



Country Operations Business Plan

September 2018

Kazakhstan
2019–2021

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

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 18 September 2018)

Currency unit	–	tenge (T)
T1.00	=	\$0.0027
\$1.00	=	T371.86

ABBREVIATIONS

ADB	–	Asian Development Bank
COBP	–	country operations business plan
CPS	–	country partnership strategy
OCR	–	ordinary capital resources

NOTE

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

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I. CONSISTENCY OF BUSINESS PLAN WITH COUNTRY PARTNERSHIP STRATEGY

1. The Asian Development Bank (ADB) country operations business plan (COBP) for Kazakhstan, 2019–2021 is aligned with ADB’s country partnership strategy (CPS) for Kazakhstan, 2017–2021.¹ 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 2030,² and aligned with the government’s Nurdy Zhol program,³ Kazakhstan’s National Strategic Development Plan 2025, and the updated state program on agriculture development for 2017–2021 .

2. The COBP includes operational support for agriculture, transport, municipal services, energy, and access to finance. Support for key drivers of change—private sector development, regional cooperation, governance, knowledge management, gender equity, climate change, and the environment—is integrated into the operational assistance.

3. The government confirmed the operational program of this COBP in August 2018.

II. INDICATIVE RESOURCE PARAMETERS

4. Kazakhstan, a group C developing member country, is eligible for regular ordinary capital resources (OCR) lending. The indicative resources available for commitment during 2019–2021 for sovereign operations amount to \$1.12 billion in regular OCR resources.

5. The cumulative lending program for Kazakhstan for 2019–2021, estimated at \$1.82 billion, is above the indicative resource allocation. Cofinancing and funding from other sources, including the regional pool under regular OCR regional cooperation and integration set-aside, will be actively explored to process projects beyond the stipulated resource envelope. The expected cofinancing pipeline for 2019–2021 amounts to \$0.25 billion, supporting innovative financing facility for urban infrastructure. ADB will actively explore financing in local currency in line with government requests. The final amount of lending program is subject to resource availability and project readiness.

6. In addition to public sector assistance, ADB will explore direct investments in private sector undertakings in renewable energy, transport and logistics, affordable housing, and agribusiness. Additional direct support for the manufacturing, mining, and gas processing industries will be considered. Building upon the first-ever nonsovereign public sector assistance project in Kazakhstan approved in 2017,⁴ ADB will adopt its “One ADB” approach to actively engage with national holding companies and identify new opportunities that will increase the development impact of nonsovereign operations. Close synergy with sovereign operations will be maintained and strengthened whenever possible.

¹ ADB. 2017. *Country Partnership Strategy: Kazakhstan, 2017–2020—Promoting Economic Diversification, Inclusive Development, and Sustainable Growth*. Manila.

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

³ Government of Kazakhstan. The State Program of Infrastructure Development Nurdy Zhol for 2015–2019. Astana. https://primeminister.kz/en/page/view/gosudarstvennaya_programma_infrastrukturnogo_razvitiya_nurli_zhol_na_2_015_2019_godi.

⁴ ADB. Kazakhstan. Samruk-Energy Green Transformation Project. <https://www.adb.org/projects/51315-001/main>.

7. ADB's Office of Public–Private Partnership 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, water and other urban infrastructure and services, and transport.

8. Technical assistance grants totaling \$12.0 million (including funding of \$1.5 million from the government) will be extended for project preparation, demand-led reforms, capacity development, and knowledge management.

III. SUMMARY OF CHANGES TO LENDING AND NONLENDING PROGRAMS

9. The updated country assistance results areas (Appendix 1) shows the adjustments done in this COBP to reflect Kazakhstan's current development priorities. The lending and nonlending programs for 2019–2021 are shown in Appendix 2, the nonlending program for 2018 is shown in Appendix 3, and indicative knowledge publications and events for 2018–2019 are listed in Appendix 4. Major changes are summarized in paras. 10–11.

