



USAID'S FUTURE GROWTH INITIATIVE QUARTERLY REPORT

Y3Q1: OCTOBER 1, 2021 – DECEMBER 31, 2021

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Quarterly Report

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ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AmCham	American Chamber of Commerce
COP	Chief of Party
DCOP	Deputy Chief of Party
E4	Enterprises, Employment, and Enabling Environment
EBRD	European Bank for Reconstruction and Development
FGI	Future Growth Initiative
GDP	Gross Domestic Product
GEC	Grant Evaluation Committee
ICT	Information & Communications Technologies
IDIQ	Indefinite Deliverable, Indefinite Quantity
JCA	Jacobs, Cordova, and Associates
KG	Kyrgyzstan
KZ	Kazakhstan
LOA	Letter of Authorization
MDF	Market Development Fund
MEL	Monitoring, Evaluation, and Learning
MFA	Ministry of Foreign Affairs
MIFT	Ministry of Investments and Foreign Trade (Uzbekistan)
MSA	Market System Assessment
NGO	Non-Government Organization
Palladium HQ	Palladium Head Quarters
PEA	Political and Economic Analysis
SOW	Scope of Work
TJ	Tajikistan
TM	Turkmenistan
UN ESCAP	United Nation Economic and Social Commission for Asia and the Pacific
USAID	US Agency for International Development
UZ	Uzbekistan
VAT	Value Added Tax
WFD	Work Force Development

PROJECT OVERVIEW

Program Name:	USAID’s Future Growth Initiative
Activity Start Date and End Date:	10/01/2019-09/30/2024
Name of Prime Implementing Partner:	Palladium International LLC
Contract Number:	72011519D00001-72011519F00008
Name of Subcontractors/Subawardees:	Jacobs, Cordova, and Associates; Economist Intelligence Unit
Geographic Coverage (cities and or countries)	Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan, Tajikistan
Reporting Period:	October 1, 2021 – December 31, 2021

EXECUTIVE SUMMARY

This Year 3 first quarterly report for USAID's Future Growth Initiative (USAID/FGI) project, which covers the period from October 1, 2021, through December 31, 2021, provides an overview of the project's activities and achievements over the past three months.

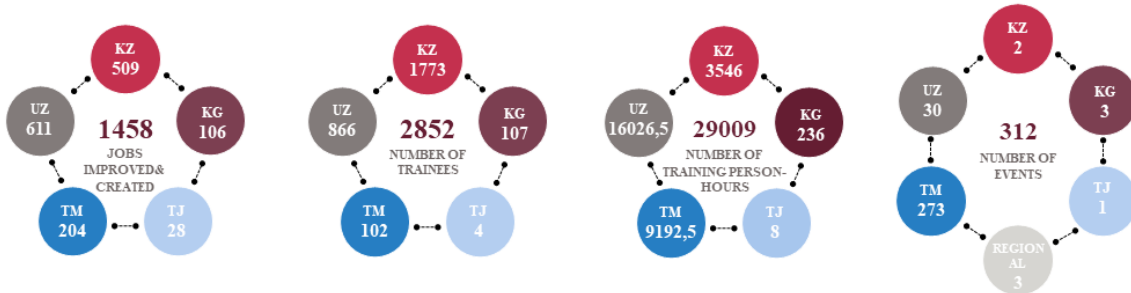
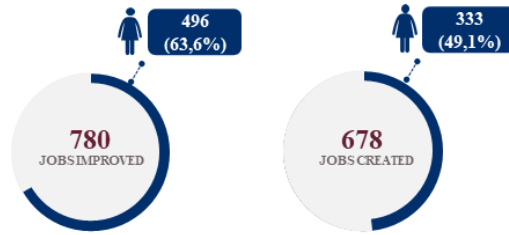
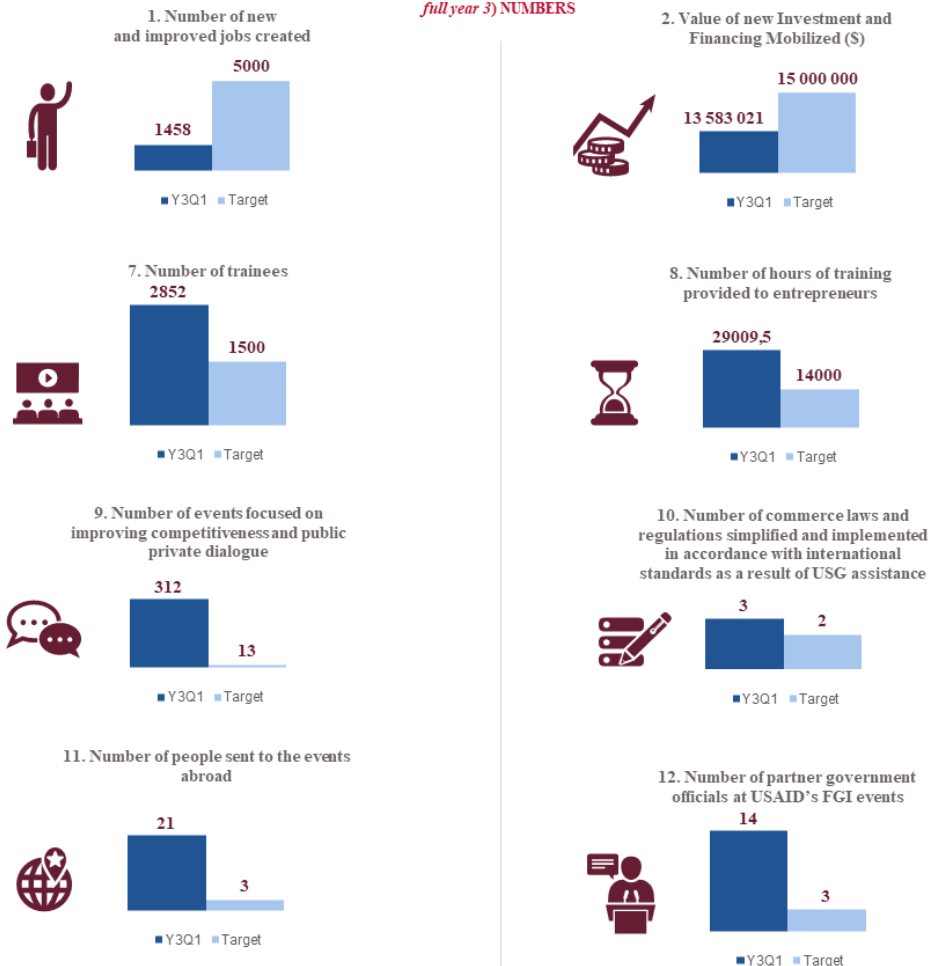
USAID/FGI continued establishing strong private sector partnerships across various target sectors in all five Central Asian countries during the reporting period. Furthermore, based on additional funds allocated for the Market Development Fund (MDF) on October 7, 2021, USAID/FGI announced a new round of Annual Program Statement with a threshold of the requested amount of \$50,000.

USAID/FGI continued developing anchor partnerships to increase competitiveness and jobs in the ICT, Tourism, Light Manufacturing, and Food and Beverage target sectors. Working with key stakeholders in government on policy reforms to simplify procedures for private sector businesses strengthened these partnerships.

USAID/FGI focused on launching partnerships that enabled firms to adapt to the continuing challenge of the COVID-19 pandemic and was able to expand its activities across Central Asia, build a fruitful public-private dialogue, and share knowledge of local and international best practices.

Finally, USAID/FGI's activities were designed to support the Central Asia region in building the economy of the future by assisting women-owned businesses, young entrepreneurs, anchor firms, and other cross-cutting organizations found in the startup and e-commerce ecosystems. USAID/FGI worked on attracting investment, increasing sales, and improving/modernizing the business-enabling environment.

USAID'S FUTURE GROWTH INITIATIVE
INDICATORS Y3Q1

 KZ – Kazakhstan
 KG – Kyrgyzstan
 TJ – Tajikistan
 TM – Turkmenistan
 UZ – Uzbekistan
 FGI – Future Growth Initiative
 USG – U.S. Government

Y3Q1 VERSUS TARGET (for the full year 3) NUMBERS


PROGRAM OVERVIEW

USAID's Future Growth Initiative (FGI) is a 5-year, \$18 million broad-reaching activity designed to spur productive economic activity and job creation across Central Asia in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. FGI is the first Task Order under the Enterprises, Employment, and Enabling Environment (E4) Indefinite Deliverable, Indefinite Quantity (IDIQ), a 7-year single award IDIQ with a ceiling of \$38 million.

The overarching objectives of FGI project include generating 20,000 new and improved jobs, facilitating \$50M in financing and investment, and boosting sales of assisted firms by 30%. The FGI Activity will achieve these targets by taking a market systems approach to bolster growth in key economic sectors. Working through strong private sector partnerships with lead firms (vertical partnerships) and with multiple organizations cross target sectors (horizontal partnerships), FGI will tackle constraints to growth in target sectors, engaging key institutional and government stakeholders to develop solutions. FGI will transform market systems in ways that help high-potential firms, leading organizations and sectors grow. FGI will foster market linkages to match demand for workforce skills with training offered to youth and women, while linking entrepreneurs to high-growth markets. In addition, FGI will build more business- and worker-friendly policy environments and institutions to sustain private sector-driven growth. When appropriate, the project will work to address legal and regulatory constraints, if they are determined to be significant inhibitors of firm growth.

Target sectors: Information & Communications Technologies (ICT), Light Manufacturing (Apparel/Garments/Textiles), Tourism and Food Processing & Beverages.

The Project is structured with three integrated Components focused on specific results:

Component 1: Enterprises – Fostering competitive industries through expanding to new target markets (regionally or globally) to increase sales and exports, as well as attracting local and international investments.

Component 2: Employment – Developing a capable workforce and entrepreneurship through targeted trainings to create new jobs or improve current ones, as well as, when necessary for exports, train for required globally recognized certifications.

Component 3: Enabling Environments – Creating conditions for jobs and investments through driving policy change through public-private dialogue, good analysis and best global practices.

Regionalization: Initiating a regional dialogue between business and organizations, to launch a cross- country business opportunities and joint promotions in global target markets.

The project will also pursue a set of cross-cutting themes essential to generating sustainable positive impact. These include the integration of gender, youth and overall social inclusion in project activities. The project will also catalyze local partnerships and cooperation, new business relationships with firms that can introduce US technology and innovation, and a focus on ensuring that all interventions are results- oriented and provide strong value-for-money. FGI will support high quality communications and outreach, and ongoing monitoring, evaluation, learning, and reporting of project results.

BUILDING THE CENTRAL ASIAN ECONOMY OF THE FUTURE

USAID/FGI will support the Central Asia region build towards the economy of the future, by assisting women - owned businesses, and young entrepreneurs, anchor firms and organizations in the cross-cutting areas of the startup and ecommerce ecosystems, including investment attraction, increasing sales, and improving/modernizing the business enabling environment. FGI will also develop closer ties with Afghanistan across economic, trade, and education lines that directly contribute to regional stability.

