



Public Sector Management and Governance Sector

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Subsectors

Fiscal policy and management includes climate fiscal management, medium-term fiscal framework, fiscal risk management, fiscal decentralization, public-private partnership (PPP) policy and regulatory frameworks, legal policy framework in national and sub-national levels, and social protection systems.

Domestic Resource Mobilization covers tax policy, tax administration, and international tax agreements.

Public Financial Management includes specialization in expenditure management at the central and subnational levels, and covers issues such as public debt and cash management, government securities market, infrastructure governance, public investment management, and GovTech and digitalization.

Economic Diversification covers private sector and related reforms (including investment climate), trade and competitiveness, digitalization and logistics policy and systems.

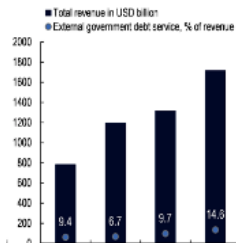
Corporate Governance and State-Owned Enterprises Reforms includes corporate governance reform of state-owned enterprises (SOEs), commercialization, fiscal risk management and enterprise restructuring.





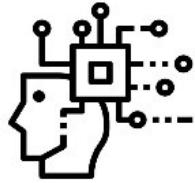
Deepening Climate- Fiscal Linkages

- ❑ **Mainstreaming climate into Ministries of Finance:** increase the integration of climate change into fiscal frameworks.
- ❑ **Piloting innovative ideas:** going beyond mainstreaming, by piloting policy reforms to unlock additional adaptation finance (e.g. private sector).
- ❑ **Addressing institutional barriers:** Joint ADB-World Bank Climate Change Institutional Assessments.
- ❑ **Addressing data gaps:** Use of the Climate Policy Assessment Tool to inform policy making
- ❑ **Strengthen policy dialogues:** Development of regional climate policy platforms



Debt Management and Sustainability

- ❑ **Addressing data gaps:** Developing a database of key debt indicators and debt management indicators
- ❑ **Increasing coordination:** Community of Practice between relevant ADB stakeholders on ADB’s debt-related work
- ❑ **Debt Management:** Leveraging ADB’s experience to better support and promote sustainable borrowing practices and transparency



GovTech and AI4Gov

- ❑ **Support for GovTech & AI Integration:** Assisting DMCs in adopting AI-powered solutions
- ❑ **ADB AI Sandbox for Innovation:** Prototyping and testing AI-driven solutions for tax, trade, debt, and climate related use cases through pilots.
- ❑ **Scaling Regional Digital Public Goods:** Promoting interoperable GovTech solutions, cross-border data exchanges, and AI-assisted risk analytics, regional cooperation.
- ❑ **Government financial management and revenue systems**



Key entry points

- ❖ Individual and firm consultant engagements (knowledge products, project and program support, other non-lending activities and assessments)
- ❖ Project procurement, especially as vendors and project management/design in digital government

Appendices

Southeast Asia and Pacific Pipeline 2025-2027





Lending Pipeline, 2025 – *Pacific*

DMC	Project Title	Type/Modality	Amount (\$million)
PACIFIC			
KIR	Sustainable and Inclusive Economic Recovery Program, Subprogram 2	PBL	10.0
RMI	Public Sector Reform Program	PBL	5.0
TON	Improving Economic Management, Subprogram 2	PBL	10.0
TUV	Supporting Public Sector Management Reforms, Subprogram 1	PBL	7.0
VAN	Public Financial Management, Subprogram 1 + Contingent Disaster Financing	PBL	10.0 + 10.0



Lending Pipeline, 2026 – *Pacific*

DMC	Project Title	Type/Modality	Amount (\$million)
PACIFIC			
FIJ	Sustainable and Resilient Growth Program, Subprogram 2	PBL	70.0
PAL	Strengthening Fiscal Resilience for Sustainable Development Program, Subprogram 2	PBL	25.0
NAU	Improving Fiscal Sustainability Program, Subprogram 2	PBL	5.0
PNG	Strengthening Governance and Accountability in the Public Sector Program, Subprogram 2	PBL	150.0
SAM	Public Financial Management and Private Sector Development Program, Subprogram 1	PBL	20.0
SOL	Supporting Fiscal Recovery Subprogram 1	PBL	15.0



Lending Pipeline, 2027 – Pacific

DMC	Project Title	Type/Modality	Amount (\$million)
SOL	Domestic Resource Mobilization Project (Phase 2)	Project	15.0
VAN	Enduring Fiscal Position Program, Subprogram 2 + CDF	PBL	20.0
VAN	Financial Management Information System	Project	3.0
RMI, FSM, PAL	Public Financial Management Project (Phase 2)	Project	9.0
COO	Resilient Transformation Program, Subprogram 2	PBL	30.0
KIR	Climate and Economic Resilience Program, subprogram 1	PBL	10.0
TON	Public Sector Reform Program, Subprogram 1	PBL	10.0
TUV	Supporting Public Sector Management Reforms, Subprogram 2	PBL	7.0
SOL, COO, KIR, TON, TUV, SAM, FSM, RMI	Pacific Disaster Resilience Project (Phase 6)	CDF	72.0
RMI	Public Sector Reform Program, Subprogram 2	PBL	5.0



