



Board of Directors

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Country Operations Business Plan: Kazakhstan, 2020–2022

Attached for information is a paper on the above subject.

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Country Operations Business Plan

September 2019

Kazakhstan
2020–2022

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 2 September 2019)

Currency unit	–	tenge (T)
T1.00	=	\$0.0026
\$1.00	=	T387.46

ABBREVIATIONS

ADB	–	Asian Development Bank
COBP	–	country operations business plan
CPS	–	country partnership strategy

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 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 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 2030¹ and aligned with the Government of Kazakhstan’s *Nurly Zhol* program,² Kazakhstan’s National Strategic Development Plan 2025, and the updated State Program on Agriculture Development.

2. The COBP, 2020–2022 includes operational support for agriculture, transport, municipal services, and access to finance. Support for operational priorities—addressing remaining poverty and reducing inequalities, accelerating progress in gender equality, fostering regional cooperation and integration, and making cities more livable—is integrated into the operational assistance.

3. The government has formally concurred with this COBP on 5 August 2019.

II. INDICATIVE RESOURCE PARAMETERS

4. Kazakhstan, 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 \$1.14 billion in regular ordinary capital resources. Cofinancing and funding from other sources will be explored.

5. The cumulative lending program for Kazakhstan for 2020–2022, estimated at \$1.89 billion, is above the indicative resource allocation.³ The expected cofinancing pipeline for 2020–2022 amounts to \$450 million, supporting urban services and regional transport corridors. In line with the government’s requests and based on successful local currency bond issuance in 2018, ADB will expand financing in local currency for both sovereign and nonsovereign operations.

6. In addition to public sector assistance, ADB will explore direct investments in private sector undertakings in renewable energy, transport and logistics, mining and gas processing, affordable housing, and agribusiness. Additional direct support for manufacturing and tourism will be considered. ADB will use the “One-ADB” approach to actively engage with national holding companies and support opportunities to increase the development impact of nonsovereign operations, particularly in the transport and urban sectors. Close synergy between sovereign and nonsovereign operations will be maintained and strengthened whenever possible.

7. ADB’s Office of Public–Private Partnerships 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 care, education, energy, urban services, tourism, and transport.

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

² An economic stimulus package that aims to improve transport and logistics, energy, housing and utilities infrastructure; and support small and medium-sized enterprises.

³ The actual pipeline can deviate from the indicative resource parameters due to possible reallocation of OCR resources within the Central and West Asia Department.

8. Technical assistance grants totaling \$14.7 million (including funding of \$3.0 million from the government) will be extended for project preparation, innovation, demand-led reforms, capacity development, and knowledge management.

9. The updated country assistance results areas are in Appendix 1; the portfolio at a glance is listed in Appendix 2; the updated lending and nonlending programs are in Appendixes 3 and 4. The lists of indicative knowledge publications and events for 2019–2020 are in Appendix 5.

III. SUMMARY OF CHANGES TO LENDING AND NONLENDING PROGRAMS

10. Adjustments to the 2020–2022 lending program are:

- (i) The 2020 pipeline (a) includes the Road Maintenance Sustainability Project, moved from 2019; and (b) adds the Wastewater Treatment Modernization Program, Phase 1 (formerly Urban Infrastructure Modernization Program) and the Green Finance Intermediation Project.
- (ii) The 2021 pipeline (a) adds the new Kyzylorda–Zhezkazgan Road Project and the Wastewater Treatment Modernization Program, Phase 2; and (b) drops the Energy Sector Development Program.
- (iii) Changes in the 2022 pipeline include (a) adding the new Railway Efficiency Improvement Project and the new Pasture Development Project, and (b) dropping the Public Debt Management Program. A new Rural Financial Intermediation Project is included in standby for 2022.

