PLAN WITH COUNTRY PARTNERSHIP STRATEGY

1. The proposed 2018–2020 country operations business plan 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 economically diversified, socially inclusive, and environmentally sustainable growth. While focusing on infrastructure development and institutional reforms, the CPS is demand driven and selective, yet adaptive to evolving circumstances. It is also consistent with the priorities set out in ADB's Midterm Review of Strategy 2020, <sup>1</sup> and aligned with the government's Nurly Zhol state program for infrastructure development, 2015–2019; <sup>2</sup> the third modernization of Kazakhstan;<sup>3</sup> and the state programs on housing, agriculture, and health sector development.

2. Kazakhstan, an upper middle-income country,<sup>4</sup> is eligible for regular OCR lending. The areas of intervention and the resource allocation for each sector are in Appendix 1. The 2018–2020 lending program will promote strategic agendas of the CPS by focusing operations on: (i) modernizing regional transport infrastructure; (ii) improving primary healthcare services; (iii) improving energy efficiencies and access; (iv) improving irrigation infrastructure; and (v) improving utilities. All projects of the 2018–2020 lending program will contribute to financing Kazakhstan infrastructure investment needs, promoting structural reforms, and supporting private sector development (Appendix 2).

3. ADB's private sector operations will consider undertakings in agribusiness, energy, urban infrastructure, transport, and trade finance. ADB will explore new investment in partnership with national holding companies, business associations, and international investors to ensure project bankability. ADB will also explore potential support to ongoing commercialization and privatization plans of state-owned enterprises.

4. The lending and nonlending program for 2017 (Appendix 3), and the list of indicative knowledge publications and events for 2017–2018 (Appendix 4) are as follows.

<sup>&</sup>lt;sup>1</sup> ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

<sup>&</sup>lt;sup>2</sup> The program comprises an economic stimulus package to improve transport and logistics, energy, housing and utilities infrastructure, and support to small and medium-sized enterprises.

<sup>&</sup>lt;sup>3</sup> N. Nazarbayev. 2017. Third Modernization of Kazakhstan: Global Competitiveness. National Address to the People of Kazakhstan. Astana.

<sup>&</sup>lt;sup>4</sup> Using World Bank's GNI per capita threshold range of \$3,956–\$12,235; Kazakhstan's GNI per capita on Atlas basis was \$8,710 in 2016.

# COUNTRY ASSISTANCE RESULTS AREAS

		ADB	
Key Country Development Outcomes that ADB Contributes to	Key Areas of Assistance	Indicative Resource Allocation in 2018–2020	Changes from Last COBP
1. Transport	Rey Areas of Assistance	Anocation in 2018–2020	Changes from Last COBP
Improved connectivity to link cities, rural areas, and regional trading	National roads and cross-border infrastructure improvement	Amount: \$350 million (OCR)	Not applicable - first COBP
partners	Logistics improvement	Share of COBP envelope:	
	Sector-wide institutional and governance reforms	28%	
	Public-private partnerships		
	Knowledge support, capacity development, and policy dialogue		
2. Energy	1	-	
Decreased energy intensity of gross	Energy efficiency	Amount: \$150 million	Not applicable - first COBP
domestic product	Electrical power transmission	(OCR) and \$30 million (cofinancing)	
Increased renewable energy generation	Air pollution reduction	Share of COBP envelope:	
generation Reduced carbon dioxide emission levels	Private sector operations and public–private partnerships	12% In addition to public sector	
	Knowledge support, capacity development, and policy dialogue	assistance, ADB will explore direct investments	
	Corporate governance reforms and privatization	to support transparency and efficiency reforms in energy sector.	
3. Water and Other Urban Infrastructu	Ire and Services		
Enhanced access to municipal	Drinking water and sanitation systems	Amount: \$130 million	Not applicable - first COBP
services to improve quality of life of citizens	Waste disposal, transport, and other municipal services	(OCR) and \$20 million (cofinancing)	
	Sector-wide institutional and governance reforms		
	Public-private partnerships	Share of COBP envelope: 10%	
	Knowledge support, capacity development, and policy dialogue.		

