



**Volunteers for Economic Growth Alliance (VEGA)
IIE/Emerging Markets Development Advisers Program (EMDAP)**

**Leader with Associate Agreement (LWA)
EMM-A-00-04-00002-00**

**Associate Cooperative Agreement
No. AID-176-LA-13-00005**

**Final Report
For the**

**BUSINESS ADVISOR TO SUPPORT TRADE
AND BUSINESS DEVELOPMENT IN THE KYRGYZ REPUBLIC**

Prepared by VEGA Member:

**The Institute of International Education (IIE)
Washington, DC**



December 15, 2014

**FINAL REPORT FOR THE
BUSINESS ADVISOR TO SUPPORT TRADE
AND BUSINESS DEVELOPMENT IN THE KYRGYZ REPUBLIC**

I. INTRODUCTION

Under the USAID/Kyrgyz Republic (USAID/KR)-funded **Business Advisor to Support Trade and Business Development** program, (Leader with Associate Agreement (LWA) EEM-A-00-04-00002-00, Associate Cooperative Agreement No. AID-674-LA-13-00004), the Volunteers for Economic Growth Alliance (VEGA), in association with the Institute of International Education's (IIE) Emerging Markets Development Advisers Program (EMDAP), were responsible for placing a Business Advisor to support trade and business development, including agribusiness, in the Kyrgyz Republic. The Advisor supported USAID/Kyrgyz Republic, the American Chamber of Commerce in Kyrgyzstan (AmCham) and other organizations to advance business development and trade with Central Asian countries and Afghanistan. The Business Advisor was based in Bishkek, Kyrgyzstan. The period of performance for the contract was August 28, 2013 – October 31, 2014.

This Final Report was prepared as a deliverable under the project to document performance and achievements. It has the following content: Program Overview, Background of Activity in Kyrgyzstan, Period of Activity/Service, Executive Summary of the Activity, Accomplishments (Progress/Results), Lessons Learned/Observations, Recommendations, and Summary of Expenditures.

II. BACKGROUND OF ACTIVITY IN KYRGYZSTAN

The American Chamber of Commerce in the Kyrgyz Republic (AmCham) is a business association, whose members are leading foreign and local companies. AmCham is a global network, with more than 100 affiliates worldwide. The mission of AmCham in the Kyrgyz Republic is to maintain a favorable business climate in the country for existing and potential local and foreign leading companies by promoting their business and effective lobbying of business-interests.

In May 2013, IIE/EMDAP contacted USAID/Kyrgyz Republic about obtaining an Adviser. Following a series of communications, a scope of work was developed for a Business Advisor to assist USAID/Kyrgyz Republic, AmCham Kyrgyzstan and other organizations to increase the Kyrgyz Republic's (and the regions) competitiveness. This would happen by facilitating greater trade and business environment issues by promoting anti-corruption and rule of law, transparency and economic efficiency, agricultural development, economic diversification, microeconomic and macroeconomic development, SME development, and cooperation in science and technology through events, policy papers and business forums.

USAID issued an RFA on July 19, 2013 and after specific adjustments to the budget narrative and financial information in the cost proposal, a Cooperative Agreement was issued under the VEGA Leader With Associate award mechanism (EEM-A-00-04-0002-00) on August 28, 2013. The award included the position description, budget (\$93,445), branding strategy, and marking plan. On September 6, 2013, IIE/EMDAP provided USAID/Kyrgyz Republic with six candidates to interview for the Business Advisor position, and on September 30, 2013, USAID approved Ms. Alice Chan for the position.

Ms. Chan's specific tasks and responsibilities were to assist USAID/Kyrgyz Republic, AmCham Kyrgyzstan, and other organizations, by promoting regional trade and business development in the Kyrgyz Republic and other countries of Central Asia, including Afghanistan. The objectives of the assignment were to:

- Support ongoing efforts to improve the trade and business environment, and increase business (? Who is 'their'?) competitiveness through facilitating greater trade;
- Create AmCham committees to draft policy reports and recommendations on behalf of the collective business community;
- Facilitate connections between AmCham's in Central Asia and Afghanistan to work together to facilitate cross border introductions and partnerships;
- Research and write policy papers, official letters, press statements, presentations, articles and other communication on program issues and initiatives related to investment and trade;
- Improve and expand the number of formal and informal networking opportunities available to AmCham members; and
- Develop and enhance AmCham publications (monthly newsletter, quarterly report and website).

Ms Chan was to meet at least monthly, and communicate weekly, with USAID and the Director of the AmCham Board to discuss USAID and other USG initiatives and resources and AmCham strategies that could bolster programs efforts. The job involved extensive research, networking, and preparation of policy papers on trade, investment, employment of men and women, and overall economic development in the Kyrgyz Republic.

III. PERIOD OF ACTIVITY/SERVICE

Ms. Chan successfully completed her assignment with AmCham Kyrgyzstan. Her official dates of activity were November 18, 2013 through October 17, 2014.