KEY STRATEGIC THEMES:

- **E-commerce and Digital Transformation**

In Central Asia, more and more businesses are developing innovative business models based on digital transformation. FGI works with manufacturers, which are adopting digital tools and implementing digital technologies to maximize sales and profits and with retailers developing omnichannel experiences to their customers. In addition, FGI brings advanced knowledge on e-commerce possibilities to the region by inviting leading multinational companies to share their experiences and the potential of digital transformation in commerce.

- **Upgrading to meet market requirements**

Anchor firms consistently update their business processes to demonstrate their ability to provide products and services that meet regulatory requirements and improve customer satisfaction. FGI helps several companies achieve an ISO quality management certification that will not only improve business operations but meet existing market requirements and expand to new markets.

- **Start-ups and Entrepreneurship**

USAID/FGI works on the development of the Central Asia ecosystem by identifying leading startups, linking them to international accelerator and funding programs, as well as the enhancement of individual country mentor and angel investment networks, and VC funds. FGI supports start-ups due to their high potential to play a significant role in economic growth and bring innovations and competitive dynamics in the business environment of the region.

- **Regional Market Linkages**

USAID/FGI has managed to establish effective relationships with suppliers, producers, and retailers, which will help build market linkages within the whole regional supply chain. Also, FGI will connect similar companies to share their experiences and provide relevant trainings in corporate social responsibility, quality management, growth strategies, digital transformation and other.

- **Investment in Scale**

USAID/FGI pursues complementary activities that support anchor firm alliances, business growth broadly, and the overall competitiveness of the business ecosystem in Central Asia. FGI is focused on promoting investment linkages between investors (domestic, regional, and international) and Central Asian firms with the aim to expand product offerings in target sectors. FGI is in the process of building an ambitious and healthy pipeline of investments in the whole region with a focus on anchor partners and alliances supported by FGI and other prospective clients that have a dynamic market presence and product line.

- **Business Enabling Environment (BEE)**

USAID/FGI improves the business environment in Central Asia through reducing barriers to competition, strengthening legal frameworks, and promoting transparent business practices. FGI cultivates business climates that enable economic growth. Partnering with host-country stakeholders, FGI streamlines business procedures, encourages operational transparency, increases competition, and develops efficient tax and other processes. The BEE component on FGI is focused on improving business regulations to decrease transaction costs, strengthen investment and help businesses succeed by increasing the ease of doing business.

TECHNICAL ACTIVITIES

COMPONENT 1: INCREASE COMPETITIVENESS OF NON-FARM ENTERPRISES & COMPONENT 2: SUPPORT DEVELOPMENT OF SKILLED WORKFORCE

Under Components 1 & 2, USAID/FGI initiated a series of business growth and workforce development anchor firm partnerships to overcome constraints to growth while expanding the base of suppliers, distributors, and service providers. In addition to these alliances, USAID/FGI pursued complementary activities to support anchor firm alliances in investment promotion, e-commerce acceleration, and start-up ecosystems development.

STARTUP ECOSYSTEM AND ENTREPRENEURSHIP

- **Overall approach**

In partnership with anchor firms, USAID/FGI supports young entrepreneurs and SME businesses by identifying and removing constraints, strengthening competitiveness, spurring economic activity, increasing incomes, and generating new jobs. USAID/FGI designed trainings and hosted open discussions to create sustainable new businesses. USAID/FGI initiated Training-of-Trainers (ToT) programs and linked local entrepreneurs, including youth and women entrepreneurs, with local and international experts.

- **Country-level activities**



Figure 1. Participants of the opening Women Entrepreneurship Center in Turkestan

In Kazakhstan, USAID/FGI participated in the opening of the **Women’s Entrepreneurship Center in Turkestan**. USAID-supported trainings will provide access for female entrepreneurs to advanced knowledge and practical skills through trainings on business planning, entrepreneurship, and financial literacy to start and run their own businesses. It is planned to launch 17 centers around Kazakhstan to provide access for female entrepreneurs. The project will cover three regions: Turkestan, Almaty, and Mangistau oblasts.

On December 16, 2021, USAID/FGI, together with the **Kyrgyz Stock Exchange (KSE)**, held a webinar titled “Attracting Investments in the Stock Market of the Kyrgyz Republic” to raise awareness of businesses and investors about the potential financial instruments of the stock market and the conditions and requirements of the state regulator concerning potential issuers. In total, more than 30 representatives of companies and business associations participated in the webinar; most of them expressed interest in the presented financial instruments. In addition, representatives of the KSE and a representative of professional participants in the securities market announced that two new financial tools will be launched. The first is Sukuk (Islamic bonds), which will follow Islamic principles of financing. The second is green bonds. It is expected that both will be in demand amongst SMEs.

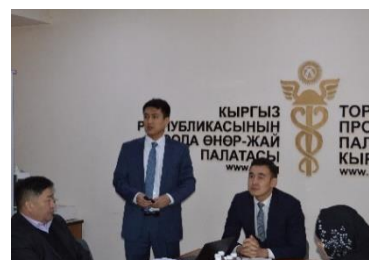


Figure 2. Representatives of the Kyrgyz Stock Exchange (KSE)



Figure 3. Presentation of new tourist services

In **Tajikistan**, USAID/FGI continued to support two tourist companies: Javokhir Tour, which developed four new itineraries, and Panjakent Intour, which introduced new tourist services such as gastro-tours agro-tours, mountain biking, and horse riding. The implementation of these projects has great socio-economic importance for the remote rural regions because these companies support and develop a long-term relationship with local entrepreneurs allowing them to receive a stable income.

On December 17-19, 2021, **Ilmhona** organized a three-day hackathon, "IT Solutions for Business." The objective was to identify talented and creative professionals or teams, develop innovative solutions to business problems with IT technology, and invest in promising projects in their early stages. Sixty-six young and creative participants were part of the event. Nine teams were created; they worked with mentors for three days to develop their projects, and three winners were selected. The event created new opportunities for young people in the tech and business industries and actively contributed to the growth of a digital economy in Tajikistan.

USAID/FGI in **Uzbekistan**, in cooperation with the National Venture Capital Fund (UzVC), organized Fund Management master classes for Central Asia on November 2-4, 2021 to discuss important topics in venture capital, including problems in developing a venture capital ecosystem in Uzbekistan and possible solutions to them. During the event, the representatives of well-known international venture capital funds such as 500 Global (USA), EBRD Venture Capital (UK), Quest Ventures (Singapore), Sturgeon Capital (UK), BVCA (Europe), Vitoshka Venture Partners (Europe) and Startupscale360 (UAE) shared their experience on investing in startups, building a startup community and business network. There were also discussions of the government's role in developing the venture ecosystem and allocating public money in a proper way to the venture ecosystem. During the three days, the participants discussed how to take the Uzbekistan ecosystem to the global playing field, attract internationally renowned acceleration programs to the region, and study venture opportunities and experiences of other countries.



Figure 4. Fund Management master classes

E-COMMERCE AND DIGITAL TRANSFORMATION

- **Overall approach**

USAID/FGI supports anchor firms as they work to upgrade their e-commerce systems and capacity, strengthen linkages with international e-commerce platforms and leaders, integrate products into established e-commerce platforms, and improve the enabling environment for e-commerce. There is a high level of variability between Central Asian firms regarding their awareness, utilization, and development of e-commerce tools and platforms. All firms expressed an interest in expanding online activity to tap international market demand. This interest has only grown as COVID-19 continues to transform markets, with consumers increasingly turning to online platforms to conduct transactions.

- **Regional activities**

USAID/FGI created a "360 E-commerce Policy" initiative, branded as DEEDs (**Digital Economy and E-commerce Dialogue**), to bring together Central Asian governments, e-commerce associations, and private sector stakeholders, including AmCham members. The goal is to systematically fashion policies and programs that enable e-commerce in Central Asia by building

regional awareness of global best practices in given policy areas and systematically shaping and adopting these best practices to meet Central Asian needs and unique circumstances.

USAID/FGI continued carrying out the “360 E-commerce Training” series with **Mastercard** and delivered a series of digital and financial literacy trainings on online payments acceptance, online accounting, and online advertising aimed at Kazakh SMEs.

In cooperation with the International Trade Center (EU funded), USAID/FGI launched the **eBay Central Asia Hub** and trained 20 companies from Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan. Upon completing introductory group workshops, each of the 20 companies received individual training on making their first sales on eBay. The focus was on creating best-in-class online shops that feature in-demand inventory at competitive prices and with fast delivery. Selected sellers also received additional training on how to sell their products. To date, 18 participants launched online stores with a total of 462 listed products and a combined 60 sales. Sellers generated the sales in four of five CA countries, namely in Uzbekistan, Kyrgyzstan, Kazakhstan, Turkmenistan. Four export destinations – USA, UK, Canada, and Italy – were reached.

eCommerce Institute designed an intensive and short course to train e-commerce trainers in Central Asia, to develop introductory e-commerce courses for MSMEs. During a five-week period in November and December, the eCommerce Institute conducted five online sessions, totaling over 30 training hours. Thirty students from five Central Asian countries were registered for the course. Each trainee received access to Learning Platform, where they can find an Introduction course, all ToT recorded classes, and presentations (in English and Russian). The training program will be completed by January 15, 2022.

On November 9-10, 2021, USAID/FGI co-organized **Eurasian Forum “State and IT”**, which brought together national digital experts, more than 50 international digital leaders, investors from Silicon Valley, representatives of large international IT companies, and ambassadors from different countries. More than 150 participants attended the forum. As a result, EPAM office will be launched in Bishkek with a **\$50 million venture fund to support startups in Central Asia**.

Kyrgyz Software and Services Developers Association (KSSDA), with the support of USAID/FGI, organized the first international KSSDA Awards 2021 ceremony on December 22,



Figure 5. KSSDA Awards 2021

2021. The goal of the event was to stimulate and inspire the current and future generations of IT specialists and developers to activate further and promote the IT sector of Kyrgyzstan and Central Asia. KSSDA Awards 2021 became the largest B2B Event dedicated to rewarding nominees who have made a significant contribution to the development of the IT ecosystem of Kyrgyzstan. The event was attended by heads of IT companies from Kyrgyzstan, Uzbekistan, and Kazakhstan, leaders and heads of international organizations, business communities, residents of the High Technology Park, and representatives of government

organizations and the media.



Figure 6. Presentation during the webinar for CA crafts exporters

In **Turkmenistan**, USAID/FGI hosted a regional event to increase the capacity of Central Asian artisans, merchants, and logistics experts on eCommerce. The USAID/FGI country team created an opportunity for over **50** artisans, merchants, eCommerce, and logistics experts from **10 countries** to exchange successful experiences and solutions for crafts exports via digital channels through a **regional webinar** on November 9, 2021. Participants discussed the most accessible global marketplaces for artisans, simple onboarding requirements, reliable payments acceptance services in Central Asia, and efficient logistics models that reduce delivery times and product costs. International speakers shared practical pointers on how to sell to western businesses, including boutique shops and hotels.

