



# Report and Recommendation of the President to the Board of Directors

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Project Number: 48414-006  
August 2020

## Proposed Loans Republic of Uzbekistan: Central Asia Regional Economic Cooperation Corridor 2 Karakalpakstan Road (A380 Kungrad to Daut-Ata Section) Project

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## **CURRENCY EQUIVALENTS**

(as of 6 August 2020)

Currency unit	–	sum (SUM)
SUM1.00	=	\$0.0000979
\$1.00	=	SUM10,211.60

## **ABBREVIATIONS**

ADB	–	Asian Development Bank
CAREC	–	Central Asia Regional Economic Cooperation
CIS	–	Commonwealth of Independent States
COVID-19	–	coronavirus disease
EIA	–	environmental impact assessment
EMP	–	environmental management plan
ha	–	hectare
ITS	–	intelligent transport system
km	–	kilometer
km <sup>2</sup>	–	square kilometer
NGO	–	nongovernment organization
PAM	–	project administration manual
PMU	–	project management unit
TA	–	technical assistance
WIM	–	weigh-in-motion

## **NOTE**

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

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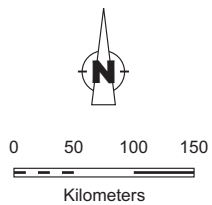
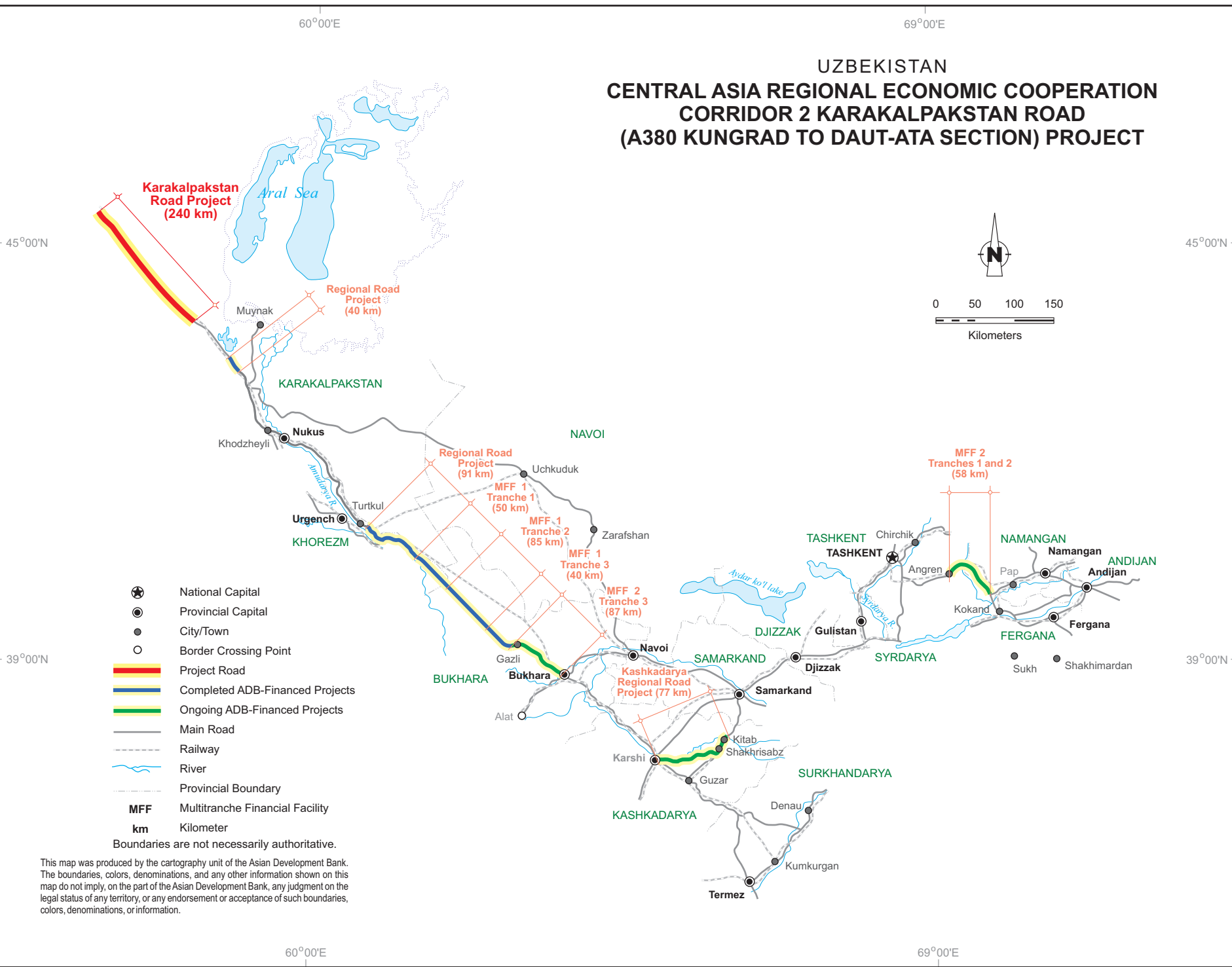
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## PROJECT AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number:</b> 48414-006	
<b>Project Name</b>	Central Asia Regional Economic Cooperation Corridor 2 Karakalpakstan Road (A380 Kungrad to Daut-Ata Section) Project	<b>Department/Division</b>	CWRD/CWTC
<b>Country Borrower</b>	Uzbekistan Ministry of Finance	<b>Executing Agency</b>	Committee for Roads
<b>Country Economic Indicators</b>	<a href="https://www.adb.org/Documents/LinkedDocs/?id=48414-006-CEI">https://www.adb.org/Documents/LinkedDocs/?id=48414-006-CEI</a>		
<b>Portfolio at a Glance</b>	<a href="https://www.adb.org/Documents/LinkedDocs/?id=48414-006-PortAtaGlance">https://www.adb.org/Documents/LinkedDocs/?id=48414-006-PortAtaGlance</a>		
<b>2. Sector</b>		<b>ADB Financing (\$ million)</b>	
✓ <b>Transport</b>	Road transport (non-urban)		274.20
		<b>Total</b>	<b>274.20</b>
<b>3. Operational Priorities</b>		<b>Climate Change Information</b>	
✓ Addressing remaining poverty and reducing inequalities		GHG reductions (tons per annum)	0
✓ Accelerating progress in gender equality		Climate Change impact on the Project	Medium
✓ Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability			
✓ Strengthening governance and institutional capacity		<b>ADB Financing</b>	
✓ Fostering regional cooperation and integration		Adaptation (\$ million)	17.40
		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 1.3, 1.b		Effective gender mainstreaming (EGM)	✓
SDG 9.1			
SDG 13.a		<b>Poverty Targeting</b>	
		General Intervention on Poverty	✓
<b>4. Risk Categorization:</b>	Complex		
<b>5. Safeguard Categorization</b>	Environment: A Involuntary Resettlement: B Indigenous Peoples: C		
<b>6. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>274.20</b>	
Sovereign Project (Concessional Loan): Ordinary capital resources		26.00	
Sovereign Project (Regular Loan): Ordinary capital resources		248.20	
<b>Cofinancing</b>		<b>0.00</b>	
None		0.00	
<b>Counterpart</b>		<b>109.20</b>	
Government		109.20	
<b>Total</b>		<b>383.40</b>	
<b>Currency of ADB Financing:</b> US Dollar			

