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**European Bank**  
for Reconstruction and Development

# Doing Business with the EBRD

Tashkent, Uzbekistan

Date: 24 April 2025



# About the EBRD



- International financial organization established in 1991
- Capital base is EUR 30 (+4) billion
- Credit rating of AAA by Standard & Poor's, Moody's and Fitch
  
- **Shareholders of the Bank:** Two international organization and 73 countries.
- **Mission:**
  - The Bank promotes transition to market-oriented economies and the promotion of private and entrepreneurial initiative in 38\* countries and economies from Central Europe to Central Asia, as well as in the SEMED region.
  - The Bank promotes policy dialogues with regards to investment climate, business environment and policy matter.

## Central Europe and the Baltic states

- 01 Croatia
- 02 Czech Republic
- 03 Estonia
- 04 Hungary
- 05 Latvia
- 06 Lithuania
- 07 Poland
- 08 Slovak Republic
- 09 Slovenia

\* The EBRD has excluded the Russian Federation and Belarus from receiving funding for projects or technical cooperation, following the invasion of Ukraine.

## Southern and eastern Mediterranean

- 30 Egypt
- 31 Jordan
- 32 Lebanon
- 33 Morocco
- 34 Tunisia
- 35 West Bank and Gaza

## South-eastern Europe

- 10 Albania
- 11 Bosnia and Herzegovina
- 12 Bulgaria
- 13 Kosovo
- 14 Montenegro
- 15 North Macedonia
- 16 Romania
- 17 Serbia

## Eastern Europe and the Caucasus

- 18 Armenia
- 19 Azerbaijan
- 20 Belarus\*
- 21 Georgia
- 22 Moldova
- 23 Ukraine

## Central Asia

- 24 Kazakhstan
- 25 Kyrgyz Republic
- 26 Mongolia
- 27 Tajikistan
- 28 Turkmenistan
- 29 Uzbekistan

- 36 Greece
- 38 Turkey
- 37 Russia\*

# EBRD Overview

## EBRD Sector Coverage



### Agribusiness

Single biggest investor in many of our regions



### Energy

Focus on transmission, distribution, safety upgrades and investment in renewables



### Property & Tourism

The Bank is a key player in the property markets of our regions



### Telecoms, Media & Technology

Networks, platforms, and other service providers



### Financial Institutions

Vital for a market economy



### Transport

We aim to build efficient, reliable and secure transport systems



### Manufacturing & Services

Heavy/light industry and processing/production of goods



### Natural Resources

We finance a range of natural resource industries

# EBRD Overview

## EBRD Sector Coverage (continued) and other initiatives



### Municipal Infrastructure

We seek improving municipal services in our countries of operations



### Nuclear Safety

We assist in safe treatment of waste and power plants



### Equity

Trusted equity partner with focus on impact alongside returns



### Equity Funds

Region's largest investor in private equity funds



### Legal Reform

Creating investor-friendly, transparent legal environments



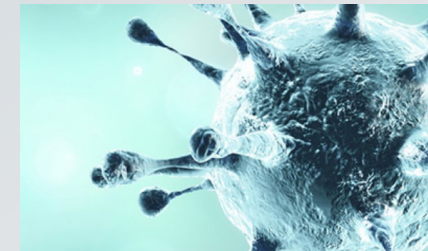
### Small & Medium Enterprises

We offer finance, consulting, and technical assistance



### EBRD Green

We are climate finance leaders, set to become a majority green bank by 2025



### EBRD & the coronavirus pandemic

In 2020-21, we financed activity worth €21 billion to counter the impact of pandemic