- **Country-level activities**

In **Kazakhstan**, **Adal Sut** continued digitizing its operations to increase product supply, sales efficiency, and effectiveness. In addition, the company developed key performance indicators for each employee to motivate planning and track performance. As a result of support received through the project, Adal Sut developed an ERP system, which has already streamlined and improved work for its 354 current employees – nearly half of whom are women, one-third of whom are youth, and 18 of whom are people with disabilities. As the company expands, it aims to adopt the same approach for over 1,000 employees.

Arnur Credit selected and procured the required software to launch an electronic document management system, a mobile application, and online lending. The digital transformation will allow the company to increase product offerings to a greater number of entrepreneurs and to unlock self-employment opportunities, thus facilitating investment into the company to increase access to finance for rural citizens.

Bayan-Sulu experienced delays in upgrading its management information system to improve its operations and technologies because selected experts were not able to travel due to COVID-19 restrictions. However, the company developed an action plan to cope with delays and catch up with the digital transformation strategy in 2022.

Magnum has completed the development of the e-commerce platform. Starting from a zero baseline, Magnum now fulfills about 900 online orders per day. This required over \$4.1 million of investment to construct a dark store, expand the retail chain, and hire 4,880 people to work in e-commerce and other related directions.



Figure 7. Woman making korpe

In **Kyrgyzstan**, **Baibol** continued developing the Kyrgyz Handmade brand on domestic and foreign markets. The company expanded its product range and launched the production of yoga mats, prayer rugs, and panneaux. In addition, Baibol participated in the eBay Central Asia Hub program, created its online store on eBay, and sold 34 products to buyers from the United States.

Namba Market completed its project in September 2021. There are 2 “dark stores” in Bishkek (1 in the city center, 1 in the southern part of the city). Namba Market offers over 3,000 basic needs products. The company receives more than 25 orders daily. Buyers can place an order on the company's website (www.nm.kg) or through the Namba One super app. The Namba One application combines many financial and lifestyle services, such as linking bank cards (international: Visa, Mastercard, local: Elcard), payment in shops and restaurants, cashback for purchases, payment of state and utility services, microloans, and Namba services: Namba Food (food delivery from cafes and restaurants), Namba Market (delivery of groceries), Namba Way (taxi services, including the first electric taxi in Kyrgyzstan), and Namba Profi (service for searching of specialists).



Figure 8. Courier backpack

Namba Soft worked on improving the RUN Lite application, improving the app's code, quality, and security. Since RUN Lite is a B2C application that does not consider the relationship between the manufacturer and the supplier (B2B), the company decided to expand the functionality of RUN Lite and integrate it with the Namba Trade platform. The company has begun the gradual process of integration. Namba Trade will become a more global B2B2C program than RUN Lite.



Figure 9. Packaging process at the Kant Sut

Kant Sut postponed its work on customizing the software for production accounting due to the need to improve and review the project. Initially, Kant Sut planned to automate only production accounting, but after a detailed study, the company decided to automate all processes since partial automation would not bring significant results.

IE Syinapbuu Akeleeva (Olive Hotel) has completed work on developing an automated version of the Hotel Management System “EcoSmart”. The eco-calculator automates the management of reservations, kitchens, warehouses, room service, and staff and also generates

automatic reports. In Kyrgyzstan, the company works closely with eight pilot hotels, including Olive Hotel, which presents the capabilities and functionality of “EcoSmart”. Piloting of the software has been done in two Olive Hotels (Bishkek and Kochkor) and two accommodation facilities of the Ololo chain: OloloFamily resort in Issyk-Kul and Ololo Freelander hostel.

Tri T completed work on customizing the Enterprise Resource Planning system based on 1C software for a poultry farm. The system allows data to be directly read from the weighing, egg sorting, feed bins, and other types of equipment. Automatic data uploading enables management and shareholders to monitor the company's performance online without waiting for reports from the accounting department. Together with the contractor, employees of the company began testing the new system and eliminating the errors and bugs.



Figure 10. Participants of the round table on e-commerce development in Tajikistan

In **Tajikistan** on October 27, 2021, the National Association of Small and Medium Businesses of Tajikistan, hosted a **roundtable on e-commerce development** in Tajikistan to unite participants and players of the e-commerce market and discuss the new law on e-commerce, its potential impact on SMEs, the private sector participation in the legislative processes, and tax regulation of e-commerce. The event was attended by 35 representatives of small and medium-sized businesses, specialists from the Tax Committee of Tajikistan, the Ministry of Justice, the National Center for Legislation under the President of Tajikistan, specialized business associations, mobile providers, and international

organizations. Promoting Public-Private dialogue and engagement of the private sector in the early stage of legislation development is crucial to ensuring that the legislation addresses the real needs and priorities of the private sector.

With technical support from USAID/FGI, **Panjakent Intour** has strengthened its website by developing and publishing 3-D video tours of major tourist destinations and itineraries offered by the company for its clients.

Javokhir Tour has developed promotional videos on its four new itineraries that will be marketed through leading tourist platforms. Social media plays a crucial role in marketing Tajikistan as a tourist destination and attracting more clients for Tajik tourist companies.

In **Turkmenistan**, USAID/FGI, in collaboration with a popular local online **news agency Orient** and six national e-commerce platforms, launched an **E-commerce Demand Generation** program on October 18, 2021. The program aims to raise consumer awareness and foster increased trust in online shopping through a promotional campaign between October 2021



Figure 11. One of the routes of Javokhir Tour

and February 2022. For the duration of the program, Orient will design, produce, and publish dozens of e-commerce-related news reports, articles, and videos on its official website and social media accounts and monitor their effectiveness. The program will primarily target internet users who rarely shop online or have never used e-commerce. As of December 31, Orient published seven videos and 44 articles.

On November 12, 2021, USAID/FGI gathered **30 Turkmen eCommerce platforms, artisans, IT companies, and young software developers** to discuss practical ways to digitize domestic crafts trade in Turkmenistan. Participants shared their competitive advantages, including country-wide artisans' networks, beta versions of their crafts-specific online marketplace apps, and logistics solutions to form partnerships geared toward efficiently implementing their crafts trade digitalization solutions.

A group of Turkmen software developers, **Hasabym**, led by **Entrepreneur Ravshanov** provides software modules as Enterprise Resource Planning (ERP) system add-ons for distribution companies. The add-ons help to digitize their business processes by automating sales processes, data reporting management, and sales analysis. Hasabym software modules are fully integrated with the locally developed ERP system, Ak Hasap, and have already been sold to dozens of Turkmen companies that utilize the Ak Hasap ERP system. Furthermore, to tap into the international market, the company completed the local integration of Hasabym software with the 1C ERP system that is widely used in CIS countries and is currently working on integrating Hasabym with 1C via the cloud.

In **Uzbekistan** the International Women's Public Fund "**Sharq Ayoli**" completed implementation of the "**Woman and digital economy**" project that aimed to train women entrepreneurs on the principles of e-commerce. 'Sharq Ayoli' organized seminars for women entrepreneurs of the Tashkent region on e-commerce development, improvement of legislation of Uzbekistan and actual directions of international regional cooperation in the field of ICT. As a result of the project **783 women entrepreneurs** were able to enhance their knowledge of e-commerce and some of them successfully started integrating the new principles in their business. Sharq Ayoli created **52 new jobs for women and improved 649 jobs**.



Figure 12. Discussions during the IWPF's training

Le Bazar has been continuing its expansion into the regions of Uzbekistan and launched its service in the Chirchik region of Tashkent. The company has mainly been working on marketing activities and the improvement of the platform's technical parameters. Le Bazar had successfully launched online delivery in Samarkand, Bukhara, Andijan, Ferghana, and Kokand. During the reporting period, Le Bazar has increased their number of new customers up to 150,000 from 65 countries and created new jobs in the region. Advanced functions have been designed and integrated into the platform.

INVESTMENT FACILITATION AND ACCESS TO FINANCE

- **Overall approach**

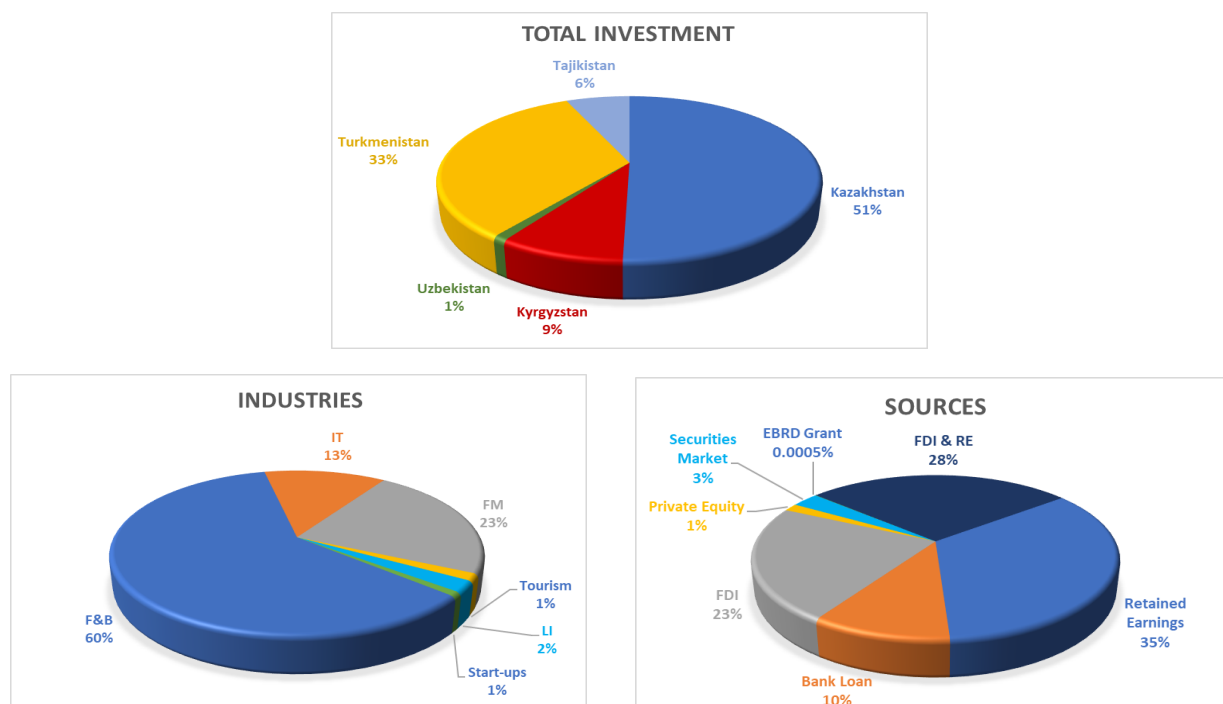
Investment facilitation is a core priority for USAID/FGI, and there were multiple activities hosted during the reporting period dedicated to this initiative. Those activities happened in parallel with anchor firms and anchor association alliances and informed and bolstered partnerships by linking firms to expanded financial services and investors. Even though investment activities are company-specific and country-specific, it is common for investors to establish one investment vehicle that operates across multiple regional countries. By doing this, investors can achieve an economy-of-scale that ensures a greater return on capital and decreases the cost of funds for

investees, making finance more affordable to ultimate beneficiaries. Thus, successful investment in one country will likely generate more investment across the region.