# UZBEKISTAN

## CENTRAL ASIA REGIONAL ECONOMIC COOPERATION CORRIDOR 2 KARAKALPAKSTAN ROAD (A380 KUNGRAD TO DAUT-ATA SECTION) PROJECT



- National Capital
  - Provincial Capital
  - City/Town
  - Border Crossing Point
  - Project Road
  - Completed ADB-Financed Projects
  - Ongoing ADB-Financed Projects
  - Main Road
  - Railway
  - River
  - Provincial Boundary
  - MFF** Multitranchise Financial Facility
  - km** Kilometer
- Boundaries are not necessarily authoritative.

This map was produced by the cartography unit of the Asian Development Bank. The boundaries, colors, denominations, and any other information shown on this map do not imply, on the part of the Asian Development Bank, any judgment on the legal status of any territory, or any endorsement or acceptance of such boundaries, colors, denominations, or information.

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## I. THE PROPOSAL

1. I submit for your approval the following report and recommendation on proposed loans to the Republic of Uzbekistan for the Central Asia Regional Economic Cooperation (CAREC) Corridor 2 Karakalpakstan Road (A380 Kungrad to Daut-Ata Section) Project.

2. The project will upgrade and widen a section of the Guzar–Bukhara–Nukus–Beyneu highway (A380) of about 240 kilometers (km) in the Republic of Karakalpakstan. The project road is part of the CAREC Corridor 2 and one of the key trade routes in the region. The project will help the Committee for Roads under the Ministry of Transport, to ensure effective road maintenance, control vehicle overloading, and ensure sound traffic management through the installation of intelligent transport system (ITS) and weigh-in-motion (WIM) system on key sections of the national road network. The project will scale up the efforts of the Asian Development Bank (ADB) and other development partners in developing this critical CAREC corridor and contribute to Uzbekistan’s economic growth through improved transport connectivity.

## II. THE PROJECT

### A. Rationale

3. **Importance of regional connectivity to Uzbekistan.** Surrounded by Afghanistan to the south, Kazakhstan to the north and northwest, the Kyrgyz Republic to the northeast, Turkmenistan to the southwest, and Tajikistan to the southeast, Uzbekistan serves three of six CAREC corridors. With 34 million people, Uzbekistan is the most populous country in Central Asia. As a double landlocked country, which requires crossing at least two countries to reach seaports, the government has made regional connectivity a centerpiece of its transport policy. The government aims to realize the great trade potential through developing the country into a regional transport and logistics hub between Europe, Central Asia, South Asia, and East Asia.

4. **Road network as a bedrock of regional connectivity.** Uzbekistan’s road network, under the purview of the Committee for Roads, covers 185,000 km, with a core network of 42,654 km—international roads (3,979 km), national roads (14,069 km), and regional roads (24,606 km). While Uzbekistan is comparable with other countries in Central Asia in terms of the density of paved roads, the distribution of paved roads varies within the country.<sup>1</sup>

5. **ADB’s and development partners’ support to regional connectivity.** The CAREC program provides Uzbekistan and its neighboring countries with a common platform to coordinate investments. ADB has invested in road and rail transport infrastructure in Uzbekistan, at a total value of \$1.3 billion.<sup>2</sup> The majority of this support has been provided through two multitranche financing facilities.<sup>3</sup>

6. **Modernization of CAREC Corridor 2 as a key priority.** The east–west trade corridor is a key priority. A large part of these efforts focused on the strengthening of CAREC Corridor 2,

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<sup>1</sup> Density is higher in the eastern regions (4,000 km–6,000 km per 10,000 square kilometers [km<sup>2</sup>] in Andijan, Ferghana, Namangan, and Tashkent). To the south, density decreases to moderate values (1,000 km–3,000 km per 10,000 km<sup>2</sup>) and is lowest in the western regions (less than 1,000 km per 10,000 km<sup>2</sup> in Karakalpakstan and Navoi).

<sup>2</sup> Sector Assessment (accessible from the list of linked documents in Appendix 4).

<sup>3</sup> ADB. 2010. [Report and Recommendation of the President to the Board of Directors: Proposed Multitranche Financing Facility Republic of Uzbekistan: Central Asia Regional Economic Cooperation Corridor 2 Road Investment Program](#). Manila and ADB. 2011. [Report and Recommendation of the President to the Board of Directors: Proposed Multitranche Financing Facility Republic of Uzbekistan: Second Central Asia Regional Economic Cooperation Corridor 2 Road Investment Program](#). Manila.

which connects East Asia with the Caucasus, Mediterranean, and southern Europe, covering Afghanistan, Azerbaijan, Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, Uzbekistan, and the People's Republic of China. The project is a crucial part of these efforts and will improve the last road link to the international border with Kazakhstan, and thus help complete the modernization of CAREC Corridor 2. The project thereby supports the implementation of CAREC 2030, particularly operational clusters 2 (trade, tourism, and economic corridors) and 3 (infrastructure and economic connectivity).<sup>4</sup> The project promotes the CAREC Transport Strategy 2030, particularly the strategic pillars on (i) cross-border transport and logistics facilitation, by facilitating the movement of cargo from Europe and the Commonwealth of Independent States (CIS) countries; and (ii) road safety, by increasing the road safety management capacity of the Committee for Roads and introducing a state-of-art ITS.<sup>5</sup> The modernization of this key section of CAREC Corridor 2 will help boost Uzbekistan's trade, particularly with the Russian Federation and the People's Republic of China, Uzbekistan's two major trade partners. It will also enhance Uzbekistan's role in transiting international goods and shipments by reducing transport costs and time. In addition, it will facilitate economic corridor development among Kazakhstan, Uzbekistan, and Tajikistan, as the improved road will boost industrial and tourism activities.<sup>6</sup>

7. Karakalpakstan, located at the northwestern end of Uzbekistan, is the country's largest region, occupying about 35% of total land area. However, its population of 1.89 million (2019) accounts for only 5.6% of the country's total. Karakalpakstan is one of the two poorest regions of Uzbekistan, suffering high levels of poverty, unemployment, and poor health conditions. The size and strategic geographical location of Karakalpakstan make transport connectivity a paramount priority, not only for Uzbekistan but also for the subregion. Karakalpakstan has about 700 km of international roads, two international airports, and a railway network that connects with Turkmenistan and Kazakhstan. The Kungrad to Daut-Ata road is the only road connecting Uzbekistan in a northwestern direction to the countries of the CIS and Europe, which is vital to link the region with the CIS, particularly the Russian Federation, as well as with Europe.