174

Number of projects to date

€5,499m

Cumulative EBRD investment

95

Number of active portfolio operations

€3,066m

Current portfolio of projects

€2,528m

Cumulative disbursements

56%

Private sector share of portfolio

€1,344m

Operating assets

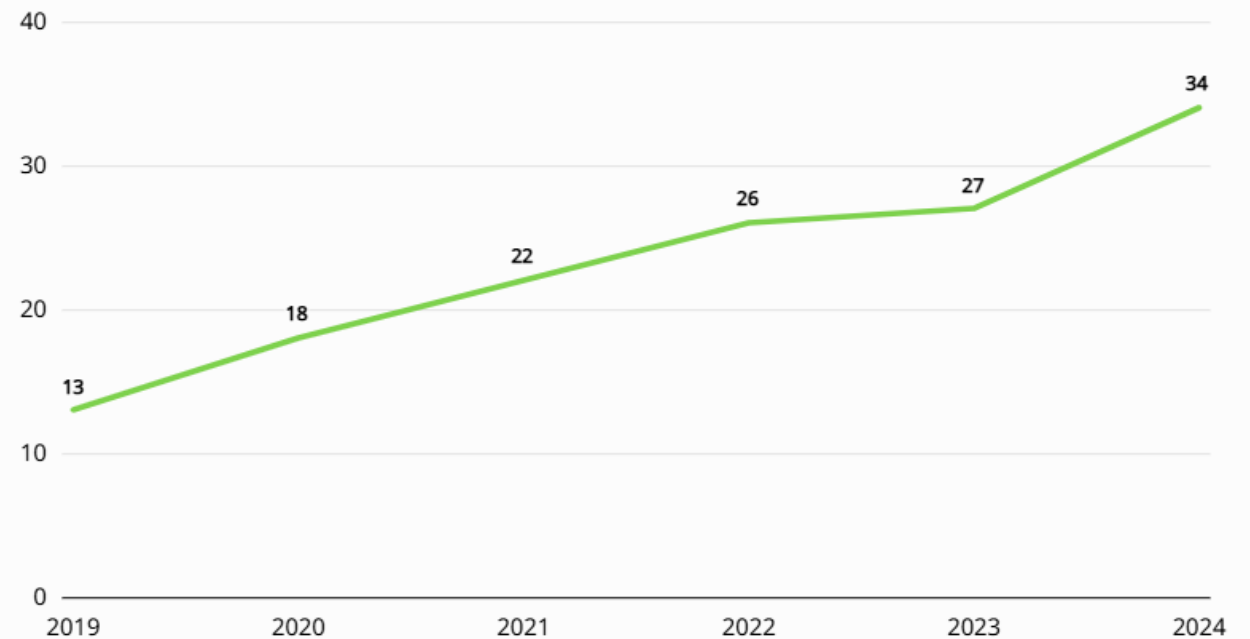
3%

Equity share of portfolio

## Number of projects

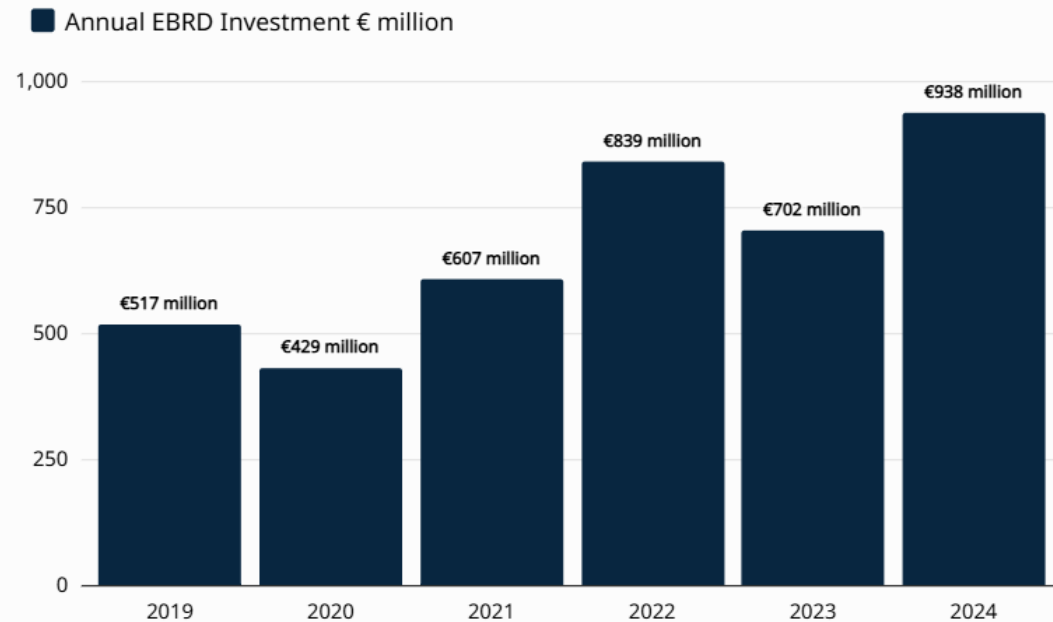
Annual number of projects

— Annual number of projects



## Annual Bank Investment

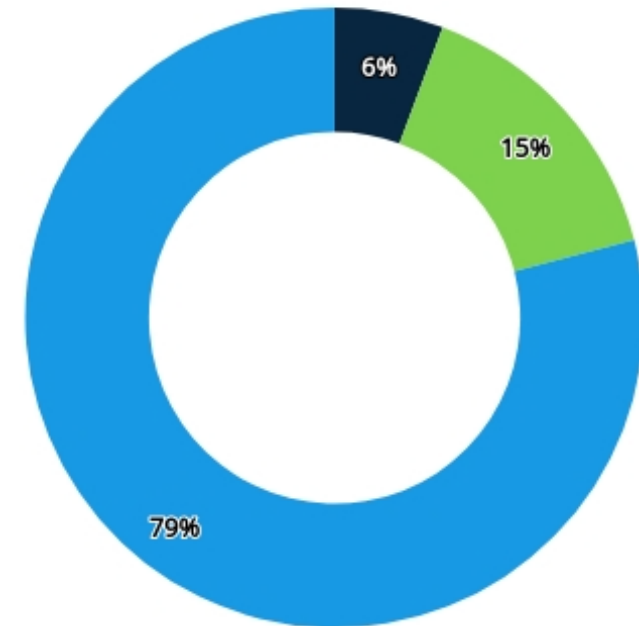
Annual EBRD Investment € million



## Portfolio composition

Current portfolio: 3066 million

■ Corporate Sector ■ Financial Institutions ■ Sustainable Infrastructure



# EBRD in Uzbekistan

## Portfolio of active public sector projects

Project name	Project amount	Project brief description
<b>Municipal Infrastructure and Transport</b>		
Horezm Regional Roads	USD 238 million	Rehabilitation of an estimated 81 km section of 4R156 regional road and a bridge across the Amu Darya River in Horezm Region
Samarkand E-Bus Project	USD 49 million	Acquisition of electric buses with charging units and construction of e-bus depot infrastructure for the city of Samarkand
Namangan Regional Water and Wastewater Project	USD 70 million	Rehabilitation of water and wastewater infrastructure in the Namangan Region
Uzbekistan Water Supply Energy Efficiency Project	USD 199.96 million	Modernisation of pumping stations used for irrigation water conveyance and other related infrastructure across three regions of Fergana valley
Surkhandarya Water Project	USD 50 million	Rehabilitation of water infrastructure in Surkhandarya region
Horezm Wastewater Project	USD 90 million	Replacement and construction of sewer networks, wastewater pumping stations and a major reconstruction of existing wastewater treatment plants ('WWTPs') in Urgench, Khiva, Pitnak and Gurlen.
