



Board of Directors

IN.279-19
17 September 2019

Country Operations Business Plan: Georgia, 2020–2022

Attached for information is a paper on the above subject.

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Country Operations Business Plan

September 2019

Georgia
2020–2022

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 22 August 2019)

Currency unit	–	lari (GEL)
GEL1.00	=	\$0.34
\$1.00	=	GEL2.93

ABBREVIATIONS

ADB	–	Asian Development Bank
COBP	–	country operations business plan

NOTE

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

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I. CONSISTENCY OF BUSINESS PLAN WITH COUNTRY PARTNERSHIP STRATEGY

1. The country operations business plan (COBP), 2020–2022 of the Asian Development Bank (ADB) is consistent with its country partnership strategy, 2019–2023 for Georgia, which focuses on the development of economic corridors in the country and the region, and an increase in productivity by improving skills. The COBP is consistent with ADB’s Strategy 2030¹ and also aligns with the Socio-economic Development Strategy of Georgia² and the Freedom, Rapid Development, Prosperity–Government Platform 2016–2020.³ It adopts the main operational priorities of Strategy 2030—fostering regional cooperation and integration, making cities more livable, reducing poverty and inequalities, and strengthening governance and institutional capacity—to help Georgia make the most of its value propositions.

2. The COBP will assist the government in (i) upgrading the transport network within and up to Georgia’s borders to facilitate further economic integration along the main east–west and north–south channels; (ii) enabling the integrated development of economic clusters contiguous to transport networks, which in turn will help develop economic corridors along these routes; (iii) improving urban transport, water supply and sanitation, and housing finance; and (iv) initiating institutional reforms and other interventions to mobilize domestic resources (including private resources for long-term investment), and policy reforms in the energy sector and in human resource development. ADB’s strategic approach, targeted development outcomes, and the indicative assistance pipeline have been agreed with the government (Appendixes 1 and 3).

II. INDICATIVE RESOURCE PARAMETERS

3. Georgia, a group C developing member country, is eligible for regular ordinary capital resources lending. The indicative resources available for commitment during 2020–2022 for sovereign operations total \$640 million. Cofinancing and funding from other sources will be explored to augment the annual indicative resources available for commitment.

4. The proposed firm lending and nonlending pipeline for 2020–2022 requires \$1,130 million in ordinary capital resources and a \$7 million grant from the Technical Assistance Special Fund (Appendix 3). The expanded pipeline and results framework reflect the government’s request for additional resources to meet Georgia’s evolving development needs and the absorptive capacity in core infrastructure and services, agriculture, and education sectors. The final assistance amount is subject to the availability of resources and project readiness.

5. ADB’s private sector operations in Georgia will explore new investments in trade finance, bank and nonbank finance with a focus on mortgages and affordable housing, infrastructure, and agribusinesses. Support for the development of micro, small, and medium-sized enterprises will continue.

6. Knowledge products and services in the 2020–2022 pipeline are listed in Appendix 5.

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

² Government of Georgia. 2014. *Socio-economic Development Strategy of Georgia (Georgia 2020)*. Tbilisi.

³ Government of Georgia. 2016. *Freedom, Rapid Development, Prosperity–Government Program 2016–2020*. Tbilisi. The core elements of this Program, also referred to as the “Four-Point Action Plan,” as updated in June 2018, are economic reform, education reform, spatial planning, and good governance.

COUNTRY ASSISTANCE RESULTS AREAS

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resource Available for Commitment in 2020–2022 ^a	Changes from Last COBP
1. Transport			
Public and private infrastructure investments in transport connectivity facilitated Transport and logistics networks for domestic and international economic integration developed	Road transport (nonurban) Urban roads and traffic management Urban public transport Transport policies and institutional development	Amount: \$600 million (regular ordinary capital resources) and \$200 million (cofinancing) Share of COBP envelope: 53.10%	
2. Water and Other Urban Infrastructure and Services			
Public and private investments in basic urban infrastructure facilitated Urban clusters and trade hubs around and along economic corridors developed	Urban water supply Urban sewerage Urban policy, institutional, and capacity development Urban solid waste management Renovation and protection of cultural heritage Other urban services	Amount: \$250 million Share of COBP envelope: 22.12%	
3. Energy			
Energy sector reforms supported by corporatizing the transmission company, improving sector management to facilitate the electricity trade	Energy sector development and institutional reform	Amount: \$40 million Share of COBP envelope: 3.54%	
4. Education			
Skills in accordance with market demand built	Education sector development	Amount: \$40 million Share of COBP envelope: 3.54%	
5. Public Sector Management			
Public management reforms to enable public–private partnerships and pension reform implemented	Public expenditure and fiscal management Social protection initiatives	Amount: \$50 million Share of COBP envelope: 4.42%	
6. Finance			
Capital markets deepened	Insurance and contractual savings Money and capital markets Finance and leasing for micro, small,	Amount: \$50 million Share of COBP envelope: 4.42%	

