

Study Questions

1. Early on, Uzbekistan chose to promote investment with an ambitious set of policy reforms, which were implemented fairly quickly. What are the costs, benefits and risks of such an approach? Could the new administration promoted investment by other means instead? Evaluate the administration's sequencing of reforms: broad economic policy changes followed by sector-specific reforms.
2. The government received multiple unsolicited proposals for energy projects before it implemented a single procurement. Should it have considered accepting or entering into direct negotiations in response to some of those proposals? What are the benefits and risks of such an approach?
3. If a government is open to accepting an unsolicited proposal, what kind of evaluation criteria could it use to make a decision? What objective criteria could it use to decide between an open procurement and a direct negotiation?
4. The World Bank Group provided multiple up-front financial support options for the Navoi Solar pilot project. How can multilateral institutions best determine the level of support needed ex-ante for a particular procurement?
5. What are the costs and benefit of the Uzbekistan's sequencing of procurements, with a single pilot project proceeding into development before moving forward with additional procurements? How should governments decide between moving forward with investment programs quickly vs. evaluating smaller pilot projects first?
6. Evaluate the sequencing of Uzbekistan's procurements and reforms. When the initial wave of projects moved forward, the country had restructured Uzbekenergo, but had not established its independent energy regulator. It also had not yet adequately raised tariffs to a sustainable level. How should governments (and their multilateral advisors) consider the sequencing of reforms vs. proceeding with development, perhaps with multilateral support?
7. Should the government commit fully to competitive tenders for future energy procurements, or continue tenders alongside its direct negotiations in state-backed projects? What are the pros and cons of either approach?