



CAREC 2030 STRATEGY MIDTERM REVIEW: ROLLING IMPLEMENTATION ACTION PLAN 2025-2030

For Ministers' Information

24th CAREC Ministerial Conference
20 November 2025



CAREC 2030 STRATEGY MIDTERM REVIEW: Rolling Implementation Action Plan 2025–2030

I. Background

1. The Central Asia Regional Economic Cooperation (CAREC) Program has been a cornerstone for regional cooperation and integration in Central Asia, South Caucasus, East Asia, and South Asia since its inception in September 2001. The *CAREC 2030: Connecting the Region for Shared and Sustainable Development* ([CAREC 2030 Strategy](#)), endorsed in 2017, aims to ensure the program's continued relevance in the fast-changing landscape of member countries. The strategy expanded its scope from three sectors (transport, energy, and trade) to five operational clusters: economic and financial stability; trade, tourism, and economic corridors; infrastructure and economic connectivity; agriculture and water; and human development. Additionally, climate change, digital/information and communications technology, and gender are cross-cutting themes under the Strategy.

2. In 2024, the CAREC Ministerial Conference endorsed the [Midterm Review \(MTR\) of the CAREC 2030 Strategy](#), which covers ten key recommendations:

- (i) Streamline scope for enhancing impact of CAREC initiatives;
- (ii) Review and recalibrate sectoral strategies;
- (iii) Pursue regional public goods to address common issues;
- (iv) Reinvigorate regional ownership for sustaining outcomes;
- (v) promote integrated and climate-smart development;
- (vi) Strengthen engagement with development partners and private sector;
- (vii) Improve program effectiveness and monitoring;
- (viii) Strengthen the CAREC Secretariat;
- (ix) Enhance CAREC Institute's role as a strategic partner for knowledge-driven development; and
- (x) Prepare MTR Implementation Action plan (IAP).

3. In March 2025, the National Focal Points (NFPs) met in Manila to discuss strengthening the program's initiatives through [strategic planning](#) and prioritization and provide guidance on the implementation of the MTR recommendations. NFPs also discussed the alignment between the CAREC 2030 Strategy and [ADB Strategy 2030 MTR](#), which sharpens ADB's strategic focus and support for key priorities: climate action, private sector development, regional cooperation and public goods, digital transformation, and resilience and empowerment.

4. The CAREC Secretariat prepared the draft rolling IAP to operationalize the MTR recommendations. The revised draft incorporates suggestions and comments from CAREC member countries and development partners at the Senior Officials Meeting in June 2025 in Issyk-Kul, Kyrgyz Republic.

5. The IAP, which is a living document, was endorsed at the virtual National Focal Points Meeting on 15 October 2025 and will be reported to the Ministers during the 24th CAREC Ministerial Conference on 20 November 2025.

II. Rolling Implementation Action Plan of the CAREC 2030 Strategy Midterm Review

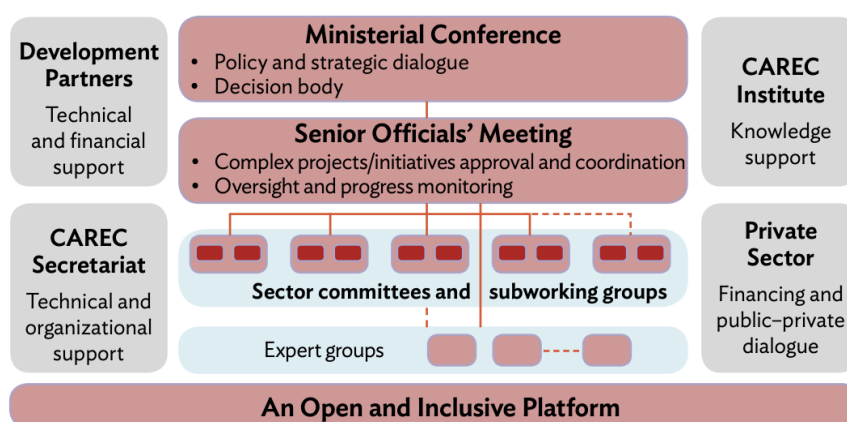
6. The rolling IAP consolidates the actions, activities, projects, initiatives, timeframe and responsible CAREC sectoral bodies, countries, and/or development partners to help operationalize the MTR recommendations (**Table 1**). The IAP will be carried out during the remaining years of the CAREC 2030 Strategy (2025–2030) and updated annually to ensure its alignment with ongoing and planned initiatives and emerging regional and national priorities. The rolling IAP includes:

- **Strategic goals**, which refer to high-level goals, typically involving long-term planning and guidance on the overall direction and priorities of the CAREC operations, and
- **Operational actions and activities**, which include concrete projects and initiatives to implement the MTR recommendations.