The following was the Annual Work Plan for IIE and Ms. Chan:

A. ANNUAL WORK PLAN

Task Description	Task Components	Action Steps	Review Dates/Criteria
CANDIDATE RECRUITMENT AND SELECTION	<ol style="list-style-type: none"> 1. Outreach and recruitment at U.S. universities 2. Application submissions 3. Selection Committee 4. Top candidates selected 	<ol style="list-style-type: none"> a) Conduct oral presentations at U.S. universities to increase application submissions. b) Collect applications from candidates. c) Form selection committee. d) Select the top candidates that meet the qualifications of position description 	<ol style="list-style-type: none"> I. January – April 2013 II. May 2013 III. July 2013 IV. July 2013
MATCHING SCOPE OF WORK WITH VOLUNTEER EXPERTISE	<ol style="list-style-type: none"> 1. Evaluate Scope of Work 	<ol style="list-style-type: none"> a) Conduct oral presentations at U.S. universities. b) Collect applications from Candidates. 	<ol style="list-style-type: none"> I. Ongoing, as needed II. May 2013
PRE-DEPARTURE PREPARATION AND ORIENTATION	<ol style="list-style-type: none"> 1. Organize and deliver pre-departure orientation to prepare the Business Advisor to work and live in Kyrgyzstan. 	<ol style="list-style-type: none"> a) Conduct cross-cultural trainings and discuss program logistics, security, health/wellness, as well as settling-in issues. 	<ol style="list-style-type: none"> I. July/August 2013
ADVISER DEPLOYMENT	<ol style="list-style-type: none"> 1. Departure for Assignment 	<ol style="list-style-type: none"> a) Organize and deliver orientation. b) Facilitate Airfare and logistical arrangements. 	<ol style="list-style-type: none"> I. August 2013
PROGRAM GOALS AND OUTCOMES	<ol style="list-style-type: none"> 1. Complement current USAID projects and provide support to USAID and AmCham to advance regional trade programs and enhance the Almaty Consensus agenda 		<ol style="list-style-type: none"> I. Nov 2013 – Oct 2014 II. Not completed due to additional obligations and priorities pertaining to AmCham capacity development.

	<p>by promoting the Kyrgyz Republic's integration into regional trade with Central Asian countries and Afghanistan.</p> <p>2. Initiate Activities in Support of the REFORMA and Kyrgyz Agro-input Enterprise Development Project (KAED) Programs and Conduct Outreach to Strengthen the Program's Implementation Role</p>		
REPORTING	1. Submit entry, quarterly, and exit briefings to relevant USAID/KR staff.	a) Discuss specific deliverables and timelines; brief USAID/KR on the progress in implementing the program; and present results/recommendation.	I. Weekly reporting updates
SITE VISIT	1. Conduct Annual Site Visit	a) Evaluate Business Advisor's professional contribution to the host organization and USAID in-country.	I. Mid-term of each assignment

C. IIE'S PERFORMANCE MONITORING PLAN

IIE communicated with Ms. Chan weekly, at a minimum but also monitored her in two additional methods: (1) Reporting and (2) Annual Mid-Year Site Visit.

IIE/VEGA submitted reports to USAID/Kyrgyz Republic to monitor Ms. Chan's progress. These reports collected the following information:

- Timelines and results Ms. Chan achieved
- Explanations if there were any changes in Ms. Chan's scope of work/work plan;
- List of what was accomplished in each quarter and what were the challenges; and
- Details on what Ms. Chan worked on during her assignment.

The Q1FY14 report was submitted on January 15, 2014; Q2FY14 was submitted on April 21, 2014; Q3FY14 was submitted on July 30, 2014; and Q4FY14 was submitted on October 30, 2014.

EMDAP's Senior Program Officer conducted the annual mid-term evaluation Site Visit from July 13 -18 to assess Ms. Chan's progress towards achievement of objectives, identify areas of improvement, and identify opportunities for future continuation. The primary objectives of the Site Visit were to:

- Evaluate Ms. Chan's professional contribution to AmCham;
- Verify that AmCham was properly utilizing Ms. Chan's skills and expertise;
- Ensure satisfaction of AmCham and USAID/KR;
- Assess Ms. Chan's personal adjustment to the host country;
- Solicit feedback on IIE's performance administering the program;
- Discuss and encourage USAID/KR's continued support of EMDAP; and
- Address any issues that need attention on-site.

EMDAP's Senior Program Officer travelled to Bishkek to meet with the AmCham office staff and the USAID/KR staff. Meetings were held with the following individuals:

- Mr. Kevin Dean - Economic Growth Office, USAID/Kyrgyz Republic
- Mr. Almaz Asipjanov - Economic Growth Office, USAID/Kyrgyz Republic
- Mr. Almaz Dushembiev - Executive Director, AmCham Kyrgyzstan
- Ms. Alice Chan, EMDAP Adviser
- Mr. Aaron Mitich, IIE/EMDAP Senior Program Officer

Mr. Mitich first met with Ms. Chan to discuss her understanding of the assignment. Her feedback was:

- Ms. Chan advised that the organization lacked the internal controls from the CEO, which led her to do more internal mending rather than the external duties she was brought in to accomplish.
- She anticipated that a meeting with USAID to discuss her priorities would provide SASDC the recommendations needed to help her work become sustainable and ultimately aid SASDC in the ability to function without donor assistance.