- **Regional activities**

Although investment activities are company-specific and country-specific, investment outcomes are valuable to the establishment of regional linkages between companies as they grow and seek to expand regionally and globally. Thus, successful investment in one company leads to the growth of the larger ecosystem, which in turn results in the strengthening of the country and the region. In Year 3 Quarter 1, USAID/FGI has continued generating significant results in investment facilitation, which is reflected in the over \$30 million that has reached 19 companies in Central Asia.

Breakdown Analysis on Investment



USAID/FGI initiated a **P4P pilot in Uzbekistan** to encourage local **business development specialists** (BDSPs) working in the investment facilitation area to find companies requiring investment, to close their investability gaps, and to help them find external investors either debt or equity. USAID/FGI designed the P4P payment plan to not pay more than 50 percent of the advisory service and not more than 50 percent of the performance bonus on a success basis.

As of today, the pilot results have been quite successful: there are **four companies** in the P4P pipeline in Uzbekistan – Graceful Textile, Zeytun Café, Semantex and Novotel hotel. It is expected that, altogether, these companies will be able to attract about \$20 million. If the P4P pilot’s efficiency is calculated in the same manner as grant efficiency, it is expected that for every \$1 spent on BDSPs, over \$250 of investment will be generated.

From the onset, USAID/FGI supported several companies in Central Asia to adopt best **Environmental, Social, Governance (ESG)** practices. These companies include **Kazbeef in Kazakhstan** with Global Gap, **Aman Green Food in Kyrgyzstan** with ISO 9001 and ISO 22000, Partner KG (Frunze retail chain) with ISO 9001, **Farovon in Tajikistan** with FSSC 22000 through its MDF activities and technical assistance, and **Batly Zamana, Taze Saba, Turkmen Enjam, and Parahat** companies in **Turkmenistan** with ISO 9001, ISO 14001, and ISO 45001. USAID/FGI also supports **Balam and Hilli Gaplama** in implementing and certifying ISO 9001 and ISO 22000.

Lastly, In October 2021, Yupekchi became the third food and beverage company in Turkmenistan to acquire the internationally accredited FSSC 22000 certification, recognized by the Global Food Safety Initiative.

USAID/FGI assisted **Sam Rafoat Textile LLC in Uzbekistan** with the implementation of the International Financial Reporting Standards (IFRS), thus enabling an opportunity for sustainability linked loans.

USAID/FGI recognized that the improved ESG framework assists private companies in opening new markets and integrating into global supply chains as well as in attracting investment from financial and capital markets. USAID/FGI's activities were directed towards strengthening ESG frameworks within anchor firms. One such activity was a study conducted in partnership with the Economist Intelligence Unit (Economist Impact) on the ESG requirements of investors and multinational companies (MNCs) for local companies.

To apply a more holistic approach to ESG adoption, USAID/FGI, jointly with USAID's Safe Migration Project, Astana International Finance Center (AIFC), and International Finance Corporation (IFC) conducted an online meeting in December 2021 that brought together **139 participants** from different industries representing private companies, policy makers, not-for-profit foundations, and business services providers in Central Asia to learn about the main principles, metrics, and benefits of Environmental, Social and Corporate Governance standards. Well-regarded regional and international experts in green financing, social responsibility, corporate governance, and communications discussed that adherence to sound ESG standards is beneficial not only for a company, but also for local communities, a country, and the region. Adopting ESG standards will grant Central Asian countries the resources needed to accomplish positive climate action, lead in women empowerment, and transition to a green economy in the region.

Investment pipeline summaries:

#	Company	Sector	Value of Investment	Source of Investment	Grant Amount	\$1 of grant funds: \$investment generated	Targeted & achieved jobs created/ improved	\$ of grant or TA funds to create 1 job
KAZAKHSTAN								
1	Adal Sut	F&B	\$2,861,056	Retained	\$80,000	\$36	180	\$444
2	Magnum	IT	\$4,100,000	RE	\$100,000	\$41	6,929	\$14
3	Bayan Sulu	F&B	\$3,064,052	Bank Loan	\$87,000	\$35	250	\$348
4	Arnur Credit	FM	\$8,170,000	FDI	\$100,000	\$81	270	\$370
		Total	\$18,195,108			Total KZ:	7,629	
KYRGYZSTAN								
5	Aman GreenFood	F&B	\$106,138	Bank Loan	\$30,448	\$3	205	\$149
6	Namba Market	IT	\$418,686	RE	\$38,000	\$11	50	\$760
7	Agro Kush	F&B	\$1,190,000	RE	\$80,000	\$15	279	\$287
8	Euroasia Oil	Tourism	\$500,000	Private Equity	\$29,163	\$17	50	\$583
9	Barkad	F&B	\$1,034,526	Securities	\$4,000	\$258	200	\$20
		Total	\$3,249,350			Total KG:	784	
UZBEKISTAN								
10	Naril Textile	LI	\$300,000	Bank Loan	\$25,000	\$12		
11	Le Bazar	IT	\$19,414	EBRD Grant	\$100,000	\$0.2		
12	IT Park	IT	\$34,500	Private Equity	\$34,690	\$1	317	\$109
		Total	\$353,914			Total UZ:	317	
TURKMENISTAN								
13	Hilli Gaplama/Ter	F&B	\$5,884,200	FDI&RE	\$29,700	\$198	385	\$77
14	Parahat	F&B	\$4,200,000	FDI&RE	\$11,086	\$379	320	\$35
15	Burkut	F&B	\$1,620,000	RE	\$69,600	\$23	106	\$656
16	Gonezlik	F&B	\$225,852	RE	\$34,000	\$7	42	\$810

		Total	\$11,930,052			Total TM:	853	
	TAJIKISTAN							
17	Farovon	F&B	\$1,526,096	RE	\$90,350	\$17	250	\$361
18	Rahimov LLC	LI	\$500,000	RE	\$39,600	\$13	150	\$264
19	NABW of Tajikistan	Start-ups	\$300,000	Bank Loan	\$49,870	\$6	100	\$499
		Total	\$2,326,096			Total TJ:	500	
	Investment	Total USAID/FGI:	\$36,054,520		Jobs	Total USAID/FGI:	10,083	

- **Firm-level market investment support**

KAZAKHSTAN

Magnum Cash & Carry LLP is the largest retail chain in Kazakhstan. The main activity of the company is the sale of consumer goods. Magnum has invested \$4.1 million into the e-commerce project and geographical expansion, including \$349,040 into the dark store.

Adal Sut LLP is part of the group of companies JSC "Agro-industrial company Adal." The LLP aspires to become a leader in Kazakhstan's dairy industry. Adal Sut attracted \$2,861,000 to renovate a warehouse and other facilities.

Arnur Credit LLP is a microcredit company with headquarters in Shymkent, a southern part of Kazakhstan. \$8,170,000 were attracted to deliver access to finance for its clients.

Bayan-Sulu JSC is part of the private holding KazFoodProducts and is engaged in the confectionery business. Bayan Sulu attracted \$3,064,052 for the factory expansion.

Kazbeef Group LLP is one of the largest meat processing complexes and is the only producer of marbled beef using American technology in Kazakhstan to support a full cycle production of high-quality meat products—from growing fodder to the packaging of finished products. Kazbeef improved its business processes and invested about \$2.7 million into Global Gap requirements.

KYRGYZSTAN

Namba Group, a Kyrgyz group of IT companies and a resident of Astana International Finance Center, succeeded in attracting a \$1 million venture investment from MOST Ventures. Investments were received for the development and expansion of the Namba One application. The Namba Group manages successful IT companies such as Namba One (superapp), Namba Pay (payment system), Namba Food (delivery service from café and restaurants), Namba Way (taxi service), Namba Market (grocery delivery), Trades (B2B marketplace), Namba Profi (service for the self-employed), K-money (payment aggregator), Namba Media (digital agency), and Namba Soft (software development).

TAJIKISTAN

USAID/FGI supports **Farovon-1** to attract financing, lease equipment, and invest its own funds into its expansion program for a total of \$5 million. As of today, Farovon-1 has invested over \$1.5 million for the construction of a new livestock feeding plant and purchasing of equipment. Farovon-1 has also been negotiating financing from the European Bank for Reconstruction and Development (EBRD) for \$2.5 million for the construction of a new vegetable oil refinery factory.

LLC Rakhimov A.A., with its expansion plans, will purchase new equipment and open new workshops for production of printed fabric and mixed yarn fabric. Initially, the company planned to buy used equipment with a total investment of \$500,000, but is in the process of looking for more competitive and beneficial offers.

TURKMENISTAN

Balam, owned by **Entrepreneur Begjanova**, has decided to apply for a loan from the European Bank for Reconstruction and Development (EBRD) to purchase state-of-the-art European equipment to expand production of lingering cookies, bagels, cracker sticks, and pretzels. The launch of new production lines will transform the company from an importer into a leading exporter. Balam will have a competitive advantage over foreign producers due to lower utility costs in Turkmenistan, allowing the company to offer delicious and quality confections at affordable prices to consumers within and outside the local market. The company hired an experienced consultant to develop a comprehensive business plan covering critical business areas such as SWOT analysis, market size determination, marketing strategy, financial modeling, including cash flow projections, key growth metrics, and cost structures. The resulting document will provide a solid argument for the expansion of the confectionery business and is expected to be fully developed and handed over to Balam in January 2022.

UZBEKISTAN

Sam Rafoat Textile LLC produces and exports towels and other finished products to Asian countries. It is now planning to create a new factory. The project cost is estimated at \$24 million and will be done in three stages. All three stages consist of the production of curtains, tulle, portieres, and rugs. Each successive step of production involves the addition of productivity. The company approached EBRD with the project, and the latter has been considering investing in the first stage of the project, estimated at \$8 million. **Sam Rafoat Textile** had an audit of the company conducted as per IFRS requirements. Kreston Tashkent audit company found Sam Rafoat Textile LLC to be attractive for investments. USAID/FGI supported 50% of the audit costs for Sam Rafoat Textile, as well as organizing a call between EBRD and Sam Rafoat based on the results of the audit. As a result, EBRD assessed the company as investable and requested additional documents for further due diligence. Follow up activities are expected, towards a potential EBRD loan.

BUSINESS LINKAGES AND MARKET EXPANSION

- **Overall approach**

USAID/FGI is working towards increasing the competitiveness of all five Central Asian economies, through enhancing regional cooperation and partnerships. USAID/FGI establishes effective relationships with suppliers, producers, and retailers, enabling the building of market linkages within the whole regional supply chain. Also, USAID/FGI connects similar companies, facilitates the sharing of experiences, and provides them with relevant trainings in corporate social responsibility, quality management, growth strategies, digital transformation strategies, etc.

- **Firm-level market linkage support**

Arnur Credit in Kazakhstan facilitates market linkages between small businesses operating across borders. Its borrowers are mostly rural entrepreneurs trading their agricultural outputs in the neighboring countries of Kyrgyzstan, Tajikistan, and Uzbekistan. USAID/FGI showed Arnur Credit how to best understand the volume of cross-border trade operations. It was agreed to use several entrepreneurs' track buying as examples. Notably, 46 tracks were bought on a loan over the last 3 months.

