



Technical Assistance Report

Project Number: 54121-001
Knowledge and Support Technical Assistance (KSTA)
September 2021

Strengthening Approaches for Operationalizing Diversified Growth in Central Asia

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CAREC	–	Central Asia Regional Economic Cooperation
COVID-19	–	coronavirus disease
GDP	–	gross domestic product
STKEC	–	Shymkent–Tashkent–Khujand Economic Corridor
TA	–	technical assistance

NOTE

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

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CONTENTS

	Page
KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE TECHNICAL ASSISTANCE	3
A. Impact and Outcome	3
B. Outputs, Methods, and Activities	3
C. Cost and Financing	5
D. Implementation Arrangements	5
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	9
3. List of Linked Documents	10

KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 54121-001
Project Name	Strengthening Approaches for Operationalizing Diversified Growth in Central Asia	Department/Division CWRD/CWRC
Nature of Activity Modality	Policy Advice Regular	Executing Agency Asian Development Bank
Country	REG (KAZ, KGZ, TAJ, TKM, UZB)	
2. Sector	Subsector(s)	ADB Financing (\$ million)
✓ Public sector management	Economic affairs management	0.70
	Total	0.70
3. Operational Priorities		Climate Change Information
✓ Addressing remaining poverty and reducing inequalities		GHG Reductions (tons per annum) 0.000
✓ Accelerating progress in gender equality		Climate Change impact on the Project Low
✓ Strengthening governance and institutional capacity		ADB Financing
✓ Fostering regional cooperation and integration		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
		Cofinancing
		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
Sustainable Development Goals		Gender Equity and Mainstreaming
SDG 1.a		Some gender elements (SGE) ✓
SDG 5.b		
SDG 8.1		Poverty Targeting
SDG 9.1		Geographic Targeting ✓
SDG 10.4		
SDG 17.17		
4. Risk Categorization	Low	
5. Safeguard Categorization	Safeguard Policy Statement does not apply	
6. Financing		
Modality and Sources		Amount (\$ million)
ADB		0.70
Knowledge and Support technical assistance: Technical Assistance Special Fund		0.70
Cofinancing		0.00
None		0.00
Counterpart		0.00
None		0.00
Total		0.70
Currency of ADB Financing: US Dollar		

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will support policy makers of the five Central Asian republics—Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan—to deepen diversified economic growth. The TA activities will focus on spatial organization of economic activities with ways to amplify economic potential at the provincial and local levels through private sector-led investments to spur economic activity and create jobs.¹

2. The TA project will support the development of a competitiveness diagnostic report for Central Asia, with coverage of country level diversification strategies, prepare tailored road maps for diversified growth approaches in select provinces, provide recommendations and decision support tools to increase private sector investments, facilitate dialogue between the public and private sectors, and strengthen public-private sector coordination for diversifying and upgrading the targeted provincial and local economies. The TA project will build on the wide body of analytical work that has been undertaken by the development partners on economic diversification and adapt approaches for diversified growth to the Central Asian context. It will enable the Asian Development Bank (ADB) to deepen its country-focused approach, in line with Strategy 2030.² Most TA activities will commence in two selected provinces—one in Kazakhstan and one in Uzbekistan—and then be scaled-up to provinces in the other countries.

3. The TA addresses the long-standing need for development partners to provide sustained support to Central Asian governments for diversified growth, as highlighted in the country partnership strategies. The Central Asian countries, with narrow economic bases and highly reliant on commodity exports, have been hit hard by periodic exogenous shocks, usually triggered by volatile oil and commodity prices, and most recently by the coronavirus disease (COVID-19).

II. ISSUES

4. All five Central Asian countries are landlocked. Two are upper middle-income economies (Kazakhstan and Turkmenistan), while the other three are lower middle-income (Uzbekistan, the Kyrgyz Republic, and Tajikistan).³ The agriculture sector is marked by its relatively low productivity, and accounts for most employment across Central Asia. The five countries are in various stages of economic diversification, but remain reliant on either hydrocarbon exports (Kazakhstan, Turkmenistan, and Uzbekistan), commodities exports (unwrought aluminum in Tajikistan, and gold in the Kyrgyz Republic and Uzbekistan), or remittances from migrant workers from the Russian Federation and Kazakhstan (Tajikistan and the Kyrgyz Republic).