7. **Promoting linkages and synergies between sectors and themes.** The MTR recognizes the need to adopt a more targeted approach of CAREC interventions to enhance the Program’s development effectiveness. This includes measures to maximize cross-sectoral initiatives, enhance coordination among CAREC sector institutions, and develop synergies with similar regional and international initiatives.

III. Institutional Arrangement

8. The MTR calls for the CAREC Program to be more dynamic, effective, and responsive to evolving global and regional development. This requires strengthening the CAREC Program’s institutional arrangements including enhanced capacity of the CAREC Secretariat and CAREC Institute; improved coordination mechanism among CAREC members and development partners; and deepened engagement with the private sector and the Program’s beneficiaries. The IAP will be implemented through existing institutional structure and mechanism (Figure and **Appendix 1**).



IV. Financing Requirements

9. Implementation of the IAP has resource requirements at various levels (**Appendix 2**). A development partners retreat is being organized on 21 November 2025 to discuss possible co-financing and other cooperation opportunities to implement the IAP under the CAREC 2030 Strategy.

Table 1: CAREC 2030 Strategy MTR Implementation Action Plan 2025–2030

Strategic Goals	Operational Actions and Activities		Projects and Initiatives	Status and Timeline	Responsibility	Expected Results
1. Streamline Scope for Enhancing Impact of CAREC Initiatives						
Adopt a more targeted and narrow approach	1.1	Conduct needs assessment at national, regional, and sectoral levels	In-country CAREC sector focals meetings led by NFPs to identify topics, areas, and focus of needs assessment or scoping studies	Regular, determined at country level	NFPs, CAREC Secretariat, CAREC Institute, DPs	Clear identification of priority areas and gaps and appropriate solutions
Ensure long-term planning, project prioritization, and resource allocation			Periodic meetings between NFPs and CAREC Secretariat to identify assessment needs	Quarterly/ biannual	NFPs, CAREC Secretariat, ADB (SG & RMs as appropriate)	
Focus on projects with greatest regional impact, benefits, and transformational outcomes	1.2	Establish a multi-year rolling pipeline for regional programs, projects, and technical assistance in each sector	Integration of CAREC proposed regional projects in relevant CAREC Development Partners' Country Programming exercise and Country Partnership Framework	Ongoing (annually)	NFPs, CAREC Secretariat, DPs, ADB (CMT)	Enhanced long-term planning and resource allocation with priority on impactful projects
			Preparation and update of high-quality flagship regional projects	Ongoing; SOM and NFP meetings	NFPs, DPs, CAREC Secretariat	
Prioritize interventions that are demand-driven and aligned with country programming	1.3	Undertake impact assessments of projects and review activities based on impact and relevance to program objectives	CAREC Program Development Effectiveness Review	Every 3 years	CAREC Secretariat; Sector focals; DPs	Improved program relevance and effectiveness through evidence-based learning, and adjustments from lessons learned
			Finalization of DeFR 2021-2023	Q4 2025		
			Completion reports of CAREC TAs and projects; IED validation on ADB support; development partners evaluation of CAREC related projects	Annually	ADB (project teams and IED); DPs	
			Dissemination of evaluation reports to CAREC NFPs	Annually	CAREC Secretariat and DPs	
Enhance specialization and in-depth engagement	1.4	Refocus on subregional cooperation (2+X principle), enhance cluster approach, and maximize cross-sectoral initiatives	Joint consultation mission for MTRs of transport, trade and digital strategies, to support identification of key priority interventions at regional or subregional level	Ongoing	CAREC Secretariat, ADB (SG-TRA, DIG), DPs	In-depth interventions based on readiness of countries
			Joint or parallel meetings among sector groups (e.g., Health and Climate Change nexus)	(2025-2026)	WGCC and WGH	Optimal use of resources, and demonstrated impact allowing room for scaling up or replication
			Bilateral and subregional arrangements to pursue common trade and economic priorities (e.g., Pakistan-Turkmenistan, C5+1, etc)	Ongoing	NFPs and CAREC sectoral bodies	

