



# Technical Assistance Report

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Project Number: 54269-003  
Transaction Technical Assistance (TRTA)  
October 2021

## Republic of Uzbekistan: Power Sector Reform Support Program

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**Asian Development Bank**

## CURRENCY EQUIVALENTS

(as of 1 September 2021)

Currency unit	–	sum (SUM)
SUM1.00	=	\$0.000094
\$1.00	=	SUM10,655.55

## ABBREVIATIONS

ADB	–	Asian Development Bank
AFD	–	Agence Française de Développement
AFD GMS	–	Cooperation Fund for Project Preparation in the Greater Mekong Subregion and in Other Specific Asian Countries
COVID-19	–	coronavirus disease
EAKPF	–	Republic of Korea e-Asia and Knowledge Partnership Fund
GHG	–	greenhouse gas
JSC REN	–	Joint-Stock Company Regional Electric Power Networks
MW	–	megawatt
NEGU	–	National Electric Grids of Uzbekistan
PBL	–	policy-based loan
PPP	–	public–private partnership
TA	–	technical assistance

## NOTES

- (i) The fiscal year (FY) of the Government of Uzbekistan and its agencies ends on 31 December.
- (ii) In this report, “\$” refers to United States dollars unless otherwise stated.

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## TRANSACTION TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 54269-003</b>	
<b>Project Name</b>	Power Sector Reform Support Program	<b>Department/Division</b>	CWRD/CWEN
<b>Nature of Activity</b>	Project Preparation	<b>Executing Agency</b>	Ministry of Energy of the Republic of Uzbekistan, Ministry of Investment and Foreign Trade (MIFT)
<b>Modality</b>	Regular		
<b>Country</b>	Uzbekistan		
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>ADB Financing (\$ million)</b>	
✓ Energy	Energy sector development and institutional reform		0.80
		<b>Total</b>	<b>0.80</b>
<b>3. Operational Priorities</b>		<b>Climate Change Information</b>	
✓ Accelerating progress in gender equality		GHG Reductions (tons per annum)	0.000
✓ Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability		Climate Change impact on the Project	Low
✓ Strengthening governance and institutional capacity		<b>ADB Financing</b>	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
		<b>Cofinancing</b>	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
<b>Sustainable Development Goals</b>		<b>Gender Equity and Mainstreaming</b>	
SDG 9.1		Some gender elements (SGE)	✓
		<b>Poverty Targeting</b>	
		General Intervention on Poverty	✓
<b>4. Risk Categorization</b>	Complex		
<b>5. Safeguard Categorization</b>	Safeguard Policy Statement does not apply		
<b>6. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>0.80</b>	
Transaction technical assistance: Technical Assistance Special Fund		0.80	
<b>Cofinancing</b>		<b>1.00</b>	
Cooperation Fund for Project Preparation in the Greater Mekong Subregion and in Other Specific Asian Countries (Full ADB Administration)		0.50	
Republic of Korea e-Asia and Knowledge Partnership Fund (Full ADB Administration)		0.50	
<b>Counterpart</b>		<b>0.20</b>	
Government		0.20	
<b>Total</b>		<b>2.00</b>	
<b>Currency of ADB Financing: US Dollar</b>			



## I. THE ENSUING PROJECT

1. The proposed transaction technical assistance (TA) will provide critical policy advisory, legal and analytical support, and capacity building for the government to pursue the restructuring of the power sector aimed at enabling competition and creating a conducive environment for private investment. The TA will (i) improve regulatory and legislative framework to deepen the power sector reform and expand private sector participation, and (ii) develop a distribution sector development strategy and master plan to identify priority investment pipelines for potential public and private sector investments.

2. The Asian Development Bank (ADB) approved a programmatic approach and policy-based loan (PBL) for the Power Sector Reform Program comprising two subprograms to help the government in designing and implementing policy actions and legislative reforms to address specific development constraints.<sup>1</sup> A regular loan of \$200 million from ADB's ordinary capital resources and collaborative cofinancing through a loan of €150 million from Agence Francaise de Developpement (AFD) was provided to the Government of Uzbekistan to finance subprogram 1 in 2020. The TA will support the implementation of policy actions in preparation of subprogram 2. The approval of the ensuing subprogram 2 is targeted in 2023, with an indicative loan amount of \$300 million.