Key Country Development Outcomes that ADB Contributes to	ADB		
	Key Areas of Assistance	Indicative Resource Available for Commitment in 2020–2022 ^a	Changes from Last COBP
Micro, small, and medium-sized enterprises supported and integrated in national value chains Export growth facilitated Foreign direct investments enhanced	and medium-sized enterprises Housing finance Trade finance		
7. Agriculture, natural resources, and rural development			
Transport and logistics network to accelerate domestic and international economic integration developed	Agro-industry, marketing, and trade	Amount: \$100 million Share of COBP envelope: 8.85%	

ADB = Asian Development Bank, COBP = country operations business plan.

^a Percentages may not total to 100% because of rounding.
Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

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

1. Portfolio at a Glance: Georgia

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)						
						Total	ADB		Gov't	Co-finance		
							Regular OCR	COL			ADF Grants	Total
2020 Firm												
Second Domestic Resource Mobilization Program, subprogram 1 (PBL)	PSM/FIN	GI	OP1, OP2, OP4, OP6	CWPF	2018	50.0	50.0	0.0	0.0	50.0	0.0	0.0
Modern Skills for Better Jobs Sector Development Program	EDU/ENE	GI	OP1, OP2, OP6	CWSS	2019	55.0	50.0	0.0	0.0	50.0	5.0	0.0
Batumi–Sarpi Project ^a	TRA	GI	OP1, OP2, OP6, OP7	CWTC	2019	300.0	150.0	0.0	0.0	150.0	50.0	100.0
Sustainable Water Supply and Sanitation Services Sector Development Program	WUS	GI	OP1, OP2, OP3, OP4, OP6	CWUW	2018	55.0	50.0	0.0	0.0	50.0	5.0	0.0
Livable Cities Investment Program, tranche 1 (MFF) ^b	TRA, WUS	GI	OP1, OP2, OP3, OP4	CWUW	2019	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Total						578.0	400.0	0.0	0.0	400.0	78.0	100.0
2020 Standby												
Energy Sector Program (PBL)	ENE	GI	OP1, OP2, OP3, OP4, OP6	CWEN	2018	30.0	30.0	0.0	0.0	30.0	0.0	0.0
Tbilisi Bypass Road Project ^c	TRA	GI	OP1, OP2, OP3, OP6, OP7	CWTC	2019	540.0	250.0	0.0	0.0	250.0	190.0	100.0
Total						570.0	280.0	0.0	0.0	280.0	190.0	100.0
2021 Firm												
Energy Sector Program (PBL)	ENE	GI	OP1, OP2, OP3, OP4, OP6	CWEN	2018	30.0	30.0	0.0	0.0	30.0	0.0	0.0
Tbilisi Bypass Road Project ^c	TRA	GI	OP1, OP2, OP3, OP6, OP7	CWTC	2019	540.0	250.0	0.0	0.0	250.0	190.0	100.0