Strategic Goals	Operational Actions and Activities		Projects and Initiatives	Status and Timeline	Responsibility	Expected Results
			Developing investment projects to accelerate digital transformation and connectivity and leveraging use of emerging technologies in CAREC sector work, including on cross-border paperless measures, e-payment systems, or smart mobility (trade, transport, ECD)	Ongoing	ADB (DIG), CAREC sectoral bodies	
	1.5	Accelerate regional connectivity and develop economic corridors	Almaty–Bishkek Economic Corridor (ABEC): - Regional Improvement of Border Services Project (approval) - Almaty–Issyk-Kul Alternative Road Project (feasibility study) - Cross-Border Transport Master Plan (completion)	2025	ADB (Project teams, RMs)	Enhanced physical and soft connectivity along the corridor
			CAREC Corridor 2 (Middle Corridor) Development 2025-2028 Indicative Pipeline Investment Projects - AZE: Railways Digital Transformation Project - AZE: Railway Signaling and Electrification Project - GEO: Batumi-Sarpi Road Project - GEO: Tbilisi Bypass Project - KGZ: Transport Development Project BCP/Railway - TKM: Trans-Turkmenistan Railway Modernization Project (Phase 1 and Phase 2) - UZB: CAREC Road Corridor 2 Resilience and Modernization Project - UZB: CAREC Corridors 2 and 6 Road Modernization and Safety Project and Program	2025-2028	ADB (SG-TRA), CAREC Secretariat	Increased trade and economic activities promoted
			KAZ: Transport Resilience and Connectivity Enhancement Project (CAREC Corridor 2, approved)	2024-2032	WB (Project team)	
			KGZ–UZB Cross-border Sustainable Tourism Cluster Development Project (scoping)	2025/2026	CAREC Secretariat, ADB (RM)	Improved project preparation and readiness

Strategic Goals	Operational Actions and Activities		Projects and Initiatives	Status and Timeline	Responsibility	Expected Results
			• AZE–GEO: Proposed Joint Border Control Project (scoping/feasibility study)	2026	Project teams, RMs	
			• TAJ–UZB: Enhancing Trade Facilitation through joint BCP Project (scoping) under the Shymkent-Tashkent-Khujand Economic Corridor	2026	CAREC Secretariat, ADB (RM)	
2. Review and Recalibrate Sectoral Strategies						
Align with evolving regional developmental context, be more responsive to emerging needs and requirements Embed climate change actions	2.1	Sector/Theme MTRs: • CAREC Transport Strategy 2030 • CAREC Integrated Trade Agenda 2030 • CAREC Digital Strategy 2030	Consultation with relevant CAREC sectoral working groups and during related other key events	2025	CAREC Secretariat	Improved relevance, responsive, and alignment with member countries emerging national and regional priorities
			Presentation of draft sector MTRs to SOM and finalization for 24 th CAREC MC endorsement in 2025	2025	TSCC, RTG, DSCC	
			Preparation of investment plans as part of sector specific MTRs, including: • CAREC transport pipeline projects and establishment of Borders Upgrades for Integration, Logistics, and Development (BUILD) facility • CITA 2030 Rolling Strategic Action Plan 2025-2028 (including investment projects, PBL or sector program, TA interventions) • CAREC Digital Strategy Recommendations and Implementation Roadmap 2025-2030 including proposal to develop fiber optic corridor, digital data platforms, green data centers, and use of emerging technologies)	Ongoing		Strengthened coordination with line agencies from CAREC member countries and synergies in development partners’ initiatives
		• CAREC Energy Strategy 2030	CAREC Energy Strategy 2030 MTR including key investment projects promoting sustainable energy, regional energy security, energy trade and cooperation	2026	ESCC	
		3. Pursue Regional Public Goods to Address Common Issues				
Promote RPGs in infrastructure and economic corridors, trade and trade facilitation, health	3.1	Develop a multi-hazard early warning system	Regional Multi-Hazard Early Warning System for detecting, forecasting, and communicating multiple hazards	2026	WGCC, DPs	Strengthened regional preparedness and resilience to disasters Environmental sustainability and