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 ^b
1. Transport (CPS priority area: Inclusive development)			
Connectivity linking cities, rural areas, and regional trading partners improved	National roads and cross-border infrastructure improvement Railways efficiency improvement Logistics performance improvement Sector-wide institutional and governance reforms PPPs Knowledge support, capacity development, policy dialogue	Amount: \$840 million (regular OCR) Share of COBP envelope: 44%	One project moved to 2020 Added two projects, including for improvement of railway efficiency
2. Water and Other Urban Infrastructure and Services (CPS priority area: Inclusive development)			
Access to municipal services to improve quality of life of citizens enhanced	Drinking water and sanitation systems Waste disposal, transport, other municipal services Sector-wide institutional and governance reforms PPPs Knowledge support, capacity development, policy dialogue	Amount: \$500 million (regular OCR) Share of COBP envelope: 26%	
3. Finance (CPS priority area: Economic diversification)			
Economic and finance sector stability improved Business environment enhanced	Access to finance for micro, small and medium-sized enterprises Capital market development Infrastructure finance and investment funds Local currency finance Private sector support for trade finance Housing finance	Amount: \$100 million (regular OCR) Share of COBP envelope: 5%	Added one project in 2020 on green finance intermediation. Infrastructure finance and investment funds were added as new areas of assistance.

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 ^b
	Money and capital markets		Removed one policy-based lending project from 2021
4. Agriculture, Natural Resources, and Rural Development (CPS priority area: Economic diversification)			
Agricultural productivity and exports increased	Irrigation system modernization Management and capacity development Water user organizations Land-based natural resources management Livestock Agro-industry, marketing, and trade	Amount: \$450 million (regular OCR) Share of COBP envelope: 25%	Added one project in 2022 on pasture development (new area of assistance) Land-based natural resources management was added as an area of assistance.

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 2020–2022 is \$150 million.

^b The energy sector project, planned for 2020, was removed because of the government preference for nonsovereign financing of the project. ADB will continue to support the sector through nonsovereign operations, technical assistance, and PPP transaction advisory support.

Source: Asian Development Bank estimates.

LINKED DOCUMENTS

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

1. Portfolio at a Glance: Kazakhstan

INDICATIVE ASSISTANCE PIPELINE

Table A3.1: Lending Products, 2020–2022

Project/Program Name ^a	Sector	Poverty Targeting	Operational Priority ^c	Division	Year of TRTA/ PRF	Cost (\$ million)						
						Total	ADB		Gov't	Co-finance		
							Regular OCR	COL			ADF Grants	Total
2020 Firm												
Livestock Value Chain Development Project	ANR	GI	OP1, OP2, OP5	CWER	2019	100.0	100.0	0.0	0.0	100.0	0.0	0.0
Green Finance Intermediation Project	FIN	GI	OP1, OP2, OP3	CWPF	2019	100.0	100.0	0.0	0.0	100.0	0.0	0.0
Road Maintenance Sustainability Project	TRA	GI	OP1, OP6, OP7	CWTC	2016	TBD	190.0	0.0	0.0	190.0	TBD	0.0
Wastewater Treatment Modernization Program, Phase 1	WUS	GI	OP3, OP4, OP6	CWUW	2017	500.0	250.0	0.0	0.0	250.0	0.0	250.0 (EBRD)
Total						TBD	640.0	0.0	0.0	640.0	TBD	250.0
2020 Standby												
Kyzylorda–Zhezkazgan Road Project	TRA	GI	OP1, OP7	CWTC	2020	400.0	150.0	0.0	0.0	150.0	100.0	150.0 (EBRD)
Total						400.0	150.0	0.0	0.0	150.0	100.0	150.0
2021 Firm												
Livestock Processing Infrastructure and Services Development Project	ANR, IND	GI	OP1, OP3, OP5	CWER	2020	150.0	150.0	0.0	0.0	150.0	0.0	0.0
Kyzylorda–Zhezkazgan Road Project	TRA	GI	OP1, OP7	CWTC	2020	400.0	150.0	0.0	0.0	150.0	100.0	150.0 (EBRD)
Wastewater Treatment Modernization Program, Phase 2	WUS	GI	OP3, OP4, OP6	CWUW	2017	300.0	250.0	0.0	0.0	250.0	0.0	50.0
Total						850.0	550.0	0.0	0.0	550.0	100.0	200.0
2021 Standby												
Railway Efficiency Improvement Project ^b	TRA	GI	OP6, OP7	CWTC	2021	200.0	200.0	0.0	0.0	200.0	0.0	0.0
Total						200.0	200.0	0.0	0.0	200.0	0.0	0.0
2022 Firm												
Pasture Development Project	ANR	GI	OP3, OP4	CWER	2021	200.0	200.0	0.0	0.0	200.0	0.0	0.0