Mr. Mitich then met with Ms. Yuen's supervisor, Mr. Almaz Dushembiev. He provided an overview of her work. His observations were:

- Mr. Dushembiev was very grateful to EMDAP for Ms. Chan's presence. He spoke very highly of her technical and analytical skills. From building key external relationships and supporting team members to communicate effectively, to providing a strategic direction for their communications platforms and creating manuals for internal operations, Mr. Dushembiev indicated that Ms. Chan contributed to improvement of the organization .

Finally, Mr. Mitich met with the USAID/Kyrgyz Republic Economic Growth Office. Mr. Mitich provided a detailed report to Mr. Dean and Mr. Asipjanov regarding his meeting with Ms. Chan's supervisor, noting the following:

- Mr. Mitich noted that Ms. Chan expressed the concern that her work was focused on internal systems setup rather than on her original scope of work. USAID noted that they were aware of the situation. Unfortunately Mr. Dean was being relocated to Afghanistan and was unable to address any pressing issues and said that his predecessor would follow-up on a later date. Ms. Chan would continue identifying issues that were hindering AmCham's effectiveness and sustainability as an organization and document them.

Impact of Mid-Term Evaluation

- After IIE's mid-year site visit, Ms. Chan began developing and recruiting for members of an "Advisory Board" to serve as AmCham's think tank and strategic planning unit. This advisory board would complement the current Board of Directors while offering a more in-depth and sustainable mechanism for strengthening and building the capacity of AmCham.

IV. EXECUTIVE SUMMARY OF ACTIVITY

ALICE CHAN

AMERICAN CHAMBER OF COMMERCE (AMCHAM)

ASSIGNMENT PERIOD: 11 MONTHS: NOVEMBER 18, 2013 – OCTOBER 17, 2014

Ms. Alice Chan, a graduate from the George Washington University, was assigned to an 11 month fellowship to complement current USAID projects and provide support to USAID and AmCham to advance regional trade programs and enhance the Almaty Consensus agenda by promoting the Kyrgyz Republic's integration into regional trade with Central Asian countries and Afghanistan. Achieving this objective included strengthening USAID and AmCham assistance in country, improving the Kyrgyz Republic's trade and business environment, and increasing the country's (and wider region's) competitiveness through facilitating greater trade and promoting business environment issues. A secondary objective was to initiate activities in support of USAID's agriculture portfolio, and conducting research and outreach to strengthen its implementation.

Ms. Chan has an MBA and MA in International Development with extensive experience in the management and design of programs focused on the strengthening rural livelihoods and enhancing food security through agricultural and value chain development, natural resource management, climate change mitigation, enterprise development, and capacity building.

To achieve the above objectives and to strengthen the effectiveness and sustainability of the local AmCham, Ms. Chan's work plan included the following components:

	Organization	Project Scope	Level of Effort			
			Q1	Q2	Q3	Q4
1	AmCham Kyrgyz Republic	Central Asia Regional AmCham Initiative	10%	10%	0%	0%
2	AmCham Kyrgyz Republic	Kyrgyz Republic Franchising Concept	10%	0%	0%	0%
3	AmCham Kyrgyz Republic	Technical Support for Portal to Central Asian States Business Project	10%	20%	10%	0%
4	AmCham Kyrgyz Republic	Capacity Building and Strengthening of AmCham	10%	10%	30%	40%
5	AmCham Kyrgyz Republic	Am Cham Networking and Advocacy	5%	5%	10%	15%
6	AmCham Kyrgyz Republic	AmCham Marketing and PR Support	5%	5%	10%	15%
7	AmCham Kyrgyz Republic	AmCham Member Services and One-on-One Consultations	5%	5%	10%	10%
8	USAID/Kyrgyz Republic	Support of USAID Economic Growth Portfolio/ Political/Economics Section and USAID/CAR	45%	45%	30%	20%

A. HIGHLIGHTS OF RESULTS

Throughout her assignment, Ms. Chan, completed numerous activities related to building the capacity of AmCham, including:

- 1) carried out an in-depth organizational capacity assessment and presented the findings to USAID and select AmCham Board of Directors,
- 2) drafted and began implementing recommendations to address the weaknesses and gaps of AmCham through trainings, improved strategic planning, increased engagement with the Board of Directors, formation of a new advisory committee, enhanced service delivery, and financial diversification,
- 3) conducted trainings for staff in AmCham Kyrgyzstan and AmCham Tajikistan on project development and management to help promote financial diversification, and
- 4) supported the formation of a Central Asia AmCham platform to further promote regional economic cooperation.

Ms. Chan met with numerous international and local entities to discuss strategies to promote a more favorable business environment and to identify specific short-term reforms related to foreign investment that can have a positive measurable impact for the Kyrgyz Republic. Ms. Chan met with organizations and individuals such as: the International Finance Corporation (IFC), World Bank, USAID REFORMA consultants, USAID's Regional Legal Advisors, U.S. Chamber of Commerce, Center for International Private Enterprises (CIPE), the British Embassy, the Turkish Embassy, the United Nations Conference on Trade and Development (UNCTAD), and private investors. These meetings have helped produced several reports that include recommendations for the Government of the Kyrgyz Republic and information for interested foreign investors.

Aside from strengthening AmCham and working to promote a more business enabling environment, Ms. Chan also worked on a number of projects for USAID, including supporting the USAID Farmer-to-Farmer Volunteer program, drafting a detailed report on the agriculture extension services in the Kyrgyz Republic, and supporting USAID's partners on their implementation and outreach.