A. Lending Program

10. Taking into consideration the COBP, 2018–2020,⁵ adjustments to the 2019–2021 lending program include the following:

- (i) The 2019 pipeline (a) includes the Irrigation Rehabilitation Project, moved from 2018; (b) adds the Housing Finance Intermediation Project; the Road Development Project (Aktobe-Kandyagash); and the Urban Infrastructure Modernization Program and Finance Facility, Phase 1; and (c) drops the Rural Water Supply and Sanitation Project and the Financial Sector Intermediation Project.
- (ii) The 2020 pipeline (a) adds the new Livestock Value Chain Development Project; and the Energy Sector Development Program that was moved from 2019; and (b) drops the Financial Sector Reform Project, the Integrated Urban Development Project, the Urban Water Supply and Sanitation Project, and the Center–South Road Corridor (Karaganda–Balkash).
- (iii) Changes in the 2021 pipeline include adding the Center–West Road Corridor (Shalkar–Kandyagash), formerly standby in 2020; the Livestock Processing Infrastructure and Services Development Project; and the Public Debt Management Program. A new project on Urban Modernization Program and Finance Facility, Phase 2 is included as standby for 2021.

B. Nonlending Program

11. The nonlending program has been updated to strengthen (i) transaction preparatory activities to enhance project quality and readiness and (ii) capacity development for the public sector. The program includes knowledge support to two new pilot initiatives of the government: establishing (i) a water resources management hub (jointly with the United Nations Educational, Scientific and Cultural Organization) and (ii) the Sustainable Development Goals' yearly Partnership for Sustainable Development forum (jointly with the United Nations and the Organisation for Economic Co-operation and Development).

⁵ ADB. 2017. *Country Operations Business Plan: Kazakhstan, 2018–2020*. Manila.

COUNTRY ASSISTANCE RESULTS AREAS

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resource Available in 2019–2021 ^a	Changes from Last COBP ^b
1. Transport			
Connectivity improved linking cities, rural areas, and regional trading partners	National roads and cross-border infrastructure improvement Logistics performance improvement Sector-wide institutional and governance reforms PPPs Knowledge support, capacity development, and policy dialogue	Amount: \$360 million (OCR) Share of COBP envelope: 19.7%	Added one new project in 2019 Removed one project from 2020
2. Energy			
Energy intensity of gross domestic product decreased Renewable energy generation increased Carbon dioxide emission levels reduced	Energy efficiency Electrical power transmission Air pollution reduction Private sector operations and PPPs Knowledge support, capacity development, and policy dialogue	Amount: \$150 million (OCR) Share of COBP envelope: 8.2%	None
3. Water and Other Urban Infrastructure and Services			
Access to municipal services to improve quality of life of citizens enhanced	Drinking water and sanitation systems Waste disposal, transport, and other municipal services Sector-wide institutional and governance reforms PPPs Knowledge support, capacity development, and policy dialogue	Amount: \$250 million (OCR) and \$250 million (cofinancing) Share of COBP envelope: 13.7%	Added new urban modernization program and finance facility, cofinanced by the World Bank Removed three projects from 2019–2020

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resource Available in 2019–2021 ^a	Changes from Last COBP ^b
4. Finance			
Financial sector stability improved Business environment enhanced	Access to finance for micro, small, and medium-sized enterprises Capital market development Local currency finance Private sector support for trade finance Housing finance Money and capital markets	Amount: \$445 million (OCR) Share of COBP envelope: 24.4%	Added two new areas of assistance: housing finance and money and capital markets Added two new projects in 2019–2021 Removed two projects from 2019–2020
5. Agriculture, Natural Resources, and Rural Development			
Agricultural productivity and exports increased	Irrigation system modernization Management and capacity development Water user organizations Livestock Agro-industry, marketing, and trade	Amount: \$620 million (OCR) Share of COBP envelope: 34.0%	Added two new areas of assistance: livestock and agro-industry development Added two new projects in 2020–2021 Removed one project from 2019

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 2019–2021 is \$500 million (including the 2021 standby pipeline of \$250 million).

^b The health sector project, planned for 2018, was removed because of low project readiness. ADB will continue to support the sector through technical assistance and PPP transaction advisory support.

Source: ADB estimates.