5. Concentrated export baskets and export markets have made economic growth susceptible to external shocks like the global financial crisis of 2007–2008, the 2014 oil price shocks, and the ongoing COVID-19 disruption. Economic growth across Central Asia has not resulted in structural transformation.⁴ Agriculture's share of total employment averages more than 30% in the five countries, while contributing about 15% of gross domestic product (GDP). The region's economies are characterized by high levels of informal employment, high rates of labor migration, high spatial disparity between leading and lagging regions, and small and fragmented markets.⁵ The economies of Kazakhstan and the Kyrgyz Republic contracted in 2020, while GDP growth slowed

¹ The TA first appeared in the business opportunities section of ADB's website on 7 September 2021.

² ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and Pacific*. Manila.

³ For 2021–2022, lower middle-income economies are those with gross national income per capita (Atlas method) of \$1,046–\$4,095, while the range for upper middle-income economies is \$4,096–\$12,695.

⁴ ADB. 2019. *Key Indicators for Asia and the Pacific 2019*. 50th Edition. Manila.

⁵ ADB. 2019. *Good Jobs for Inclusive Growth in Central Asia and the South Caucasus: Regional Report*. Manila

in Tajikistan, Turkmenistan, and Uzbekistan. Projections are for a gradual recovery in 2021 and 2022. All five countries are affected by weakened fiscal positions, nascent institutions, and slow progress in transitioning to a market-based economy, which impede efforts to create well-paid, productive, and secure jobs. The COVID-19 pandemic has reinforced the need for practical measures to promote diversification and return rapidly to sustainable growth and job creation.

6. Theories on economic diversification have followed different tracks. One track cites evidence that low-income countries initially specialize in a narrow range of commodities. As per capita GDP increases, the production structure diversifies either within products being produced or exported, or through the launch of new products. At higher levels of per capita GDP, production moves toward re-specialization.⁶ Another track has focused on economic complexity and export-led industrial development strategies. The goal here has been to identify new economic opportunities based on existing capabilities, which can feed into different sectors and products to raise export sophistication.⁷ The productive development policies framework of the Inter-American Development Bank provides an approach for vertical support measures for selected sectors, combined with horizontal support to improve enabling environments through public inputs and market interventions.⁸ Research by the World Bank on diversification in Eurasian countries focused on strengthening the enabling environment for achieving a balanced portfolio of assets by exploiting natural resources responsibly, building infrastructure, and improving human capital.⁹

7. ADB-supported research on diversification has centered on industrial policy, and how development tends to be path-dependent, requiring a stepping-stone approach.¹⁰ ADB country diagnostics for Kazakhstan and Uzbekistan used product space analysis to identify areas with the highest potential for the economy to accumulate capabilities, develop sophisticated products, and boost the economy.¹¹ Elaborate plans by some Central Asian countries to diversify and widen the economic base have run into implementation gaps and challenges in reconfiguring public policies to support the new areas of growth.¹² In addition, product space analysis as a tool has tended to focus more on manufacturing than on services because of data availability constraints and a limited policy focus on services—despite the fact that the GDP share of services, including tourism, transportation, and direct services exports, has been growing in Central Asian countries.

8. Strategies to promote economic diversification in Central Asian countries have included easing regulations; improving ease of doing business; and creating free economic zones, technology and industrial parks, and business incubators (although results from all these strategies are limited). The success depends on governments' ability to prioritize new growth drivers, develop location-specific policies, and properly sequence investments. New growth drivers based on existing capabilities raise export sophistication and stimulate production. In promoting diversification, governments should consider gender dimensions to create substantive opportunities for women-owned businesses, entrepreneurship, and jobs.¹³

⁶ Imbs, Jean, and Romain Wacziarg. 2003. *Stages of Diversification*. American Economic Review 93 (1): 63-86.