Detailed results from each quarter include:

During the **first quarter**, Ms. Chan focused primarily on gaining an in-depth familiarity of AmCham Kyrgyzstan, as well as of the local and international business community in the Kyrgyz Republic. During the **second quarter**, Ms. Chan continued this exercise, particularly since she has begun to identify more issues that were hindering AmCham's effectiveness and sustainability as an organization. Through a number of participatory stakeholder meetings, review of AmCham documents, primary and secondary research, and most importantly, direct observation by working in AmCham's office, Ms. Chan determined that major changes had to be implemented to revitalize AmCham as an organization so that it could be a trusted partner and advocate for the American and international business community in the Kyrgyz Republic. During this quarter, Ms. Chan analyzed and identified the major issues of AmCham, which helped laid the process for the next two quarter's organizational restructuring and capacity building initiatives.

In the **third quarter**, Ms. Chan successfully helped AmCham Kyrgyzstan extend the Portal to Central Asian States Business Project for a second year with the US Central Command (CENTCOM). The Portal to Central Asia States Business Project, which is focused on USG procurement in Central Asia in Tajikistan, Uzbekistan,

Kazakhstan, Kyrgyz Republic, and Turkmenistan provided training to local vendors in Central Asia on how to conduct business with the U.S. Government in the procurement and delivery of goods from Central Asia to Afghanistan. Ms. Chan provided key technical, contractual, and logistics support to this trade project, which before and during her tenure, has trained 309 local businesses and 401 participants, and facilitated contracts in the amount of US\$2,616,551.

As part of her efforts to strengthen AmCham, Ms. Chan also designed and delivered a two-part in-depth training for AmCham Kyrgyzstan and AmCham Tajikistan staff on program development and monitoring. The training covered topics such as the project development cycle, project design through log frames and results framework, work plan development, monitoring and evaluation, and budgeting. To engage stakeholders outside of AmCham staff, Ms. Chan met individually with members of the Board and representatives from the U.S. Embassy to help empower Board members to initiate the steps necessary to address the weaknesses of AmCham.

Ms. Chan drafted an in-depth report for USAID that detailed agriculture extension services, and current and past agricultural programs in the Kyrgyz Republic. She met with numerous stakeholders, including World Bank, World Food Program, Swiss NGO Helvetas, and Kyrgyz government representatives to identify lessons learned and opportunities for collaboration in preparation for the upcoming new USAID agriculture program.

In **the fourth quarter**, Ms. Chan successfully helped AmCham sign an MOU with the new Agency for Investment Promotion under the Ministry of Economy in the Kyrgyz Republic. The MOU formalized the relationship AmCham has with the Kyrgyz government and helped AmCham and its members have a voice on policy issues related to foreign investment. Ms. Chan also successfully formalized a partnership between AmCham and the Small and Medium Enterprise Investor's Attractiveness Initiative (SIA), a Swiss-supported project. The organizations have now partnered to help reduce corruption risk and increase protection for foreign investors in the Kyrgyz SME sector.

Ms. Chan worked extensively on finalizing an organizational capacity assessment for AmCham, along with convening relevant stakeholders to discuss the long-term strategies for increasing the effectiveness of AmCham. Ms. Chan helped organize three executive Board sessions and met with the Chairman of the Board to discuss concrete action steps to address AmCham's challenges. Ms. Chan briefed the U.S. Embassy's Political/Economics section, and they are fully aware of the challenges hindering the organization's effective and are ready to provide support by meeting with staff on a quarterly basis and being proactive in their communications of various issues. As a result of Ms. Chan's efforts, for the first time in 18 months, most members of the Board of Director are now cognizant of the challenges AmCham is facing and are galvanized to tackle these issues, as evidenced by the dynamics and tone of the last Board meeting on October 21, 2014. Having the drive for positive change come internally from the organization was a result of Ms. Chan's facilitation.

B. PROBLEMS/OBSTACLES

Ms. Chan faced a one major obstacle during her assignment. That was systematic issues, particularly with AmCham management not being proactive and the AmCham Board of Directors remaining passive regarding

the need for restructuring AmCham and its internal processes in order to improve service performance delivery, financial management/internal control, and governance. To overcome this, Ms. Chan met with members of the AmCham Board of Director to discuss the need for restructuring AmCham and its internal processes in order to improve service performance delivery, financial management/internal control, and governance. Ms. Chan also began developing and recruiting for members of an “Advisory Board” to serve as AmCham’s think tank and strategic planning unit. This advisory board will complement the current Board of Directors while offering a more in-depth and sustainable mechanism for strengthening and building the capacity of AmCham.

C. SUSTAINABILITY AND IMPACT

Ms. Chan made considerable progress in diagnosing and addressing the major organizational challenges for AmCham, and has empowered the AmCham Board of Directors to continue to resolve organizational issues after her departure. Aside from the progress described in the results section of this report, one of the most notable successes of Ms. Chan’s interventions is that she created a driving force for positive change that is coming internally from the organization and locally from the business community, versus externally from an international donor.