INDICATIVE ASSISTANCE PIPELINE

Table A2.1: Lending Products, 2019–2021

Project/Program Name ^a	Sector	Poverty Targeting	Strategic Agendas and Drivers of Change	Division	Year of TRTA/PDA	Cost (\$ million)						
						Total	ADB			Gov't	Co-finance	
							Regular OCR	COL	ADF Grants			Total
2019 Firm												
Irrigation Rehabilitation Project	ANR	TI-H	IEG, ESG, EGM	CWER	2017	270.0	270.0	0.0	0.0	270.0	0.0	0.0
Housing Finance Intermediation Project (FIL)	FIN	TI-G	ESG, IEG, PSD	CWPF	2018	45.0	45.0	0.0	0.0	45.0	0.0	0.0
Road Development Project (Aktobe–Kandyagash)	TRA	TI-G	IEG, RCI, PSD	CWTC	2017	181.0	160.0	0.0	0.0	160.0	21.0	0.0
Urban Infrastructure Modernization Program and Finance Facility, Phase 1	WUS	TI-G	IEG, ESG, EGM, PAR	CWUW	2017	500.0	250.0	0.0	0.0	250.0	0.0	250.0 (World Bank)
Total						996.0	725.0	0.0	0.0	725.0	21.0	250.0
2019 Standby												
Energy Sector Development Program (SDP)	ENE	GI	IEG, ESG, SGE, PAR	CWEN	2018	150.0	150.0	0.0	0.0	150.0	0.0	0.0
Total						150.0	150.0	0.0	0.0	150.0	0.0	0.0
2020 Firm												
Livestock Value Chain Development Project (FIL)	ANR	GI	IEG, PSD, EGM	CWER	2019	200.0	200.0	0.0	0.0	200.0	0.0	0.0
Energy Sector Development Program (SDP)	ENE	GI	IEG, ESG, SGE, PAR	CWEN	2018	150.0	150.0	0.0	0.0	150.0	0.0	0.0
Total						350.0	350.0	0.0	0.0	350.0	00.0	0.0
2020 Standby												
Public Debt Management Program, Subprogram 1 (PBL)	FIN	GI	IEG, GCD	CWPF	2018	400.0	400.0	0.0	0.0	400.0	0.0	0.0
Total						400.0	400.0	0.0	0.0	400.0	0.0	0.0
2021 Firm												
Livestock Processing Infrastructure and Services Development Project	ANR	GI	IEG, PSD, EGM	CWER	2020	150.0	150.0	0.0	0.0	150.0	0.0	0.0

Project/Program Name ^a	Sector	Poverty Targeting	Strategic Agendas and Drivers of Change	Division	Year of TRTA/PDA	Cost (\$ million)						
						ADB					Gov't	Co-finance
						Total	Regular OCR	COL	ADF Grants	Total		
Public Debt Management Program, Subprogram 1 (PBL)	FIN	GI	IEG, GCD	CWPF	2018	400.0	400.0	0.0	0.0	400.0	0.0	0.0
Center–West Road Corridor (Shalkar–Kandyagash) Project	TRA	GI	IEG, RCI, SGE	CWTC	2020	200.0	200.0	0.0	0.0	200.0	0.0	0.0
Total						750.0	750.0	0.0	0.0	750.0	0.0	0.0
2021 Standby												
Urban Infrastructure Modernization Program and Finance Facility, Phase 2	WUS	TI-G	IEG, ESG, EGM, PAR	CWUW	2020	500.0	250.0	0.0	0.0	250.0	0.0	250.0 (World Bank)
Total						500.0	250.0	0.0	0.0	250.0	0.0	250.0

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, CWRD; CWER = Central and West Asia Environment, Natural Resources, and Agriculture Division, CWRD; CWPF = Central and West Asia Public Management, Financial Sector, and Trade Division, CWRD; CWRD = Central and West Asia Department; CWTC = Central and West Asia Transport and Communications Division, CWRD; CWUW = Central and West Asia Urban Development and Water Division, CWRD; EGM = effective gender mainstreaming; ENE = energy; ESG = environmentally sustainable growth; FIL = financial intermediary loan; FIN = finance; GCD = governance and capacity development; GI = general intervention, Gov't = government; IEG = inclusive economic growth; OCR = ordinary capital resources; PAR = partnerships; PBL = policy-based lending; PDA = project design advance; PSD = private sector development; RCI = regional cooperation and integration; SDP = sector development program; SGE = some gender elements; TI-G = targeted intervention—geographic dimensions of inclusive growth; TI-H = targeted intervention—household; TRA = transport; TRTA = transaction technical assistance; WUS = water and other urban infrastructure and services.

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

Source: ADB estimates.