⁷ National Bureau of Economic Research. 2006. What You Export Matters. NBER Working Paper No. 11905. Washington D.C. Finland (ICTs, telecoms), Saudi Arabia (refining, chemicals), Chile (higher value products from salmon, wood, wine) are examples of identified new economic opportunities based on existing capabilities.

⁸ Inter-American Development Bank. 2014. *Rethinking Productive Development: Sound Policies and Institutions for Economic Transformation (Synopsis)*. Washington, DC.

⁹ World Bank. 2014. *Diversified Development. Making the Most of Natural Resources in Eurasia*. Washington, DC.

¹⁰ ADB. 2015. [Development and Modern Industrial Policy in Action. Issues and Country Experiences](#). Manila.

¹¹ ADB. 2012. [Country Partnership Strategy: Uzbekistan, 2012–2016](#). Manila; ADB. 2012. [Country Partnership Strategy: Kazakhstan, 2012–2016](#). Manila; ADB. 2018. [Kazakhstan: Accelerating Economic Diversification](#). Manila.

¹² Government of Kazakhstan. 2012. *Kazakhstan 2050 Strategy*. Astana; Government of Turkmenistan. 2011. *National Programme of Turkmenistan on Socio-Economic Development for 2011–2030*. Ashgabat.

¹³ ADB. 2021. [CAREC Gender Strategy 2030: Inclusion Empowerment and Resilience for All](#). Manila.

9. As part of the Central Asia Regional Economic Cooperation (CAREC) Strategy 2030 trade, tourism, and economic corridors cluster, ADB is piloting two transnational economic corridors.¹⁴ These are the Almaty–Bishkek Economic Corridor and the Shymkent–Tashkent–Khujand Economic Corridor (STKEC). These transnational corridors increase regional economic and trade integration by promoting spatially balanced growth that prioritizes economies of scale, agglomeration, specialization, and diversification of economic activities. In South Asia, ADB is also providing support for the Chennai–Kanyakumari Industrial Corridor in India, which aims to stimulate manufacturing in two nodes in the state of Tamil Nadu by integrating urban and industrial clusters and promoting links with regional value chains and global production networks.¹⁵

10. Lessons from these economic corridor projects underscore the crucial role that corridor development can play in bringing about spatial transformation and agglomeration and promoting diversification of economic activities. These projects have highlighted the importance of conducting upstream analysis on the economic potential of provincial and local areas, identifying promising segments for attracting private investment while ensuring optimal institutional arrangements between national and local governments to coordinate corridor development activities. This TA project will incorporate these lessons in support of government programs to upgrade and diversify targeted regions of Central Asia, complementing ongoing reforms to improve the enabling environment for private sector investments in prioritized growth drivers.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

11. The TA is aligned with the following impact: ability of governments to catalyze diversified economic growth in the five Central Asian countries improved.¹⁶ The TA will have the following outcome: increased public and private sector investments for diversified growth realized.¹⁷

B. Outputs, Methods, and Activities

12. **Output 1: Competitiveness diagnostic report developed.** The TA will develop an upstream competitiveness diagnostic report that will identify emerging lessons from efforts of the five Central Asian countries and from other parts of the world to diversify and upgrade economies, including improving the enabling environment for private sector participation. The report will include coverage of country level diversification strategies that support competitiveness at the local level. The diagnostic report will analyze new issues arising from COVID-19-related disruptions such as changes to regional value chains and the need for green growth-led recovery and digitization, as well as the gender aspects of these challenges and opportunities. It will build on existing analytical work available on diversification and formulate pathways to improve the participation level of countries in global and regional value chains by reducing country-specific constraints on factor endowments (like availability of skilled labor, access to private capital), geography, market size, and regulatory institutions. The upstream focus of the diagnostic report will be on identifying new growth drivers in industry (including in agro-based industry) and services

¹⁴ ADB. 2017. [CAREC 2030—Connecting the Region for Shared and Sustainable Development](#). Manila. Economic corridor development leverages connectivity and infrastructure to link prioritized economic activities and increase their densities over time in a defined region, with activities prioritized according to a region's comparative advantages.