Magnum has expanded south to Uzbekistan and thus exports advanced retail technologies, including e-commerce, which will result in job creation and investment facilitation in the neighboring country. USAID/FGI conducted two roundtables with Magnum representatives in

"We understand how our existing ecosystem will be integrated in Uzbekistan. We also recognize your goals for achieving sustainable and long-term impact. I think that our collaboration will intensify the establishment of regional links and trade relations."

- Magnum Director on Optimization

Uzbekistan and Kazakhstan to discuss sales opportunities for SMEs in other Central Asian countries. 40 companies participated in the online events. USAID/FGI plans to leverage the momentum created and conduct further activities for SMEs in each country to consolidate their goods and organize B2B meetings for Central Asian producers to promote the creation of market linkages and build a strong and independent supply chain in the region.



Figure 13. Products of the Kant Sut LLC

In Kyrgyzstan Kant Sut LLC participated in the 23rd Central Asian International Food Industry Exhibition – Food Expo Qazaqstan 2021 – in Almaty on November 3-5, 2021. Exhibition visitors highly appreciated the dairy products of Kant Sut under the trademark “Belaya Reka”. Professional tasting of products in various categories was held within the exhibition. Three products of “Belaya Reka” – butter 82.5%, pasteurized milk 3.2%, sour cream 20% – received 1st place in the category “Fat and oil products”. Moreover, Kant Sut LLC has signed two contracts with distributors in Kazakhstan, which will increase its presence in the Kazakhstani market, as well as increase exports.

Aman GreenFood, with the support of the UNDP project “Aid for Trade”, participated in the international exhibition “ApiArab Expo” which was held on November 23-24, 2021, in Abu Dhabi, UAE. The company held B2B and B2C meetings with exhibitors and visitors. Several participants expressed interest in Aman GreenFood’s products. In addition, Aman GreenFood participated in the Kyrgyzstan-United Arab Emirates business forum, which took place on December 13, 2021, at the EXPO-2020 Dubai in Dubai, UAE. Following the forum, Aman GreenFood signed a dealer agreement with Foodya World Foodstuff Trading LLC to represent the interests of Aman GreenFood and sell its products in the Gulf countries. The company expects to significantly increase its exports to the Gulf countries in 2022.

On November 2, 2021, **Union of Private Sector Development of Tajikistan** in partnership with the UzTextilProm Association of Uzbekistan organized a study tour for 17 SMEs of the textile sector in Uzbekistan. Study tour participants visited three textile companies in Samarkand and three in Bukhara. They learned how export-oriented SMEs develop long term relationships and introduce new knowledge in their own operations.



Figure 14. Presentation of Javokhir Tour about new routes and destinations

Javokhir Tour made a premiere presentation of its new products on the international market during a working trip to Serbia. The presentation took place at the Information Tourist Center of Novi Sad. The purpose of the trip was to familiarize the Balkan countries with the tourism opportunities of Tajikistan and the presentation of new tours developed in the framework of the USAID/FGI MDF program.

The USAID/FGI team in **Turkmenistan** organized a two-month online training course on export skills for 25 local consultants in October and November 2021. The training attendees acquired skills needed to assess a company's readiness to export, develop an export and marketing plan, and conduct

practical partner search activities and negotiations in various markets.

USAID/FGI helped confectionery producer **Burkut** hire an internationally qualified mechanical engineer and a confectionery technologist with extensive industry experience. The engineer supported the company’s bakery and candy production lines and developed detailed maintenance instructions for both sets of equipment. At the same time, the new confectionery technologist helped Burkut develop technical product specifications to ensure consistency and high product quality. As a result, Burkut received compliance certificates for three products from the Ministry of Health and Medical Industry of Turkmenistan.



Figure 15. Corner of Balam on FoodExpo Qazaqstan

On November 3-5, 2021, leading confectionery producer **Balam** participated in FoodExpo Qazaqstan, the largest food industry exhibition in Central Asia, with the aim of developing new distributor and retail chain contacts to expand its current exports into Kazakhstan. Balam held more than 30 B2B meetings and shared contacts with more than 50 food importers and distributors.

Mirzachul tex LLC of Uzbekistan, at its final stage of project implementation, participated in the international exhibition "International Textile Messe Fast Textile" on December 1-3, 2021, in Poland. Mirzachul tex represented its trademark **UZDENIM**, demonstrating

samples of jean fabrics, produced by the factory. During the exhibition, the company was able to establish new contacts with foreign customers. On December 7, 2021, Mirzachul Tex held a roundtable on the results of the project. A total of 23 people, including factory management, trainers, mentors, employees-activists, and mass media (Jizzakh TV), participated in the event. They exchanged ideas on how the trainings in the project's framework affected employees. The management of

the factory initiated a regular exchange of experience between the departments. Employees also talked about self-development, continuing their education, and introductory courses for newcomers.

- **Upgrading to meet market requirements**

In Kazakhstan, Kazbeef, a large meat producer, received the first ever **Global GAP certification** in Kazakhstan. This certification is an indicator that the agribusiness follows numerous standards on food safety, worker's wellbeing, sustainability, and animal welfare. Kazbeef seeks to bring the best safety and environmental practices from the United States to Kazakhstan, maintaining high-quality meat products to improve sales. This, in turn, increased the responsibility of both the farmers and Kazbeef holding itself. It is a mutually beneficial relationship between Kazbeef and over 1,000 farmers because sustainability leads to increased sales as customers become more confident in buying the product. Thus, USAID/FGI supported ventures that aim to deliver high quality products while being considerate of ESG standards.

In Kyrgyzstan Aman GreenFood completed the introduction of the international quality standards ISO 9001 and 22000 and is in negotiations with the certificate authority to agree on the date of the certification audit. Moreover, the company is working on entering foreign markets and took part in two events in the UAE with the aim of increasing exports to the Gulf countries, in particular the UAE.

Agro Kush optimized production and reached stable volumes of production and slaughter of poultry. The company attracted a consultant from Turkey to improve the work of the poultry farm in incubation and growing of broilers. The company is working on a project to expand the poultry farm. Agro Kush has found a plot of land for the construction of new poultry houses, it is expected that the company will begin construction of new facilities in 2022. This project will double the production of poultry meat.

Atalyk Group continued developing a family model of corporate governance for the Atalyk holding. The consulting company completed 4 stages of the project, including the development of



Figure 16. Kazbeef's GLOBAL GAP Certificate

guidelines for the management of the family company, measures to improve the efficiency of the existing corporate system for its sustainable development and growth, and the development of a family constitution. At the next stage, the introduction of the family model will begin.

Euroasia Oil International reports that OloloAkjol resort was a popular destination among the IT and creative sectors. As the summer season came to a close, the company continued to renovate the accommodation blocks to be able to accommodate even more tourists in the 2022 season.

Partner KG completed the implementation of two out of six stages of the project, namely Analysis of the company and Training for the personnel and implementation group. These activities enabled the company to reveal gaps in business processes of the head office and supermarkets, as well as the level of compliance with the ISO 9001. Frunze, the largest retail chain in the Kyrgyz Republic, became the first in the country to introduce ISO 9001:2015 quality management system.



Figure 17. Tomato conveyor-selection process

Tomat KG successfully grew tomatoes from Heinz tomato seeds despite the dry season and shortage of irrigation water. The seeds gave good tomato fruits and took root well in the soil and weather conditions of Kyrgyzstan. The company expanded the export markets and concluded a contract with Maheyev company (the largest producer of ketchup and other food products in Russia) for the supply of tomato concentrate. Tomat KG has signed a contract for the implementation and certification of Global GAP, JAS organic (Japanese Agricultural Standard), and EU 834/2007 standards and will begin working on them starting in February 2022.

In Tajikistan, Farovon-1 continued implementation of the **Kaizen Lean** system and **FSS22000 standards**. During the reporting period, Kaizen consultants visited the company three times. Key employees of the flour mill got acquainted with the culture and main principles of the continuous improvement of LEAN and KAIZEN systems. 7 members of the Farovon management team visited three Russian companies that have been successfully implementing Kaizen methodology. Implementation of Kaizen methodology will improve productivity, effectiveness and safety of the company, lead to higher customer satisfaction, and make the company more attractive for foreign investments. The food safety working group, in cooperation with an international consultant, continued developing Food Safety methodology and **Hazard analysis and critical control points plan** at the livestock feed plant. The consultant also provided recommendations on incorporating FSSC2200 requirements during the construction of a new plant. Implementation of international standards will help the company attract investment and open more markets for its products.



Figure 18. Presentation of the recommendations on incorporating FSSC2200 requirements

Nohid has signed a contract with a local Marketing Agency that, in partnership with the company's business advisor, is developing the company's brand book and marketing plan to strengthen the company's visibility in the local and regional markets. Strengthening the company's marketing capacities and increasing its brand recognition will help it to increase production and expand its market share with a more efficient use of funds and focus on most profitable products.

In Turkmenistan, to increase the export competitiveness of Turkmen firms, USAID/FGI co-funds the adoption of industry standards by four manufacturing companies seeking ISO 9001 Quality Management System, ISO 14001 Environmental Management System, and ISO 45001 Occupational Health and Safety Management System certifications. The four companies are toothbrush manufacturer **Taze Saba**, detergent and soap manufacturer **Bagtly Zamana**, water

supply and corrugated sewer pipes manufacturer **Turkmen Enjam**, and **Parahat**, which produces juices, iced tea, carbonated drinks, fermented milk products, and sausages. On December 2, 2021, Bagtly Zamana became the first company in the group to receive certifications for all three international management standards, leading to improved product quality and an enhanced brand image. Compliance with the widely recognized ISO standards significantly increases Bagtly Zamana’s export capacity, opening doors to new international markets with strict requirements, including the Middle East and the European Union. Taze Saba, Turkmen Enjam, and Parahat completed the implementation of these ISO standards and are expected to undergo certification audits in the first quarter of 2021.

In October 2021, **Yupekchi** received ISO 9001 Quality Management System and FSSC 22000 Food Safety Management System Certifications. Unlike the food safety standard ISO 22000, FSSC 22000 is recognized by the Global Food Safety Initiative (GFSI), an organization committed to benchmarking food safety management schemes to foster convergence between food safety standards.

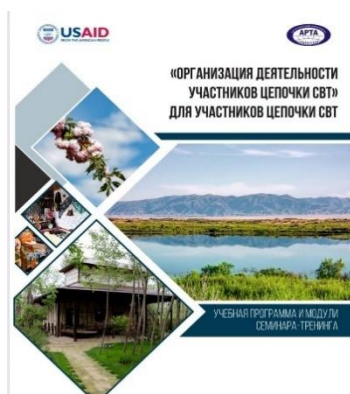


Figure 19. Study program and modules

In Uzbekistan, Association of Private Tourism Agencies of Uzbekistan (APTA) has completed the "Development of CBT-tourism in Uzbekistan" project through the improvement of the professional competencies of rural residents. The project aimed at increasing economic activity and competitiveness among leading economic sectors and industrial companies, one of which is the tourism sector. APTA trained **293 people** (184 women) and improved 193 jobs (107 women). Ten new guesthouses have opened across the Jizzakh, Samarkand, and Bukhara regions of Uzbekistan since June 2021, hosting nearly 1,000 local and foreign visitors between June and October 2021. Thirty-five local residents, primarily women, have gained employment through new jobs created by the guesthouses.