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and communicable diseases, environmental sustainability and climate change, water resources management, and sustainable energy transition						regional health security
	3.2	Pursue cross-border sustainable energy projects and transboundary water management systems	CAREC Climate Change Action Plan implementation	2025–2027	WGCC	Enhanced regional cooperation in energy and water resource management
			KGZ: Advancing Green Investment and Resilient Economic Growth Program (Subprogram 1)	2025	ADB (Project team)	
			KGZ: Kambarata-1 Hydropower Plant Project, Phase 1	2026	ADB, World Bank (Project teams)	Regional public goods and climate resilience
			GEO: Energy Storage and Green Hydrogen Gas Development Project	2025	ADB (Project team)	
			TAJ: Enhancing Sustainability: Financing for the Rogun Hydropower Project	2025	ADB, AIIB, World Bank (Project teams)	
			UZB: Accelerating the Climate Transition for Green, Inclusive and Resilient Economic Growth, Subprogram 2	2026	ADB (Project team)	
			KGZ: Integrated River Basin Management	2027	ADB (Project team)	
			TAJ: Climate-Resilient Water Resources Sector Development Program (scoping)	2027	ADB (Project team)	
			AZE-KAZ-UZB: Development of the Green Energy Corridor under the Caspian Sea (feasibility study)	2026	ADB, AIIB (Project team)	
			UZB-KAZ-KGZ-TAJ: Regional Electricity Market Interconnectivity and Trade	2025	WB (Project team)	
			AZE-GEO-KAZ-KGZ-PAK-TAJ-TKM-UZB: Glaciers to Farms (G2F) Regional Program: Advancing Climate Resilience & Sustainable Development in Central and West Asia, including: • PAK and KGZ: Climate Adaptation in Mountainous Areas • TAJ and TKM: Regional glacier risk assessment and water forecasting (preparatory assessments) • UZB–KAZ–TKM: Irrigation, Reservoir Restoration, and River Basin Monitoring in Central Asia (scoping)	2026-2028	ADB and GCF (Project teams)	
		AZE-KAZ-TKM: Blueing the Caspian Sea:	2025-	WB and GEF		

Strategic Goals	Operational Actions and Activities		Projects and Initiatives	Status and Timeline	Responsibility	Expected Results
			Building Capacities for Pollution Management and Biodiversity Conservation (pipeline)		(Project teams)	
4. Reinvigorate Regional Ownership for Sustaining Outcomes						
Foster national sense of ownership and sustainability of TA and investment projects, through strategic approach for engagement and coordination Tailor the program to address each country's unique circumstance Promote transparent and open stakeholders communication	4.1	Engage all country stakeholders from the outset and increase frequency of meetings, feedback mechanisms, and dialogues	In-country CAREC sector focals meetings led by NFPs with participation of CAREC Secretariat and country teams	Regular, determined at country level	NFPs, CAREC sectoral bodies, ADB (RMs)	Strengthened national ownership, and tailored interventions, through open communications and transparent system
			CAREC Project Dashboard and Online CAREC Calendar to reflect CAREC DPs support	2026	CAREC Secretariat	
	4.2	Tell and display impact stories and tangible benefits of projects	CAREC Impact Stories (ADB projects) published online and available in Russian languages (translation in national/local language forthcoming)	2025	CAREC Secretariat, NFPs, ADB (RMs)	Increased stakeholders awareness on project relevance, success, and lessons
			CAREC Impact Stories (other DP projects)	2026	NFPs, DPs	
	4.3	Increase engagement with businesses, civil society organizations, and local communities	CAREC Business Development Forum as side event to the 24 th CAREC MC	Nov 2025	CAREC Secretariat, KGZ NFP	Increased public awareness among the beneficiaries
			Regular consultations with chambers of commerce, private sector and business groups	Annual	ADB (RMs), NFPs	
Outreach activities to local communities and beneficiaries to share project results, incorporated in the CAREC Communications Strategy or Plan			Annual	CAREC Secretariat, ADB (RMs, DOCK), DPs		
5. Promote Integrated and Climate-Smart Development						
Accelerate economic growth and diminish carbon footprints Mainstream climate change actions across sectors	5.1	Integrate CAREC climate change, digitalization, and trade initiatives	Decarbonization of CAREC transport and trade corridors	2025	WGCC, RTG, TSCC	Accelerated low-carbon growth through coordinated, cross-sectoral solutions that enhance climate resilience and regional competitiveness
			COP29 Declaration on CAREC Partnership for Trade, Climate, and Innovation (various initiatives and pilot projects including feasibility of regional fund of funds, and the pilot on mutual recognition and electronic exchange of conformity certificates)	Ongoing	RTG, CCC, WGCC, DSCC, CAREC Secretariat	
	5.2	Align and develop synergies with similar regional and global initiatives	CAREC Climate Change Action Plan 2025–2027 implementation, including CAREC Climate Platform	2025–2027	WGCC	Reduced duplication and enhanced impact through strategic coordination and