		ADB		
Key Country Development Outcomes that ADB Contributes to	Key Areas of Assistance	Indicative Resource Allocation in 2018–2020	Changes from Last COB	
4. Finance			·	
Improved financial sector stability	Access to finance for micro, small, and medium- sized enterprises	Amount: \$230 million (OCR)	Not applicable - first COBP	
Enhanced business environment	Capital market development Local currency finance	Share of COBP envelope: 18%		
	Private sector support for trade finance			
5. Agriculture, Natural Resources, and	d Rural Development			
Improved agricultural productivity and increased exports	Irrigation system modernization Management and capacity development Water user organizations	Amount: \$370 million (OCR) Share of COBP envelope: 29%	Not applicable - first COBP	
6. Health				
Improved accessibility, quality, and efficiency of health care services	Primary health care infrastructure and service delivery reformed (nationwide) Public–private partnerships Knowledge support, capacity development, and policy dialogue	Amount: \$40 million (OCR) Share of COBP envelope: 3%	Not applicable - first COBP	

ADB = Asian Development Bank, COBP = country operations business plan, OCR = ordinary capital resources. Source: ADB estimates.

## INDICATIVE ASSISTANCE PIPELINE

# Table A2.1: Lending Products, 2018–2020

			Strategic Agendas		Year of			Co AE	ost (\$ milli	on)		
		Poverty	and Drivers		TRTA/		Regular	AL	ADF		-	Co-
Project/Program Name	Sector	Targeting	of Change	Division	PDA	Total	OCR	COL	Grants	Total	Gov't	finance
2018 Firm												
Irrigation Rehabilitation Project	ANR	TI-H	IEG, ESG, EGM	CWER	2017	250.0	250.0	0.0	0.0	250.0	0.0	0.0
Road Maintenance Sustainability Project	TRA	GI	IEG, SGE	CWTC	2016	180.0	150.0	0.0	0.0	150.0	30.0	0.0
Health Care Support and Infrastructure Development	HLT	GI	GEN	CWSS	2017	40.0	40.0	0.0	0.0	40.0	0.0	0.0
Total						470.0	440.0	0.0	0.0	440.0	30.0	0.0
2018 Standby												
Financial Sector Intermediation Project	FIN	GI	IEG, GCD	CWPF	2017	130.0	130.0	0.0	0.0	130.0	0.0	0.0
Total						130.0	130.0	0.0	0.0	130.0	0.0	0.0
2019 Firm												
Financial Sector Intermediation Project	FIN	GI	IEG, GCD	CWPF	2017	130.0	130.0	0.0	0.0	130.0	0.0	0.0
Rural Water Supply and Sanitation Project	ANR	GI	IEG, ESG, EGM	CWER	2017	120.0	120.0	0.0	0.0	120.0	0.0	0.0
Energy Sector Development Project	ENE	GI	IEG, ESG, SGE, PAR	CWEN	2018	180.0	150.0	0.0	0.0	150.0	0.0	30.0 EBRD
Total						430.0	400.0	0.0	0.0	400.0	0.0	30.0
2019 Standby												
Financial Sector Reform Program	FIN	GI	IEG, GCD	CWPF	2019	100.0	100.0	0.0	0.0	100.0	0.0	0.0
Integrated Urban Development	WUS	TI-G	IEG, ESG, EGM	CWUW	2018	80.0	80.0	0.0	0.0	80.0	0.0	0.0
Urban Water Supply and	WUS	GI	IEG, EGM	CWUW	2019	70.0	50.0	0.0	0.0	50.0	0.0	20.0
Sanitation Project												World Bank
Total						250.0	230.0	0.0	0.0	230.0	0.0	20.0