Kashkadarya Wastewater Project	USD 60 million	Replacement and construction of sewer networks, wastewater pumping stations and a major reconstruction of the existing wastewater treatment plans ('WWTP') in the city of Karshi
Namangan Water Project	USD 60 million	Investments in water and wastewater infrastructure of Namangan oblast as the rehabilitation of water and wastewater networks and pumping stations, the construction of water and wastewater treatment plants, laboratory equipment and the extension of metering coverage in the city of Namangan
Horezm Water Project	USD 60 million	Investments in water and wastewater infrastructure of Khoresm oblast as the construction of new water intakes and renewal of pumping stations, water and wastewater treatment facilities, and the installation of household and bulk meters
Tashkent Water Improvement Project	USD 30 million	Investments in water and wastewater infrastructure of the City of Tashkent as construction of a waste water collector, installation of pumps, valves and pressure regulators
<b>Energy</b>		
Sarimay-Muruntau Transmission	USD 66.4 million	Construction of a 230 km 500 kV overhead transmission line between the settlements of Sarimay in the Khorezm region and Muruntau in the Navoi region
Sarimay-Djankeldy Transmission	USD 47.1 million	Construction of a 128 km 500 kV overhead transmission line between the settlements of Sarimay (Khoresm region) and Djankeldy (Bukhara region), and 2 km 500kV overhead transmission line connecting a new 500kV open switchgear with the 500kV Navoi transmission line
Navoi Transmission Upgrade	USD 96.1 million	Construction of a high voltage transmission line in the Navoi Region of Uzbekistan
UzbekEnerg Muruntau Substation	USD 82.5 million	Construction of a transmission substation in the Navoi region of central Uzbekistan and related equipment
Talimarjan Power Project	USD 240 million	Development and construction of a 900MW Combined-Cycle Gas Turbine (CCGT) Power Plant at the existing gas-fired Talimarjan Power Station in Kashkadarya region of Uzbekistan