Strategic Goals	Operational Actions and Activities		Projects and Initiatives	Status and Timeline	Responsibility	Expected Results
						leveraging of complementary efforts.
	5.3	Enhance capacity and coordination among sector institutions, focusing on areas like water-energy-agriculture nexus, "One Health" approach	Regional Decarbonization Strategy for Healthcare in the CAREC region	2025	WGCC, WGH	Improved cross-sector collaboration and institutional readiness to implement integrated, climate-smart, and health-resilient solutions
			Regionally agreed Minimum Standards for Climate Resilient Health Facilities	2025	WGH	
			One-Health component in CAREC BCPs projects	As needed	CCC, TSCC, WGH	
			Regional strategy to promote food security through agriculture modernization, safe food trade, climate-smart agriculture and sharing of information	2025-2026	AFSWG	
			Establishment of regional centers of excellence (green skills, health, scientific institutions)	2025	Skills WG	
	5.4	Promote innovative and green finance initiatives	CAREC Climate and Sustainability Project Preparatory Fund (CSPPF)	Ongoing (biannual)	CAREC Secretariat	Mobilized sustainable investments that support low-carbon development and climate-smart solutions across sectors
			KGZ and TAJ: Risk Layered Disaster Relief Finance Sector Development Program	2025	ADB (Project team)	
			Carbon markets or carbon taxation (MON and KAZ)	2025/2026	ADB (Project team)	
	6. Strengthen Engagement with Development Partners and Private Sector					
Enhance role and involvement of development partners and the private sector in delivering complex, multi-country projects Develop strategies to overcome potential barriers such as internal procedures, priorities, and resource	6.1	Form multi-DP teams for impact assessment of projects	Framework for CAREC DPs collaboration on pipeline development, cofinancing, sector strategy formulation, project monitoring and evaluation, and project impact assessment	Ongoing	CAREC Secretariat, DPs	Stronger alignment of DPs initiatives with CAREC countries' regional and national priorities
	6.2	Involve CAREC DPs in proposed multi-year project pipeline, regional priorities, and identify complementarities	Revised CAREC Project Monitoring and Evaluation Framework	Q4 2025		Optimized use of resources and synergies created
	6.3	Promote regular DP engagement	CAREC Development Partners Forum or Retreat	2025/2026		Improved coordination
	6.4	Mobilize additional or co-financing with DPs and explore innovative financing options to support	Development of the Green Energy Corridor under the Caspian Sea Project and others to be determined	Ongoing	CAREC Secretariat, ADB, AIIB, other DPs	Expanded funding base and accelerated project development with diversified and innovative financial

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constraints		critical regional infrastructure projects				partnerships
	6.5	Prioritize Public-Private Partnerships to leverage private sector expertise and investment	Expand non-sovereign operations, including under ADB's Trade and Supply Chain Finance Program	Ongoing	ADB (Project team, PSOD)	Increased private sector participation, including funding, expertise, and innovative technologies
			ABEC Almaty–Issyk-Kul Alternative Road Public Private Partnership Project	2026	ADB (Project team)	
			ABEC Electric Bus Project	2026	ADB(Project team)	
			Explore feasibility of CAREC Fund of Funds (FOF), to catalyze deployment of venture capital for startup ecosystems	Ongoing	ADB (DIG, PSOD), other DPs	
7. Improve Program Effectiveness and Monitoring						
Improve transparency to allow for informed program adjustments and evidence-based decision-making processes	7.1	Develop a real-time operational dashboard to track project progress and KPIs	CAREC Project Dashboard (prototype under development)	Ongoing	CAREC Secretariat, DPs	Improved transparency and ownership of CAREC interventions
			Review and update of CAREC Program Results Framework	Q4 2025		
Enhance return on investments and economic dividends	7.2	Establish a feedback loop for periodic progress review involving all stakeholders	Institutional mechanism for periodic reporting on CAREC interventions/TAs through periodic CAREC Sector Focals meeting organized by NFPs with participation by RMs (Actions 1.1, 4.1, 8.1)	Quarterly/ biannual	NFPs, CAREC Secretariat, ADB (RMs), DPs	Improved ownership and feedback mechanism for improved implementation
	7.3	Improve the CAREC website	CAREC Communications Plan, including CAREC Impact Stories (Action 4.2) and make communication products available in local languages, utilize various innovative communications solutions and channels	Ongoing, 2026	NFPs, CAREC Secretariat	Enhanced awareness and appreciation of CAREC interventions
Promote and facilitate south-south knowledge sharing	7.4	Make monitoring and evaluation reports available to stakeholders	Dissemination of the reports to CAREC NFPs (Action 1.3)	Annually	CAREC Secretariat, DPs	Improved transparency and stakeholder engagement and ownership
	7.5	Facilitate knowledge exchange programs and develop communities of practice to collaborate and share best practices	Knowledge exchange initiatives incorporated in CAREC Sector work and CAREC Institute Strategy 2026–2030	2025-2028	CAREC Secretariat, CAREC Institute	Improved linkage between research and CAREC regional policy dialogues and projects