			Strategic	Year				ost (\$ milli	on)			
			Agendas		of			AD			-	
	•	Poverty	and Drivers		TRTA/		Regular		ADF	<b>-</b>	•	Co-
Project/Program Name	Sector	Targeting	of Change	Division	PDA	Total	OCR	COL	Grants	Total	Gov't	finance
<b>2020 Firm</b> Financial Sector Reform Program	FIN	GI	IEG, GCD	CWPF	2019	100.0	100.0	0.0	0.0	100.0	0.0	0.0
Integrated Urban Development	WUS	TI-G	IEG, ESG, EGM	CWUW	2018	80.0	80.0	0.0	0.0	80.0	0.0	0.0
Urban Water Supply and Sanitation Project	WUS	GI	IEG, ESG, EGM	CWUW	2019	70.0	50.0	0.0	0.0	50.0	0.0	20.0 World Bank
Center–South Road Corridor (Karaganda–Balkhash)	TRA	GI	IEG, RCI, SGE	CWTC	2019	200.0	200.0	0.0	0.0	200.0	0.0	0.0
Total						450.0	430.0	0.0	0.0	430.0	0.0	20.0
2020 Standby												
Education Development Project	EDU	TI-M	IEG, GEN	CWSS	2019	70.0	70.0	0.0	0.0	70.0	0.0	0.0
Road Development Project (Kyzylorda–Zhezkazgan)	TRA	TI-G	IEG, SGE	CWTC	2020	200.0	200.0	0.0	0.0	200.0	0.0	0.0
Center–West Road Corridor (Shalkar–Kandyagash)	TRA	GI	IEG, RCI, SGE	CWTC	2020	260.0	260.0	0.0	0.0	260.0	0.0	0.0
Total						530.0	530.0	0.0	0.0	530.0	0.0	0.0

ADB = Asian Development Bank; ADF = Asian Development Fund; ANR = agriculture, natural resources, and rural development; COL = concessional OCR lending; CWEN = Energy Division; CWER = Environment, Natural Resources, and Agriculture Division; CWPF = Public Management, Financial Sector, and Trade Division; CWSS = Social Sector Division; CWTC = Transport and Communications Division; CWUW = Urban and Water Division; EBRD = European Bank for Reconstruction and Development; EDU = education; EGM = effective gender mainstreaming; ENE = energy; ESG = environmentally sustainable growth; FIN = finance; GCD = governance and capacity development; GEN = gender and equity; GI = general intervention, Gov't = government; HLT = health; IEG = inclusive economic growth; OCR = ordinary capital resources; PAR = partnerships; PDA = project design advance; RCI = regional cooperation and integration; SGE = some gender elements; TI-G = targeted intervention—geographic dimensions of inclusive growth, TI-H = targeted intervention—income poverty at household level; TI-M = Millennium Development Goal targeting; TRA = transport; TRTA = transaction technical assistance; WUS = water supply and other urban infrastructure and services. Source: ADB estimates.

# Table A2.2: Nonlending Products and Services, 2018–2020

					;	Sources of Funding		
			Assistan	A	DB	Others		<b>Total</b> (\$'000)
Assistance Name	Sector	Division	се Туре	Source	Amount (\$'000)	Source	Amount (\$'000)	_ `` `
2018					. ,		· · ·	
Energy Sector Development Project	ENE	CWEN	TRTA	TASF	800			800
Energy Sector Strategy Development	ENE	CWEN	KSTA	TASF	500			500
Financial Sector Intermediation Project	FIN	CWPF	TRTA	TASF	1,000			1,000
Integrated Urban Development	WUS	CWUW	TRTA	TASF	800			800
Total					3,100			3,100
2019								
Center–South Road Corridor (Karaganda– Balkhash)	TRA	CWTC	TRTA	TASF	1,000			1,000
Financial Sector Reform Program	FIN	CWPF	TRTA	TASF	1,000			1,000
Education Development Project	EDU	CWSS	TRTA	TASF	1,000			1,000
Urban Water Supply and Sanitation Project	WUS	CWUW	TRTA	TASF	1,000			1,000
Joint Government of Kazakhstan–ADB Knowledge and Experience Exchange Program (Phase 4)	MUL	Kazakhstan Resident Mission	KSTA	TASF	1,000	Government of Kazakhstan	1,500	2,500
Total					5,000		1,500	6,500
2020								
Agriculture Development Project	ANR	CWER	TRTA	TASF	1,000			1,000
Energy Efficiency Project	ENE	CWEN	TRTA	TASF	1,000			1,000
Center–West Road Corridor (Shalkar- Kandyagash)	TRA	CWTC	TRTA	TASF	600			600
Road Development Project (Kyzylorda- Zhezkazgan)	TRA	CWTC	TRTA	TASF	600			600
Total					3,200			3,200