## II. THE TECHNICAL ASSISTANCE

### A. Justification

3. As one of the fastest-growing economies in Central and West Asia, Uzbekistan experienced robust economic growth averaging more than 7.0% in the first part of the 2010s. However, since 2015, unfavorable external environment conditions, such as declining commodity prices and subdued growth of trading partner countries, slowed economic growth from 6.1% in 2016 to 4.5% in 2017. In response, the country initiated comprehensive economic reforms in 2017 to stimulate demand, foster foreign investment, and develop the private sector. Uzbekistan has made good progress on economic reforms while entrenching macroeconomic stability. Major structural reforms to date include implementing foreign exchange and tax reforms, improving macro fiscal management, and restructuring state-owned enterprises. Backed by the gains of the structural reforms, Uzbekistan was one of the few countries in the region to record an economic expansion in 2020 despite the pandemic; an economic rebound is expected from 2021 onward.<sup>2</sup>

4. Reliable and affordable electricity supply is fundamental for driving economic growth and socioeconomic development. Removing infrastructure bottlenecks has become even more important for creating jobs and increasing labor productivity during the country's recovery period from the pandemic. Uzbekistan's power sector is characterized by (i) inadequate infrastructure to meet the fast-growing demand; (ii) aging, unreliable, and rather inefficient system; (iii) limited diversification of energy resources and high reliance on fossil fuel; and (iv) weak financial sustainability and limited access to capital. The government forecasts electricity demand to double by 2030, and \$26 billion is required to add 17 gigawatts of generation capacity and more

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<sup>1</sup> ADB. 2020. [Report and Recommendation of the President to the Board of Directors: Proposed Programmatic Approach and Policy-Based Loan for Subprogram 1 to the Republic of Uzbekistan for the Power Sector Reform Program](#). Manila.

<sup>2</sup> International Monetary Fund. 2021. [Uzbekistan Staff Concluding Statements of the 2021 Article IV Mission](#). 17 February.

than \$10 billion to develop the transmission and distribution system.<sup>3</sup> Resolving the underlying reasons for the development constraints will be pivotal for the sector's development.

5. The government has a strong reform agenda, with the overarching objectives of restructuring the power sector to enable competition and creating a conducive environment for private investment.<sup>4</sup> In developing the reform program, the government undertook high-level policy dialogues with the development partners including ADB, the European Bank for Reconstruction and Development (EBRD), and the World Bank. Building on ADB's strong presence in the sector and policy dialogue built under the macroeconomic reform policy-based lending operations,<sup>5</sup> ADB provided a programmatic approach PBL for the Power Sector Reform Program (footnote 1). The program has four reform pillars: (i) power sector restructuring and development of regulatory capacity, (ii) improved sector financial sustainability, (iii) reduction in carbon intensity of power generation, and (iv) increased demand-side energy efficiency. Key achievements and progress toward subprogram 2 are presented in paras. 6–11.

6. **Reform pillar 1: Power sector restructured and regulation strengthened.** In March 2019, the government embarked on comprehensive reforms—starting from the creation of the Ministry of Energy as the sector's governing ministry and liberalizing the market structure—to facilitate competition and attract private investment to the power sector. The power sector has been unbundled into the generation, transmission, and distribution sector entities. The state-owned transmission company, the National Electric Grids of Uzbekistan (NEGU), now functions as the transmission system operator and the electricity off-taker from all generators under a single-buyer market model. The multiple privately financed power projects, including the first private sector solar project financed by ADB's nonsovereign operations, made successful debut in Uzbekistan and now competes to provide reliable and affordable electricity.<sup>6</sup>

7. **Reform pillar 2: Sector financial sustainability improved.** The government created an interministerial tariff commission under the Cabinet of Ministers by separating the function from the Ministry of Finance to strengthen the independence and transparency of tariff determination. To improve collection rates and establish commercial disciplines, the government is rolling out the smart metering program throughout the country. The government has implemented a program of measures to attract private power producers, including a credit enhancement mechanism, to mitigate NEGU's credit risks and development of bankable transaction structures and contract templates. ADB was mandated by the government to identify and develop 1,000-megawatt (MW) solar public-private partnership (PPP) program. Under this program, the private partner for the first project, 457 MW Sherabad solar power project, was successfully selected at a record-breaking tariff. Similar activities are ongoing with the assistance of the EBRD and the World Bank Group. Currently, private partners for a total of 1,000 MW solar and 500 MW wind PPP projects have been selected.