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		
Second Domestic Resource Mobilization Program, subprogram 2 (PBL)	PSM/FIN	GI	OP1, OP2, OP4, OP6	CWPF	2020	50.0	50.0	0.0	0.0	50.0	0.0	0.0
Total						620.0	330.0	0.0	0.0	330.0	190.0	100.0
2021 Standby												
Regional Roads Development Project	TRA	GI	OP1, OP2, OP3, OP6, OP7	CWTC	2021	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Water Supply and Sanitation Services Improvement Project ^d	WUS	GI	OP1, OP2, OP3, OP4	CWUW	2019	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Agro-Logistic and Wholesale Market Infrastructure Project	ANR	GI	OP1, OP2, OP3, OP5, OP6	CWER	2020	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Livable Cities Investment Program, tranche 2 (MFF) ^e	TRA, WUS	GI	OP1, OP2, OP3, OP4	CWUW	2019	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Total						472.0	400.0	0.0	0.0	400.0	72.0	0.0
2022 Firm												
Regional Roads Development Project	TRA	GI	OP1, OP2, OP3, OP6, OP7	CWTC	2021	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Water Supply and Sanitation Services Improvement Project	WUS	GI	OP1, OP2, OP3, OP4	CWUW	2019	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Agro-Logistic and Wholesale Market Infrastructure Project	ANR	GI	OP1, OP2, OP3, OP5, OP6	CWER	2020	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Livable Cities Investment Program, tranche 2 (MFF) ^e	TRA, WUS	GI	OP1, OP2, OP3, OP4	CWUW	2019	118.0	100.0	0.0	0.0	100.0	18.0	0.0
Total						472.0	400.0	0.0	0.0	400.0	72.0	0.0
2022 Standby												
Public-Private Partnership Regional Sector Development Program	FIN	GI	OP1, OP2, OP6	CWPF	2022	54.0	50.0	0.0	0.0	50.0	4.0	0.0
Financial Inclusion and Housing Finance Sector Development Program	FIN	GI	OP1, OP2, OP6	CWPF	2022	109.0	100.0	0.0	0.0	100.0	9.0	0.0
Total						163.0	150.0	0.0	0.0	150.0	13.0	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 Development and Water Division; EDU = education; ENE = energy; FIN = finance; GI = general intervention; Gov't = government; MFF = multitranchise financing facility; OCR = ordinary capital resources; OP1 = reducing remaining poverty and 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; PBL = policy-based lending; PDA = project design advance; PSM = public sector management; TRA = transport; TRTA = transaction technical assistance; WUS = water supply and other urban infrastructure and services.

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

- ^a With \$50 million from country allocation, \$100 million from available Central and West Asia Department (CWRD) allocation, and \$100 million cofinancing. The cofinancing partner is to be identified.
- ^b With \$100 million from available CWRD allocation. Prepared with project readiness financing.
- ^c With \$140 million from country allocation, \$110 million from available CWRD allocation, and \$100 million cofinancing. The cofinancing partner is to be identified. Scope and amount to be confirmed.
- ^d With \$20 million from country allocation, \$80 million from available CWRD allocation.
- ^e With \$100 million from available CWRD allocation.

Source: Asian Development Bank estimates.

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

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				
				ADB		Others		Total (\$'000)
				Source	Amount (\$'000)	Source	Amount (\$'000)	
2020								
Preparing the Second Domestic Resource Mobilization Program, subprogram 2	PSM, FIN	CWPF	TRTA	TASF	500.0		0.0	500.0
Preparing Enabling Environment for New Technologies to Reduce Carbon Footprint	ENE	CWEN	TRTA	TASF	500.0	High-Level Technology Fund	500.0	1,000.0
Preparing the Agro-Logistic and Wholesale Market Infrastructure Project	ANR	CWER	TRTA	TASF	1,500.0			1,500.0
Knowledge Solutions for Infrastructure Management	ENE, TRA, WUS	GRM	KSTA	TASF	500.0		0.0	500.0
Total					3,000.0		500.0	3,500.0
2021								
Preparing the Regional Roads Development Project	TRA	CWTC	TRTA	TASF	1,000.0		0.0	1,000.0
Crosscutting Institutional Capacity Development	EDU, ENE, IND, TRA, WUS	GRM	KSTA	TASF	1,000.0		0.0	1,000.0
Total					2,000.0		0.0	2,000.0
2022								
Preparing the Public–Private Partnership Regional Sector Development Program	FIN	CWPF	TRTA	TASF	1,000.0		0.0	1,000.0
Preparing the Financial Inclusion and Housing Finance Sector Development Program	FIN	CWPF	TRTA	TASF	1,000.0		0.0	1,000.0
Total					2,000.0		0.0	2,000.0

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; CWTC = Transport and Communications Division; EDU = education; ENE = energy; FIN = finance; GRM = Georgia Resident Mission; IND = industry and trade; KSTA = knowledge and support technical assistance; TASF = Technical Assistance Special Fund; PSM = public sector management; TRA = transport; TRTA = transaction technical assistance; WUS = water supply and other urban infrastructure and services.

Source: Asian Development Bank estimates.