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CWEN = Energy Division; CWER = Environment, Natural Resources, and Agriculture Division; CWPF = Public Management, Financial Sector, and Trade Division; CWSS = Social Sector Division; CWTC = Transport and Communications Division; CWUW = Urban Development and Water Division; EDU = education; ENE = energy; FIN = finance; KSTA = knowledge support technical assistance; MUL = multisector; 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 A3.1: Lending Products, 2017

		Strategic				Cost (\$ million)						
			Agendas		Year			AD	В		-	
Project/Program Name	Sector	Poverty Targeting	and Drivers of Change	Division	of TRTA/ PDA	Total	Regular OCR	COL	ADF Grants	Total	Gov't	Co- finance
Standby												
Irrigation Rehabilitation Project	ANR	TI-H	IEG, ESG, EGM	CWER	2017	250.0	250.0	0.0	0.0	250.0	0.0	0.0
Total						250.0	250.0	0.0	0.0	250.0	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; EGM = effective gender mainstreaming; ESG = environmentally sustainable growth; Gov't = government; IEG = inclusive economic growth; OCR = ordinary capital resources; PDA = project design advance; TI-H = targeted intervention—income poverty at household level; TRTA = transaction technical assistance.

Source: ADB estimates.

### Table A3.2: Nonlending Products and Services, 2017

				Sources of Funding						
			Assista nce Type	ADB		Others				
Assistance Name	Sector	Division		Source	<b>Amount</b> (\$'000)	Source	<b>Amount</b> (\$'000)	<b>Total</b> (\$'000)		
Irrigation Rehabilitation Project	ANR	CWER	TRTA	TASF	1,500		0	1,500		
Almaty – Bishkek Agricultural Economic Corridor	ANR	CWER	KSTA	TASF	700		0	700		
Rural Water Supply and Sanitation Project	ANR	CWER	TRTA	TASF	700		0	700		
Fostering the Development of Renewable Energy Generation in Kazakhstan	ENE	CWEN	KSTA		0	CEF	1,000	1,000		
Promoting Financial Sector Resilience	FIN	CWPF	KSTA	TASF	500		0	500		
Health Care Support and Infrastructure Development	HLT	CWSS	TRTA	TASF	500		0	500		
Joint Government of Kazakhstan–ADB Knowledge and Experience Exchange Program (Phase 3)	MUL	Kazakhstan Resident Mission	KSTA	TASF	1,000	Government of Kazakhstan	500	1,500		
Support to Small and Medium Enterprises and Entrepreneurship Development in Kostanay Region	FIN	SDSC	KSTA	TASF	225		0	225		
Total					5,125		1,500	6,625		

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CEF = Clean Energy Fund; CWEN = Energy Division; CWER = Environment, Natural Resources, and Agriculture Division; CWPF = Public Management, Financial Sector, and Trade Division; CWSS = Social Sector Division; ENE = Energy; FIN = finance; HLT = Health; KSTA = knowledge support technical assistance; MUL = multisector; SDSC = Office of the Cluster Head, Sustainable Development and Climate Change Department; TASF = Technical Assistance Special Fund; TRTA = transaction technical assistance. Source: ADB estimates.