8. **Reform pillar 3: Power sector carbon intensity reduced.** The government adopted a long-term power sector development strategy (footnote 4) to (i) develop solar and wind energy

<sup>3</sup> Government of Uzbekistan, Ministry of Energy. 2020. [Concept Note for Ensuring Electricity Supply in Uzbekistan in 2020–2030](#). Tashkent.

<sup>4</sup> Government of Uzbekistan. 2019. *Presidential Decree No. 4249 on the Strategy for Further Development and Reform of the Electric Power Industry of the Republic of Uzbekistan*. Tashkent.

<sup>5</sup> ADB. 2018. [Report and Recommendation of the President to the Board of Directors: Proposed Programmatic Approach, Policy-Based Loan for Subprogram 1 and Subprogram 2 to the Republic of Uzbekistan for the Economic Management Improvement Program](#). Manila.

<sup>6</sup> ADB. 2020. [Report and Recommendation of the President to the Board of Directors: Proposed Loan and Administration of Loan "Nur Navoi Solar" Foreign Enterprise Limited Liability Company Navoi Solar Power Project \(Uzbekistan\)](#). Manila.



sources to cover more than 15% of electricity generation by 2030, (ii) retire old and inefficient 5,900 MW thermal power plants, and (iii) increase energy trade with neighboring countries. Uzbekistan renewed its pledge to reach carbon neutrality in the power sector by 2050 and graduate from fossil fuel power generation. In terms of transmission and distribution, policy actions focused on reducing losses and expanding the grid system to accommodate increasing renewable energy integration. To strengthen the grid system and digitalize the system operation, NEGU is developing a 10-year grid system master plan with World Bank's assistance. In distribution, ADB is providing a TA to prepare a regulatory framework to promote the small-scale distributed renewable energy generation.<sup>7</sup>

9. **Reform pillar 4: Demand-side energy efficiency increased.** The government approved an energy efficiency road map, focusing on upgrading regulatory standards to international standards, and setting energy-saving targets for high-energy-consuming enterprises. The government also adopted a district heating efficiency improvement program for 2019–2022, focusing on Tashkent City, representing 70% of the country's district heating demand. With ADB assistance, the government is in the process of selecting a private partner who will modernize and operate the district heating system under PPP modality. The introduction of an energy conservation data management system to trace energy consumption by sector is planned. The government is planning to develop a new energy-labeling standard.

10. Under reform pillars 1 and 2, the government intends to amend the Electricity Law (2009) to ensure commercial principles governing the sector, attract private investment, and create conditions for further liberalization of the electricity market. The most critical next step is the creation of the independent energy regulator responsible for the key functions of tariff determination, licensing, market regulation, and consumer protection. The regulator's independence will preserve stability and continuity in rule setting and avoid political interference in business decisions and regulatory risks. Being a complex process requiring the preparation of legislations and extensive consultations with various stakeholders including consumers, the government requested ADB's support for this.

11. Under reform pillar 3, the government is considering a new power market model and a PPP modality for the distribution sector to attract private investments. International experience indicates that private sector participation in distribution is conditioned to the full cost recovery, functioning regulatory framework, and transparent data and information on the asset status.<sup>8</sup> As a first step, the government requested ADB's assistance for an upstream exploratory study for suitable PPP modalities for the distribution sector, and assessment on the distribution asset and medium-term investment needs for public and private sector investments. Measures to prioritize investment in distribution network modernization and maximize the use of the existing smart metering infrastructure, including a road map for smart grids, will be explored for improved operational efficiency.