Strategic Goals	Operational Actions and Activities		Projects and Initiatives	Status and Timeline	Responsibility	Expected Results
8. Strengthen the CAREC Secretariat						
Foster national-level engagement and development of regional projects Optimize resource allocation, enhance regional collaboration, bridge distance from regional partners, and address the program's expanding roles and needs	8.1	Engage closely with ADB country directors, country management teams, and sector experts in CAREC countries	CAREC Secretariat assigned to CMTs and sectors joining CPM missions	2025–2030	CAREC Secretariat	Improved coordination and communication among stakeholders
			Institutional mechanism for periodic reporting on CAREC interventions/TAs with CAREC sector focals meeting organized by NFPs with participation by RMs (Actions 1.1, 4.1, 7.1)	2026	CAREC Secretariat, NFPs ADB (SG and RMs)	Enhanced government engagement
	8.2	Strengthen field presence, enhance ADB Resident Missions in CAREC countries	Phased CAREC Secretariat staff outposting to RMs and assignment of RCI staff in RMs	Phased	CAREC Secretariat, ADB (RMs)	
			Enhanced roles and responsibilities of Advisors to NFPs and RCCs and engagement with RMs	Ongoing		
	8.3	Develop joint financing modalities with other development partners and stakeholders	CAREC Climate and Sustainability Project Preparatory Fund (CSPPF) establishment	Completed (Oct 2024)	CAREC Secretariat	Increased resource mobilization and strengthened development partnerships
			Fund mobilization for potential new partners for CSPPF, and explore other possible trust funds to CAREC operations with other DPs	2025–2030		
9. Enhance CAREC Institute's Role						
Strengthen the CAREC Institute's role as a key partner in fostering regional economic cooperation	9.1	Implement the revitalization plan of the CAREC Institute	Preparation of the CAREC Institute Strategy 2026–2030, incorporating proposed actions for revitalization	Q4 2025	CAREC Secretariat, CAREC Institute	Enhanced program results and impact through strategic support from the CAREC Institute
			New ADB TA support CI reforms			
	9.2	Integrate CAREC Institute's role in CCAP and sector strategy MTRs to identify knowledge and capacity-building requirements	Participation at consultations for MTR of CAREC 2030 sector strategies (transport CITA, energy, and digital) (Action 2.1) Institutional mechanism for CAREC Institute's participation in country and sector consultations, including with development partners	2025	CAREC Secretariat, CAREC Institute, CAREC sectoral bodies, DPs	Analytical work on CAREC countries feed into CAREC sector work and collaboration with DPs strengthened

ADB = Asian Development Bank; AFSWG = Agriculture and Food Security Working Group; CAREC = Central Asia Regional Economic Cooperation Program; CARTIF = CAREC Trade and Investment Facilitation; CCAP = Climate Change Action Plan; CCC= Customs Cooperation Committee; CITA = CAREC Integrated Trade Agenda; CMT = Country Management Team; COP29 = 2024 United Nations Climate Change Conference; CPM = Country Programming Mission; CWRD = Central and West Asia Department; DEFR = Development Effectiveness Review; DIG = Digital Sector Office of ADB; DP = development partners; DOCK= Department of Communications and Knowledge Management of ADB; DSCC = Digital Strategy Steering Committee; ESCC= Energy Sector Coordinating Committee; GCF = Green Climate Fund; GEF = Global Environment Facility; IED = Independent Evaluation Department of ADB; KPI = key performance indicators;

MC-24 = 24th Ministerial Conference; MTR = Midterm Review; NFP = National Focal Points; PBL = Policy-Based Loan; PSOD = Private Sector Department of ADB; RCC= regional cooperation coordinator; RCI = regional cooperation and integration; RM = Resident Missions of ADB; RTG = Regional Trade Group; SG = Sector Group; SOM = Senior Officials Meeting; TA = technical assistance; TRA = Transport; TSCC = Transport Sector Coordinating Committee; WGCC = Working Group on Climate Change; WGH = Working Group on Health; WTO = World Trade Organization.