¹⁵ ADB. 2017. [Preparation of a Comprehensive Master Plan for the Chennai–Kanyakumari Industrial Corridor](#). Manila.

¹⁶ The impact is aligned with *Kazakhstan 2050 Strategy*, which prioritizes regional development. Government of Kazakhstan. 2012. *Kazakhstan 2050 Strategy*. Astana. The impact is also aligned with Uzbekistan's planned program on industrial development of the Tashkent Region in 2021 and 2022.

¹⁷ The design and monitoring framework is in Appendix 1.

at the province level, as well as assessing how increased involvement of women as producers, skilled workers, and entrepreneurs could contribute to diversified growth and competitiveness.

13. Output 2: Tailored road maps for implementation in selected provinces prepared.

Under this output, tailored road maps for selected provinces covering priority sectors, subsectors, and products will be developed. Initially, one province each will be selected in Uzbekistan and Kazakhstan, in consultation with their respective governments. Based on initial discussions, Uzbekistan (Tashkent city and region, which combined has the country's highest per capita gross regional product) and Kazakhstan (Turkistan Province, where per capita gross regional product is among the lowest in the country) are the indicative regions. This will be further finalized in consultation with the governments and the ADB country teams, based on criteria such as potential to leverage existing the industry base (including services and agro-based industry), job creation, and to move up the production value chain. The road maps will identify potential investment opportunities for transnational economic corridor development in the selected countries and provinces, such as the STKEC linking Turkestan Province, Tashkent region, and Sugd Province in Tajikistan. These road maps will enable sequenced actions and investments in clusters (urban nodes), connectors (supply chains), institutions (policy and regulation for enabling environment, business, and skills development), and market links (regional and global value chains). The road maps will employ province-, sector-, and/or product-level data on industrial output and trade, and sex-disaggregated data on employment, occupations, wages, and workforce skills.

14. Output 3: Decision support tools to strengthen private sector investments in the selected provinces developed.

Findings from outputs 1 and 2 will be repurposed as a tool kit that can be used for other provinces as well and that will identify roles for the public and private sectors in stimulating diversification. The tool kit will include decision support tools to help policy makers prioritize new growth drivers at the provincial level based on existing sector and factor endowments. The tool kit will provide strategic actions for creating jobs including for increased participation by women, moving up regional and global value chains and meeting regional and domestic demand. Transitioning to a green and low-carbon economy, climate issues, regional integration, digitization, and gender considerations to create jobs for women and opportunities for female entrepreneurs and women-owned businesses will be key priorities. The tool kit will also contain mechanisms to analyze ways to deepen trade links with partner countries and integration within Central Asia.

15. Output 4: Public–private dialogue and coordination on economic diversification facilitated.

Under this output, the TA team will directly engage with the private sector by organizing a series of policy dialogues with key government agencies. The dialogues will focus on easing constraints in the business environment; institutional and regulatory support for expanded private investment in new and promising areas; and growth drivers for economic diversification. Steering committees with focal points from the ministries of economy or investment and relevant members of provincial governments will be formed. These committees will include private sector representatives and will guide preparation of the road maps and decision-support tools, ensure alignment of TA activities with national industrial policies, and suggest ways to strengthen public–private cooperation to support economic diversification. The TA team will align its work with and incorporate lessons from the ongoing TA projects supporting the development of the Almaty–Bishkek Economic Corridor and the STKEC, as well as ADB economic corridor development projects in other countries and regions (e.g., India and South Asia).

C. Cost and Financing

16. The TA is estimated to cost \$700,000, which will be financed on a grant basis by ADB's Technical Assistance Special Fund (\$450,000 from TASF 7 and \$250,000 from TASF-other sources). The key expenditure items are listed in Appendix 2. The governments will provide support in the form of counterpart staff, office supplies, domestic transportation, and other in-kind contributions. The governments will ensure consultants' access to data and information as needed.