12. The proposed TA will help the government (i) pursue the implementation of the power sector reform and preparation of subprogram 2, (ii) develop an investment program for the distribution sector, (iii) explore PPP modalities in the distribution sector, and (iv) build up capacity to implement the ensuing projects.<sup>9</sup> All outputs produced under the TA will be provided to AFD's ongoing study for electricity sector greenhouse gas (GHG) modeling up to 2050 under pillar 3 to

<sup>7</sup> ADB. 2020. [Technical Assistance to the Republic of Uzbekistan for Promoting Distributed Solar Photovoltaic Systems for Enhanced Access to Energy](#). Manila.

<sup>8</sup> V. Foster and A. Rana. 2020. [Rethinking Power Sector Reform in the Developing World](#). Sustainable Infrastructure Series. Washington, DC: World Bank.

<sup>9</sup> The TA first appeared in the business opportunities section of ADB's website in December 2020.

set a new target for GHG reduction and future Nationally Determined Contributions. The modernization of the distribution network and reduction of high technical losses are among the important climate change mitigation measures in the energy sector. The master plan will help address climate change challenges that may constrain long-term investments and explore climate-resilient pathways in the long-term sector development strategy.

## **B. Outputs and Activities**

13. **Output 1: Regulatory and legislative framework to advance the power sector reform developed.** Output 1 will finance technical and legal analyses and policy advice to develop legislative documents for the independent energy regulator and provide ad hoc support for the emerging issues during implementation. Key activities will include (i) extensive research on legislative frameworks for independent regulators in other countries to draw lessons from; (ii) development of draft legislative documents; (iii) study tours, stakeholder consultations, and workshops, including with local civil society organizations; and (iv) development of the communication strategy for the public. The exploration of PPP in the distribution sector will identify gaps in legislations and review the most feasible mechanism in line with the ongoing sector reform.

14. **Output 2: Distribution network development and smart-grid master plan prepared.** Output 2 will finance the analytical works for the distribution sector development master plan to address high losses, reliability issues, and increasing electricity demand. Key activities will include (i) reviewing the national investment plan in terms of the long-term power supply–demand balance; (ii) identifying current and future major load centers and problems of balancing electricity supply and demand, potentially including electric vehicle integration, distributed renewable energy resources, and energy storage; (iii) conducting least-cost analysis among technology options and investment projects; (iv) setting a digitalization goal in time and developing associated smart-grid road map; and (v) identifying short, medium, and long-term investment priorities and cost estimates. This output is an important climate change mitigation measure for the implementation of Uzbekistan’s commitment under the Paris Agreement and GHG reductions set in the Nationally Determined Contributions and can also contribute to climate change adaptation by making the network more resilient to the climate change.

15. **Output 3: Institutional capacity in distribution system planning strengthened.** Output 3 will build the staff capacity of Joint-Stock Company Regional Electric Power Networks (JSC REN) in distribution system planning, design, economic analysis, and budgeting to keep the master plan updated and relevant. Output 3 will also broaden JSC REN’s understanding of new technologies, international trends, and important issues affecting the energy sector, including the development of the utility reform program to improve the sustainability of its operations. Women will comprise at least 30% of the training participants.

16. **Innovative approach and new technology application.** The master plan under output 2 will explore pathways to digitalize the distribution network, accommodate prospective distributed small-scale renewables and energy storage systems, and identify ways to maximize the use of the advanced metering infrastructure with a view to transforming the grid into a cleaner, smarter, and more flexible one while lowering the total system cost. To this end, the master plan will include a road map for the smart grid. The master plan will integrate climate resilience in the grid planning through the following key activities: (i) formulating project selection criteria and assessment tools, and taking climate resilience into consideration in addition to technical, financial, environmental, and socioeconomic characteristics; and (ii) applying climate adaptation measures in the system design such as redundancy in the control systems, multiple distribution routes, and use of heat resistance materials. The smart-grid option will help make the system more resilient.

17. **ADB value addition and lessons learned.** This TA draws on lessons from the international experiences in the power sector reform. Adequate analytical support, high-level policy dialogue, and capacity building are critical prerequisite for pushing forward the reform agenda. ADB will continue to provide support to implement complex reforms with a dedicated TA for subprogram 2. The TA benefited from the close coordination with development partners, including the Republic of Korea e-Asia and Knowledge Partnership Fund (EAKPF) and the Cooperation Fund for Project Preparation in the Greater Mekong Subregion and in Other Specific Asian Countries (AFD GMS).<sup>10</sup> Strong coordination with other development partners has provided a unified reform package to the government. Besides, ADB assisted the government by leading the development of the long-term power sector master plan and shifting the government's policy direction toward upscaling renewables and decarbonizing the sector.<sup>11</sup> The proposed distribution network development master plan will complete the wholistic sector development plan (para. 8).