# EBRD Procurement Policies & Rules (PPR)

## Key principles:

- economy
- efficiency
- non-discrimination
- Transparency and accountability

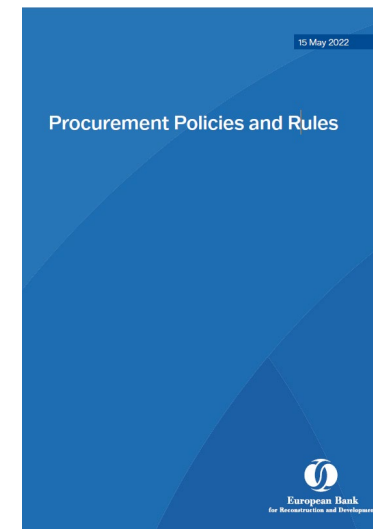
## 2024 procurement facts (preliminarily):

Public sector contracting € 2.230 bn (254 contracts)

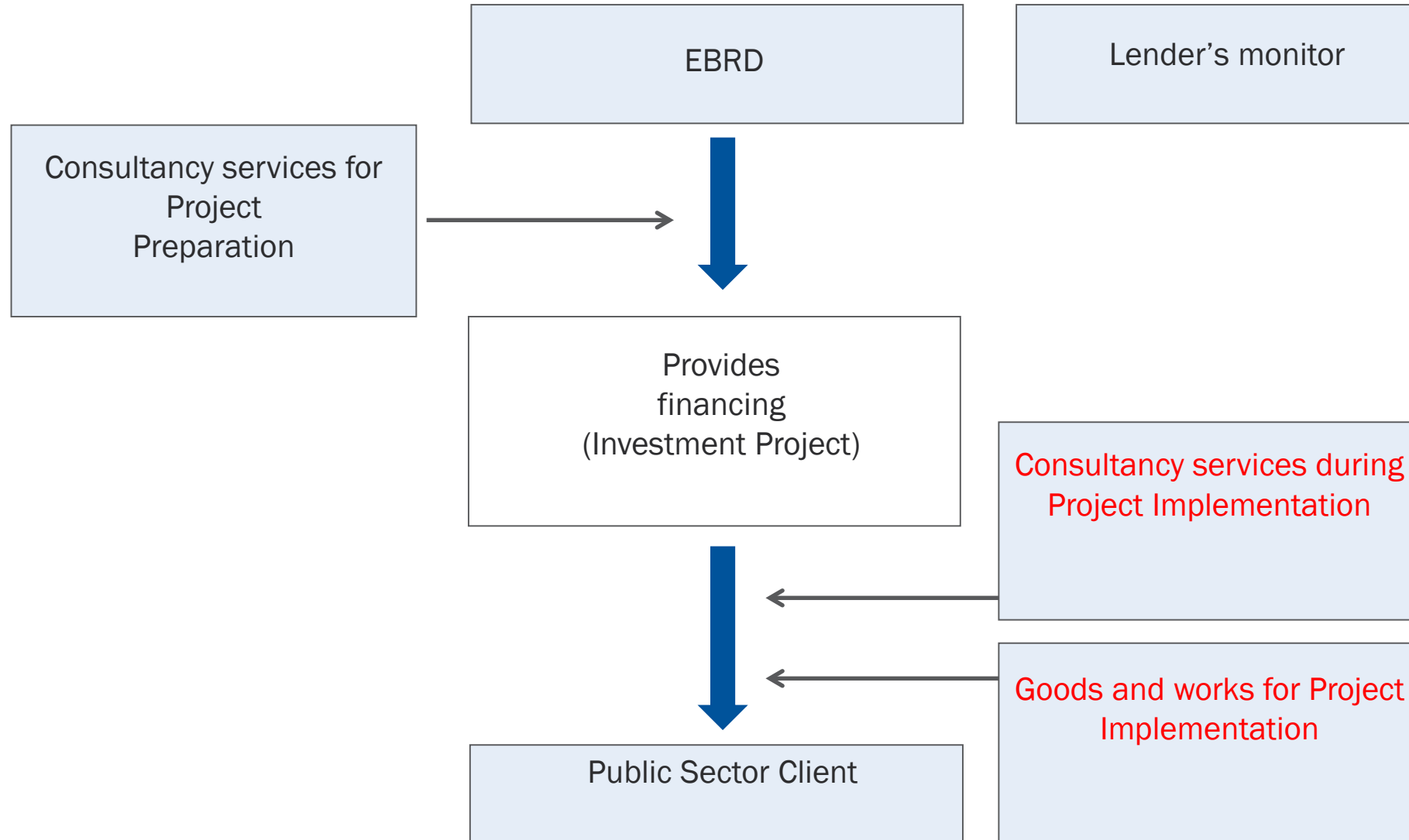
- Predominantly Works Contracts (€ 1.918bn, 107 contracts)