8. **Need for institutional reforms to be accelerated.** The government, supported by ADB and other development partners, has carried out several policy and institutional reforms since 2003, including (i) creating the Ministry of Transport as the apex agency responsible for transport sector planning, policy formulation, regulation, and oversight; (ii) transforming the joint stock company Uzavtoyul into the Committee for Roads; (iii) promoting competitive bidding; (iv) engaging road design engineers through competitive selection; and (v) establishing a state-owned road equipment company to lease equipment to all contractors.<sup>7</sup> Uzbekistan has developed a road sector policy framework to improve governance and accountability, sustainability, transport logistics, and private sector participation. In 2019, the government decided to start further reforms<sup>8</sup> and unbundle the Committee for Roads, devolving its current functions (owner of road assets, road works contractor, and road operator) to different agencies to improve accountability and efficiency. Linked to such reforms, the government needs to diversify investment sources for roads to different independent entities. The government is set to expand the country's road network to cater for growing traffic. Government funds and financing from development partners are unlikely to match future financing needs, and private sector involvement in road financing needs to be explored. The project is designed to address many of these key issues. In addition,

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<sup>4</sup> ADB. 2017. [CAREC 2030: Connecting the Region for Shared and Sustainable Development](#). Manila.

<sup>5</sup> ADB. 2020. [CAREC Transport Strategy 2030](#). Manila.

<sup>6</sup> ADB. 2018. [Technical Assistance for Assessing Economic Corridor Development Potential Among Kazakhstan, Uzbekistan, and Tajikistan](#). Manila.

<sup>7</sup> ADB. 2007. [Report and Recommendation of the President to the Board of Directors: Proposed Loan to the Republic of Uzbekistan for the CAREC Regional Road Project](#). Manila.

<sup>8</sup> [Presidential Resolution No. 4545](#) on Measures to Further Improve the Road Management System.



knowledge and support technical assistance (TA) is currently being implemented to help the government improve its road sector policy and strategy, assess the status of the road network for rehabilitation and maintenance, and restructure the Committee for Roads.<sup>9</sup>

9. **Need for improved road safety.** Efforts must be enhanced to improve safety. In terms of road safety, conditions in Uzbekistan are poor, with an estimated 2,496 road fatalities per year, translating into about 1% of gross domestic product lost per year.<sup>10</sup> Poor road conditions and traffic rule violations, particularly of speed limits, are major causes.

10. **Importance of enhancing climate resilience of road infrastructure.** Karakalpakstan has a very arid climate, with average temperatures expected to increase by 2.4°C by mid-century and nearly 5°C by the end of the century. Roads will increasingly face risks from climate change, affecting their performance and life span. The design, maintenance, and planning of roads should adequately incorporate relevant risk management.

11. **Need for modernization of design standards.** The design and construction standards currently in use were developed in the 1980s and have been updated periodically, but without changing their essential features. Some provisions for road geometric and pavement design are excessive, resulting in unnecessarily high construction and maintenance costs.

12. **Consistency with national development objectives.** Alongside the government's long-standing focus on regional connectivity (para. 3), the Development Strategy for 2017–2021 pursues five priorities: (i) improvement of the system of state and public construction; (ii) ensuring the rule of law and further reform of the judicial system; (iii) economic development and liberalization; (iv) development of the social sectors; and (v) security, inter-ethnic harmony and religious tolerance, and the implementation of a balanced, mutually beneficial, and constructive foreign policy.<sup>11</sup> Transport is crucial to supporting priority areas (iii) and (iv).

13. **Consistency with ADB's strategy.** The project is aligned with ADB's Strategy 2030 and supports five operational priorities: (i) addressing remaining poverty and reducing inequalities (para. 36); (ii) accelerating progress in gender equality (para. 36);<sup>12</sup> (iii) tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability (paras. 10 and 27); (iv) strengthening governance and institutional capacity (paras. 30–35); and (v) fostering regional cooperation and integration (paras. 3–6).<sup>13</sup> The project is consistent with ADB's country partnership strategy for Uzbekistan, 2019–2023,<sup>14</sup> which calls for investments in the transport sector, including road development, and promotes regional connectivity along major CAREC corridors. The project is included in ADB's country operations business plan.<sup>15</sup>

14. **Key lessons learned.** Lessons from previous and ongoing projects are that (i) a strong project management unit (PMU) is indispensable for successful project implementation and should be in place from the planning stage of the project, (ii) tender committee members need to have a full understanding of ADB's procurement procedures, and (iii) the PMU and the Committee for Roads should streamline approval procedures to facilitate procurement and contract management.

<sup>9</sup> ADB. 2020. [Road Subsector Development Strategy and Action Plan](#) (TA 9987-UZB). Manila.

<sup>10</sup> World Health Organization. 2018. [Global Status Report on Road Safety 2018](#). Geneva.

<sup>11</sup> The Tashkent Times. 2017. [Uzbekistan's Development Strategy for 2017-2021 has been adopted following public consultation](#). Tashkent.

<sup>12</sup> Gender Action Plan (accessible from the list of linked documents in [Appendix 2](#)).

<sup>13</sup> ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

<sup>14</sup> ADB. 2019. [Country Partnership Strategy: Uzbekistan, 2019–2023—Supporting Economic Transformation](#). Manila.

<sup>15</sup> ADB. 2019. [Country Operations Business Plan: Uzbekistan, 2020–2022](#). Manila.

15. **Impact of the coronavirus disease (COVID-19).** The COVID-19 pandemic reinforces the need for improving the connectivity and mobility of remote and isolated areas such as Karakalpakstan. With improved road infrastructure, the accessibility of these areas can be enhanced, thus, helping the government to implement future pandemic mitigation measures if required. Road construction works under the project will start in early 2021 when the spread of COVID-19 is expected to subside and be made manageable by the national COVID-19 response measures. If this scenario materializes, the project will be implemented within the planned implementation period from 2021–2025. However, if COVID-19 is not contained by early 2021, the Committee for Roads will enact measures for resources to be mobilized steadily, albeit at a reduced speed, and for construction works to continue without serious threat to peoples' health.<sup>16</sup> In the medium term, the project will play an essential role, helping the economy bounce back resiliently and regain its competitiveness in the project areas most affected by COVID-19. This route is vital for international and domestic trade; and will help Uzbekistan achieve its ambitious plans to revitalize horticultural exports, revive the ravaged tourism industry and services, provide employment, and regain momentum toward meeting its ambitious infrastructure plans.

