



Country Operations Business Plan

October 2011

Bangladesh
2012–2014

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 25 September 2011)

Currency Unit	–	taka (Tk)
Tk1.00	=	\$0.013
\$1.00	=	Tk75.1

ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
COBP	–	country operations business plan
CPS	–	country partnership strategy
TA	–	technical assistance

NOTES

- (i) The fiscal year (FY) of the Government of Bangladesh ends on 30 June. “FY” before a calendar year denotes the year in which the fiscal year ends, e.g., FY2011 ends on 30 June 2011.
- (ii) In this report, “\$” refers to US dollars.

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

1. The Bangladesh country operations business plan (COBP), 2012–2014 updates the Bangladesh COBP, 2011–2013, aligning it with the strategic priorities of the Bangladesh country partnership strategy (CPS), 2011–2015. The CPS, 2011–2015 supports green growth and prioritizes climate change mitigation and adaptation and inclusive social development. The CPS aligns with the Government of Bangladesh’s Sixth Five-Year Plan, FY2011–FY2015¹ and is fully consistent with the priorities reflected in Strategy 2020 of the Asian Development Bank (ADB).² This COBP was prepared simultaneously with the CPS, 2011–2015.

II. INDICATIVE RESOURCE PARAMETERS

2. The 2011–2012 biennial Asian Development Fund (ADF) allocation for Bangladesh’s public sector lending operations is \$876.78 million, or approximately \$438 million per year. The indicative planning figure for the ADF in 2013–2014 is \$488 million per year. The actual allocation for these years will be made based on the updated estimate of ADF commitment authority and the results of the 2012 country performance assessment. The proposed 2012–2014 ordinary capital resources allocation is \$410 million per year. The average annual assistance program will thus amount to \$877 million. The tentative average annual technical assistance (TA) is \$9.8 million for 2012–2014.

3. ADB will seek to step up private sector development and private sector operations during 2012–2014. Concerted efforts will be mounted to promote public–private partnerships by supporting institutional development and providing assistance for project predevelopment and financial viability assessment and in other related areas. ADB will strengthen efforts to develop regional transport and power exchange projects. ADB’s assistance program will complement assistance from other development partners, and cofinancing possibilities will be actively pursued.

4. Priority will be assigned to strengthening monitoring and supervision; conducting regular high-level policy dialogue; advancing the regional cooperation agenda set out in the CPS; coordinating activities related to climate change; and fostering effective partnerships with development partners, civil society, nongovernment organizations, academia, and the private sector.

III. SUMMARY OF CHANGES TO LENDING AND NONLENDING PROGRAMS

5. The lending and nonlending programs for 2012–2014 have been assessed and prioritized taking into account (i) project preparation and readiness; (ii) the need to align with the strategic priorities set out in the CPS, 2011–2015; (iii) portfolio performance; and (iv) complementarity with the assistance programs of other development partners. ADB support will be channeled mainly through project interventions in the following areas: energy (clean energy, energy efficiency, and regional energy exchange); transport (roads, bridges, and railways); urban water supply, infrastructure, transport, and primary health care; and primary, secondary, and higher education, as well as skills for employment. In finance, ADB will support a program

¹ Government of Bangladesh, Planning Commission, Ministry of Planning. 2011. *Sixth Five-Year Plan: FY2011–FY2015*. Dhaka.

² ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

for capital market and bond market development focusing on the provision of long-term infrastructure and a project for extending credit lines for energy, transport, and urban infrastructure development through public and private sector involvement. In agriculture and natural resources, ADB will seek to enhance productivity by supporting rural infrastructure development and integrated water resource management, including irrigation and flood control. ADB will integrate climate change adaptation and mitigation in all relevant sector and subsector interventions. In addition, the pipeline will include standalone climate-resilience projects funded by climate investment funds and other climate change-related funding sources. A sector development project in urban primary health care will be included to better ensure the sustainability of the service-delivery model assisted by nongovernmental organizations. Policy and sector governance reforms will be supported, as appropriate.

6. ADB TA will link to the CPS strategic priorities and focus on core sectors and drivers of change. TA for capacity development will be provided in the areas of public sector management and e-governance, gender equity, financial sector institutional development, climate change, and urban local governance.