Lending Pipeline, 2025 – Southeast Asia

DMC	Project Title	Type/Modality	Amount (\$million)
SOUTHEAST ASIA			
CAM	Strengthening Governance for Service Delivery Program, Subprogram 1	PBL	50.0
INO	Boosting Productivity through Human Capital Development Program, Subprogram 3	PBL	500.0
INO	Competitiveness, Industrial Modernization, and Trade Acceleration Program, Subprogram 3	PBL	500.0
INO	Domestic Resource Mobilization Reform Program, Subprogram 1	PBL	500.0
PHI	Business Environment Strengthening through Technology, Subprogram	PBL	400.0
PHI	Second Disaster Resilience Improvement Program	PBL	500.0



Lending Pipeline, 2026 – Southeast Asia

DMC	Project Title	Type/Modality	Amount (\$million)
SOUTHEAST ASIA			
CAM	Trade and Competitiveness, Subprogram 3	PBL	50.0
PHI	Public Financial Management Reform Program, Subprogram 2	PBL	500.0
PHI	Second Disaster Resilience Improvement Program (multi-year replenishment option)	CDF	500.0
PHI	Digital Transformation for the Bureau of Internal Revenue	Project	100.0
PHI	Domestic Resource Mobilization Program, SP2	PBL	500.0
INO	State-Owned Enterprise Reform Program, Subprogram 2	PBL	500.0
INO	Better Expenditure and Revenue Accountability for National and Local Institutional Reform Program, Subprogram 1	PBL	500.0



Lending Pipeline, 2027 – Southeast Asia

DMC	Project Title	Type/Modality	Amount (\$million)
SOUTHEAST ASIA			
CAM	Strengthening Governance for Service Delivery Program, Subprogram 2	PBL	50.0
TIM	e-Government Development and Infrastructure Project	Project	30.0
INO	Strengthening Governance for Service Delivery Program, Subprogram 1	PBL	500.0
INO	Domestic Resource Mobilization Reform Program, Subprogram 2	PBL	500.0
PHI	Domestic Resource Mobilization Reform Program, Subprogram 2	PBL	500.0



Nonlending Pipeline, 2024-26 – Pacific, and Southeast Asia

DMC	Project Title	Amount (\$million)
PACIFIC		
REG	Supporting Public Sector Management	4.540
REG	Enhancing Disaster Risk Financing Solutions in the Pacific	2.000
REG	Support to Climate Resilient Investment Pathways in the Pacific	2.095
REG	Improving Pacific Public Financial Management Facility , NAU, SOL, VAN (additional financing)	2.356
SOUTHEAST ASIA		
CAM	Support for Revenue Mobilization – Development of a Government Bond Market and Strengthening Subnational Revenues (funded by debt management set-aside)	0.750
CAM	Support Regulatory Impact Assessment Implementation	0.225
CAM	Supporting the Adoption of Digital Technologies and Fostering Innovation in Micro, Small- and Medium-sized Enterprises	1.350
CAM	Supporting Implementation of Cambodia Digital Government Programs at Subnational Administrations	0.800
INO	Capacity Building to Indonesian Revenue Authorities on their Digital Infrastructure	0.150
LAO	Supporting LAO Domestic Resource Mobilization Modernization Project (Attached TA)	2.000
PHI	Enhancing Disaster Resilience and Risk Financing	0.169
PHI	Supporting Domestic Revenue Modernization	0.169
REG	Southeast Asia Public Management, Financial Sector, and Trade Policy Facility Phase II (additional financing)	1.500
REG	Southeast Asia Public Management, Financial Sector, and Trade Policy Facility Phase II (additional financing)	3.500

Appendices

South Asia Pipeline 2025-2027



ADB



Lending Pipeline, 2025-2027 – *South Asia*

2025	DMC	Title	Modality	Amount (\$, million)
1	BAN	Loan 4606: Climate-Resilient Inclusive Development Program SP2	PBL	400.0
2	IND	Loan 4586: Tripura Industrial Infrastructure Development Project	Project Loan	85.4
3	NEP	Strengthening Public Financial Management and Devolved Service Delivery Program SP2	PBL	100.0
4	SRI	Strengthening Macroeconomic Resilience and Transparency (SP1)	PBL	100.0