## B. Project Description

16. The project is aligned with the following impact: regional trade and economic connectivity on the CAREC Corridor 2 is enhanced, particularly between Uzbekistan and Kazakhstan.<sup>17</sup> The project will have the following outcome: regional trade and road transport connectivity in Western Uzbekistan improved.<sup>18</sup> The project will have the following three outputs.

17. **Output 1: Road from Kungrad to Daut-Ata reconstructed.** The 240 km road will be reconstructed to a two-lane, cement concrete road. The road design incorporates climate resiliency measures for the arid Karakalpakstan region. Access roads will be constructed to link villages to the A380. Five rest stops with market stalls will be constructed, 50% of which will be allocated for women entrepreneurs with separate sanitary facilities for women and men. Two multipurpose community complexes will be constructed in Jaslik and Karakalpakstan settlements to house facilities for livelihood training programs, and maternal and child health care services.

18. **Output 2: Intelligent transport system installed.** To improve road safety performance, an ITS will be installed on a 100 km pilot section of the Tashkent–Namangan road (A373). This road section has one of the heaviest traffic conditions in Uzbekistan. The ITS will monitor traffic and road conditions in real time and help to provide information and warnings on display boards and websites. Following the results of this pilot project, the government plans to implement such systems in other parts of the road network. The introduction of an ITS will also help report critical incidents involving women, the elderly, children, and those with mobility impairments to relevant government agencies for action. The Committee for Roads will submit yearly sex-disaggregated reports on road crashes by the type of road user and incident.

19. **Output 3: Weigh-in-motion system supplied and installed.** To avoid overloading of vehicles on the highway network and to prevent accelerated pavement deterioration, two fully

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<sup>16</sup> The Committee for Roads will develop and implement a risk mitigation plan to comply with the Ministry of Health and World Health Organization COVID-19 preparedness and response guidelines to prevent and monitor the spread of COVID-19. The program will comprise health-related measures to prevent and stem the spread of COVID-19 by construction workers and improve the capacity of the project implementation team on site to protect construction workers and people from the community from COVID-19.

<sup>17</sup> Government of Uzbekistan. 2019. *National Development Strategy of Uzbekistan*. Tashkent.

<sup>18</sup> The design and monitoring framework is in [Appendix 1](#).

automated WIM facilities will be installed at selected points on roads A373 and M39,<sup>19</sup> in addition to improvements to an existing WIM on road A373. Before the implementation of the WIM stations, the Committee for Roads will update axle load norms compatible with national legislation.<sup>20</sup> The WIM stations will be constructed with the ITS systems to allow the collection of overloading data and enforce anti-overloading regulations. Based on the outcome of the pilot project, the government plans to expand the implementation of an axle load control program for improved road asset management throughout the road network in line with the strategy.<sup>21</sup>

### C. Value Added by ADB

20. ADB's involvement in this project provides tangible value. First, updated standards and specifications will be used for civil works under the project (output 1), which have been developed and improved through ADB support.<sup>22</sup> Second, ADB will support the introduction of new technologies to support traffic management, axle load control, and road safety (outputs 2 and 3). The installation of fully automated WIM systems will extend the life of paved roads, and ADB will help improve local regulations on axle load control, road maintenance, and road asset management to international standards.<sup>23</sup> Third, measures will be taken to protect biodiversity, and introduce climate change adaptation measures.<sup>24</sup> These measures go far beyond what is required under national legislation, and were developed by world-leading experts in their field. Fourth, the project will introduce gender-inclusive measures as outlined in the gender action plan.<sup>25</sup> These will enable women from the communities to develop skills for livelihood activities and access maternal and child health services through a telemedicine facility. Fifth, ADB will support capacity development of the Committee for Roads in several areas, including improving project delivery, strengthening procurement, and introducing modern technologies.

### D. Summary Cost Estimates and Financing Plan

21. The project is estimated to cost \$383.4 million (Table 1), including taxes and duties, physical and price contingencies, and other charges during implementation. Detailed cost estimates by expenditure category and by financier are included in the project administration manual (PAM).<sup>26</sup>

22. The government has requested (i) a regular loan of \$248.2 million and (ii) a concessional loan of \$26.0 million from ADB's ordinary capital resources to help finance the project. The regular loan will have a 24-year term, including a grace period of 4 years; an annual interest rate determined in accordance with ADB's London interbank offered rate (LIBOR)-based lending facility, a commitment charge of 0.15% per year, and such other terms and conditions set forth in the draft loan and project agreements. Based on the straight-line method, the average maturity is 14.25 years, and the maturity premium payable to ADB is 0.10% per year. The concessional loan will have a 25-year term, including a grace period of 5 years; an interest rate of 2.0% per year during the grace period and thereafter; and such other terms and conditions set forth in the draft

<sup>19</sup> M39 is an international corridor connecting Termez, Samarkand, Tashkent, Alma-ata, and Bishkek. The Tashkent–Samarkand section of the road is the main automobile connection between Tashkent and the west and south of Uzbekistan. The section is under CAREC Corridor 2 (a).

<sup>20</sup> Cabinet of Ministers Resolution No. 342.

<sup>21</sup> BUYUK KELAJAK. 2019. [Development Strategy Framework of the Republic of Uzbekistan by 2035](#). Tashkent.

<sup>22</sup> ADB. 2015. [Technical Assistance for the Third Central Asia Regional Economic Cooperation Corridor Investment Program](#). Manila (TA 8950-REG).

<sup>23</sup> [Presidential Decree No. UP-5890](#).

<sup>24</sup> Climate Change Assessment (accessible from the list of linked documents in [Appendix 2](#)).

<sup>25</sup> Gender Action Plan (accessible from the list of linked documents in [Appendix 2](#)).

<sup>26</sup> Project Administration Manual (accessible from the list of linked documents in [Appendix 2](#)).

loan and project agreements. The Ministry of Finance confirmed its preference to front-load concessional loan disbursement.<sup>27</sup> The front-loading is applicable to works and consulting services using the concessional loan.

**Table 1: Summary Cost Estimates<sup>a</sup>**  
(\$ million)

Item	Amount <sup>b</sup>
<b>A. Base Cost<sup>c</sup></b>	
1. Reconstruction of 240 kilometers of A380 (Kungrad to Daut-Ata section)	298.1 <sup>d</sup>
3. Installation of weigh-in-motion systems	3.6
4. Installation of intelligent transport systems <sup>e</sup>	22.8
5. Project management unit and others	3.1
<b>Subtotal (A)</b>	<b>327.6</b>
<b>B. Contingencies<sup>f</sup></b>	<b>29.0</b>
<b>C. Financial Charges During Implementation<sup>g</sup></b>	<b>26.8</b>
<b>Total (A+B+C)</b>	<b>383.4</b>

<sup>a</sup> Project costs will be adjusted to account for the effects of the coronavirus disease (COVID-19) pandemic on labor and material shortages when the pandemic outbreak length and long-term effect on prices is clearer. A contingency of \$9.21 million is allocated and will be adjusted within 6 months after project approval.