7. The assistance pipeline for 2012–2014 is in Appendix 1, and the pipeline for 2011 is in Appendix 2.

1. INDICATIVE ASSISTANCE PIPELINE

Table A1.1: Indicative Assistance Pipeline for Lending Products, 2012–2014

Sector Project/Program Name	Targeting Classifi- cation	Thematic Priority	Division	Year of PPTA	Cost (\$ million)					
					Total	ADB		Gov't	Co- financing ^a	
						OCR	ADF			Total
2012 Firm Loans										
Agriculture and Natural Resources										
Climate Resilient Rural Infrastructure Improvement ^d	TI	GEN/SOD	SAER	2011	tbd	0	20	20	tbd	30
Subtotal					tbd	0	20	20	tbd	30
Education										
Second Teaching Quality Improvement Project	TI	SOD/GEN	SAHS	2009	tbd	0	60	60	tbd	tbd
Subtotal					tbd	0	60	60	tbd	tbd
Energy										
Energy Sector Improvement	GI	GRO/GOV/ ENV/PSD	SAEN	2011	tbd	185	0	185	tbd	tbd
Clean Energy Project	GI	GRO/ENV/PSD	SAEN/ SAPF	...	tbd	30	0	30	tbd	tbd
Subtotal					tbd	215	0	215	tbd	tbd
Finance										
Second Capital Market Development Program	GI	GRO/PSD	SAPF	2011	tbd	0	75	75	tbd	tbd
Subtotal					tbd	0	75	75	tbd	tbd
Health and Social Protection										
Sustainable Urban Primary Health Project	TI	GRO/GOV/GEN	SAHS	2010	tbd	0	40	40	tbd	tbd
Subtotal					tbd	0	40	40	tbd	tbd
Transport and ICT										
South West Road Network ^c	GI	GRO/RCI/CAD	SATC	2006	tbd	0	146	146	tbd	40
Subtotal					tbd	0	146	146	tbd	40
Water Supply and other Municipal Infrastructure and Services										
Coastal Towns Infrastructure Improvement (PDA) ^d	GI	ENV/SOD/GEN	SAUW	...	tbd	0	0	0	tbd	5
Greater Dhaka Sustainable Urban Transport Corridor	GI	GRO/ENV/EGM	SAUW	2009	tbd	100	45	145	tbd	tbd
Subtotal					tbd	100	45	145	tbd	5
Multisector										
Second Public–Private Infrastructure Development Facility ^e	GI	GRO/GOV/ PSD	SAPF	...	tbd	95	40	135	tbd	tbd
Subtotal					tbd	95	40	135	tbd	tbd
Total for 2012					tbd	410	426	836	tbd	tbd
Standby 2012—Agriculture and Natural Resources										
Piloting Improved Management of Muhuri Irrigation	TI	GEN/SOD	SAER	2012	tbd	0	30	30	tbd	tbd
Subtotal					tbd	0	30	30	tbd	tbd