Muynak Orzular Orol held several trainings on the organization of tourist destinations and the methods and stages of sustainable tourism development in the Muynak district with 190 participants. During the reporting period, the company developed and printed advertising and information products (catalogs, tourist cards booklets, information leaflets). Muynak Orzular Orol signed a Memorandum on cooperation with travel agencies of the Kyrgyz Republic ("Astra Kyrgyzia" LLC and "East West Travel Bishkek" LLC.). The company trained three specialists on "Management of enterprises in the field of hospitality".



Figure 20. Participants of the training in Muynak

COMPONENT 3: BUSINESS ENABLING ENVIRONMENT

• Overall approach

USAID/FGI works with both government authorities and private sector actors to improve the business enabling environment (BEE), for a more dynamic and innovative Central Asian economy. During the policy making process, USAID/FGI helps ensure that new or upgraded policies reflect international best practices and considers ways to structure policies so that enterprise competitiveness is enhanced. USAID/FGI activities are focused on emerging 'economy of the future' issues, such as e-commerce, start-ups, and venture capital, as the basis for the deployment and adoption of new and innovative business models and solutions.

- **AmCham activities to build public-private dialogue**



Figure 21. Speakers at the AmCham's market penetration event

The last quarter of 2021 was marked with several regional and cross-border collaboration activities among the partnering American Chambers of Commerce from Central Asia. In late September 2021, the first offline (in-person) regional meeting took place in Tashkent. AmCham Uzbekistan hosted the first of a series of market penetration events for AmCham members on **“How to do business in Uzbekistan.”** The focus of the seminar was on providing an overview, practical insights, and know-how on launching and doing business in Uzbekistan. More than seventy AmCham members participated at the event, including eleven AmCham members from Tajikistan and Kyrgyzstan. As a result, two companies from Tajikistan – **FiftyFive Group and Imkon Consulting** – have decided to expand operations to Uzbekistan next year and initiated plans to launch Uzbek offices and new cross-border projects.



Figure 22. Presentation of AmCham Uzbekistan in Dubai

As part of the Regional AmCham Network project, in late October 2021, AmCham Uzbekistan paid an exchange and coordination visit to **AmCham in Dubai, UAE** to launch and discuss collaboration efforts toward organizing follow-up regional trade and investment missions for Central Asian companies to Dubai.

Additionally, the representatives of AmCham Uzbekistan had working meetings with the Dubai Chamber of Commerce and Industry. The two chambers agreed to cooperate on several topics, including sectoral member matching seminars, online market penetration events, visit tours, business delegations, and many others. A short visit was also made to EXPO 2020 and Uzbekistan rotunda to look for opportunities of joint exhibitions, training, and seminars during the ongoing exposition.

AmCham Uzbekistan Digital Transformation Committee organized a joint event with the **Kyrgyz Association of Software Developers** in Tashkent. The half-day seminar aimed at IT sector companies (members of AmCham Uzbekistan) provided a platform to meet representatives of ten visiting IT sector companies from Kyrgyzstan, share experiences, and discover opportunities for cooperation. The IT sector roundtable discussion and exchange reflected on the key challenges to ICT ecosystem development. One immediate result of the meeting was the follow-up second exchange visit to Bishkek under the regional AmCham Network program organized with the support of AmCham Kyrgyzstan and in partnership with KSSDA association in Kyrgyzstan.



Figure 23. Participants of the seminar

- **Economist Intelligence Unit Policy Activities**

During the reporting period, the Economist Intelligence Unit (EIU) conducted a thorough literature review and interview program to explore key factors that Multinational Companies (MNC) in the food & beverage and textiles & apparel industries consider when integrating into supply chains and how governments are innovating their commercial regulatory framework to incorporate ESG standards. With this aim, EIU conducted a survey of 200 corporate executives globally, looking at their key priorities, experiences, and challenges faced in integrating ESG considerations into their investment and procurement decision making. EIU also developed two case studies highlighting two on-the-ground examples of MNCs that have taken specific action against suppliers that have faced ESG issues. EIU developed a first draft of a 30-page report that

packages the findings from the literature review, interviews, and survey program. The report will be finalized upon client feedback and internal reviews. Moreover, EIU plans to host a series of webinars presenting the key findings and recommendations.

- **Business Enabling Environment**

USAID/FGI supports local partners and business associations in the removing of obstacles to economic growth, addressing policies to strengthen inclusive growth, and accessing economic opportunities. FGI addresses specific barriers to SME growth and job creation through introducing best regional and international practices. During the reporting period, USAID/FGI continued to work on commercial legislation with a focus on digitalization, e-commerce, start-ups, simplifying procedures and processes, strengthening competitiveness, and implementing international standards and certifications.

- **Start-up Ecosystem & Entrepreneurship**

On November 2-4, 2021, USAID/FGI conducted two roundtable workshops with experts to share best international practices in the technology/investment industry. The total number of participants was 145. Through this event, USAID/FGI facilitated the signing of **memorandums of cooperation** between **National Venture Capital Fund of Uzbekistan (UZVCF)** and Vitosha Venture Partners, Startupscale360, Aloqa, Ventures 500 Global, and QUEST Ventures.



Figure 24. Signing of memorandums of cooperation

USAID/FGI provided technical assistance to the Kyrgyz Software Services Development Association (KSSDA) and Ministry of Economy and Finance of KR on the launching of a new startup funding ecosystem in Kyrgyzstan through amendments to the acting law “On Investment Funds” by adding a new Chapter VI-2 “Venture Funds” to corporate legislation of Tax Code: law “On External Migration”. The report with recommendations was submitted to KSSDA and appropriate ministries.

- **E-Commerce Ecosystem and Digital Transformation**

USAID/FGI’s recommendations on improving **eCommerce legislation** were adopted by the Resolution of the President of the **Republic of Uzbekistan** “On improving the administration of e-commerce and creating favorable conditions for further e-commerce development”, dated November 17th, 2021. The resolution addresses tax incentives, reducing the income tax rate for e-commerce operators integrated into the digital ecosystem by 50 percent until January 1st, 2024. The resolution also addresses consumer’s rights protection, stating that information about goods and services and price tags must be provided on all e-commerce platforms.

USAID/FGI developed the recommendations based on the analysis of international eCommerce hubs and practices and possible locations of **eCommerce park in Kyrgyzstan**. The report was accepted by the eCommerce Association and provided to the working group under the ministry. USAID/FGI completed the report “Recommendations on Development of the Ecosystem of Start-ups and Promotion of Information Technology Sector and Investment in Kyrgyzstan.”



Figure 25. Participants of the round table on e-commerce development in Tajikistan

On October 27, 2021, USAID/FGI co-organized a **roundtable on e-commerce development in Tajikistan** to unite participants and players of the e-commerce market and discuss the new law on e-commerce and its potential impact on SMEs, private sector participation in the legislative processes, and tax regulation of e-commerce. The event was attended by 35 representatives from the private and public sectors.

On December 6, 2021, the Secretariat of Consultative Council on Improvement of Investment Climate under the President of the **Republic of Tajikistan** presented the “Analysis of legal and market framework of e-commerce development in Tajikistan” to the Donor Coordination Council. The analysis was developed by USAID/FGI and UNDP and presented a number of recommendations on improving the legislative framework and on support of **ecommerce development** in Tajikistan. USAID/FGI finalized the reports “Analyzing market framework of eCommerce development in Tajikistan” and “Existing practices & procedures analysis to use dimensional standards in the light industry of the Republic of Tajikistan.”

YEAR 3 QUARTER 1 (OCT-DEC 2021)						
1	TAJIKISTAN	eCommerce development	Secretariate of Investment Council under President of TJ & E Commerce Counsel under CCI TJ	Analysis of legislation in eCommerce and recommendations for eCommerce improvement and development	Russian English	October 2021
2	TAJIKISTAN	Development of TJ Size Range Standard	Union for the Development of the Private Sector of Tajikistan	Existing practices & procedures analysis to use dimensional standards in the light industry of the republic of Tajikistan	English Russian	October 2021
3	TAJIKISTAN	ECommerce Development	Secretariate of Investment Council under President of TJ & E Commerce Counsel under CCI TJ	Analyzing market framework of eCommerce development in Tajikistan	English	November 2021
4	KYRGYZSTAN	Startup, IT and investment ecosystem development	Kyrgyz Software Services Development Association	Recommendations on Development of the Ecosystem of Startups and Promotion of Information Technology Sector and Investment in Kyrgyzstan	English Russian	November 2021
5	KYRGYZSTAN	eCommerce Development	Kyrgyz eCommerce Association	Pre-feasibility study on creation of eCommerce Park in Kyrgyzstan	Russian English	December 2021

Y3Q1 BEE deliverables

Cross-cutting BEE activities:

USAID/FGI and European Bank for Reconstruction and Development (EBRD) provided technical assistance to the Ministry of Justice (MOJ) by analyzing and developing recommendations to introduce **Gender-Responsive Regulatory Impact Assessment regulations in Uzbekistan**. The MOJ acknowledged the recommendations and reflected them in its decree No.3333 dated November 18, 2021. According to the new regulations, all proposed laws in Uzbekistan are now subject to a mandatory legal review to ensure the principles of equal rights and opportunities for women and men are addressed. Introducing this required gender-focused review will help ensure that Uzbekistan’s **developing legal frameworks prevent discrimination** and increase socio-

economic opportunities for all women in Uzbekistan. USAID in Washington will include this story to the **BEST OF 2021 Report**.

CROSS-CUTTING ACTIVITIES

- **Gender Inclusion**



Figure 26. Members of the Central Asia Women Entrepreneurs Discussion Club

USAID/FGI was part of the inaugural meeting of the **Central Asia Women Entrepreneurs Discussion Club** on December 3, 2021, in Uzbekistan. The club facilitated a gender-focused, public-private dialogue for the promotion of women's entrepreneurship, regional cooperation, and an enabling policy and business environment for women entrepreneurs. Policymakers had an opportunity to share their approaches to gender-inclusive policy development. Representatives from the private sector shared insights and visions regarding the impact of the existing policy environment on their business performance and recommended possible solutions from their perspective. During the event, "IT Forum concept" and "Code of

Conduct for E-commerce", developed by USAID/FGI, were submitted to the Senate of the Oliy Majlis of the Republic of Uzbekistan. The total number of participants was 64, including parliament representatives, state bodies, private sector, associations, and international organizations.

Twenty-five women artisans and handicraft producers in **Turkmenistan** completed a rigorous six-month training program "Handmade Export 2021", which included a range of workshops and consultative sessions with dozens of experts, including specialists in online market research, quality product photography, and advantageous product listings and promotion. As a result, 16 participants opened their own eBay stores, and more than 100 products were listed on the site.