D. Implementation Arrangements

17. ADB will be the executing agency and the Regional Cooperation and Operations Coordination Division of the Central and West Asia Department will administer the TA, in consultation with the ADB resident missions in the five countries and the TA steering committees.¹⁸ Regular steering committee meetings will ensure the sustained involvement of the local governments and private sector. Although the TA work will commence in just two countries, additional countries will be included on a rolling basis depending on requests received from the governments. The TA will be implemented over 36 months with the following arrangements.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	October 2021–September 2024		
Executing agency	ADB		
Implementing agency	CWRD's Regional Cooperation and Operations Coordination Division		
Consultants	To be selected and engaged by ADB		
	Individual: individual selection	International expertise (22 person-months)	\$320,000
	Individual: individual selection	National expertise (24 person-months)	\$100,000
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

ADB = Asian Development Bank, CWRD = Central and West Asia Department, TA = technical assistance.
Source: Asian Development Bank.

18. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.¹⁹ A team of individual consultants will be engaged, with approximately 22 person-months of international and 24 person-months of national experts' inputs. The possibility of hiring a firm may be explored to ensure quality outputs and operational efficiency of TA activities.

IV. THE PRESIDENT'S DECISION

19. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$700,000 on a grant basis for Strengthening Approaches for Operationalizing Diversified Growth in Central Asia, and hereby reports this action to the Board.

¹⁸ The Regional Cooperation and Operations Coordination Division will select, supervise, and evaluate consultants; organize workshops; and provide staff to act as resource persons in the workshops.

¹⁹ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with
Ability of governments to catalyze diversified economic growth in the five Central Asian countries improved.^a

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>Outcome Increased public and private sector investments for diversified growth realized.</p>	<p>By 2024, a. Public and private investments show a 10% increase in targeted regions and selected sectors (2021 baseline: not applicable). (OP 6.1.2)</p>	<p>Feedback from TA steering committee, websites of participating governments, feedback from counterpart agencies.</p> <p>Data on investments of governments and regions, including MOUs signed with the private sector.</p> <p>Indicative country pipeline and quarterly monitoring reports.</p> <p>ADB briefing notes and documentation prepared for Management.</p>	<p>R: Limited consensus reached within the participating governments, which delays TA completion.</p>
<p>Outputs 1. Competitiveness diagnostic report developed.</p>	<p>By 2023, 1a. 1 study on Central Asian competitiveness and economic diversification strategies prepared. (2021 baseline: 0) (OP 6.1.3)</p>	<p>1a. Review reports by the TA steering committee; quarterly TA consultant reports.</p>	<p>R: Analytical base remains theoretical and not country specific.</p>
<p>2. Tailored road maps for implementation in selected provinces prepared.</p>	<p>2a. At least 2 road maps with criteria developed to assess existing levels and potential for participation in exports, imports, and regional and global</p>	<p>2a. Quarterly TA consultant reports and official data and survey work to be conducted by national consultants, with relevant sex-disaggregated data.</p>	<p>R: Delays in selection of targeted province for empirical work, and data acquisition in the selected regions.</p>

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
	value chains prepared. (2021 baseline: 0) (OP 1.2.2, OP 7.2.2)		
3. Decision support tools to strengthen private sector investments in the selected provinces developed.	3a. Online tool kit incorporating gender considerations prepared on the prioritization of new growth drivers at the provincial level. ^b (2021 baseline: 0) (OP 2.4.1, OP 6.1)	3a. Quarterly TA consultant reports.	R: Delays in reaching agreement on the conceptual framework of the tool kit.
4. Public–private dialogue and coordination on economic diversification facilitated.	4a. At least 6 coordination meetings completed between the TA steering committee, PPP units/agencies, and private sector representatives including women-led businesses in selected countries. (2021 baseline: 0) (OP 7.2.4) 4b. At least 6 meetings of the TA steering committee completed. (2021 baseline:0) (OP 7.2.4)	4a. Summary proceedings of steering committee meetings and coordination meetings with the PPP units/agencies	R: Limited participation or engagement by members of the TA steering committee.