Project/Program Name ^a	Sector	Poverty Targeting	Operational Priority ^c	Division	Year of TRTA/ PRF	Cost (\$ million)						
						ADB						
						Total	Regular OCR	COL	ADF Grants	Total	Gov't	Co-finance
Center–West Corridor Road Project	TRA	GI	OP1, OP7	CWTC	2021	300.0	300.0	0.0	0.0	300.0	0.0	0.0
Railway Efficiency Improvement Project ^b	TRA	GI	OP6, OP7	CWTC	2021	200.0	200.0	0.0	0.0	200.0	0.0	0.0
Total						700.0	700.0	0.0	0.0	700.0	0.0	0.0
2022 Standby												
Rural Financial Intermediation Project	FIN	GI	OP1, OP2	CWPF	2021	200.0	200.0	0.0	0.0	200.0	0.0	0.0
Total						200.0	200.0	0.0	0.0	200.0	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, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; CWUW = Urban and Water Division, Central and West Asia Department; EBRD = European Bank for Reconstruction and Development; FIN = finance; GI = general intervention; Gov't = government; IND = industry and trade; OCR = ordinary capital resources; PRF = project readiness financing; PSM = public sector management; TBD = to be determined; TRA = transport; TRTA = transaction technical assistance; WUS = water supply and other urban infrastructure and services.

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

^b Subject to confirmation of sovereign modality by the government. The indicative financing may be provided on nonsovereign basis under One-ADB approach.

^c 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.

Source: Asian Development Bank estimates.

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

				Sources of Funding				Total (\$'000)
				ADB		Others		
Assistance Name	Sector	Division	Assistance Type	Source	Amount (\$'000)	Source	Amount (\$'000)	
2020								
Livestock Processing Infrastructure and Services Development Project	ANR	CWER	TRTA	TASF	1,000			1,000
Joint Government of Kazakhstan–ADB Knowledge and Experience Exchange Program, Phase 4	MUL	KARM	KSTA	TASF	1,000	Government of Kazakhstan	1,000	2,000
Mobilizing Finance for Sustainable Development Goals (additional financing)	MUL	KARM	KSTA	TASF	275			275
Promoting Sustainable Tourism	MUL	KARM	KSTA	TASF	225			225
Preparing Road Sector Projects	TRA	CWTC	TRTA facility	TASF	1,000			1,000
Transport Sector Strategy Development	TRA	CWTC	KSTA	TASF	1,000			1,000
Railway Sector Diagnostic Study	TRA	KARM	ETSW	SC	50			50
Total					4,550		1,000	5,550
2021								
Pasture Development Project	ANR	CWER	TRTA	TASF	1,000			1,000
Rural Financial Intermediation Project	FIN	CWPF	TRTA	TASF	1,000			1,000
Preparing Sustainable Infrastructure Projects	MUL	KARM	TRTA facility	TASF	500	To be determined	500	1,000
Railway Efficiency Improvement Project	TRA	CWTC	TRTA	TASF	1,000			1,000
Civil Aviation Sector Diagnostic Study	TRA	KARM	ETSW	SC	50			50
Total					3,550		500	4,050
2022								
Horticulture Value Chain Development Project	ANR	CWER	TRTA	TASF	1,000			1,000
Education Sector Diagnostic Study	EDU	KARM	ETSW	SC	50			50
Grid Reinforcement Project	ENE	CWEN	TRTA	TASF	1,000			1,000
Joint Government of Kazakhstan–ADB Knowledge and Experience Exchange Program, Phase 5	MUL	KARM	KSTA	TASF	1,500	Government of Kazakhstan	1,500	3,000
Total					3,550		1,500	5,050

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CWEN = Energy Division, Central and West Asia Department; CWER = Environment, Natural Resources, and Agriculture Division, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; EDU = education; ENE = energy; ETSW = economic, thematic, and sector work; FIN = finance; KARM = Kazakhstan Resident Mission; KSTA = knowledge and support technical assistance; MUL = multisector; PSM = public sector management; SC = staff consultant; TASF = Technical Assistance Special Fund; TRA = transport; TRTA = transaction technical assistance.