ASSISTANCE PROGRAM FOR CURRENT YEAR
Table A4.1: Lending Products, 2019

Table A-11: Lending Products, 2010						Cost (\$ million)						
Project/Program Name	Sector	Poverty Targeting	Operational Priority	Division	Year of TRTA/ PDA	Total	ADB			Gov't	Co-finance	
							Regular OCR	COL	ADF Grants			
Firm												
Georgian State Electrosystem Corporatization Program (PBL)	ENE	GI	OP1, OP2, OP4, OP6	CWEN	2018	40.0	40.0	0.0	0.0	40.0	0.0	0.0
North–South Corridor (Kvesheti–Kobi) Project ^a	TRA	GI	OP1, OP2, OP3, OP6, OP7	CWTC	2018	549.7	415.0	0.0	0.0	415.0	74.7	60.0
Livable Cities Investment Program (project readiness financing)	TRA, WUS	GI	OP1, OP2, OP3, OP4, OP6	CWUW	2016	17.7	15.0	0.0	0.0	15.0	2.7	0.0
East–West Highway (Shorapani–Argveta Section) Improvement Project ^b	TRA	GI	OP1, OP2, OP3, OP6, OP7	CWTC	2019	354.0	300.0	0.0	0.0	300.0	54.0	0.0
Total						961.4	770.0	0.0	0.0	770.0	131.4	60.0
Standby												
Second Domestic Resource Mobilization Program, subprogram 1 (PBL)	PSM/FIN	GI	OP1, OP2, OP4, OP6	CWPF	2018	50.0	50.0	0.0	0.0	50.0	0.0	0.0
Sustainable Water Supply and Sanitation Services Sector Development Program	WUS	GI	OP1, OP2, OP3, OP4, OP6	CWUW	2018	59.0	50.0	0.0	0.0	50.0	9.0	0.0
Total						109.0	100.0	0.0	0.0	100.0	9.0	0.0

ADB = Asian Development Bank; ADF = Asian Development Fund; COL = concessional OCR lending; CWEN = Energy Division; CWPF = Public Management, Financial Sector, and Trade Division; CWTC = Transport and Communications Division; CWUW = Urban Development and Water Division; ENE = energy; FIN = finance; GI = general intervention; Gov't = government; OCR = ordinary capital resources; OP1 = reducing remaining poverty and 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; OP6 = strengthening governance and institutional capacity; 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 supply and other urban infrastructure and services.

Note: Given the provisional nature of the indicative lending program, the composition of the lending instruments delivered may change. Investment lending accounted for 86% of sovereign lending commitments in the 3-year period of 2016–2018, while conventional PBL was 14% and results-based lending was 0%.

^a With \$145 million from country allocation, \$100 from regular OCR regional cooperation and integration set-aside, \$155 million from available Central and West Asia Department allocation, and \$60 million cofinancing by the European Bank for Reconstruction and Development.

^b With \$300 million from available Central and West Asia Department allocation.

Source: Asian Development Bank estimates.

Table A4.2: Nonlending Products and Services, 2019

Assistance Name	Sector	Division	Assistance Type	Sources of Funding				
				ADB		Others		Total (\$'000)
				Source	Amount (\$'000)	Source	Amount (\$'000)	
Education Sector Development	EDU	CWSS	TRTA	TASF	700.0		0	700.0
Batumi–Sarpi Bypass Project	TRA	CWTC	TRTA	TASF	400.0		0	400.0
Improving Connectivity to Regional Border Points	TRA	CWTC	TRTA	TASF	600.0		0	600.0
Preparing the Shorapani–Argveta Project	TRA	CWTC	TRTA	TASF	200.0		0	200.0
Preparing Integrated Solutions for Livable Cities ^a	WUS	CWUW	TRTA	TASF	2,600.0		0	2,600.0
Developing Anaklia Regional Development Initiative	ANR, EDU, ENE, FIN, HLT, IND, TRA, WUS	GRM	KSTA	TASF	225.0		0	225.0
Support for Silk Road Forum	ANR, ENE, FIN, IND, TRA	GRM	KSTA	TASF	150.0		0	150.0
Total					4,875.0		0	4,875.0

ADB = Asian Development Bank; ANR = agriculture, natural resources and rural development; CWSS = Social Sector Division; CWTC = Transport and Communications Division; CWUW = Urban Development and Water Division; EDU = education; ENE = energy; FIN = Finance; GRM = Georgia Resident Mission; HLT = health; IND = industry and trade; KSTA = knowledge and support technical assistance; TASF = Technical Assistance Special Fund; TRA = transport; TRTA = transaction technical assistance; WUS = water supply and other urban infrastructure and services.