## Open Competitive Tendering Procedure:

- 74% in value, 72% in number (€ 1.651 bn, 184 contracts)



# Business opportunities for consultants, suppliers and contractors worldwide (Public Sector)



# Overview of EBRD procurement procedures

## Public sector project procurement

### Direct Contracting

- less than EUR 75,000 for consultancy
- under exceptional circumstances in other cases

1. Select Contractor

2. Negotiations

3. Contract

### Single- Stage Open Competitive Procedure (w/wo PQ)

- Default method
- Technical and financial proposal submitted together

1. Procurement Notice

2. Proposal submission (tech. and fin.)

3. Evaluation

4. Contract finalization meeting

5. Contract

### Multi-Stage Open Competitive Procedure (w/wo PQ)

- large, complex projects
- FIDIC Yellow Book
- Unpriced proposals in 1<sup>st</sup> stage

1. Procurement Notice

2. 1<sup>st</sup> stage submission (tech. only)

3. 2<sup>nd</sup> stage submission (tech. and fin.)

4. Evaluation

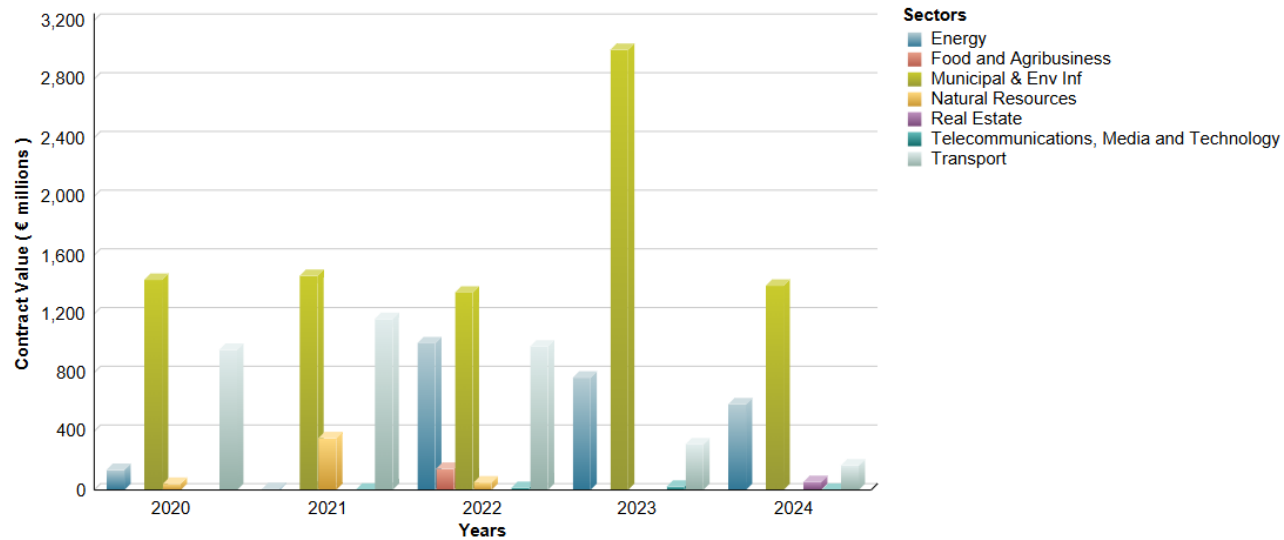
5. Contract finalization meeting

5. Contract

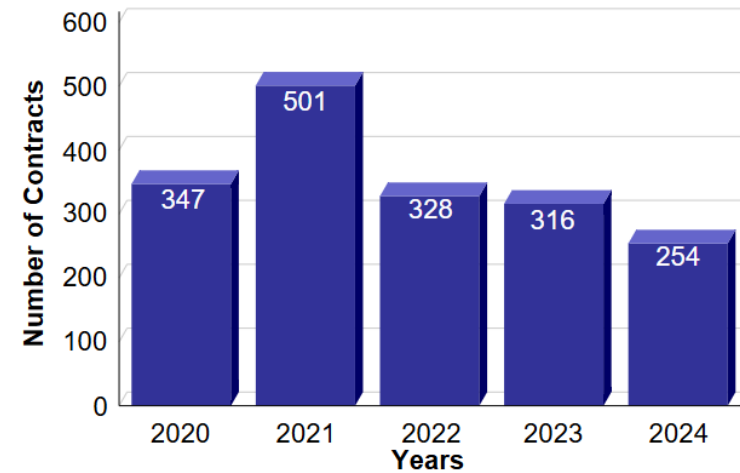
\* Alternative procurement procedures for Procurement of Commodities, Procurement under National Laws & Procurement by Utilities

# EBRD Project Procurement Statistics

## Value of contracts placed by sector



## Number of public sector projects in the last 5 years



- Annual contract volume circa EUR 2.2bn per year.