# INDICATIVE KNOWLEDGE PUBLICATIONS AND EVENTS

# Table A4.1: Knowledge Publications and Events for 2018

			Department or Sector Group	
Title of Publication or Event	Subject	Туре	or Thematic Group	Technical Assistance
Key Indicators 2017	Economics	Publication and documentation	ERCD	TA 9023
Asian Development Outlook 2018, its update, and	Economics	Publication and documentation	ERCD, CWRD	TA for
supplements (July, December)			- , -	approval
Aid for Trade Report 2018	Economics	Publication and documentation	ERCD	TA 8655
Innovation Networks and the New Asian Regionalism	Economics	Publication and documentation	ERCD	TA 8664
Kazakhstan: Energy Sector Assessment	Energy	Publication and documentation	CWRD	-
Background Study on Industrial Park Development in Kazakhstan	Industry and trade, RCI	Publication and documentation	CWRC	TA 8782
Policy Brief and Country Background Paper on Inclusive Economic Development in Kazakhstan	Economics	Publication and documentation	CWRD	TA 8936
Policy Brief and Country Background Paper on Employment and Labor Market Policies in Kazakhstan	Economics	Publication and documentation	CWRD	TA 8936
Policy Brief and Country Background Paper on Enabling Inclusive Growth through IFI Operations in Kazakhstan	Economics	Publication and documentation	CWRD	TA 8936
Country Background Paper on Policy Responses to External Macroeconomic Shocks in Kazakhstan	Economics	Publication and documentation	CWRD	TA 8936
GJIG Study Corporate Report: Good Jobs for Inclusive Growth in Central Asia and the South Caucasus	Economics	Publication and documentation	CWRD	TA 8936
GJIG Study Volume 1: Inclusive Growth in Central Asia and the South Caucasus	Economics	Publication and documentation	CWRD	TA 8936
GJIG Study Volume 2: Employment and Labor Markets in Central Asia and the South Caucasus	Economics	Publication and documentation	CWRD	TA 8936
GJIG Study: Guidelines for Improving Project Design and Implementation to Enhance the Inclusive Growth and Good Jobs' Creation Impact of ADB Operations in CWA Countries	Economics	Publication and documentation	CWRD	TA 8936
Planning for Introduction of Accrual Budgeting in Kazakhstan	Governance and PSM	Capacity development	CWRD	TA 8933
Introduction of Public Audit in Kazakhstan	Governance and PSM	Capacity development	CWRD	TA 8933

Title of Publication or Event	Subject	Туре	Department or Sector Group or Thematic Group	Technical Assistance
Several publications and events organized in 2018 as part of the CAREC Program activities	RCI, energy, transport, industry and trade, private sector development	Publication and documentation, event organization	CWRD, EARD	TA 8789 TA 8804
Strategic Framework for Special Economic Zone and Industrial Zone Development in Kazakhstan.	Industry and trade	Publication and documentation	CWRD	TA 8782
Total number of publications = (16) Total number of events = (3)				

ADB = Asian Development Bank; CAREC = Central Asia Regional Economic Cooperation; CWA = Central and West Asia; CWRC = Regional Cooperation and Operations Coordination Division; CWRD = Central and West Asia Department; EARD = East Asia Department; ERCD = Economic Research and Regional Cooperation Department; GJIG = Good Jobs for Inclusive Growth; IFI = international financial institution; PSM = public sector management; RCI = regional cooperation and integration; 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: ADB.

Title of Publication or Event	Subject	Туре	Department or Sector Group or Thematic Group	Technical Assistance
Urban Sector Assessment	Urban	Publication and	CWRD	Non-TA
	development	documentation		
Sustainable and Inclusive Economic Growth Analysis	Economics	Publication and CWRD documentation		Non-TA
Financial Sector Assessment	Finance	Publication and CWRD documentation		Non-TA
Introducing the Auction Mechanism for Renewable Energy Projects	Energy	Publication and CWRD documentation		Non-TA
Country Gender Assessment	Gender	Publication and CWRD documentation		TA 9088
Trans-Caspian Links: Improving Connectivity and Trade between Kazakhstan, Turkmenistan, and Azerbaijan	Industry and trade, transport	Publication and documentation	CWRD	Non-TA
Environment, Climate Change, and Disaster Risk Management Assessment	Climate change, environment	Publication and documentation	CWRD	Non-TA
Strategic Report on SME Development in Kostanay Region	Finance	Publication and documentation	and CWRD	
Inclusive Growth: Global Forces and National Policies (lecture)	Economics	Event organization		
Third CAREC Railway Working Group Meeting, 17–19 May 2017, Tbilisi, Georgia	RCI, transport	Event organization	CWRD	TA 9156
16th Transport Sector Coordinating Committee Meeting, 17–19 May 2017, Tbilisi, Georgia	RCI, transport	Event organization CWRD		TA 9156
CAREC Energy Sector Coordinating Committee Meeting, 11–12 May 2017, Dushanbe, Tajikistan	RCI, energy	Event organization	CWRD	TA 9156
Workshop on Strategic Use of Time Release Study and CAREC Corridor Performance Measurement, 27–28 April 2017, Almaty, Kazakhstan	RCI, trade Facilitation	Event organization	EARD	TA 9162
Consultation Workshop on New Long-Term CAREC Strategy (Kazakhstan and the Kyrgyz Republic),	RCI	Event organization CWRD		TA 9156
CAREC Knowledge Sharing Program on ICT for Energy, 17–20 April 2017, Seoul, Republic of Korea	RCI, energy	Event organization	CWRD	TA 9156
CAREC Aviation Consultation Workshop, 6–7 April 2017, Singapore	RCI, transport	Event organization CWRD		TA 9156
Almaty–Bishkek Economic Corridor Strategic Planning Meeting, 1–2 March 2017, Kuala-Lumpur, Malaysia	RCI, private sector	Event organization	CWRD	TA 8259
ADB-EBRD Joint Workshop on Urban Water Supply and Sanitation in Kazakhstan Infrastructure Development and Financing Solutions, 1–2 March 2017, Astana, Kazakhstan	Urban development	Event organization	CWRD	TA 8936