While Ms. Chan made significant progress in addressing the issues for AmCham and has effectively created sustainable change, the work is not done. By empowering the AmCham Board of Directors, AmCham staff, AmCham members, the Political/Economics section of the U.S. Embassy, and the MBA department of the American University of Central Asia, and connecting them to each other, Ms. Chan has increased the sustainability of her interventions. Through her efforts, AmCham now has a strong local and varied network to help guide its mission, provide strategic support, and ensure accountability of the organization to its members.

V. ACCOMPLISHMENTS (PROGRESS/RESULTS)

The assignment was advantageous because it achieved its two main goals: contributed to the success of AmCham and provided invaluable experience to Ms. Chan in working in the field. Ms. Chan’s deliverables and contributions were vital to the project. She gained significant insight into the functioning of AmCham and the relationships between members and donors.

Specifically, Ms. Chan notes the following objectives and accomplishments:

Objective	Timeline
Provide technical, logistical, and contractual support for the Portal to Central Asia States Business Project, which is focused on USG procurement in Central Asia in Tajikistan, Uzbekistan, Kazakhstan, Kyrgyz Republic, and Turkmenistan.	Nov 2013- Oct 2014
Increase visibility of AmCham through participating in roundtables, receptions, meetings, and other events	Nov 2013- Oct 2014
Diagnose and assess AmCham’s capacity and challenges hindering the organization’s effective; provide recommendations to address these issues and convene the necessary stakeholders to start implementing the proposed interventions.	Nov 2013- Oct 2014
Implement working group and kick-off meeting for the Central Asia Regional AmCham Initiative	January – February, 2014
Visit USAID Regional Economic Cooperation Program in Kazakhstan to discuss regional AmCham Initiative and other potential collaboration	February 2014
Meet with CIPE, Kazakhstan AmCham, Tajikistan AmCham and local partners to learn about the business environment in Central Asia	January – March, 2014
Meet with AmCham Board Members via one-to-one meetings	April – May 2014
Meet with a number of donors and projects in the agriculture sector to help inform USAID project implementation for new agriculture project	April – May 2014
Provide technical support to “Start Up Kyrgyzstan”	April to July 2014
Travel with USAID’s Farmer to Farmer project on an assignment to draft a success story on the project	July 2014
Conduct internal training for capacity building for AmCham Kyrgyz Republic and Tajikistan	July to August 2014
Host delegation of interested investors from California and Singapore	September 2014
Organize AmCham Board of Directors to meet informally and for representatives of the Political/Economic section of the U.S. Embassy to meet with the Board	October 2014
Finalize all document related to AmCham capacity building, such as PowerPoint with recommendations, AmCham organizational capacity assessment, and road map for Board of Directors	October 2014
Participate in orientation and debriefing of Farmer to Farmer volunteers to help capture recommendations and lessons learned	October 2014
Finalize recruitment and launch AmCham’s new Advisory Board	October 2014
Finalize success story for the Farmer-to-Farmer project	October 2014
Formalize AmCham partnership with SME Investor Attractiveness (SIA), a Swiss supported initiative, to collaborate on attracting and protecting	October 2014

foreign investment in the SME sector of Kyrgyzstan	
Sign MOU between AmCham and the new Agency for Promotion of Foreign Investment under the Ministry of Economy of the Kyrgyz Republic	October 2014
Mentor and train AmCham's new PR/Membership manager on a number of the organization's initiatives	October 2014

Planned Project	Sub-Project/Accomplishment
Complement current USAID projects and provide support to USAID and AmCham to advance regional trade programs and enhance the Almaty Consensus agenda by promoting the Kyrgyz Republic's integration into regional trade with Central Asian countries and Afghanistan	USAID/The Kyrgyz Republic: Support of USAID Economic Growth Portfolio/ Political/Economics Section/ and USAID CAR (45%)
	Achieved <ul style="list-style-type: none"> ▪ Ms. Chan continued to participate in the orientation and debriefing of volunteers for USAID's Farmer to Farmer (F2F) project. F2F facilitates volunteer experts from the US to work on specific issues for short-term (typically two-week assignments) in the agriculture sector. Ms. Chan also accompanied a F2F volunteer to the southern region of Kyrgyz the Republic on an assignment and is currently drafting a success story for USAID. ▪ Within the Farmer-to-Farmer program, Ms. Chan supported one volunteer in his assignment on post-harvest technology, including cold storage for horticulture products in the south. ▪ Ms. Chan also supported research on fruit dryer methodology for a Farmer-to-Farmer assignment for an apricot cooperative in Batken province. Ms. Chan compiled a report based on discussion with staff from USAID/Uzbekistan-funded agriculture projects, with the USAID Horticulture Innovation Lab based at UC Davis, and with desk research. The report has been shared with multiple parties, including the public association, Agrarian Platform. ▪ Ms. Chan is supporting the Agribusiness Competitiveness Center, another Farmer-to-Farmer host organization, in their preparation of marketing materials for using in future funding opportunities.
	Central Asia Regional AmCham Initiative (10%)