Source: Asian Development Bank estimates.

ASSISTANCE PROGRAM FOR CURRENT YEAR

Table A4.1: Lending Products, 2019

Project/Program Name ^a	Sector	Poverty Targeting	Priority Area ^b	Division	Year of TRTA/ PRF	Cost (\$ million)						
						ADB						Co-finance
						Total	Regular OCR	COL	ADF Grants	Total	Gov't	
Firm												
Irrigation Rehabilitation Project	ANR	GI	OP1, OP3, OP5	CWER	2017	320.0	250.0	0.0	0.0	250.0	70.0	0.0
Promoting Gender Equality in Housing Finance Project	FIN	GI	OP1, OP2	CWPF, KARM	2019	100.0	100.0	0.0	0.0	100.0	0.0	0.0
Central Asia Regional Economic Cooperation Corridors 1 and 6 Connector Road Project	TRA	GI	OP6, OP7	CWTC	2016	198.0	175.0	0.0	0.0	175.0	23.0	0.0
Total						618.0	525.0	0.0	0.0	525.0	93.0	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, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; FIN = finance; GI = general intervention; Gov't = government; KARM = Kazakhstan Resident Mission; OCR = ordinary capital resources; TRA = transport; TRTA = transaction technical assistance.

^a Given the provisional nature of the indicative lending program, the composition of lending instruments in the actual loan delivery may change. Investment lending accounted for 100% of sovereign lending commitments in 2016–2018.

^b 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; OP5 = promoting rural development and food security; OP6 = strengthening governance and institutional capacity; and OP7 = fostering regional cooperation and integration.

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)	
Livestock Value Chain Development Project	ANR, FIN	CWER	TRTA	TASF	500.0			500.0
Supporting the Water Resources Management Hub	ANR	CWER	KSTA	TASF	500.0			500.0
Promoting Gender Equality in Housing Finance	FIN	CWPF, KARM	TRTA	TASF	500.0	Government of Kazakhstan	120.0	620.0
Improving the Monitoring and Evaluation of Small and Medium-Sized Enterprises Programs	FIN, PSM	ERCD, KARM	KSTA	TASF	225.0			225.0
District Heating Modernization	ENE	CWEN	KSTA	TASF	500.0	CEF	1,000.0	1,500.0
Energy Project Development	ENE	CWEN	KSTA	TASF	225.0			225.0
Digital Solutions to Promote Sustainable Development	MUL	SDCC, KARM	KSTA	TASF	1,000.0			1,000.0
Mobilizing Finance for Sustainable Development Goals	MUL	KARM	KSTA	TASF	225.0			225.0
Total					3,675.0		1,120.0	4,795.0

ADB = Asian Development Bank; ANR = agriculture, natural resources, and rural development; CEF = Clean Energy Fund; CWEN = Energy Division, Central and West Asia Department; CWER = Environment, Natural Resources and Agriculture Division, Central and West Asia Department; CWPF = Public Management, Financial Sector, and Trade Division, Central and West Asia Department; ENE = energy; ERCD = Economic Research and Regional Cooperation Department; FIN = finance; KARM = Kazakhstan Resident Mission; KSTA = knowledge and support technical assistance; MUL = multisector; PSM = public sector management; SDCC = Sustainable Development and Climate Change Department; TASF = Technical Assistance Special Fund; TRA = transport; TRTA = transaction technical assistance.

Source: Asian Development Bank estimates.