Key Activities with Milestones

1. Competitiveness diagnostic report developed.

- 1.1 Develop outline of the diagnostic tool on different approaches for diversified growth tailored to the regional and country circumstances in Central Asia (by February 2022).
- 1.2 Prepare first draft of diagnostic report. Identify prerequisites to improve quality of participation of firms and workers in export and import markets and global value chains. (by October 2022).
- 1.3 Tailor key messages for policy makers, incorporate review comments, and prepare second draft of the diagnostic report (by January 2023).

2. Tailored road maps for implementation in selected provinces prepared.

- 2.1 Select the province/s within the identified country using pre-identified set of criteria and the conceptual approach planned for the fieldwork (by March 2023).
- 2.2 Identify priority sectors and study how they are linked to export and import markets and regional and global value chains, and ways to improve quality of participation (by June 2023).
- 2.3 Prepare road maps with methodology adopted, datasets used, sectors studied, key issues, lessons, and recommendations (by September 2023).

3. Decision support tools to strengthen private sector investments in the selected provinces developed.

- 3.1 Develop conceptual framework and outline of the planned evidence base on prioritization of new growth drivers. Assess usability of existing methodologies to the Central Asian context (by January 2024).
- 3.2 Formulate policy, regulatory and management structures for rolling out approaches to diversified growth, collating findings from above key outputs (January–June 2024).
- 3.3 Finalize resource after internal review and incorporating comments (by July 2024).

4. Public-private dialogue and coordination on economic diversification facilitated

- 4.1 Constitute the TA steering committee with representatives from the private sector (by March 2022).
- 4.2 Complete biannual TA steering committees' meetings to take stock of the implementation progress and action plans for the upcoming phase (biannual meetings for 2022, 2023, and 2024).

Inputs

ADB: \$700,000

Note: The government will provide counterpart support in the form of counterpart staff, office and office supplies, and other in-kind contributions.

ADB = Asian Development Bank, MOU = memorandum of understanding, OP = operational priority, PPP = public-private partnership, R = risk, TA = technical assistance.

^a Aligned with *Kazakhstan 2050 Strategy*, which prioritizes regional development. Government of Kazakhstan. 2012. *Kazakhstan 2050 Strategy*. Astana. The impact is also aligned with Uzbekistan's planned program on industrial development in the Tashkent Region in 2021 and 2022.

^b The thrust of the gender considerations in the planned tool kit will be to create opportunities for women-owned businesses and boost female entrepreneurship and employment.

Contribution to Strategy 2030 Operational Priorities: The expected values and methodological details for all OP indicators to which this TA will contribute results will be detailed in the Contribution to Strategy 2030 Operational Priorities (accessible from the list of linked documents in Appendix 3).

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	320.0
ii. National consultants	100.0
b. Out-of-pocket expenditures	
i. International and local travel	50.0
ii. Surveys	30.0
iii. Reports and communications	10.0
2. Printed external publications ^b	25.0
3. Training, seminars, workshops, forums, and conferences ^c	100.0
4. Miscellaneous technical assistance administration costs ^d	30.0
5. Contingencies	35.0
Total	700.0

Note: The technical assistance (TA) is estimated to cost \$700,000 from the Asian Development Bank.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF 7: \$450,000; TASF-other sources: \$250,000).

^b Printed external publications necessary to achieve the outputs. The number of copies will not exceed 10,000.

^c Including costs for resource persons, facilitators, venue rentals, travel costs of ADB staff acting as resource persons, participant costs, and both in-country and out-of-country conferences. ADB (Budget, People, and Management Systems Department; and Strategy, Policy and Partnerships Department). 2013. Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget. Memorandum. 26 June (internal).

^d Including costs for translation, interpretation, and Office 365 licenses and other software.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=54121-001-TARreport>

1. Terms of Reference for Consultants
2. Contribution to Strategy 2030 Operational Priorities