	<p>Achieved</p> <ul style="list-style-type: none"> ▪ As a result of efforts from Q1-3 by the EMDAP Advisor, AmCham Tajikistan is now independently leading this effort. AmCham Tajikistan is convening the different AmCham’s in Central Asia to have regular meetings to further this initiative.
	<p>Kyrgyz Republic Franchising Concept (10%)</p>
	<p>Achieved</p> <ul style="list-style-type: none"> ▪ Similar to Quarter 2 and 3, Quarter 4, Ms Chan did not focus on this initiative, as it is lower on the list of priorities, particularly in comparison the other pressing issues facing AmCham. Until some of the internal capacity and organization issues for AmCham Kyrgyz Republic are resolved, AmCham should instead focus its resources more on existing projects and issues. The 10% level of effort has been shifted to capacity building and strengthening of AmCham.
	<p>Capacity Building and Strengthening of AmCham (10%)</p>
	<p>Achieved</p> <ul style="list-style-type: none"> ▪ Ms. Chan is spending the majority of her assignment on building the capacity and strengthening AmCham. This initiative is also the most challenging and difficult part of her assignment. The work related to this effort is often time-consuming, delicate, and multi-faceted. As described in the “challenges and lesson learned” section above, Ms. Chan, for example, must approach the underperformance of AmCham management carefully. During the last three quarters, Ms. Chan consistently tried to motivate and improve the performance of AmCham staff. However, since it is evident that improvement has been minimal, consideration of alternative options, including recommending a change in leadership and the convening of other stakeholders became necessary. Such efforts include planning which stakeholders to speak with, engaging them in an appropriate and diplomatic manner, explaining the situation objectively, providing the necessary documentation related to the matter, connecting stakeholders with each other, encouraging stakeholders to put personal relationships asides and look at the issue objectively, helping them

	<p>determine a decision-making structure, and supporting the development of concrete and actionable next steps. Because of this delicate situation, “successes” are not necessarily grand, but include simple wins such as getting the Board of Directors to recognize that there is a problem and to act on it.</p>
	<p>Am Cham Networking and Advocacy (5%)</p> <p>AmCham Marketing and PR Support (5%)</p>
	<p>Achieved</p> <ul style="list-style-type: none"> ▪ 22 contacts from the local/international business community and donor agencies were made at various networking events and added to LinkedIn and/or Outlook contacts. These contacts become part of AmCham’s growing network and potential partners. ▪ Ms. Chan successfully connected AmCham with the SME Investor’s Attractiveness Initiative (SIA), supported by the Swiss government, and the organizations are now partners, along with the International Business Council (IBC). Together, the organizations are helping reduce corruption risk and increases investor protection for foreign investors in the Kyrgyz SME sector through support to SMEs, policy recommendations, and case studies. In particular, SIA uses an innovative approach for reducing corruption risk and increasing investor protection through collaboration with the State Service for Combating Economic Crimes (GSBEP). A roundtable on foreign investment in the SME sector is planned for Fall and the first case study is in progress in collaboration with GSBEP. ▪ Ms. Chan attended the Kyrgyz-American Economic forum held at the U.S. Ambassador’s residence, and met a number of key individuals and potential partners for AmCham. As a result of attending this event, Ms. Chan has scheduled meetings with the Director of the Agency for Foreign Investment Promotion, a new Kyrgyz government agency and the Business Association for Foreign Investment to discuss cooperation between AmCham and these organizations.
	<p>AmCham Member Services and One-on-One Consultations (5%)</p>
	<p>Achieved</p> <ul style="list-style-type: none"> ▪ Ms. Chan met with and organized meetings for the OECD

consultant visiting Kyrgyz Republic. OECD is starting a new initiative in Kyrgyz Republic related to anti-corruption and best business practices under the OECD Anti-Corruption Network (ACN). The OECD report will help guide government and private sector efforts for reducing corruption in the country.

- Ms. Chan met with the Commercial Law Development Program (CLDP) in Central Asia to discuss issues related to customs for regional trade, public procurement, Sanitary and Phytosanitary Measures, and intellectual property issues. The knowledge sharing helps CLDP in its assistance in trade facilitation through regional negotiation under the Central Asia Trade Investment Framework Agreement between Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan, with Afghanistan in the observer status.
- Ms. Chan helped support AmCham, who hosted a delegation of businessmen from California to discuss investment opportunities in Bishkek. The businessmen are considering the possibilities of starting new small and medium businesses in Bishkek. The weeklong visit included a variety of meetings with different sectors, including the banking, real estate, healthcare, and textile industries, as well as government representatives. The visits culminated with a final meeting that included representatives from the U.S. Embassy in the Kyrgyz Republic. At the end of the visit, several members of the delegation said that they plan to invest within the next year.
- Ms. Chan met with representatives from the U.S. Treasury and the European Bank for Reconstruction and Development (EBRD). The parties discussed the Small and Medium Enterprises (SMEs) sector in Central Asia and ways to strengthen and support this sector.
- Ms. Chan met with the representative for the US Meat Export Federation (USMEF) to help them investigate opportunities for US pork, beef and lamb in Central Asian markets. Ms. Chan and her colleagues provided the representative with information on the specifics and particularities of doing business in Kyrgyzstan and on some business opportunities here for US beef, pork and lamb. The parties also discussed setting up an expo in the beginning of next year for the hotel, restaurant, café (HORECA) industry