Table A2.2: Nonlending Products and Services, 2019–2021

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				Total (\$'000)
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	
2019								
Livestock Value Chain Development Project	ANR	CWER	TRTA	TASF	500		500	
Supporting Water Resources Management Hub (KazNAU)	ANR	SDCC	KSTA	TASF	500		500	
Energy Sector Strategy Development	ENE	CWEN	KSTA	TASF	500		500	
Supporting the Partnership for Sustainable Development Forum	MUL	SDCC	KSTA	TASF	1,000		1,000	
Total					2,500		2,500	
2020								
Livestock Processing Infrastructure and Services Development Project	ANR	CWER	TRTA	TASF	1,000		1,000	
Center–West Road Corridor (Shalkar–Kandyagash) Project	TRA	CWTC	TRTA	TASF	1,000		1,000	
Joint Government of Kazakhstan–ADB Knowledge and Experience Exchange Program, Phase 4	MUL	KARM	KSTA	TASF	1,500	Government of Kazakhstan	3,000	
Urban Infrastructure Modernization Program and Finance Facility, Phase 2	WUS	CWUW	TRTA	TASF	500		500	
Total					4,000	1,500	5,500	
2021								
Agriculture Development Project	ANR	CWER	TRTA	TASF	1,000		1,000	
Grid Reinforcement Project	ENE	CWEN	TRTA	TASF	1,000		1,000	
Road Development Project (Kyzylorda–Zhezkazgan)	TRA	CWTC	TRTA	TASF	1,000		1,000	
Railway Modernization Improvement Project	TRA	CWTC	TRTA	TASF	1,000		1,000	
Total					4,000		4,000	

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CWEN = Central and West Asia Energy Division, CWRD; CWER = Central and West Asia Environment, Natural Resources, and Agriculture Division, CWRD; CWRD = Central and West Asia Department; CWTC = Central and West Asia Transport and Communications Division, CWRD; CWUW = Central and West Asia Urban Development and Water Division, CWRD; ENE = energy; KARM = Kazakhstan Resident Mission; KazNAU = Kazakh National Agrarian University; KSTA = knowledge support technical assistance; MUL = multisector; SDCC = Sustainable Development and Climate Change Department; 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, 2018

Project/Program Name ^a	Sector	Poverty Targeting	Strategic Agendas and Drivers of Change	Division	Year of TRTA/PDA	Cost (\$ million)						
						ADB			Co-finance			
						Total	Regular OCR	COL	ADF Grants	Total	Gov't	Co-finance
Firm												
Samruk Energy Green Transformation Project	ENE	GI	IEG, ESG, PSD	CWEN, PSIF1	2017	220.0	120.0	0.0	0.0	120.0	0.0	100.0 (EBRD)
Road Maintenance Sustainability Project	TRA	GI	IEG, SGE	CWTC	2016	180.0	160.0	0.0	0.0	160.0	tbd	0.0
Total						400.0	280.0	0.0	0.0	280.0	tbd	100.0

ADB = Asian Development Bank; ADF = Asian Development Fund; COL = concessional OCR lending; CWEN = Central and West Asia Energy Division, CWRD; CWRD = Central and West Asia Department; CWTC = Central and West Asia Transport and Communications Division, CWRD; EBRD = European Bank for Reconstruction and Development; ENE = energy; ESG = environmentally sustainable growth; GI = general intervention; Gov't = government; IEG = inclusive economic growth; OCR = ordinary capital resources; PDA = project design advance; PSD = private sector development; PSIF1 = Infrastructure Finance Division 1; SGE = some gender elements; tbd = to be determined; TRA = transport; TRTA = transaction technical assistance.

^a Given the provisional nature of the indicative lending program, the composition of the lending instruments actually delivered may change. Investment lending accounted for 40% of sovereign lending commitments in the 3-year period of 2015–2017, while conventional policy-based lending was 60%. There was no results-based lending in 2015–2017.

Source: ADB estimates.

Table A3.2: Nonlending Products and Services, 2018

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				Total (\$'000)
				ADB		Others		
				Source	Amount (\$'000)	Source	Amount (\$'000)	
Astana Integrated Water Master Plan	ANR	CWER	KSTA			JFPR	1,200	1,200
Energy Sector Development Program	ENE	CWEN	TRTA	TASF	800			800
Housing Finance Intermediation Project	FIN	CWPF	TRTA	TASF	500			500
Promoting Financial Intermediation for Agriculture	FIN	CWPF	KSTA			FSDPSF	225	225
Support to Small and Medium Enterprises and Entrepreneurship Development	FIN	KARM	KSTA			FSDPSF	225	225
Public Debt Management	FIN	CWPF	KSTA	TASF	500			500
Total					1,800		1,650	3,450

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CWEN = Central and West Asia Energy Division; CWER = Central and West Asia Environment, Natural Resources, and Agriculture Division, CWRD; CWPF = Central and West Asia Public Management, Financial Sector, and Trade Division, CWRD; CWRD = Central and West Asia Department; ENE = Energy; FIN = finance; FSDPSF = Financial Sector Development Partnership Special Fund; JFPR = Japan Fund for Poverty Reduction; KARM = Kazakhstan Resident Mission; KSTA = knowledge support technical assistance; 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 2019