### C. Cost and Financing

18. The TA is estimated to cost \$2,000,000 of which (i) \$800,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-7); (ii) \$500,000 will be financed on a grant basis by the EAKPF; and (iii) \$500,000 will be financed on a grant basis by the AFD GMS, both to be administered by ADB. The key expenditure items are listed in Appendix 1.

19. The EAKPF and the AFD GMS resources will be used to finance outputs 2 and 3 and/or expenditures for services from ADB member countries following ADB's applicable guidelines and procedures. The EAKPF will not be used for (i) civil works, (ii) procurement of large-scale equipment, (iii) permanent staffing costs, or (iv) hiring of staff consultants, unless otherwise agreed between the Government of Korea and ADB.<sup>12</sup> The AFD GMS has no list of eligible expenditure, but ADB will administer the AFD GMS in the same degree of care and diligence as it exercises with respect to the administration and management of its own resources.

20. The government will provide counterpart support in the form of counterpart staff, data and information, office spaces, and other in-kind contributions. The government was informed that approval of the TA does not commit ADB to finance any ensuing project.

### D. Implementation Arrangements

21. ADB will administer the TA. The TA will be implemented from October 2021 to September 2023. ADB will administer the TA through the Central and West Asia Department's Energy Division, with support from the Uzbekistan Resident Mission. The Ministry of Energy will be responsible for implementing output 1, and the Ministry of Investment and Foreign Trade will ensure that the respective government agencies provide the necessary implementation support. JSC REN will be the implementing agency for outputs 2 and 3 of the TA. A firm, consisting of international and national experts, will be recruited using the quality- and cost-based selection method with a 90:10 quality–cost ratio to prioritize the quality of the methodology and specialized knowledge and experience. ADB will engage any consulting position identified at a later stage through individual consultant selection. The EAKPF and the AFD GMS resources will be front-loaded. The TA's implementation will be monitored, along with any additional monitoring and reporting requirements specific to the EAKPF and the AFD GMS. The coronavirus disease

<sup>10</sup> The financing partner for the AFD GMS is the Government of France.

<sup>11</sup> ADB. 2017. [Technical Assistance to the Republic of Uzbekistan for the Power Sector Reform and Sustainability Support Program](#). Manila.

<sup>12</sup> The EAKPF will finance operational expenses related to eligible activities indicated in Article 2 of the *Implementation Guidelines for the Republic of Korea e-Asia and Knowledge Partnership Fund*.

(COVID-19) situation will also be closely monitored, with necessary measures addressing any potential delay it may cause to be included in the TA implementation arrangements.

22. Implementation arrangements are summarized in the table.

<b>Implementation Arrangements</b>			
<b>Aspects</b>	<b>Arrangements</b>		
Indicative implementation period	October 2021–September 2023		
Executing agencies	Ministry of Energy and Ministry of Investment and Foreign Trade		
Implementing agency	Joint-Stock Company Regional Electric Power Networks		
Consultants	To be selected and engaged by ADB		
	Firm: QCBS (90:10)	Selection title: distribution network development master plan (outputs 2, 3)	\$1.24 million
	Individual: individual selection	International (18 person-months) and national (16 person-months) (output 1)	\$0.56 million
Disbursement	Disbursement of TA resources will follow ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time). EAKPF and AFD GMS assistance will be front-loaded.		
Asset turnover or disposal arrangement upon TA completion	Planning software and equipment procured by the firm consultant under the TA and will be transferred to the government upon TA completion. <sup>a</sup>		

ADB = Asian Development Bank, AFD GMS = Cooperation Fund for Project Preparation in the Greater Mekong Subregion and in Other Specific Asian Countries, EAKPF = Republic of Korea e-Asia and Knowledge Partnership Fund, QCBS = quality- and cost-based selection, TA = technical assistance.