- Preliminary figures for 2024

# Uzbek participation 2020 – 2024

## Loan funded Goods, Works and Services

Number of tenders submitted by Uzbek firms  
= 205

Number of contracts won by Uzbek firms  
= 25

Rate of success in tendering for Uzbek firms  
= 12.2 %

Total value of contracts won by Uzbek firms  
= EUR 15,769,527.97

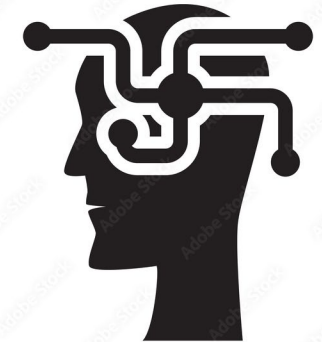
Largest contract = EUR 5,226,200.70



# Opportunities for suppliers, contractors & consultants: Research - Project Summary Documents



European Bank  
for Reconstruction and Development



## Opportunities

584

Projects in 2024

1,567

Advisory projects started in 2024

€16.6bn

Annual business volume in 2024

The EBRD has so far invested over €210 billion in more than 7,400 projects across three continents.

We offer a wide range of financial instruments for projects that contribute to transition in our regions. The Bank primarily offers financing through loans, equity investments and guarantees. We also provide advisory services to support businesses as they grow and become catalysts for the local and regional economy.

The EBRD invests in projects that cannot be funded solely by the private sector, but which follow sound banking principles. We work mainly with private clients, though we also finance public entities that deliver essential infrastructure, goods and services. Find out which kinds of projects are eligible for EBRD assistance.