<sup>b</sup> Includes taxes and duties of \$81.4 million. Such amount does not represent an excessive share of the project cost. The government will finance taxes and duties of \$81.4 million as cash contribution.

<sup>c</sup> In 2019 prices as of 10 September 2019.

<sup>d</sup> Includes construction supervision.

<sup>e</sup> Includes design, construction, and construction supervision for the installation of weigh-in-motion and intelligent transport systems.

<sup>f</sup> Physical and price contingencies, and a provision for exchange rate fluctuation, are included with most of the project costs subject to foreign rate of price inflation, including local duties and tariffs imposed on foreign currency costs.

<sup>g</sup> Includes interest, commitment, and other charges on all sources of financing.

Sources: Design consultant's and national feasibility consultants' estimates.

23. The summary financing plan is in Table 2. ADB will finance the expenditures in relation to civil works, consulting services, and the installation of WIM stations and ITS. The government will finance land acquisition, road restoration, and resettlement expenses, for both land and non-land components. Climate adaptation is estimated to cost \$17.4 million, of which ADB will finance 100% (para. 27 and footnote 24).

**Table 2: Summary Financing Plan**

Source	Amount (\$ million)	Share of Total (%)
Asian Development Bank		
Ordinary capital resources (regular loan)	248.2	64.7
Ordinary capital resources (concessional loan)	26.0	6.8
Government	109.2	28.5
<b>Total</b>	<b>383.4</b>	<b>100.0</b>

Source: Asian Development Bank estimates.

## E. Implementation Arrangements

24. The Committee for Roads will be the executing agency and will make all critical decisions and take full responsibility for the implementation of the project. A PMU, established under the Committee for Roads, will be in charge of implementing the project on a day-to-day basis by (i) undertaking procurement and contract management; (ii) providing financial management; (iii) implementing actions related to environmental and social safeguards as well as gender; and (iv) undertaking evaluation, monitoring, and reporting. The construction supervision consulting

<sup>27</sup> Letter of the Ministry of Finance to the Executing Agency, dated 27 February 2020.

firm for the civil works and the implementation of the ITS and WIM stations, financed by ADB under the project, will be recruited by the employer to act as the engineer and assist the PMU in all areas, including contract management. The Committee for Roads will also recruit additional individual consultants (international and national) for procurement, contract management, environment, and biodiversity to support the PMU. The PMU has hired a project director and core staff, and the remaining staff will be mobilized before loan effectiveness.<sup>28</sup> The implementation arrangements are summarized in Table 3 and described in detail in the PAM.

25. ADB has established a sound donor coordination mechanism and good working relations with other development partners. The government leads a transport sector development partner coordination group, where ADB has the lead role in the road and rail transport subsectors. ADB is helping the government manage reforms in the road subsector through a separate TA (footnote 9).<sup>29</sup> ADB's investments are supported by those of other development partners. The World Bank is financing 300 km of regional roads.<sup>30</sup> The Islamic Development Bank is mainly financing the M39 100 km highway (sections: km 1330 to 1395, km 1440 to 1410, and km 1426 to 1451).<sup>31</sup> The European Bank for Reconstruction and Development is financing a pre-feasibility study for the Tashkent–Samarkand Road Project under public–private partnership.<sup>32</sup>

**Table 3: Implementation Arrangements**

Aspects	Arrangements		
Implementation period	October 2020–December 2025		
Estimated completion date	31 December 2025		
Estimated loan closing date	30 June 2026		
Management			
(i) Oversight body	Ministry of Investments and Foreign Trade, Ministry of Finance, and Ministry of Transport		
(ii) Executing agency	Committee for Roads		
(iii) Key implementing agencies	Project management unit under the Committee for Roads		
Implementation unit	Tashkent, 14 staff		
Procurement	Open competitive bidding (internationally advertised)	2 civil works packages, 3 lots each for road reconstruction (total of 6 lots)	\$222.7 million
	Open competitive bidding (internationally advertised)	1 information technology products and services contract for supply and installation (technology products) of an intelligent transport system	\$15.3 million
	Open competitive bidding (internationally advertised)	1 plant contract for the supply and installation of weigh-in-motion system	\$2.80 million
	Open competitive bidding (national/local advertisement)	1 civil works contract for community development. Local communities and/or civil society organizations may participate.	\$1.10 million
Consulting services	Quality- and cost-based selection using 80:20 quality–cost ratio	1 contract for project management and construction supervision consultant: 604 person-months (key experts)	\$5.00 million

<sup>28</sup> PMU core staff include (i) project director, (ii) procurement expert, (iii) financial management expert, (iv) civil engineer, and (v) accountant.

<sup>29</sup> The planned outputs of the TA are described in Sector Assessment (Summary): Transport (Road Transport [Nonurban]) (accessible from the list of linked documents in [Appendix 2](#)).

<sup>30</sup> World Bank. 2020. [Disclosable Version of the ISR - Regional Roads Development Project - P146334 - Sequence No: 10 \(English\)](#). Washington DC.

<sup>31</sup> Islamic Development Bank. 2010. [Reconstruction and Upgrading of M39 Road in Surkhandarya Region](#). (\$167.2 million)

<sup>32</sup> EBRD. 2020. [Pre-Feasibility Study for Tashkent-Samarkand Road PPP, Uzbekistan](#). London.

Aspects	Arrangements		
	Quality- and cost-based selection using 90:10 quality–cost ratio	1 contract for intelligent transport system and weigh-in-motion system works design and supervision consultant: 179 person-months	\$2.20 million
	Least cost selection (national): financial auditor for audit of project accounts	1 contract (lump-sum), subject to extension for the duration of the project (50 person-months)	\$0.12 million
	Least cost selection (international): external audit firm to carry out internal audit	International audit firm	\$0.10 million
	Individual consultant selection: individual consultants for capacity building of project management unit	Proposed international positions: specialists on contract, procurement, and biodiversity For national positions: specialists on environment, resettlement, and gender	\$0.80 million
Retroactive financing and/or advance contracting	Advance contracting and retroactive financing for civil works and consulting services for the international procurement specialist are envisaged under the project. The maximum amount of eligible expenditures for retroactive financing will be up to 20% of the total ADB loan, incurred before loan effectiveness, but not earlier than 12 months before the signing of the loan agreement.		
Disbursement	The loan proceeds will be disbursed following ADB's <i>Loan Disbursement Handbook</i> (2017, as amended from time to time) and detailed arrangements agreed between the government and ADB.		