Figure 27. Participants of the French language course

On October 16, 2021, the **French Institute in Turkmenistan**, in partnership with USAID/FGI, launched a French language course for Turkmen women artisans and handicraft producers wishing to export their products. The language training was part of the "Handmade Export 2021" program organized by Orlan and USAID/FGI. The training, conducted by the French Institute, included 36 hours of language learning, and the participants completed their studies in December 2021.

- **Youth**

During the reporting period, USAID/FGI supported 35 software development and graphic design courses, preparing market-ready professionals and employees in Tajikistan. Trainings were organized by **Ilmhona** company. Over **200** youth graduated from these courses and **33** of them found new or improved their current jobs.

In early November, twelve AmCham IT sector companies from Uzbekistan participated in a three-day **Business-to-Business exchange visit to AmCham Kyrgyzstan**. AmCham participants had one-on-one interactive meetings with peer Kyrgyz IT companies, co-working spaces, educational college centers, etc. In addition, the host, AmCham Kyrgyzstan, organized a round of in-house visits where members could check and explore first-hand how the IT ecosystem works and is organized in neighboring Kyrgyzstan. The



Figure 28. Participants of the Business-to-Business exchange visit to AmCham Kyrgyzstan

exchange included a visit to [Compass College](#), Ololo, the largest coworking network in Central Asia, and some other companies and centers.

MANAGEMENT OF MDF PORTFOLIO

During the reporting period, anchor companies continued implementing MDF grant projects. By the end of Y3Q1, three projects out of 46 initially approved were canceled. Naril Textile LLC in Uzbekistan was one of the terminated projects. The company reached its first milestone of entering foreign markets. However, it could not continue project implementation because the government-approved funding for the construction of the dyeing shop was never allocated. USAID/FGI proposed new tasks for Naril Textile LLC to achieve indicators stated in the proposal, but the company refused to sign amendments of continuation to the contract since the executive director had quit.

Thus, as of the end of Y3Q1, USAID/FGI has 34 active projects out of total 46, with 44.5 percent of the total (\$1,924,981,63) approved funds being disbursed.

USAID Uzbekistan allocated an additional \$110,000 exclusively for projects in rural, underdeveloped areas within Uzbekistan during the reporting period.

Summary status of MDF and APS projects

For the additionally allocated MDF funds, USAID/FGI announced on October 7, 2021, a new round of Annual Program Statement (#FGI-APS-2021-03) with a request ceiling of \$50,000. A call for a new round of APS was posted on FGI social media, and a large-scale targeted mailing was organized among organizations in Central Asia. A total of 87 concepts were received: Kyrgyzstan – 13; Kazakhstan – 6; Tajikistan – 11; Turkmenistan – 15; Uzbekistan – 42. At the first stage of Concept Papers evaluation, 25 Concepts have passed: Kyrgyzstan – 4; Kazakhstan – 2; Tajikistan – 3; Turkmenistan – 4; Uzbekistan – 12.

On November 12, 2021, the USAID/FGI team in Uzbekistan held a project development master class for applicants selected to submit full proposals. Project managers and accountants were part of the meeting. The master class focused on the following topics: goals and objectives of USAID/FGI project; what are projects and what is the project life cycle; how to submit a complete project concept; criteria for selecting and evaluating projects; importance of monitoring project indicators; how to prepare and justify the budget, etc. Individual consultations were provided to some APS finalists.

The Grant Evaluation Committee reviewed applications and finally approved 15 projects: Kyrgyzstan – 3; Kazakhstan – 1; Tajikistan – 1; Turkmenistan – 2; Uzbekistan – 8.

According to the results of the pre-award risk assessment (PARA), “Mitra Travel” LLC from the Khorezm region of the Republic of Uzbekistan was deemed a high risk award because neither the key personnel specified in the proposal nor a specific project implementation facility had yet been identified. In addition, the alleged partner was also unaware of the proposed project. Therefore, it was recommended that “Mitra Travel” LLC revise its grant application and submit a new application in the next round of APS. Thus, upon pre-award risk assessment, 14 projects were approved for further environmental impact assessment.

Approved projects with amount requested and the cost share by country.

#	COUNTRY	# OF APPROVED PROJECTS BY USAID/FGI	AMOUNT REQUESTED FROM USAID	COST SHARE	TOTAL
1	Kyrgyzstan	3	\$85,000.00	\$155,745.00	\$240,745.00

2	Kazakhstan	1	\$21,976.74	\$43,208.02	\$65,184.76
3	Tajikistan	1	\$49,870.00	\$329,985.00	\$379,855.00
4	Turkmenistan	2	\$84,266.00	\$104,522.60	\$188,788.60
5	Uzbekistan	5	\$207,972.40	\$338,700.08	\$546,672.48
	Uzbekistan (rural, underdeveloped area)	2	\$73,436.00	\$96,860.00	\$170,296.00
TOTAL		14	\$522,521.14	\$1,069,020.70	\$1,591,541.84

COMMUNICATIONS AND OUTREACH ACTIVITIES

During the reporting period, communications activities focused on developing practical, scalable communications materials and models to promote the project to target audiences and the general public. The goal was to disseminate project outcomes and impact to all stakeholder groups.

To promote USAID’s Future Growth Initiative activities and partnerships, 4 success stories were published on USAID’s communications platforms from October to December 2021. In addition, the second issue of the USAID/FGI Newsletter was released on October 8, 2021. The target audience included USAID’s CAR, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, the donor network in Central Asia, public and private sector networks in Central Asia, and USAID/FGI MDF grantees and partners.

USAID/FGI increased its visibility in Central Asia and beyond with 86 **mentions** in print, broadcast, and online media outlets. In addition, 430 publications were posted on social media, and USAID/FGI accumulated 1,165 **subscribers on Facebook**. The USAID/FGI Instagram account had 225 **publications** and 213 **followers**. See ANNEX V for a complete list of media coverage of the USAID/FGI’s activities in Y3Q1 and ANNEX VI for success stories released.

ENVIRONMENTAL COMPLIANCE

A brief description on each proposed project within the new round of Annual Program Statement (#FGI-APS-2021-03), a cost-share, and application summaries with project goals, objectives, and activity milestone plans indicating coverage by USAID/FGI has been sent to USAID. After finalizing the environmental impact threshold identification, the final grants package was sent to the Home Office for further submission and approval by USAID. The implementation of tasks that will possibly have an environmental impact is being coordinated and realized based on approved Environmental Mitigation and Monitoring Plans. See detailed information in ANNEX VII.

CHALLENGES AND LESSONS LEARNED

- Central Asian countries are still experiencing the economic implications of COVID-19 lockdowns and disruptions to global supply chains.
- Challenges identified in investment facilitation vary from country to country. The inability of project team members to identify investment prospects and spot advisory needs of a company to make it increasingly investable remain an area of improvement. However, there is measurable progress in this area. In-house training, P4P initiative, and external technical assistance will close this gap and facilitate greater investment in the coming periods. Besides, there are many companies operating in “non-USAID/FGI” industries, in which investment needs remain uncovered. It will be helpful to consider their inclusion in USAID/FGI’s investment pipeline for further submission to investors and lenders.

When it comes to anchor firms, the lack of institutional capacity in strategic planning and ESG standards based on the limited knowledge of modern industry trends, local currency valuations, and unfavorable local bank terms are the main obstacles to investment facilitation.

- One of the factors delaying the timely successful completion of projects is COVID-19, which affects the health and mobility of many project implementors, partners, and foreign consultants who are restricted from traveling due to the current pandemic. Despite this, the USAID/FGI team negotiates with grantees, finding the best options for revising and implementing their projects successfully.
- Most Turkmen manufacturers, when asked what advantages they have over competitors' products, cannot answer adequately. They struggle in exporting as they fail to sufficiently conduct research on export markets.
- MDF and APS project implementation partners are busy with their day-to-day activities, and reporting (correct and timely) is a weak point. Though USAID/FGI organized trainings and individual consultations, they continue making mistakes. Reports often lack sufficient information and are not submitted on time. The situation would improve if the project had an assigned coordinator. Implementing partners should simplify the reporting format for improved and easier understanding.

PLANNED ACTIVITIES FOR NEXT QUARTER

- USAID/FGI plans to sign APS 003 Grant Agreements and launch new projects before February 2022.
- USAID/FGI will engage “Future Fit” company based in London to adopt a publicly available ESG self-assessment tool into USAID/FGI’s anchor firms’ requirements. The tool will help the FGI team support anchor firms in conducting self-assessments and generate recommendations on how to improve the ESG framework in each company. It is expected that the strengthened ESG standards will support companies in attracting investment and increase sales, including those internationally.
- Preparations are underway for organizing Gulfood regional exchange and business-to-business meetings for AmCham regional members. Gulfood is the region's largest annual Food & Beverage sourcing and investment event to be organized in Dubai World Trade Centre from February 13-17, 2022. USAID/FGI will organize, in cooperation with the Regional AmCham Network a networking event with the AmCham Dubai and Dubai Chamber of Commerce and Industry, as well as targeted pre-arranged meetings with buyers/importers for a selected number of agriculture producers and processors from Central Asia.
- There is ongoing cooperation and teamwork in organizing a joint AmCham Regional Trade mission to Istanbul, Turkey in partnership with AmCham Ankara – (UZ, KG, TJ, KG + Azerbaijan and Georgia) – which is scheduled for March 2022.
- The USAID/FGI team in Tajikistan will support the Tajikistan Chamber of Commerce in hosting its second e-Commerce Council to bring different public and private sector stakeholders together to discuss e-commerce development in the country.
- The USAID/FGI team in Turkmenistan will organize a final competition among the Handmade Export 2021 program residents in late January 2022. Craftswomen from different regions of Turkmenistan will be invited for networking. The competition winner will receive an opportunity to exhibit at the international exhibition of crafts/ home decoration in Europe.

- USAID/FGI will continue working on G-RIA regulation and methodology in Uzbekistan in cooperation with EBRD. The action plan for the pilot has been drafted and submitted to the Ministry of Justice for review. The topic for G-RIA is defined. Preliminary results of the pilot are anticipated in January 2022.