	<p>in Bishkek, in order to promote U.S. meat products.</p> <ul style="list-style-type: none"> ▪ Ms. Chan met with AmCham member Baker Tilly to discuss collaboration on publishing analytical articles related to tax and the financial system in the Kyrgyz Republic. The meeting resulted in agreement on an article focused on royalties to be published jointly by AmCham and Baker Tilly in November.
	<p>Technical Support for Portal to Central Asian States Business Project (10%)</p>
	<p>Achieved</p> <ul style="list-style-type: none"> ▪ At the end of last quarter, Ms. Chan successfully helped AmCham extend the Portal to Central Asian States Business Project for a second year from July 2014 – June 2015 with the US Central Command (CENTCOM). The Portal project will hold 10 trainings for local businesses in all countries in Central Asia on how to conduct business with the U.S. Government in the procurement and delivery of goods from Central Asia to Afghanistan. Ms. Chan is currently providing support for the first two training during this project year, scheduled to take place in October in Astana, Kazakhstan and Bishkek, Kyrgyz Republic.
<p>Initiate Activities in Support of the REFORMA and Kyrgyz Agro-input Enterprise Development Project (KAED) Programs and Conduct Outreach to Strengthen the Program’s Implementation Role</p>	<p>Planned task were shifted due to additional obligations and priorities pertaining to AmCham and USAID initiatives.</p>

VI. LESSONS LEARNED/OBSERVATIONS AND RECOMMENDATIONS

EMDAP supported economic growth activities in Kyrgyzstan to foster competitiveness in key priority areas identified by USAID. EMDAP fully recognizes the importance of covering priority sectors that will contribute to improving Kyrgyzstan's business climate as well as specific sectors and subsectors to improve business productivity. The advantage of utilizing EMDAP is its ability to focus on broad key enablers of economic growth such as supporting supplier diversity and expanding Kyrgyzstan's business culture.

A. EMDAP ADVISER LESSONS LEARNED/OBSERVATIONS

A key lesson learned for the EMDAP program is that the host organization should utilize the Advisor in a way that will generate the most sustainable changes for the organization. If a host organization solely sees an Advisor as "free labor" that will help the management do their job, there is then a mismatch in expectations and the Advisor will face difficulty in meeting the objectives in their scope of work. . Even though Ms. Chan met with AmCham management, along with a USAID representative, at the beginning of the assignment to describe expectations and to clearly explain that her role was not to do the work of the Executive Director, there was not a mechanism to hold AmCham accountable to supporting the Advisor scope of work. As one suggestion to address this, it could be useful for USAID to set up requirements for host institutions such as quarterly reports or reporting on a PMP. In this case, such reporting may have encouraged more engagement by the AmCham CEO.

C. RECOMMENDATIONS

While Ms. Chan devoted significant time and effort to increasing the effectiveness of AmCham through internal capacity building, more work needs to be done to help AmCham achieve the effectiveness of its counterparts, such as the International Business Council and the Kyrgyz Chamber of Commerce and Industry. It is Ms. Chan's recommendation that USAID consider placing a new EMDAP Advisor when AmCham is under new leadership. Under new AmCham management, an EMDAP Advisor may have increased impact and may be able to support AmCham in developing its strategy. Ms. Chan has diagnosed and proposed a roadmap for addressing the issues, and convened the necessary stakeholders from within the organization and business community to do so. If AmCham management remains unchanged, then the new advisor's impact will be limited, as change needs to come from within the organization for it to be sustainable.

If a successor does come on board, the key recommendations for him/her are:

- Triangulate information from as many sources as possible, in particular:
 - Meet with members of the Board of Director individually to discuss the latest development for AmCham
 - Meet with the U.S. Embassy's Political/Economics section to discuss the latest development for AmCham
 - Meet with as many AmCham members as possible
 - Meet with AmCham staff outside of the office to have more candid conversations
 - Meet with former AmCham staff, as they are willing to share candidly the challenges they faced

- Attend as many business receptions as possible, as the business community is small and it is critical to network to help increase the visibility of AmCham.
- Set up expectations and use SMART indicators with AmCham management as early as possible; regularly measure these goals. Use USAID and the Board to help ensure accountability from AmCham management.
- Use good judgment to assess what is and what is not your role as a Business Advisor. It is acceptable to say no if it doesn't relate to your Scope of Work.

If AmCham had to competitively apply for an Advisor, along with other NGOs, they might also be more invested in the process if they had to write a proposal that sets targets and describes how AmCham will support the Advisor. Additionally, if AmCham had to do some type of cost-share, whether monetary or in-kind, they might also be more accountable to the program, versus seeing it solely as a source of free labor.

Another recommendation is for USAID and Political/Economics Section of the Embassy to have more involvement in the EMDAP assignment, both in the development of the Scope of Work and in measuring the progress of it.

VII. PROGRAM OVERVIEW

A. PROGRAM MANAGEMENT

Founded in 1919, the Institute of International Education (IIE) partners with universities, governments, multi-lateral institutions, and corporations to develop and implement scholarship and exchange programs. These include the Fulbright and Humphrey Fellowships, administered on behalf of the U.S. Department of State in partnership with other countries, as well as more than 250 other initiatives that benefit over 25,000 men and women from 175 countries each year. With annual revenue of \$446 million, IIE employs a staff of over 600 and has 19 Offices and Affiliates and 1,200 Member Institutions around the world. IIE also manages USAID participant training/scholar programs for Cambodia, Egypt, Indonesia, Vietnam, Tanzania, and Timor-Leste.