Lending Pipeline, 2025-2027 – *South Asia*

2026	DMC	Title	Modality	Amount (\$, million)
1	BAN	Strengthening Economic Management and Governance Program, SP2	PBL	400.0
2	BHU	Trade Expansion and Diversification (TREAD) Program SP1	PBL	25.0
3	NEP	South Asia Subregional Economic Cooperation Customs and Logistics Reforms Program SP2	PBL	50.0
4	NEP	Investment Climate Reforms for Quality Jobs Program (SP1)	PBL	150.0
5	SRI	Trade, Investment, and Industry Development Program SP1	PBL	100.0



Lending Pipeline, 2025-2027 – *South Asia*

2027	DMC	Title	Modality	Amount (\$, million)
1	BAN	Enhancing Competitiveness through Improved Logistics and Economic Corridor Development	PBL	400.0
2	BHU	Enhancing Green Fiscal Consolidation Program SP1	PBL	15.0
3	IND	Supporting Green Textile Sector Development Program	SDP	200.0
4	IND	Supporting Cities as Growth Hub	RBL	200.0
5	MLD	SASEC Customs Administration Reform and Modernization	Project Grant	14.0
6	NEP	Green, Resilient, and Inclusive Development Program (SP2)	PBL	100.0
7	SRI	Strengthening Macroeconomic Resilience and Transparency (SP2)	PBL	100.0



Nonlending Pipeline, 2025-2027 – *South Asia*

2025	DMC	Title	Modality	Amount (\$, '000)
1	BAN	Logistics Sector Development for Increased Economic Competitiveness	Project Preparation	1,000.0
2	BHU	Fiscal Sustainability and Green Recovery Program (SP1) - Additional Financing to 6971	Capacity Development	250.0
3	IND	Program Design Support to West Bengal Economic Corridor	Project Preparation	450.0
4	IND	Enhancing Capacity to Design and Implement Public Res. Mgt. (supplementary to TA 6630)	Project Preparation	1,000.0
5	MLD	Supporting Administration Reform and Modernization of Maldives Customs Service	Project Preparation	225.0
6	MLD	Strengthening Fiscal Sustainability and Climate-Responsive Public Financial Management in Maldives	Capacity Development	200.0
7	NEP	Implementation Support for SASEC Customs and Logistics Reforms Program (Subprogram 2, Supplementary-6847)	Capacity Development	750.0
8	NEP	Support for Preparation of Investment Climate Improvement Program	Project Preparation	750.0



Nonlending Pipeline, 2025-2027 – *South Asia*

2026	DMC	Title	Modality	Amount (\$, '000)
1	IND	Strengthening the Competitiveness and Sustainability of the Textile Sector	Capacity Development	1,000.0
2	NEP	Implementation Support for Investment Climate Improvement (attached)	Capacity Development	750.0
3	MLD	Supporting Administration Reform and Modernization of Maldives Customs Service (Additional Financing)	Capacity Development	500.0
4	SRI	Supporting the Development of Economic Zones and Small and Medium-Sized Enterprise Dynamism to Boost Competitiveness and Jobs (top-up)	Capacity Development	800.0



Nonlending Pipeline, 2025-2027 – *South Asia*

2027	DMC	Title	Modality	Amount (\$, '000)
1	BAN	Implementing Trade Facilitation Initiatives under the SASEC Program - Phase 2	Project Preparation	150.0
2	IND	Support to Madhya Pradesh Social Protection Project	Capacity Development	1,000.0
3	IND	Support to Chhattisgarh Economic Recovery and Resilience Program	Capacity Development	1,000.0
4	IND	Support to Industrial Productivity and Competitiveness (PBL)	Capacity Development	1,000.0
5	IND	Economic Diversification in Madhya Pradesh	Capacity Development	1,000.0
6	IND	Supporting Cities as Growth Hub Program	Capacity Development	1,000.0

Appendices

Central & West Asia and East Asia Lending Pipeline 2025-2027

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ADB



Lending Pipeline, 2025 – *Central and West Asia*

2025	DMC	Title	Modality	Amount (\$, million)
1	Uzbekistan	Economic Management Improvement Program, Phase 2 (Subprogram 2)	Policy-Based Lending	500.0
2	Pakistan	Improved Resource Mobilization and Utilization Reform Program, Subprogram 2	Multi Modality	800.0
3	Pakistan	Accelerating State-Owned Enterprises Transformation Program	Results-Based Lending	400.0
4	Tajikistan	Enabling Climate-Responsive Business Environment Improvement Program, Subprogram 2	Policy-Based Lending	50.0
5	Armenia, Republic of	Fiscal Sustainability and Financial Markets Development Program, Subprogram 3	Policy-Based Lending	150.0
6	Kyrgyz Republic	Advancing Green Investment and Resilient Economic Growth Program (Subprogram 1)	Policy-Based Lending	50.0
7	Kyrgyz Republic	Business Service Center Development (Activity 3)	Small Expenditure Financing Facility	1.0



