IFC International Finance Corporation WORLD BANK GROUP

PPP PROJECT BRIEFS

Uzbekistan: Fergana Hospital

Consolidating five single-disease hospitals into one modern multidisciplinary complex.



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800
HOSPITAL BEDS
incl. 160 ICU & emergency

$300M
PRIVATE INVESTMENT
approximately

10M
PEOPLE SERVED
Fergana & nearby regions

FIRST
HOSPITAL PPP
in Central Asia

Uzbekistan's hospital network has been based largely on outdated models of care focused on hospitals that treat single diseases instead of holistic care. This led to service duplication across facilities, underutilized resources, and patients having to navigate multiple providers — or seek treatment abroad — for advanced care.

To address this, the Government introduced an integrated hospital model. In December 2020 IFC was mandated to help the Ministry of Health structure and tender a PPP for a flagship hospital in Fergana, to be built, equipped and maintained by a private partner, with the government providing all clinical services. Following a competitive tender, the Government signed a PPP agreement for an 800-bed, approximately USD 300 million multidisciplinary hospital consolidating five specialized institutions. It is the first hospital PPP in Uzbekistan and Central Asia, and a pilot for health-sector PPPs under the 2024–2030 PPP development program.

DONORS BMZ German Federal Ministry for Economic Cooperation and Development

THE CHALLENGE

Single-disease model

Hospitals were organized around individual diseases and specialties, not holistic care.

Aging facilities

Outdated buildings, equipment and systems constrained quality, safety and efficiency.

Duplicated services

Services were repeated across facilities, leaving resources underutilized.

Fragmented care

Patients with complex conditions had to navigate multiple providers.

Treatment abroad

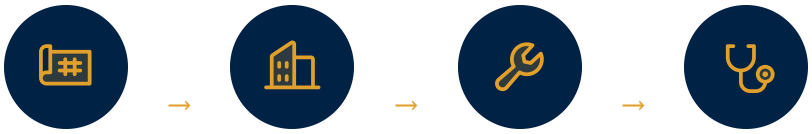
Advanced care often meant patients had to seek treatment outside Uzbekistan.

IFC'S ROLE

1. **Lead Transaction Advisor**
   Mandated in December 2020 to prepare and structure the Fergana PPP and assess the viability of other proposed hospital sites.
2. **Design a Bankable Structure**
   Advised on a financially sustainable structure that meets the government's goal to provide integrated services, while ensuring bankability to attract private expertise and investment.
3. **Bring International Best Practice**
   Integrated hospital planning, clinical workflows and facility design to modernize hospital care and long-term operations.
4. **Run a Transparent & Competitive Tender**
   Organized a tender in compliance with Uzbekistan's PPP Law, including outreach to foreign investors.
5. **Cost Discovery**
   The tender enabled price discovery that will inform and support health reform efforts in the country and across the region.

TRANSACTION STRUCTURE

The private consortium is responsible for designing, financing, constructing, equipping and maintaining a new 800-bed multidisciplinary hospital. Public oversight of health service objectives is combined with private sector delivery capacity, while clinical services remain with the public health system.



- 800 beds, including 160 intensive care and emergency beds.
- Cardiac surgery, neurosurgery, organ transplantation, nephrology, orthopedics, intensive care and emergency medicine.
- The first-ever EDGE-certified green hospital in Uzbekistan.

Bidding: a bidders conference in Istanbul in September 2024 drew 20+ companies from Türkiye, the EU, GCC countries and beyond. Six bidders were prequalified on March 28, 2025, and three bids were received by October 31, 2025.

EXPECTED RESULTS

USD 300M
private investment mobilized

5 → 1
specialized institutions consolidated into one hospital

Advanced care
available in Uzbekistan, reducing the need to seek treatment abroad

~10M people
treated on medical need, not ability to pay

Pilot
and benchmark for future health-sector PPPs

PPP SIGNED

April 2026, with a consortium led by Vision International Investment Company (Saudi Arabia), Rekeep (Italy) and KOC Construction Mekanik Elektrik FE LLC (Uzbekistan).

ifc.org/ppp