# Business opportunities for suppliers, contractors & consultants - Procurement



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## EBRD Project Procurement



Project Procurement

Business Opportunities

Policies and Guidelines

Standard Procurement Documents

Procurement Complaints

Policy Dialogue

Capacity Building

Reports

# Opportunities for suppliers, contractors & consultants: Research - Procurement

## Business Opportunities

EBRD-financed projects generate many tendering opportunities for goods, works, services as well as consultant services. Given the focus of EBRD operations in the public sector, Bank's clients place about 300 contracts per year worth about EUR 3 billion.

The Bank welcomes individuals and companies from all countries of the world to take part in its projects as suppliers, contractors, service providers or consultants.

Most of these opportunities are posted in the [EBRD Client E-Procurement Portal](#) (ECEPP). Selective opportunities are posted on the [Procurement Notices](#) page.

[List](#) of public sector contracts awarded by EBRD clients year to date.

## EBRD E-Procurement Portal: ECEPP

**ECEPP** is the main e-procurement platform, which EBRD provides for free use by its clients and market players, to conduct procurement processes under EBRD public sector projects.

Suppliers, contractors, service providers and consultants wishing to access and take part in procurement under EBRD financed projects must first [register in ECEPP](#).

### Related

[Access to ECEPP](#)



[List of Ineligible Entities](#)



[Report Procurement-Related Issues](#)



[More Videos](#)



Link to the opportunities:  
[EBRD Project Procurement](#)

# ECEPP e-procurement ([www.ecepp.ebrd.com](http://www.ecepp.ebrd.com))



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EBRD Client  
e-Procurement Portal ECEPP

Login / Register

EBRD Client e-Procurement Portal (ECEPP)

Procurement Notices

Keyword (search in English only) Notice Type Status Search

Enguri Hydro Power Plant Rehabilitation and Modernisation

Participant Registration Procurement Notices Help

The ECEPP portal allows clients of the European Bank for Reconstruction and Development (EBRD) to conduct electronic project procurement for goods, works and consultancy contracts for public sector projects financed in whole or in part by EBRD (including EBRD administered grants), in accordance with the EBRD's Procurement Policies and Rules.

Watch the video at  
<https://www.ebrd.com/home/work-with-us/project-procurement.html#customtab-c037545a92-item-65d544b463-tab>

Arrange an ECEPP training  
with EBRD experts:  
[PPAD-Innovation@ebrd.com](mailto:PPAD-Innovation@ebrd.com)

# EBRD Standard Procurement Documents

✓ EBRD's Prequalification and Standard procurement Documents can be downloaded free of charge from EBRD website (<https://www.ebrd.com/home/work-with-us/project-procurement.html#customtab-c037545a92-item-d9ee33f023-tab>)

1. Standard Procurement Documents for Goods
2. Standard Procurement Documents for Works
3. Standard Procurement Documents for Consultancy services

*Note: EBRD Standard Procurement Documents and Guidance Notes Library are available and uploaded in ECEPP (EBRD Client e-Procurement Platform)*

✓ **Same modular structure**

1. Preamble
2. Invitation
3. Section I: Instructions to Participants
4. Section II: Data Sheet
5. Section III: Evaluation Methodology
6. Section IV: Eligibility and Qualification Criteria
7. Section V: Forms
8. Section VI: Requirements
9. Section VII: Contract Terms and Conditions

✓ **Harmonised provisions**

✓ **Wide range of forms and templates**

✓ **Alternative evaluation methodologies**

✓ **Broad spectrum of contracts**



# Strategy to win contracts

1. Invest in a procurement specialist
2. Be focussed and selective
3. Research Project Summary Documents
4. Access ECEPP tender documents
5. Explore sub-contracting or joint venture (JV) opportunities
6. Don't be too clever when preparing your tender (comply with the requirements) !!!
7. Does your company meet the qualification criteria? Form JV
8. Make sure to provide answers to all questions and submit all required documentation on time (often cause for rejection)
9. Review documents early and submit questions or issues in writing through ECEPP



- Do not attempt to influence the tender evaluation process. The evaluation process is confidential
- If unsuccessful, ask the client for a debriefing
- If you see something dodgy – request Bank Procurement Review

# Contacts

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