Sector Project/Program Name	Targeting Classifi- cation	Thematic Priority	Division	Year of PPTA	Cost (\$ million)					
					Total	ADB		Gov't	Co- financing ^a	
						OCR	ADF			
2013 Firm Loans										
Agriculture and Natural Resources										
Piloting Improved Management of Muhuri Irrigation	TI	EGM/SOD	SAER	2012	tbd	0	30	30	tbd	tbd
Major River Flood and Bank Erosion Risk Management Program (MFF 1) (PDA) ^f	TI	EGM/SOD	SAER	2012	tbd	0	0	0	tbd	2
Subtotal					tbd	0	30	30	tbd	2
Education										
Secondary Education Sector Development Project MFF (PFR 1)	TI	GEN/SOD	SAHS	2012	tbd	0	90	90	tbd	tbd
Skills for Employment Project	TI	GEN/SOD	SAHS	2011	tbd	0	100	100	tbd	tbd
Subtotal					tbd	0	190	190	tbd	tbd
Energy										
Regional Power Generation and Transmission Project	GI	GRO/GOV/ RCI/PSD	SAEN	2011	tbd	260	0	260	tbd	tbd
Bangladesh–India Electrical Grid Interconnection Project (additional financing)	GI	GRO/RCI/ PSD	SAEN	...	tbd	0	20	20	tbd	tbd
Subtotal					tbd	260	20	280	tbd	tbd
Transport and ICT										
Subregional Railway Investment Program MFF (PFR 1)	GI	GRO/ENV/ CAD/RCI	SATC	...	tbd	150	0	150	tbd	tbd
Chittagong Urban Transport Improvement (PDA) ^g	GI	GRO/CAD/RCI	SAUW	2013	tbd	0	0	0	tbd	5
Subtotal					tbd	150	0	150	tbd	5
Water Supply and Other Municipal Infrastructure and Services										
Coastal Towns Infrastructure Improvement Project	GI	ENV/SOD/GEN	SAUW	2012	tbd	0	90	90	tbd	tbd
Khilket Water Supply Project	TI	ENV/SOD/EGM	SAUW	2012	tbd	0	185	185	tbd	tbd
Urban Governance and Infrastructure Improvement Project III (PDA) ^h	GI	ENV/SOD/GEN	SAUW	2013	tbd	0	0	0	tbd	5
Subtotal					tbd	0	275	275	tbd	5
Total for 2013					tbd	410	515	925	tbd	tbd
2014										
Agriculture and Natural Resources										
Major River Flood and Bank Erosion Risk Management Program (MFF 1)	TI	EGM/SOD	SAER	2012	tbd	0	60	60	tbd	tbd
South-West Integrated Water Resource Management (Supplementary)	TI	EGM/SOD	SAER	...	tbd	0	20	20	tbd	tbd
Subtotal					tbd	0	80	80	tbd	tbd

Sector Project/Program Name	Targeting Classifi- cation	Thematic Priority	Division	Year of PPTA	Cost (\$ million)					
					Total	ADB			Gov't	Co- financing ^a
						OCR	ADF	Total		
Education										
Public-Private Partnership in Higher Education	TI	GEN/SOD	SAHS	2013	tbd	50	80	130	tbd	tbd
Subtotal					tbd	50	80	130	tbd	tbd
Energy										
Second Energy Sector Improvement	GI	GRO/GOV/ RCI/PSD	SAER	2013	tbd	260	0	260	tbd	tbd
Subtotal					tbd	260	0	260	tbd	tbd
Transport and ICT										
Railway Sector Investment Program MFF (PFR 3)	GI	GRO/ENV/ CAD/PSD	SATC	...	tbd	100	0	100	tbd	tbd
Subtotal					tbd	100	0	100	tbd	tbd
Water Supply and other Municipal Infrastructure and Services										
Third Urban Governance and Infrastructure Improvement	GI	ENV/SOD/GEN	SAUW	2013	tbd	0	200	200	tbd	tbd
Second Secondary Town Water Supply and Sanitation	GI	ENV/SOD/GEN	SAUW	2013	tbd	0	50	50	tbd	tbd
Chittagong Urban Transport Improvement	GI	GRO/CAD/RCI	SAUW	2013	tbd	0	50	50	tbd	tbd
Subtotal					tbd	0	300	300	tbd	tbd
Total for 2014					tbd	410	460	870	tbd	tbd

... = not applicable, ADF = Asian Development Fund, EGM = effective gender mainstreaming, ENV = environmental sustainability, GEN = gender equity, GI = general intervention, GOV = governance, gov't = government, GRO = economic growth, ICT = information and communication technology, MFF = multitranchise financing facility, OCR = ordinary capital resources, PDA = project design advance, PFR = periodic financing request, PPCR = pilot program for climate resilience, PPTA = project preparatory technical assistance, PSD = private sector development, RCI = regional cooperation and integration, SAEN = South Asia Energy Division, SAPF = South Asia Public Management, Financial Sector, and Trade Division, SAER = South Asia Environment, Natural Resources and Agriculture Division, SAHS = South Asia Human and Social Development Division, SATC = South Asia Transport and ICT Division, SAUW = South Asia Urban Development and Water Division, SDP = sector development program, SOD = social development, tbd = to be determined, TI = targeted intervention, WRM = water resource management.

^a Includes PDA and others.

^b ADF \$20 million, PPCR loan \$20 million, and PPCR grant \$10 million.

^c Regional Cooperation and Integration (RCI) Fund (ADF) for \$40 million.

^d Project design advance of \$5 million from ADF for loan in 2013.

^e The project has both transport and power sector components and was listed as transport/power in the country partnership strategy results framework.