Lending Pipeline, 2026 – *Central and West Asia*

2026	DMC	Title	Modality	Amount (\$, million)
1	Georgia	Advancing Economic Stability and Social Protection Program, Subprogram 1	Policy-Based Lending	50.0
2	Kazakhstan	Kazakhstan Fiscal Governance and Financial Sector Reforms Program (Subprogram 2)	Policy-Based Lending	500.0
3	Kyrgyz Republic	Sustainable Fiscal Management and Governance Improvement Program (Subprogram 2)	Policy-Based Lending	50.0
4	Uzbekistan	Accelerating the Climate Transition for Green, Inclusive and Resilient Economic Growth Program (Subprogram 2)	Policy-Based Lending	500.0
5	Pakistan	Domestic Revenue Enhancement and Modernization Project	Project Lending	200.0
6	Pakistan	Transforming Public Sector Pension Program	Policy-Based Lending	250.0
7	Pakistan	Promoting Sustainable PPPs Program, SP2	Policy-Based Lending	250.0



Lending Pipeline, 2026 – *Central and West Asia (cont.)*

2026	DMC	Title	Modality	Amount (\$, million)
8	Armenia, Republic of	Fiscal Governance and Financial Sector Reforms Program, Subprogram 1	Policy-Based Lending	200.0
9	Republic of Türkiye	Strengthening MSMEs and Organized Industrial Zones (OIZs)	Project Lending	400.0



Lending Pipeline, 2027 – *Central and West Asia*

2027	DMC	Title	Modality	Amount (\$, million)
1	Uzbekistan	Economic Management Improvement Program, Phase 2 (Subprogram 3)	Policy-Based Lending	500.0
2	Armenia, Republic of	Improved Governance Program, Subprogram 1	Policy-Based Lending	200.0
3	Republic of Türkiye	Strengthening Startup Ecosystem Project	Project Lending	200.0
4	Kyrgyz Republic	Advancing Green Investment and Resilient Economic Growth Program (Subprogram 2)	Policy-Based Lending	50.0

Lending Pipeline, 2027 – *East Asia*

2027	DMC	Title	Modality	Amount (\$, million)
2	Mongolia	Public Investment and Tax Administration Project Phase 2	Project Lending	25.0

Appendices

Strategy, Emerging Areas, and
Knowledge (SEEK)

Examples of knowledge products



ADB Business Opportunities Seminar EUROPEAN ROADSHOW

ZURICH · PARIS · LISBON · MADRID · BRUSSELS

ADB BUSINESS OPPORTUNITIES SEMINAR SERIES 2026

PEOPLE. PARTNERSHIPS. POSSIBILITIES.



Brief: Fiscal Risks of Climate Change

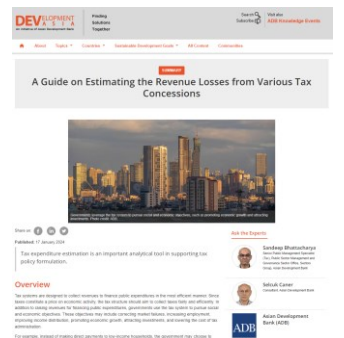
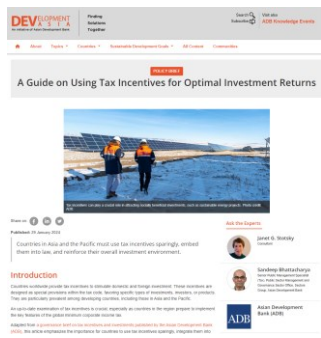
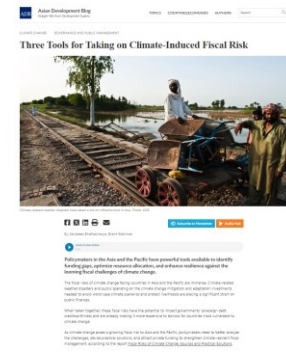
Brief: Tax Incentives and Investment

Brief: Digital Transformation of Revenue Ad

Three Tools for Taking on Climate-Induced Fiscal Risk

A Guide on Using Tax Incentives for Optimal Investment Returns

Guide on Estimating Revenue Losses from Tax Concessions



Guidance Note: Leveraging Technology for Property Tax Management

Governance Framework: Climate-Relevant Public Investment Management

Snapshot of SDGs at the Subnational Administration Level in Cambodia

A Comparative Analysis of Tax Administration in Asia and the Pacific: 7th Ed

Forthcoming: Digital Transformation of Multilevel Tax Policies and Administration