INDICATIVE KNOWLEDGE PRODUCTS AND EVENTS

Table A5.1: Knowledge Products and Events for 2020

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Funding Source
Key Indicators 2019	Economics	Publication and documentation	ERCDC	TA 9659
Asian Development Outlook 2020, its update, and supplements (April, July, September, December)	Economics	Publication and documentation, Event organization	ERCDC	TA 0034
Nowcasting Kazakhstan	Economics	Publication and documentation	CWRD	TA 9624
Kazakhstan Economic Club	Economics	Publication and documentation	CWRD	TA 9624
Astana Integrated Water Master Plan	Water	Publication and documentation	CWRD	TA 9522
Capacity Development on Financial Intermediation for Rural Small and Medium-Sized Enterprises	Finance	Capacity development	CWRD	TA 9650
Geothermal Power Assessment for Kazakhstan	Energy	Publication and documentation	CWRD	TA for approval
Green Finance Investments Scoping Study	Finance	Publication and documentation	CWRD	TA 9667
Financial Management Training for Kostanay Small and Medium-Sized Enterprises	Finance	Training	CWRD	TA 9496
Integrated Assessment of Livestock Resources	Agriculture	Publication and documentation	CWRD	TA 9476
Kazakhstan: Medium-Term Debt Management Strategy	Economics	Publication and documentation	CWRD	TA 9618
Kazakhstan: Livestock Resources E-Platform	Agriculture	Publication and documentation	CWRD	TA 9476
Map of Technological Constraints for Kazakhstan	Information and communication technology	Publication and documentation	SDCC, CWRD	TA for approval
Policy Brief and Background Paper on Sustainable Development Goals for Kazakhstan	Economics	Publication and documentation	CWRD	TA for approval
Partnership for Development Forum	Governance and public sector management	Event organization	SDCC, CWRD	TA for approval
Railway Sector Diagnostic Study	Transport	Publication and documentation	CWRD	Staff consultant
Several publications and events organized in 2020 as part of the Central Asia Regional Economic Cooperation Program activities	Various	Publication and documentation, Event organization	CWRD, EARD	TA 8789 TA 8804
Total number of publications = 14				
Total number of events = 5				

CWRD = Central and West Asia Department, EARD = East Asia Department, ERCDC = Economic Research and Regional Cooperation Department, SDCC = Sustainable Development and Climate Change Department, TA = technical assistance.
Source: Asian Development Bank

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

Title of Publication or Event	Subject	Type	Department or Sector Group or Thematic Group	Funding Source
Comprehensive Small and Medium-sized Enterprises Database for Kostanay Regional Government	Finance	Publication and documentation	CWRD	TA 9496
District Heating Modernization Policy Brief	Energy	Publication and documentation	CWRD	TA for approval
FIDIC Training for Executing Agencies	Public sector management	Event organization	CWRD	TA 9692
First Kazakhstan Forum on Sustainable Development Goals	Public sector management	Event organization	CWRD, SDCC	
Good Jobs for Inclusive Growth in Central Asia and the South Caucasus	Economics	Publication and documentation, Event organization	CWRD, ERCD	TA 49045
Public–Private Partnership Structuring in Municipal and Health Sectors	Finance	Event organization	OPPP, CWRD	
Strategy 2030 Workshop for Senior Government Officials	Public sector management	Event organization	SPD, CWRD	
Workshop on ADB's New Procurement Framework	Public sector management	Event organization	PPFD, CWRD	
Total number of publications = 3				
Total number of events = 6				

CWRD = Central and West Asia Department; ERCD = Economic Research and Regional Cooperation Department; FIDIC = International Federation of Consulting Engineers; OPPP = Office of Public–Private Partnership; PPFD = Procurement, Portfolio and Financial Management Department; SDCC = Sustainable Development and Climate Change Department; SPD = Strategy, Policy and Partnerships Department; 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
Performance-Based Road Maintenance	PLT	48399	TRA	CWTC
Remote Sensing for Livestock Resources E-Platform	TCH	51305	ANR	CWER

Total number of innovation, advanced technology, and pilot initiatives = 2

ANR = agriculture, natural resources, and rural development; CWER = Environment, Natural Resources, and Agriculture Division, Central and West Asia Department; CWTC = Transport and Communications Division, Central and West Asia Department; PLT = pilot initiative, TCH = advanced technology; TRA = transport.
Source: Asian Development Bank.