^f Project design advance of \$2 million from ADF for loan in 2014.

^g Project design advance of \$5 million from ADF for loan in 2014.

^h Project design advance of \$5 million from ADF for loan in 2014.

Source: Asian Development Bank estimates.

Table A1.2: Indicative Assistance Pipeline for Nonlending Products and Services, 2012–2014

Table A1.2: Indicative Assistance Pipeline for Nomenclature Products and Services, 2012–2014							
Sector Assistance Name	Responsible Division	Assistance Type	Source of Funding				
			ADB		Others		Total (\$'000)
			Source	Amount (\$'000)	Source	Amount (\$'000)	
2012							
Environment, Natural Resources and Agriculture							
Major River Flood and Bank Erosion Risk Management	SAER	PPTA		1,000	0	1,000	
Piloting Improved Management of Muhuri Irrigation	SAER	PPTA		800		800	
Subtotal				1,800	0	1,800	
Education							
Second Secondary Education Sector Development Project	SAHS	PPTA		775	0	775	
Third Primary Education Development Program Cluster TA (Phase 1)	SAHS	CDTA	JFPR	600	0	600	
Subtotal				1,375	0	1,375	
Health and Social Protection							
Supporting Sustainable Urban Primary Health Care	SAHS	CDTA		400	0	400	
Subtotal				400	0	400	
Public Sector Management							
Capacity Building for Portfolio Management	BRM	PATA		400	0	400	
Support to Anticorruption Commission Project	SAPF	CDTA		1,000	0	1,000	
Capacity Building Support to Ministry of Women Affairs	BRM	CDTA	JFPR	1,000	0	1,000	
Support for Regional Cooperation and Integration	SARC	SSTA		200	0	200	
Subtotal				2,600	0	2,600	
Transport and ICT							
Road Sector Institutional Strategy, Targeting Institutional Strengthening in Roads and Highways Department	SATC	CDTA	JFPR	2,000	0	2,000	
Subtotal				2,000	0	2,000	
Water Supply and Other Municipal Infrastructure and Services							
Preparing Khilket Water Supply Project	SAUW	PPTA		800	0	800	
Preparing Coastal Towns Infrastructure Improvement	SAUW	PPTA		900	0	900	
Greater Dhaka Sustainable Urban Transport Corridor	SAUW	CDTA	JFPR	1,000	0	1,000	
Subtotal				2,700	0	2,700	
Total for 2012				10,875	0	10,875	
Standby for 2012: Capacity Building Support to Ministry of Finance	BRM	S-PATA		225	0	225	

Sector Assistance Name	Responsible Division	Assistance Type	Source of Funding				
			ADB		Others		Total (\$'000)
			Source	Amount (\$'000)	Source	Amount (\$'000)	
2013							
Agriculture and Natural Resources							
Second Sustainable Rural Infrastructure Improvement Project	SAER	PPTA	JFPR	800	0	800	
Subtotal				800	0	800	
Education							
Public-Private Partnership in Higher Education	SAHS	PPTA		500	0	500	
Supporting the Second Secondary Education Sector Development Project	SAHS	CDTA		500	0	500	
Supporting Skills for Employment Project	SAHS	CDTA	JFPR	500	0	500	
Subtotal				1,500	0	1,500	
Energy							
Second Energy Sector Improvement	SAEN	PPTA		700	0	700	
Subtotal				700	0	700	
Finance							
Third Capital Market Development	SAPF	PPTA		800		800	
Subtotal				800		800	
Public Sector Management							
Capacity Building for Portfolio Management	BRM	CDTA		400	0	400	
Economic Management and Capacity Building Support to National Board of Revenue	SAPF	CDTA		700	0	700	
Subtotal				1,100	0	1,100	
Transport and ICT							
Road Safety Institutional Strengthening Project	SATC	CDTA		1,000	0	1,000	
Subtotal				1,000	0	1,000	
Water Supply and Other Municipal Infrastructure and Services							
Supporting Coastal Towns Infrastructure Improvement	SAUW	CDTA	JFPR	700	0	700	
Preparing the Third Urban Governance and Infrastructure Improvement Project	SAUW	PPTA		800	0	800	
Comprehensive Development of City Governments	SAUW	CDTA		1,000	0	1,000	
Preparing Secondary Town Water Supply and Sanitation	SAUW	PPTA		500		500	
Chittagong Urban Transport Improvement	SAUW	PPTA		700	0	700	
Subtotal				3,700	0	3,700	
Total for 2013				9,600		9,600	