ADB = Asian Development Bank.

Source: Asian Development Bank estimates.

26. The readiness of the project is high, since (i) detailed design is approved by the government, (ii) recruitment of the project management and construction supervision consultant has commenced in March 2020, and (iii) bidding for the civil works has commenced in May 2020.

### III. DUE DILIGENCE

#### A. Technical

27. The project road's technical design is appropriate for a road of this standard in this location, and for the volume of traffic that is projected to use it. The road will remain a two-lane road, with 3.75 meter lane widths, 0.75 meter paved and 3.00 meter unpaved shoulders. Concrete surfacing to be applied to the project road has a long life of more than 30 years, as well as lower maintenance requirements, and is more resilient to climate change. Road safety measures have been introduced into the detailed design. Climate adaptation measures incorporated into the project include temperature-resilient cement concrete pavement, larger expansion joints, increased drainage capacity, and additional salt management measures.

#### B. Economic and Financial Viability

28. Economic analysis was conducted based on ADB's guidelines.<sup>33</sup> Direct benefits include vehicle operating cost savings, travel time savings, and reduced vehicle emissions. The use of concrete pavement will improve the level of service and reduce routine and periodic maintenance costs. An origin and destination survey confirmed that nearly all trips on the project road are international, confirming its importance to CAREC Corridor 2. The economic internal rate of return for the project is estimated at 11.0%, surpassing ADB's hurdle rate of 9.0% and indicating that the project is viable. Traffic growth reflects forecasts of gross domestic product growth, revised

<sup>33</sup> ADB. 2017. [Guidelines for the Economic Analysis of Projects](#). Manila.

by ADB in April 2020 to take into account the impacts of COVID-19. Under a sensitivity analysis, an increase in costs of 20% and a reduction in benefits of 20% reduces the economic internal rate of return to 8.4%. While this is slightly lower than the hurdle rate, it shows that the project is generally viable in the face of adverse variations in key assumptions.<sup>34</sup> Although not fully quantified, the project is expected to have positive cross-border spillover effects. It will increase trade flows and cross-border movement of people between Uzbekistan, on the one hand, and Kazakhstan, the Russian Federation, and the South Caucasus and Eastern European countries, on the other. Improved competitiveness and efficiency will materialize in other sectors of the economy through unobstructed access for business entities to regional and international markets.

### C. Sustainability

29. **Financial sustainability.** Since the project is nonrevenue generating, financial analysis focused on whether the project outputs will be sustained financially.<sup>35</sup> Projected maintenance expenditure, following the Committee for Roads budget for 2020, averages \$7,650 per km.<sup>36</sup> The estimated annual maintenance requirement for the project road is well within this allocation. The Committee for Roads will establish two additional road maintenance units. The rest stops with market stalls and multipurpose community complexes are social infrastructure, which will not target cost recovery or have a commercial component.

### D. Governance

30. **Institutional capacity.** The Committee for Roads will empower the PMU to make contract administration decisions and/or establish a steering committee within the Committee for Roads to expedite the decision-making process, with established timelines for contract-related decision-making. ADB will continue providing assistance, as needed, to the Committee for Roads and the project PMU to ensure efficient project implementation and compliance with audit and financial management requirements.

31. **Legal capacity.** Recent reforms have clarified the lines of command for project management by defining the responsibilities of the Committee for Roads. In December 2018, the government empowered the Committee for Roads to act as the executing agency for road projects supported by all international financing institutions. The Committee for Roads has assumed this responsibility from the Republican Road Fund for ongoing ADB-financed projects.

32. **Procurement capacity.** Overall, the capacity of the Committee for Roads and the proposed PMU to conduct, control, and supervise procurement activities requires strengthening. Most public officials responsible for procurement do not have clearly defined terms of reference and usually have not received any formal procurement training. For previous projects, this has led to delayed procurement actions, multiple re-tendering, and litigations. International consultants mobilized under the project will support the PMU. ADB will continue to provide regular in-country guidance and support from ADB. The Committee for Roads will establish a tender committee, chaired by the deputy chair of the Committee for Roads, for approval of all procurement decisions.<sup>37</sup> All contracts will be procured in accordance with the ADB Procurement Policy (2017, as amended from time to time) and the Procurement Regulations for ADB Borrowers

<sup>34</sup> Economic and Financial Analysis (accessible from the list of linked documents in [Appendix 2](#)).

<sup>35</sup> The analysis was conducted based on ADB. 2005. *Financial Management and Analysis of Projects*. Manila.

<sup>36</sup> This budget includes a wide range of roadworks, including routine, emergency, winter maintenance, and support for the financing of road maintenance units.

<sup>37</sup> Other members will consist of representatives from the Ministry of Investments and Foreign Trade, the Ministry of Finance, and Uzbek Engineering.

(2017, as amended from time to time). The procurement plan is guided by the following principles: for civil works, the sectioning in 40 km lots was guided by the intent to attract participation from local contractors alongside international contractors, and divided so that each section is close to a railway station, reducing logistics costs and reliance on road transport. As for the evaluation criteria, considering the relatively low technology content, it was assessed that the best value for money would be achieved by using the one-stage, one-envelope system with open competitive bidding on the basis of the lowest evaluated substantially responsive bidder.

33. **Financial management capacity.** The Committee for Roads and the proposed PMU have basic financial management capability to (i) record the required financial transactions, (ii) provide regular and reliable financial statements, (iii) provide reliable monitoring reports, and (iv) safeguard financial assets. The assessed pre-mitigation financial management risk is *moderate*, mainly because the Committee for Roads still has no internal audit unit, despite its experience (and the PMU's experience) with ADB. Full-time ongoing accounting support and outsourcing of the internal audit function will be carried out. Until such an arrangement is in place, a thorough pre-audit of vouchers may be done by a trained financial expert at the PMU before making payments. The Committee for Roads will recruit an external audit firm to carry out quarterly internal audits. External audits of all existing projects and the proposed project will be conducted by external auditors acceptable to ADB, and the Committee for Roads will ensure compliance with Audited Project Financial Statements submission deadlines. The Committee for Roads will prepare and submit to ADB detailed accounting and financial reporting manuals.

34. **Safeguards capacity.** The PMU will recruit experienced safeguards specialists by October 2020. The Committee for Roads will also hire experienced safeguards consultants with sufficient relevant experience, including an international and a national environmental consultant, one with ecology background.

35. **Anticorruption.** ADB's Anticorruption Policy (1998, as amended to date) was explained to and discussed with the government and the Committee for Roads. The specific policy requirements and supplementary measures are described in the PAM.