Title of Publication or Event	Subject	Туре	Department or Sector Group or Thematic Group	Technical Assistance
Initial Economic Analysis of Performance-Based Road Maintenance Services in Kazakhstan	Transport	Event organization	CWRD	TA 8414
Support to Introduction of Accrual Budgeting in Kazakhstan	Governance and PSM	Event organization	CWRD	TA 8414
Support to Introduction of Public Audit in Kazakhstan	Governance and PSM	Event organization	CWRD	TA 8414
New Sources for a Diversified Economic Growth in Kazakhstan: Services Sector	Private sector	Event organization	CWRD	TA 8414
Measurement of Kazakhstan's Service Sector: Statistical Issues	Governance and PSM	Publication and documentation	CWRD	TA 8933
Partnership for Development Kazakhstan Brainstorming: "A Development Partners' Coordination Initiative under the Sustainable Development Goal's Agenda," 6 April 2017, Nazarbayev University, Astana, Kazakhstan	Economics	Event organization	CWRD, SPD	
Roundtable Session on Preliminary Findings from the Governance Risk Assessment, Nazarbayev University, 7 April 2017, Astana, Kazakhstan	Governance and PSM	Event organization	CWRD	
Preliminary Findings of Kazakhstan Country Diagnostic Studies: World Bank, EBRD, and ADB Teams (Workshop), 5 June 2017, Nazarbayev University, Astana, Kazakhstan	Governance and PSM	Event organization	CWRD	
Promoting Agriculture Development in Kazakhstan: Strategic Views Consultation Workshop, 7 June 2017, Ministry of Agriculture, Astana, Kazakhstan	Agriculture	Event organization	CWRD	
Enhancing Water Security: Applications in Kazakhstan, Workshop, 9 June 2017, Kazakhstan National Agrarian University, Almaty, Kazakhstan	RCI	Event organization	CWRD, SDCC	
Development Partners Roundtable Meeting, 24 February 2017	Donor coordination	Event organization	CWRD	
Forum on Partnership for Development in October 2017	Donor coordination	Event organization	CWRD	
Total number of publications = (9) Total number of events = (21)				

ADB = Asian Development Bank; CAREC = Central Asia Regional Economic Cooperation; CWRC = Regional Cooperation and Operations Coordination Division; CWRD = Central and West Asia Department; EARD = East Asia Department; EBRD = European Bank for Reconstruction and Development; ICT = information and communication technology; PSM = public sector management; RCI = regional cooperation and integration; SDCC = Sustainable Development and Climate Change Department; SPD = Strategy, Policy and Review 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. The table includes additional knowledge publications and events delivered outside the list of indicative knowledge publications and events included in the 2016 country operations business plan.

Source: ADB.

Item	Nature	Project Number	Sector or Theme	Division
item	Nature	Number	Theme	DIVISION
Performance-based road maintenance	PLT	48399	TRA	CWTC

# Table A4.3: Innovation, Advanced Technology, and Pilot Initiatives to be Implemented in 2018

CWTC = Transport and Communications Division, PLT = pilot initiative, TRA = transport. Source: Asian Development Bank.