Sector Assistance Name	Responsible Division	Assistance Type	Source of Funding			
			ADB		Others	
			Source	Amount (\$'000)	Source	Amount (\$'000)
2014						Total (\$'000)
Education						
Third Primary Education Development Program Cluster TA (Phase 2)	SAHS	CDTA		500		0
Subtotal				500		0
Finance						
Capacity Building of the Securities and Exchange Commission	SAPF	CDTA		1,000		0
Public–Private Partnership Support	SAOD	CDTA	JFPR	2,000		0
Subtotal				3,000		0
Public Sector Management						
Capacity Building for Portfolio Management	BRM	CDTA		400		0
Capacity Building Support for e-Governance	SAPF	CDTA		1,000		0
Subtotal				1,400		0
Transport and ICT						
Supporting Chittagong Urban Transport Improvement	SAUW	CDTA		800		0
Preparing Regional Transport Connectivity Project	SATC	PPTA		1,000		0
Subtotal				1,800		0
Water Supply and Other Municipal Infrastructure and Services						
Establishing Regulatory Framework for Urban Water Supply and Sanitation	SAUW	PATA		500		0
Supporting the Third Urban Governance and Infrastructure Improvement Project	SAUW	CDTA		500		0
Achieving the Millennium Development Goals for the Urban Poor	SAHS	PPTA		500		0
Subtotal				1,500		0
Multisector						
Third Public–Private Infrastructure Development Facility	SAPF	PPTA		800		0
Subtotal				800		0
Total for 2014				9,000		9,000

BRM = Bangladesh Resident Mission, CDTA = capacity development technical assistance, CIF = climate investment fund, ICT = information and communication technology, JFPR = Japan Fund for Poverty Reduction, PATA = policy and advisory technical assistance, PPTA = project preparatory technical assistance, PPCR = pilot program for climate resilience, RDTA = research and development technical assistance, SAEN = South Asia Energy Division, SAPF = South Asia Public Management, Financial Sector, and Trade Division, SAER = South Asia Environment, Natural Resources, and Agriculture Division, SAHS = South Asia Human and Social Development Division, SATC = South Asia Transport and ICT Division, SAOD = South Asia Department, Office of the Director General, SAUW = South Asia Urban Development and Water Division, SDP = sector development program, S-PATA = small-scale policy and advisory technical assistance, TASF = Technical Assistance Special Fund.

Source: Asian Development Bank estimates.

2. ASSISTANCE PROGRAM FOR CURRENT YEAR

Table A2.1: Indicative Assistance Pipeline for Lending Products, 2011

Sector Project/Program Name	Targeting Classifi- cation	Thematic Priority	Division	Year of Project Preparatory Assistance	Cost (\$ million)					
					Total	ADB		Total	Gov't	Co- Financing ^a
						OCR	ADF			
2011 Firm Loans										
Education										
Primary Education Sector Development Program	TI	GEN/SOD	SAHS	2008	tbd	0	320	320	tbd	tbd
Subtotal					tbd	0	320	320	tbd	tbd
Energy										
Power System Efficiency Improvement Project	GI	GRO/ENV/PSD	SAEN	2009	tbd	300	0	300	tbd	tbd
Subtotal					tbd	300	0	300	tbd	tbd
Transport and ICT										
Railway Sector Investment Program MFF (PFR 2)	GI	GRO/ENV/ CAD/PSD	SATC	...	tbd	150	0	150	tbd	tbd
Technical Assistance Loan for Dhaka–Chittagong Expressway Public–Private Partnership	GI	GRO/ENV/ GRO/PSD	SATC	...	tbd	0	10	10	tbd	tbd
Subtotal					tbd	150	10	160	tbd	tbd
Water Supply and other Municipal Infrastructure and Services										
Khulna Water Supply Project	GI	ENV/SOD/GEN	SAUW	2009	tbd	0	75	75	tbd	tbd
Greater Dhaka Sustainable Urban Transport Corridor (PDA) ^b	GI	GRO/PSD	SAUW	2009	tbd	0	0	0	tbd	5
Subtotal					tbd	0	75	75	tbd	5
Multisector										
Second Chittagong Hill Tracts Rural Development Project ^c	TI	GRO/CAD/ GEN/SOD	SAER	2009	tbd	0	55	55	tbd	tbd
Subtotal					tbd	0	55	55	tbd	tbd
Total for 2011					tbd	450	460	910	tbd	tbd