Note: Project list is indicative and non-exhaustive.

Appendix 1: Institutional Arrangement under the CAREC 2030 Strategy and MTR Rolling Implementation Action Plan

The rolling IAP will be implemented through existing institutional structure and mechanism with the following roles and responsibilities:

1. **Ministerial level.** The CAREC Ministerial Conference (MC) serves as platform to deliberate on high-level policy and strategic issues of regional relevance and provide continuing guidance on the program's strategic direction towards CAREC 2030 and beyond. The MC will continue to provide high-level strategic guidance and endorsement for implementing the IAP.
2. **National Focal Points.** The NFPs will ensure effective coordination at country level between and among relevant government agencies and development partners and raise awareness on the CAREC Program, identifying concrete opportunities for regional cooperation. At regional level, the NFPs meet annually, including through Senior Officials Meeting (SOM) and NFP Consultation Meeting, to oversee the implementation of IAP.
3. **CAREC sector committees and working groups** will lead the implementation of operational actions and activities relevant to their respective sectors or themes, including identification and conceptualization of regional projects and initiatives that may be introduced at country level programming and presented to MC through the SOM.
4. The **CAREC Secretariat** will be responsible for the overall coordination and monitoring of the IAP, and the periodic reporting to the MC through the SOM on progress on the IAP. The CAREC Secretariat will coordinate with sector committees and working groups in each of the IAP actions and activities and with development partners and ADB's relevant departments and resident missions in the technical and financial resources required to operationalize the IAP.
5. **Development Partners** are integral to effective implementation of the CAREC 2030 Strategy and will contribute financing and technical expertise to implement the operational actions and activities in the IAP, creating synergies of initiatives to the extent possible.
6. The **CAREC Institute** will strengthen its knowledge and capacity building activities and align them to better support the IAP MTR recommendations.
7. **Monitoring.** The list of IAP projects, activities and deliverables will be reviewed and updated annually.

Appendix 2: Financing Requirements and Proposed Approach

Implementing the IAP requires financial resources at various levels and below are some opportunities for development partners and CAREC members to work together to implement the IAP:

1. **Investment programs and projects:** These are lending operations that ADB and other development partners, and to some extent CAREC governments will finance, which are tagged or identified as CAREC projects. Sharing information on pipeline as well as ongoing projects will facilitate identification of possible joint project scoping or preparation; mobilize co-financing or additional financing as appropriate; and support prioritization and longer-term planning.
2. **Knowledge products and services:** The CAREC Secretariat and ADB have traditionally led the preparation, implementation and monitoring of CAREC sector strategies through ADB-financed CAREC TAs. With the increasing demand amid limited TA resources, it is necessary to optimize financing and share expertise, share data or other resources between development partners and particularly the CAREC Institute to respond to key research and analytical work needs in a timely manner.
3. **CAREC Secretariat operations:** These encompass the program's regular undertakings, such as stakeholder consultations, sector group meetings, engagements with the private sector, development partners and other stakeholders including beneficiaries. ADB as the CAREC Secretariat has taken the lead in organizing and financing these activities. However, development partners are encouraged to take a more active role—such as co-leading sector meetings and co-financing activities or developing joint financing modalities or multi-donor trust fund. This would help balance the weight of responsibility, strengthen ownership, and strategic engagement under the CAREC Program.

The CAREC Secretariat, in close collaboration with development partners, member countries, and the CAREC Institute, can collaborate and jointly undertake the activities related to program monitoring and evaluation. This includes the operational dashboard (Section 7.1), the development of mechanisms for periodic monitoring, evaluation, and progress reporting (Sections 7.2 and 7.4), and the establishment of a framework for project impact assessment (Section 6.1). These tools are essential for ensuring transparency, accountability, and sustainability of CAREC Program activities.