<sup>a</sup> ADB. 2019. Administering Grant-Financed Technical Assistance Projects. *Project Administration Instructions*. PAI 5.09. Manila.

Source: ADB.

23. **Consulting services.** ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated staff instructions.<sup>13</sup>

24. **Cofinancier requirements.** The EAKPF requirements include (i) seeking collaboration with Korean expertise and experience while implementing the projects, (ii) submitting progress status report twice a year (January and July), (iii) ensuring visibility of trust funds as per relevant guidelines, and (iv) disseminating lessons learnt on design and implementation within ADB. When requested, ADB will share with AFD the reports produced by the consultants under this TA, provided that the recipients of the TA has no objection to disclosure of such reports or portions thereof.

### III. THE PRESIDENT'S DECISION

25. The President, acting under the authority delegated by the Board, has approved (i) the Asian Development Bank (ADB) administering a portion of the technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund, (ii) ADB administering a portion of the technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Cooperation Fund for Project Preparation in the Greater Mekong Subregion and in Other Specific Asian Countries, and (iii) ADB providing the balance not exceeding the equivalent of \$800,000 on a grant basis to the Government of Uzbekistan for Power Sector Reform Support Program, and hereby reports this action to the Board.

<sup>13</sup> Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 2).

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Amount			Total
	ADB <sup>a</sup>	EAKPF <sup>b</sup>	AFD GMS <sup>c</sup>	
A. Consultants <sup>d</sup>				
1. Remuneration and per diem				
a. International consultants	371.8	243.1	243.0	857.9
b. National consultants	94.4	181.3	181.3	457.0
2. Out-of-pocket expenditures				
a. International and local travel <sup>e</sup>	51.6	43.6	43.6	138.8
b. Reports and communications	6.0	7.0	7.0	20.0
B. Surveys	150.0	0.0	0.0	150.0
C. Goods (computers, accessories, software) <sup>f</sup>	40.0	5.0	5.0	50.0
D. Training, seminars, and conferences <sup>g</sup>	10.0	10.0	10.0	30.0
E. Miscellaneous administration and support costs <sup>h</sup>	30.0	10.0	10.0	50.0
F. Contingencies	46.3	0.0	0.0	46.3
<b>Total</b>	<b>800.0</b>	<b>500.0</b>	<b>500.0</b>	<b>1,800.0</b>

ADB = Asian Development Bank, AFD GMS = Cooperation Fund for Project Preparation in the Greater Mekong Subregion and in Other Specific Asian Countries, EAKPF = Republic of Korea e-Asia and Knowledge Partnership Fund.

Notes:

1. The technical assistance (TA) is estimated to cost \$2,000,000, of which contributions from ADB, the EAKPF, and the AFD GMS are presented in the table. The government will provide counterpart support in the form of counterpart staff, data and information, office space, and other in-kind contributions. The value of the government contribution is estimated to account for 10% of the total TA cost.

2. Numbers may not sum precisely because of rounding.

<sup>a</sup> Financed by the ADB's Technical Assistance Special Fund (TASF-7, \$800,000).

<sup>b</sup> Administered by ADB.

<sup>c</sup> Fund's financing partner is the Government of France; and fund is administered by ADB.

<sup>d</sup> The selection of a firm will be based on the performance terms of reference. This will allow the firm the flexibility of defining the experts needed, their required inputs, and other expenditures. ADB defines minimum key experts and minimum person-months required, and most of the budget is assigned to the Others category.

<sup>e</sup> Includes expenses for vehicle rentals during field works.

<sup>f</sup> All equipment and software will be transferred to the government upon TA completion following ADB. 2018. Administering Grant-Financed Technical Assistance Projects. *Project Administration Instructions*. PAI 5.09. Manila.

<sup>g</sup> Including at least five training sessions or workshop, and a study tour outside of Uzbekistan (Republic of Korea) will be conducted.

<sup>h</sup> This will cover costs for interpretation, document translation, and remuneration of administrative or technical staff.

Source: ADB estimates.

**LIST OF LINKED DOCUMENTS**

<http://www.adb.org/Documents/LinkedDocs/?id=54269-003-TARreport>

1. Terms of Reference for Consultants
2. Approved Report and Recommendation of the President