^a Preparing Integrated Solutions for Livable Cities is a TRTA facility that will be used to prepare the (i) Livable Cities Investment Program, tranche 1; (ii) Livable Cities Investment Program, tranche 2; and (iii) Water Supply and Sanitation Service Improvement Project. Parallel financing (\$500,000) is subject to the application process and approval under the Cities Development Initiative for Asia.

Source: Asian Development Bank estimates.

INDICATIVE KNOWLEDGE PUBLICATIONS AND EVENTS

Table A5.1: Knowledge Publications and Events for 2020

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Fund Source
Asian Development Outlook 2020	Economics	Publication and documentation	ERCD	Non-TA
Asian Development Outlook 2020, Update and its supplements	Economics	Publication and documentation	ERCD	Non-TA
CAREC: Tourism Strategy 2030	Regional cooperation and integration	Technical study	CWRD	TA
CAREC: Tourism Regional Investment Framework	Regional cooperation and integration	Technical study	CWRD	TA
Using Input–Output Tables in Trade Analysis	Regional cooperation and integration	Technical study	CWRD	TA
Report: Support of Improved Data for Evidence-Based Policy Making	Regional cooperation and integration	Technical study	CWRD	TA
CAREC: Transport Sector Progress Report	Regional cooperation and integration	Working paper	CWRD	TA
Maritime Scoping Study	Regional cooperation and integration	Technical study	CWRD	TA
CAREC: Railway Development	Regional cooperation and integration	Technical study	CWRD	TA

Total number of publications = 9

CAREC = Central Asia Regional Economic Cooperation; CWRD = Central and West Asia Department; ERCD = Economic Research and Regional Cooperation Department; TA = technical assistance.

Source: Asian Development Bank.

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

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Fund Source
Enhancing Project Readiness and Implementation in Central and West Asia	FIDIC: Contract management	Training or capacity development	CWRD	RETA 9692
Preparing the Water Supply and Sanitation Service Improvement Project	Water supply and sanitation	Training or capacity development	CWRD	TA 9603
New Procurement Framework Training	Procurement	Training or capacity development	PPFD	TA 9478
CAREC Policy Dialogue on Regional Pest Surveillance Program	Industry and trade, regional cooperation and integration	Training or capacity development	EARD/CWRD	RETA 9500
CAREC National Road Safety Engineering Workshop	Industry and trade, regional cooperation and integration	Training or capacity development	CWRD	RETA 8804
Conference on Public–Private Partnership in Georgia	Public sector management	Training or capacity development	CWRD	TA 9019
CAREC Integrated Trade Agenda 2030 and Rolling Strategic Action Plan 2018–2020	Industry and trade, regional cooperation and integration, transport	Publication and documentation	EARD	RETA 9712
CAREC Integrated Trade Agenda 2030 Issues Papers	Industry and trade, regional cooperation and integration, trade facilitation	Publication and documentation	EARD	RETA 9712
Promoting Regional Tourism Cooperation under CAREC 2030: A scoping study	Industry and trade, regional cooperation and integration, service industry	Publication and documentation	CWRD	RETA 9556
Total number of events = 6				
Total number of publications = 3				

CAREC = Central Asia Regional Economic Cooperation; CWRD = Central and West Asia Department; EARD = East Asia Department; FIDIC = Fédération Internationale des Ingénieurs-Conseils (International Federation of Consulting Engineers); PPFD = Procurement, Portfolio and Financial Management Department; RETA = regional technical assistance; TA = technical assistance.

Source: Asian Development Bank.

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

Item	Nature	Project Number	Sector or Theme	Division
Use of PPP modality and smart systems in the water utility management of secondary towns: Water Supply and Sanitation Service Improvement Program (SDP)	AT, INO		WUS	CWUW

Total number of innovation, advanced technology, and pilot initiatives = 1

AT = advance technology; CWUW = Urban Development and Water Division; INO = innovation; PPP = public-private partnership; SDP = sector development program; WUS = water supply and other urban infrastructure and services.

Source: Asian Development Bank.