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Technical Assistance
Key Indicators 2018	Economics	Publication and documentation	ERCD	TA for approval
Asian Development Outlook 2019, its update, and supplements (July, December)	Economics	Publication and documentation	ERCD, CWRD	TA for approval
Astana Integrated Water Master Plan	Water	Publication and documentation	CWRD	TA 9522
Capacity development for government officials on livestock development programs	Agriculture and natural resources	Capacity development and event organization	CWRD	TA 9476
Capacity development on financial intermediation for rural small and medium-sized enterprises	Finance	Capacity development	CWRD	TA for approval
Kazakhstan: Livestock Resources e-Platform	Agriculture and natural resources	Publication and documentation	CWRD	TA 9476
Integrated Assessment of Livestock Resources	Agriculture and natural resources	Publication and documentation	CWRD	TA 9476
Development of Scientifically Grounded Workload Norms and Standards for Agency for Civil Services and Anti-Corruption	Governance and public sector management	Publication and documentation	CWRD	TA 8933
Policy Brief and Background Paper on Sustainable Development Goals for Kazakhstan	Economics	Publication and documentation	CWRD	TA for approval
Partnership for Development Forum	Donor coordination	Event organization	SDCC, CWRD	TA for approval
Several publications and events organized in 2019 as part of the CAREC Program activities	Regional cooperation and integration, energy, transport, industry and trade, private sector development	Publication and documentation, event organization	CWRD, EARD	TA 8789, TA 8804
Total number of publications = 8				
Total number of events = 3				

CAREC = Central Asia Regional Economic Cooperation, CWRD = Central and West Asia Department, 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 A4.2: Additional Knowledge Publications and Events Delivered in 2018

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Technical Assistance
Book "Theory of Public Audit" for public sector institutions	Governance and PSM	Publication and documentation	CWRD	TA 8933
Financial literacy and management capacity building for SMEs and entrepreneurs in Kostanay region	Finance	Capacity building, event organization	CWRD	TA 9496
Analytical report on SMEs and entrepreneurship development in Kostanay region	Finance, economics	Publication and documentation	CWRD	TA 9496
Comprehensive SMEs database for Kostanay regional government	Finance, economics	Publication and documentation	CWRD	TA 9496
2018–2022 Entrepreneurship and SME Development Action Plan for Kostanay Region	Finance, economics	Publication and documentation	CWRD	TA 9496
Analytical report on development of services for the agriculture sector in Kazakhstan	Agriculture and natural resources	Publication and documentation	CWRD	TA 8933
Handbook on Islamic Finance Regulatory Rules	Finance	Publication and documentation	CWRD	TA 8933
Capacity development for Astana Financial Center, Ministry of Finance, and National Bank of Kazakhstan on Implementation of Islamic Financial Services Board Standards	Finance	Capacity development, event organization	CWRD	TA 8933
Identifying Water-Related Knowledge Gaps in Kazakhstan	Governance and PSM	Publication and documentation	CWRD	TA 9477
GIS-based data and information system for Astana water management	Water	Publication and documentation	CWRD	TA 9522
Launch of Kazakhstan Country Diagnostic Study	Economics	Event organization	CWRD, ERCD	Non-TA
PPP Workshop for Baiterek Holding Company	Governance and PSM	Event organization	CWRD, OP PP	Non-TA
Promoting Sustainable Development Goals in Kazakhstan	Economics	Publication and documentation, event organization	CWRD	TA 8933
Total number of publications = 9				
Total number of events = 5				

CWRD = Central and West Asia Department, ERCD = Economic Research and Regional Cooperation Department, GIS = geographic information system, OP PP = Office of Public–Private Partnership, PPP = public–private partnership, PSM = public sector management, SMEs = small and medium-sized enterprises, 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 2017 country operations business plan.

Source: Asian Development Bank.

Table A4.3: Innovation, Advanced Technology, and Pilot Initiatives to be Implemented in 2019

Item	Nature	Project Number	Sector or Theme	Division
Performance-based road maintenance	PLT	48399	TRA	CWTC
Total number of innovation, advanced technology, and pilot initiatives = 1				

CWRD = Central and West Asia Department; CWTC = Transport and Communications Division, CWRD; PLT = pilot initiative; TRA = transport.
Source: Asian Development Bank.