## E. Poverty, Social, and Gender

36. Women in the project area travel to different destinations to carry out domestic and care-giving tasks with paid employment, income-earning activities, and community and social obligations. However, their mobility is hampered by poor road conditions and lack of reliable, affordable, and safe public transportation. The project will provide facilities and programs to help women build skills to start and/or improve their livelihoods and access to health services and other programs. The project is classified *effective gender mainstreaming* and will build two multipurpose community complexes with facilities for livelihood training. The nongovernment organization (NGO) engaged in an ADB-supported TA will conduct the livelihood training.<sup>38</sup> The community complexes will house telemedicine facilities to allow consultations by members of the community with health professionals. This will be coordinated by local health care professionals in the local government.<sup>39</sup> It will also build five rest stops with market stalls for women and separate sanitary facilities. The ITS component will monitor critical incidents, including those involving women, the elderly, children, and persons with disabilities; and will submit yearly reports on sex-disaggregated

<sup>38</sup> Livelihood training courses will be conducted by the local NGO (Businesswomen Association) supported by ADB. 2019. [Deepening Civil Society Engagement for Development Effectiveness Subproject 3: Deepening Civil Society Engagement in ADB Operations](#). Manila (TA 9769-REG).

<sup>39</sup> The project will coordinate with the local government for the provision of health and other relevant community programs and services.



data on road crashes by type of incident and road user. The project will conduct road safety programs; awareness raising programs on sexually transmitted infections, human trafficking, sexual harassment, exploitation, and abuse in the context of travel and safety; and a mitigation plan to address risks and comply with core labor standards.

## F. Safeguards

37. In compliance with ADB's Safeguard Policy Statement (2009), the project's safeguard categories are as follows.<sup>40</sup>

38. **Environment (category A).** An environmental impact assessment (EIA) study was prepared and disclosed on the ADB website on 13 April 2020. The project area is considered a critical habitat with high biodiversity value, supporting 17 internationally and nationally recognized threatened species, including the critically endangered sociable lapwing, saiga antelope, and the endangered saker falcon, Egyptian vulture, and steppe eagle. The critical habitat assessment conducted as part of the EIA study concluded that the project area is a potential critical habitat for the saiga antelope. A biodiversity action plan prepared as part of the EIA study will be implemented during various project phases to ensure that any adverse impacts on critical habitat can be avoided or minimized. The contractor will prepare and implement site-specific environmental management plans (EMPs). Other potential impacts include dust or vehicular emissions, noise, and occupational and community health and safety, which will be mitigated through the implementation of the EMP. Meaningful stakeholder consultations (including with local biodiversity experts and NGOs) have also been carried out as part of the EIA study. Such consultations will continue during project implementation.

39. **Involuntary resettlement (category B).** A land acquisition and resettlement plan was prepared based on the final and detailed design of the road in accordance with ADB's Safeguard Policy Statement; the Land Code of Uzbekistan, 1998; and various resolutions of the Cabinet of Ministers.<sup>41</sup> The final land acquisition and resettlement plan was disclosed on the ADB website in May 2020. The project will permanently acquire 0.06 hectares (ha) of privately owned land belonging to one owner, and 313.18 ha of state-owned land. It will temporarily acquire 915.77 ha of nonagricultural land. One rented commercial structure will be affected. Economically displaced persons include one structure owner who would lose the commercial structure and rental income from the structure, and one tenant who is operating a restaurant in the affected structure. A grievance redress committee has been established.

40. **Indigenous peoples (category C).** The country in general, and the project area in particular, does not have indigenous peoples' communities as defined in ADB's Safeguard Policy Statement for operational purposes. No further action will be required.

## G. Summary of Risk Assessment and Risk Management Plan

41. Significant risks and mitigating measures are summarized in Table 4 and described in detail in the risk assessment and risk management plan.<sup>42</sup>

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<sup>40</sup> ADB. [Safeguard Categories](#).

<sup>41</sup> [Resolution of Cabinet Ministers No. 97](#); Resolution of Cabinet Ministers No. 146; [Resolution of Cabinet Ministers No.3857](#); and [Resolution of Cabinet Ministers No. 5495](#).

<sup>42</sup> Risk Assessment and Risk Management Plan (accessible from the list of linked documents in [Appendix 2](#)).

**Table 4: Summary of Risks and Mitigating Measures**

<b>Risks</b>	<b>Mitigation Measures</b>
Escalation of COVID-19 pandemic globally and across Uzbekistan may increase project costs and slow down the pace of project implementation	A special price contingency of \$9.21 million has been included to cater for a potential increase in project costs caused by the COVID-19 pandemic. The Committee for Roads will develop and implement a risk mitigation plan, which includes health-related measures to prevent and stem the spread of COVID-19, as well as post-COVID-19 pandemic activities to make up for any time lost in the initial stages of project implementation.
Lack of internal controls sufficiently supported by internal audit function	Internal controls will be strengthened by hiring an external audit firm to perform quarterly internal audit reviews and develop recommendations. Further, the PMU will hire experienced financial management and accounting experts to address audit findings and monitor their implementation.
Scope for improvement of knowledge and experience using ADB procurement procedures	PMU staff will be recruited from staff experienced in ADB and World Bank project implementation. Training will be provided for PMU staff. External international and local experts on procurement will be hired.
Multiple layers of review and approving authorities delay procurement and implementation	ADB supported the government in streamlining the project preparation and implementation procedures. It will continue its dialogue with the government to simplify the approval procedure.

ADB = Asian Development Bank, COVID-19 = coronavirus disease, PMU = project management unit.

Source: Asian Development Bank.

#### **IV. ASSURANCES**

42. The government and the Committee for Roads have assured ADB that implementation of the project shall conform to all applicable ADB requirements, including those concerning anticorruption measures, safeguards, gender, procurement, consulting services, financial management, and disbursement as described in detail in the PAM and loan documents.

43. The government and the Committee for Roads have agreed with ADB on certain covenants for the project, which are set forth in the draft loan agreements and project agreement.

#### **V. RECOMMENDATION**

44. I am satisfied that the proposed loans would comply with the Articles of Agreement of the Asian Development Bank (ADB) and recommend that the Board approve

- (i) the loan of \$248,200,000 to the Republic of Uzbekistan for the Central Asia Regional Economic Cooperation Corridor 2 Karakalpakstan Road (A380 Kungrad to Daut-Ata Section) Project, from ADB's ordinary capital resources, in regular terms, with interest to be determined in accordance with ADB's London interbank offered rate (LIBOR)-based lending facility; for a term of 24 years, including a grace period of 4 years; and such other terms and conditions as are substantially in accordance with those set forth in the draft loan and project agreements presented to the Board; and
- (ii) the loan of \$26,000,000 to the Republic of Uzbekistan for the Central Asia Regional Economic Cooperation Corridor 2 Karakalpakstan Road (A380 Kungrad to Daut-Ata Section) Project, from ADB's ordinary capital resources, in concessional terms, with an interest charge at the rate of 2.0% per year during the grace period and thereafter; for a term of 25 years, including a grace period of 5 years; and such other terms and conditions as are substantially in accordance with those set forth in the draft loan and project agreement presented to the Board.