... = not applicable, ADF = Asian Development Fund, ENV = environmental sustainability, GEN = gender equity, GI = general intervention, GOV = governance, gov't = government, GRO = economic growth, ICT = information and communication technology, MFF = multitranchise financing facility, OCR = ordinary capital resources, PDA = project design assistance, PFR = periodic financing requests, PSD = private sector development, RCI = regional cooperation and integration, SAER = South Asia Environment, Natural Resources, and Agriculture Division, SAEN = South Asia Energy Division, SAHS = South Asia Human and Social Development Division, SATC = South Asia Transport and ICT Division, SAOD = South Asia Department, Office of the Director General, SAUW = South Asia Urban Development and Water Division, tbd = to be determined, TI = targeted intervention.

^a Includes PDA and others.

^b Project design advance of \$5 million from OCR for loan in 2012.

^c Includes \$10 million reallocated from savings from cancelled loans.

Source: Asian Development Bank estimates.

Table A2.2: Indicative Assistance Pipeline for Nonlending Products and Services, 2011

			Source of Funding				
Sector Assistance Name	Responsible Division	Assistance Type	ADB		Others		Total (\$'000)
			Source	Amount (\$'000)	Source	Amount (\$'000)	
2011							
Agriculture and Natural Resources							
Climate Change Capacity Building and Knowledge Management	BRM	CDTA		0	CIF	500	500
Preparing Climate-Resilient Rural Infrastructure Improvement Project	SAER	PPTA		0	PPCR	600	600
Subtotal				0		1,100	1,100
Education							
Skills for Employment Project	SAHS	PPTA	JFPR	700		0	700
Public-Private Partnership in Higher Education	SAHS	S-PATA		225			225
Subtotal				925		0	925
Energy							
Support for Climate Change and Energy Efficiency Project	SAEN	CDTA		500		0	500
Energy Sector Improvement	SAEN	PPTA		700		0	700
Regional Power Generation and Transmission	SAEN	PPTA	JFPR	500		0	500
Subtotal				1,700		0	1,700
Finance							
Second Capital Market Development Program Project	SAPF	PPTA		600		0	600
Support for Public-Private Partnership Development Project	SAOD	CDTA	JFPR	2,000		0	2,000
Capacity Building for the Bangladesh Bank	SAPF	CDTA		500			500
Subtotal				3,100		0	3,100
Public Sector Management							
Capacity Building for Portfolio Management	BRM	S-PATA		200		0	200
Subtotal				200		0	200
Transport and ICT							
Strategic Master Plan for Chittagong Port	SATC	PATA	JFPR	1,000		0	1,000
Road Safety Improvement Strategy Project	SATC	PATA		600		0	600
Subtotal				1,600		0	1,600
Water Supply and Other Municipal Infrastructure and Services							
Strengthening Resilience of Urban Water, Drainage, and Sanitation	SAUW	CDTA	JFPR	700		0	700
Sector to Climate Change in Coastal Towns							
Supporting the Khulna Water Supply Project	SAUW	CDTA		700		0	700
Subtotal				1,400		0	1,400
Total for 2011				8,925		1,100	10,025

BRM = Bangladesh Resident Mission, CDTA = capacity development technical assistance, CIF = climate investment fund, PATA = policy and advisory technical assistance, PPTA = project preparatory technical assistance, PPCR = pilot program for climate resilience, SAER = South Asia Energy Division, SAPF = South Asia Public Management, Financial Sector, and Trade Division, SAEN = South Asia Environment, Natural Resources, and Agriculture Division, SAHS = South Asia Human and Social Development Division, SATC = South Asia Transport and ICT Division, SAUW = South Asia Urban Development and Water Division, SAOD = South Asia Department, Office of the Director General, S-PATA = small-scale policy and advisory technical assistance.

Source: Asian Development Bank estimates.