IIE has extensive experience managing scholarship and fellowship programs that identify students, researchers, and professionals with strong leadership potential and a commitment to international collaboration. IIE works closely with sponsors that include the U.S. Department of State; U.S. Agency for International Development (USAID); World Bank; major philanthropic foundations; private and public corporations; foreign governments; and individuals, to foster economic growth and sustainable development through training and leadership programs.

IIE's liaison office for EMDAP and VEGA, based in Washington, DC, coordinates with and draws on the resources of IIE's offices worldwide to support placement and monitoring of the Advisers. As an organization whose core mission is to bring people together with opportunities for learning and service, IIE's systems and infrastructures are tailored to field and support expatriate professionals in all parts of the world with safety, security, efficiency and professionalism.

Over the course of managing EMDAP for 22 years, IIE has developed a professional, hands-on approach so that the program meets the goals of USAID and the in-country partner/host organization as well as provides an opportunity for U.S. MBA/MA graduates in international affairs to use their skills to build the capacity of organizations.

B. CANDIDATE RECRUITMENT AND SELECTION

EMDAP recruits candidates from over 91 universities with top graduate programs in fields related to economic growth and international development. Recent graduates and current students enrolled in MBA or MA programs in International Management, Finance and Development, or International Affairs are eligible. In addition to many prestigious institutions who participate in EMDAP, long-standing and close partner institutions whose students regularly participate in EMDAP include:

- The University of Denver
- New York University
- Johns Hopkins University's School of Advanced International Studies (SAIS)
- The Monterey Institute of International Studies
- Columbia University's School for International and Public Administration (SIPA)
- Syracuse University
- Georgetown University

The typical application cycle runs from January through May of each year. In June, after candidates send their applications, EMDAP's Independent Screening Panel (consisting of alumni, university career counselors, and international development professionals) selects candidates on the basis of three criteria: professional experience, leadership skills and educational background. Telephone interviews with EMDAP staff are conducted in July to provide staff with a better understanding of the candidates' reasoning and motivations for applying. Selected candidates are then matched with assignments based on an available Scope of Work. Telephone interviews are arranged between candidates and the host organizations. Interviews continue until all positions are filled. Selected Advisers are required to attend a Pre-departure before they depart for an assignment.

C. MATCHING SCOPE OF SERVICES WITH VOLUNTEER EXPERTISE

From the a slate of selected candidates, the Institute matches the services required by USAID Missions with the most qualified candidates available, so that the Mission and host institutions receive a roster of candidates from which to select and interview finalists. If desired, designated Mission officers and the host organization participate in finalizing the selection of an Adviser to match the requirements of the identified assignments.

D. PRE-DEPARTURE PREPARATION AND ORIENTATION

During the pre-departure EMDAP orientation, Advisers are introduced to USAID, its mission, partners and operations. They also participate in cross-cultural trainings and discuss program logistics, security, health/wellness, as well as settling-in issues. At this juncture, they also gather country and assignment-relevant information through research and meetings with USAID and other agency officials. Successful completion of the orientation is a prerequisite for participating in EMDAP.

E. LANGUAGE TRAINING

EMDAP Advisers are offered pre-service or in-country language training as determined by requirements of the assignment and their current language proficiency.

F. MONITORING AND EVALUATION

EMDAP Advisers were required to submit quarterly reports to IIE to monitor their progress. IIE communicates with each Adviser weekly to monthly, at a minimum.

IIE/VEGA submits entry, quarterly and exit reports to USAID to monitor each Advisers progress. These reports collect the following information:

- Timelines and results the Adviser has completed - following the SMART methodology: specific, measurable, achievable, results-oriented, time-bound
- Changes, if any, in their scope of work/work plan
- Accomplishments and challenges for each period and what were the challenges
- What the Adviser will be working on for the remainder of the assignment

The Site Visit is an opportunity for both Advisers and host organizations to discuss the program frankly with IIE staff and provide information that is not necessarily captured in the official reports, e.g., whether or not

the Adviser is performing to his/her full potential, and whether he/she is comfortable personally and professionally. IIE staff can then, in turn, suggest ways to strengthen each Adviser's contributions and reach mutual goals in the second half of the placement term.

Before the end of his/her assignment, each Adviser conducts a formal presentation to USAID officials on his/her accomplishments and assesses the program to verify achievements of the intended outcomes and level of impact. IIE facilitates the event for USAID to view firsthand, the contributions of each Adviser to their project in a formal setting in addition to reading a final report. Each Adviser will also present his/her accomplishments again in Washington, DC to USAID/HQ officials managing the EMDAP/VEGA award. The EMDAP debriefing is also intended to help each Adviser synthesize his/her experience, formulate and realize long-term career goals through meetings and briefings with IIE, and to showcase their achievements and contributions to USAID/HQ.

VIII. SUMMARY OF EXPENDITURES

Current Obligated Amount	Funds Spent to Date (thru September 2014)	Balance of Obligated Amount	Projections thru end of month-October 2014	Total Project Expenses (Actual and Projected)
\$93,445	\$72,818	\$20,627	\$10,768	\$83,586