Masatsugu Asakawa  
President

10 August 2020

## DESIGN AND MONITORING FRAMEWORK

**Impact the Project is Aligned with**  
Regional trade and economic connectivity on the Central Asia Regional Economic Cooperation Corridor 2 is enhanced, particularly between Uzbekistan and Kazakhstan<sup>a</sup>

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
<p><b>Outcome</b> Regional trade and road transport connectivity in Western Uzbekistan improved</p>	<p>By 2026:</p> <ul style="list-style-type: none"> <li>a. Travel time between Kungrad and Daut-Ata reduced by 15% (2019 baseline: 4.4 hours)</li> <li>b. Annual number of crashes resulting in fatalities or serious injuries on the project road reduced by 20% (2018 baseline: 36 crashes)</li> <li>c. Average daily traffic along the reconstructed section of A380 road increased to 470,000 vehicle-km (2018 baseline: 370,000 vehicle-km)</li> <li>d. Growth in annual trade volume by weight at the Daut-Ata border crossing point increased to 10.0% (2019 baseline: 6.0% per annum)</li> </ul>	<ul style="list-style-type: none"> <li>a. Committee for Roads periodic survey reports</li> <li>b.–c. Committee for Roads reports</li> <li>d. Data from Daut-Ata border control point of Customs and Border Control Department</li> </ul>	<p>External and internal economic factors slowing the investment in agriculture and industry sectors and reduced imports and exports</p>
<p><b>Outputs</b> 1. Road from Kungrad to Daut-Ata reconstructed</p>	<p>By 2025:</p> <ul style="list-style-type: none"> <li>1a. 240 km section of A380 road reconstructed, with IRI &lt; 2 (2019 baseline: IRI = 6) (TI 1.3.1, 7.1.1)</li> <li>1b. Five rest stops in Jaslik and Karakalpakstan constructed with market stalls (50% of market stalls per rest stop for women), sanitary facilities for women and men, diaper changing tables, and access ramps for baby strollers and wheelchairs, co-managed by the local government and women from the communities (2019 baseline: 0) (TI 2.4.1)</li> <li>1c. Two multipurpose community complexes constructed in Jaslik and Karakalpakstan, with facilities for livelihood training programs, and</li> </ul>	<ul style="list-style-type: none"> <li>1a. Consultants' reports</li> <li>1b.–1c. Committee for Roads reports</li> </ul>	<p>Escalation of COVID-19 globally and across Uzbekistan reduces the pace of project implementation.</p> <p>Multiple layers of review and approving authorities delay procurement and implementation.</p>

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
2. ITS installed	<p>maternal and child health care services (2019 baseline: 0) (TI 2.4.1)</p> <p>By 2024:</p> <p>2a. ITS developed for the country (2019 baseline: 0) (TI 1.3.1, 7.1.1)</p> <p>2b. Integrated traffic and travel information covered by interactive website is shared with stakeholders (2019 baseline: 0)</p> <p>2c. 50 CCTVs installed to monitor critical incidents, including those involving vulnerable groups: women, children, elderly, and persons with disabilities<sup>b</sup> (2019 baseline: 0)</p> <p>2d. Sex-disaggregated data on road crashes by type of road user and critical incidents by type of incident, and critical incidents addressed are reported yearly on ITS covered road sections (2019 baseline: 0)</p>	2a.–2d. Consultants' and Committee for Roads reports	
3. WIM systems supplied and installed	<p>By 2024:</p> <p>3. Three WIM systems commissioned (2019 baseline: 0) (TI 1.3.1, 7.1.1)</p>	3. Consultants' and Committee for Roads reports	

### Key Activities with Milestones

#### 1. Road from Kungrad to Daut-Ata reconstructed (km 964–km 1204 on A380)

- 1.1 Award civil works contract by Q4 2020.
- 1.2 Mobilize supervision construction consultants by Q4 2020.
- 1.3 Complete civil works contract by Q4 2025.

#### 2. Intelligent transport system installed

- 2.1 Recruit ITS consultants by Q4 2020.
- 2.2 Advertise IFB for supply and installation contract by Q4 2020.
- 2.3 Award ITS works contract and ITS consultant contract by Q3 2021.
- 2.4 Complete supply and commissioning pilot ITS by Q4 2023.

#### 3. Weigh-in-motion system supplied and installed

- 3.1 Recruit WIM consultants by Q4 2020.
- 3.2 Advertise IFB for supply and installation contract by Q4 2020.
- 3.3 Award WIM supply and installation contract and WIM consultant contract by Q3 2021.
- 3.4 Complete supply and commissioning by Q4 2023.

3.5 Committee for Roads to update the regulations relating to axle load control to ensure the norms are compatible with government regulations before the implementation of the WIM systems by Q2 2022.	
<b>Project Management Activities</b> Award major contracts by Q4 2020, and all contracts by Q4 2021.	
<b>Inputs</b>	
Asian Development Bank:	\$26.0 million (concessional loan: ordinary capital resources) \$248.2 million (regular loan: ordinary capital resources)
Government of Uzbekistan:	\$109.2 million
<b>Assumptions for Partner Financing</b> Not applicable	

COVID-19 = coronavirus disease, IFB = invitation for bid, IRI = International Road Roughness Index, ITS = intelligent transport system, km = kilometer, Q = quarter, TI = target indicator, WIM = weigh-in-motion.

<sup>a</sup> Government of the Uzbekistan. 2019. [National Development Strategy of Uzbekistan](#). Tashkent.

<sup>b</sup> Critical incidents may include harassment, gender-based violence, theft, and other crimes.

**Contribution to the Asian Development Bank Results Framework:**

TI 1.3.1: Infrastructure assets established or improved (3)

TI 2.4.1: Time-saving or gender-responsive infrastructure assets and/or services established or improved (2)

TI 7.1.1: Transport and information and communication technology connectivity assets established or improved (3)

Source: Asian Development Bank.

### **LIST OF LINKED DOCUMENTS**

<http://www.adb.org/Documents/RRPs/?id=48414-006-3>

1. Loan Agreement: Concessional Loan
2. Loan Agreement: Regular Loan
3. Project Agreement
4. Sector Assessment (Summary): Transport (Road Transport [Nonurban])
5. Project Administration Manual
6. Economic and Financial Analysis
7. Summary Poverty Reduction and Social Strategy
8. Risk Assessment and Risk Management Plan
9. Climate Change Assessment
10. Gender Action Plan
11. Environmental Impact Assessment
12. Land Acquisition and Resettlement Plan

#### **Supplementary Document**

13. Financial Management Assessment