ANNEXES

ANNEX I.	USAID/FGI MDF & PARTNERSHIP PORTFOLIO
ANNEX II.	USAID/FGI MDF PROJECTS COMPLETED
ANNEX III.	PERFORMANCE INDICATOR TRACKING GRAPHICS
ANNEX IV.	COMMUNICATIONS MATERIALS AND MEDIA COVERAGE
ANNEX V.	SUCCESS STORIES
ANNEX VI.	ENVIRONMENTAL SCREENING

ANNEX I. PORTFOLIO ACTIVITIES OF CURRENT MDF AND NON-MDF PROJECTS

KAZAKHSTAN

ORGANIZATION/ SECTOR	PLANNED ACTIVITIES / EXPECTED OUTCOMES
MAGNUM CASH & CARRY (ICT, E-COMMERCE) (MDF)	<p>Our initiative on Magnum Plus was great success! Over 30 companies from Kyrgyzstan, Tajikistan and Turkmenistan learned on how to supply their products through Magnum Uzbekistan.</p> <p>Magnum successfully implemented grant funds received earlier and applied for a new grant for the next project.</p> <p>Expected End Date: 01/31/2022</p>
KAZBEEF GROUP (FP) (MDF)	<p>Under support of USAID/FGI, Kazbeef has received Global GAP Certifications.</p> <p>By implementing advanced international standards, the holding has a perspective to create a platform for the exchange of knowledge and experiences in implementing international best practices for all stakeholders, such as meat producers, slaughterhouses, farms and rural entrepreneurs, and meat processing plants. This will also include government agencies in the region, including the Union of Meat Processing Enterprises in Kazakhstan.</p> <p>Expected End Date: 03/31/2022</p>
ADAL SUT (ICT) (MDF)	<p>Adal Sut has acquired a core IT system for managing information in the company. Also, the HR Department has developed a system of key performance indicators to link the performance of each employee to sales at the company. For this, an ERP system was acquired and implemented to optimize and automate main business processes. The company initiated the final stage of the project – portfolio expansion and sales increase.</p> <p>Expected End Date: 08/30/2022</p>
BAYAN-SULU (FP) (MDF)	<p>Bayan-Sulu has signed a loan agreement of approximately \$4 million with a local bank to acquire three production lines for the expansion of its product range. Bayan-Sulu has completed an IT Audit, which is needed for the development of an Enterprise Resource System. The outcomes of the audit are serving as the base for an ERP system selection. To launch the procurement process, Bayan-Sulu needs to complete the following stages: (1) assembling a project management team, (2) hiring consultants to formulate ToR for the selection of the ERP system, (3) announcing a competitive bid for the purchase of the ERP, (4) selecting the ERP and initiating the three remaining steps: (5) installing of the ERP, (6) migrating the existing data into the ERP, (7) testing and roll-out. The end date of the project is extended to December 31, 2022, due to the grant agreement amendment.</p> <p>Expected End Date: 12/31/2022</p>
CLOTWELL (LI) (MDF)	<p>The company plans to digitize its HR management and, for that, needs to develop motivation and career development tools linking staff performance to KPIs. The project is experiencing several setbacks related to COVID-19 and had to focus on other priorities such as staff retention during the lockdowns, vendor relations, and others.</p>

	<p>USAID/FGI's team has been in a close contract with the company and arranged several meetings of the company's staff with IT experts to clarify some questions that have arisen during the project implementation. In response, the company has sent a letter to the team to postpone the project until December 2021.</p> <p>Expected End Date: 10/30/2022</p>
ARNUR CREDIT (ICT) (MDF)	<p>Arnur Credit plans to digitally transform its lending business, the need of which became evident during the pandemic crisis followed by quarantines and lockdowns. To overcome these challenges, Arnur Credit intends to introduce an electronic document flow and online loans and to develop a mobile application for its clients.</p> <p>The company has developed ToRs for the procurement of the required software products and has selected vendors and signed contracts with them.</p> <p>Expected End Date: 10/30/2022</p>
ARAL TENIZI (NON-MDF)	<p>USAID/FGI is helping in the development of a business plan for a bakery, identifying business activity and conducting a series of trainings for the local community on financial literacy and business planning. The NGO has completed the construction of the bakery premises and is in the process of equipment selection. The results of the selection will serve as a base for the grant administration process.</p> <p>Expected End Date: 10/30/2022</p>
ALIE	<p>USAID/FGI has helped several light industry enterprises to formulate the market competitiveness report. The report draft was sent to the Ministry of the National Economy that works on the formulation of the strategy for the industry. USAID/FGI's team is in close contact with the Ministry regarding the report and will complete it when the Ministry receives comments from all the team members working on the strategy.</p> <p>Expected End Date: 10/30/2022</p>
KFP (NON-MDF)	<p>USAID/FGI plans to provide technical assistance around HRM that will allow the company to improve jobs and attract investment. An improvement will affect around 4000 people.</p> <p>Expected End Date: 10/30/2022</p>

KYRGYZSTAN

ORGANIZATION/ SECTOR	PLANNED ACTIVITIES / EXPECTED OUTCOMES
<p>AMAN GREENFOOD (F&B) (MDF)</p>	<p>The project aims to develop one of the leading companies in the honey industry within the Kyrgyz Republic, increasing the volume and quality of honey produced while meeting international quality standards. This project has 2 components: (1) implementation of international quality standards ISO 22000:2018 and ISO 9001:2015 and (2) development of a strategic plan for the buildout of a raw material base, which will include the training of beekeepers on the proper process of honey production and the apiary organization. Aman GreenFood completed the implementation of ISO 9001 and 22000 and will finish the last activity of ISO certifications by the end of February 2022.</p> <p>Expected End Date: 02/28/2022</p>
<p>BAIBOL GROUP LLC (LIGHT INDUSTRY) (MDF)</p>	<p>The project's objective is to promote the goods of domestic artisans to foreign markets, particularly within neighbouring countries to create a culture of buying handmade goods on the internet through Kyrgyz Handmade's online store, providing convenient payment and delivery methods for consumers. The main tasks are to create jobs in various regions of the Kyrgyz Republic with an emphasis on women, mitigate the negative effects of the coronavirus pandemic on the country's tourism sector, generate additional household income in villages, increase the export potential of artisans, and stimulate the use of natural goods and materials. The company participates in the eBay Central Asia Hub program. With the support of this program, Kyrgyz Handmade created its online store on eBay in September 2021, has sold 34 products to buyers from the United States, and has received 100% positive feedback from 12 reviewers. In addition, the grantee performed SEO optimization of the website www.handmade.kg, signed a contract for the supply of felt with two local companies, increased the range of products, and automated its warehouse. Expected End Date: 06/30/2022</p>
<p>NAMBA MARKET LLC (FORMER BESMART LLC) (MDF)</p>	<p>Namba Market implemented a project on the creation of an online grocery store, which will operate on the principle of "dark stores". The company provides grocery delivery within 15 minutes. This business model reduces the cost of maintaining warehouses and staff compared to supermarkets, thus allowing for more competitive pricing. Moreover, given the unstable situation due to Covid-19, this solution minimizes physical contact and saves time for purchasing food products. Namba Market has successfully completed all the activities within the project and opened two warehouses in Bishkek. In September 2021, Namba Market successfully integrated its service into the Namba One app, making it easier for users to order and make payments. In addition, the parent company of Namba Market – Namba Group Ltd. succeeded in attracting \$1 million of venture investments from MOST Ventures to further develop Namba One app. Completed in September 2021</p>
<p>NAMBA SOFT LLC (MDF)</p>	<p>Namba Soft developed a mobile application RUN Lite, which allows small businesses to perform accounting and warehouse management on a mobile phone. This app provides convenient and comprehensive B2C automation solutions for SMEs. The company improved the quality, code, and security of the application. Recently, the company decided to expand the functionality of RUN Lite and merge it with the software "Trades", which is a B2B2C platform. The company has begun the gradual merger process, and it will be completed within 4-5 months. Trades will become a more comprehensive B2B2C solution and RUN Lite will be the part of it. Expected End Date: 06/30/2022</p>

TRI T LLC (F&B) (MDF)	Tri T is implementing a project to improve the production accounting of a poultry company. The current system was introduced in the early 2000s, which does not fully reflect all the necessary nuances of poultry breeding in full. The new software will fully reflect the data on farm management and provide timely reliable information to management for making further strategic decisions and automating orders. The hired IT company has customized the “1C: Poultry Farm” software for the needs of the Tri T poultry farm and started testing it. Expected End Date: 03/31/2022
AGRO KUSH LLC (F&B) (MDF)	The aim of the project is to assist in the development of industrial poultry production. Agro Kush is the first industrial poultry farm in Kyrgyzstan. The company grows broilers of the breed “Ross 308.” The company produces up to 8,000 tons of chicken meat, incubates about 3 million eggs per year, and has a processing capacity of up to 3,000 heads per hour. The grantee experienced difficulties in attracting consultants for a long-term contract. Meanwhile, during the reporting period, the company attracted a foreign consultant from Turkey who will improve the work of poultry farm in two areas: incubation and growing of broilers. In parallel, the company is working on a project to expand poultry farm. Agro Kush has found a plot of land for the construction of new poultry houses, it is expected that the company will begin construction of new facilities in 2022. This project will double production of poultry meat. Expected End Date: 03/14/2022
TOMAT KG PEASANT SEED FARM (MDF)	Being a leader in the Kyrgyz market for tomato concentrate production, Tomat KG implements a project aimed at improving the quality of products and increasing the potential of the company by introducing international standards of GLOBAL G.A.P., EU 834 and JAS and creating a training center. The introduction of these standards will significantly increase the quality and value of products, cause a switch to organic production, and increase the export of products. Tomat KG signed an agreement for the implementation and certification of Global GAP, EU 834/2007 and JAS standards. The consulting companies will start working from February 2022, when the new sowing season begins. Expected End Date: 02/28/2022
PARTNER KG CJSC (F&B) (MDF)	Being one of the largest supermarket chains in Kyrgyzstan, Frunze is experiencing problems due to unclear business processes. To close this gap, the company began to implement international quality management standard ISO 9001. The introduction of this standard will help build an effective management system for the head office of the Frunze hypermarket chain and establish effective business processes in two Frunze supermarkets. The implementation of ISO 9001 began in October 2021 and by the end of the quarter, two out of six stages have been completed. The consulting company completed an inspection audit of Partner KG and conducted a training for the working group. Expected End Date: 03/14/2022
KANT SUT LLC (F&B) (MDF)	The project of Kant Sut is aimed at automating production accounting. Currently, data is collected and analyzed from several accounting systems, but by the time a report is submitted to the company's management, it loses most of its relevance. Kant Sut plans to improve and automate accounting as part of their integrated management accounting system. The contractor began work on the development of production accounting, but later the new management of Kant Sut decided to expand the scope of the project and automate all business processes, including purchase, production, and distribution. In this regard, Kant Sut plans to conduct a new tender to select a contractor to carry out the services. Moreover, Kant Sut participated in the International Exhibition “FoodExpo Qazaqstan 2021” on November 3-5, 2021 in Almaty. Three products of the company, namely butter 82.5%, pasteurized milk 3.2%, and sour cream 20%, were named winners in a professional tasting in the category "Fat and oil products". Expected End Date: 03/14/2022

<p>INDIVIDUAL ENTREPRENEUR AKELEEVA SYIBAPBUBU (OLIVE HOTEL) (IT) (MDF)</p>	<p>Olive Hotel implements a project to develop a hotel management software “EcoSmart” based on the needs of local small and medium hotels. The company has developed business processes for small and medium hotels such as hotel management, booking, kitchens, housekeeping, laundry, warehouse, human resources, finance, smart devices and smart climate control system. The development of this software is carried out in close collaboration with local hotels. Olive Hotel developed the MVP version of HMS “EcoSmart” and presented it to a working group of 8 hotels. Moreover, Olive Hotel started testing the HMS at two Olive Hotels located in Bishkek and Kochkor and at the partner’s hotels OloloFamily and Ololo Freelander Hostel. Expected End Date: 03/14/2022</p>
<p>ATALYK GROUP CJSC (F&B) (MDF)</p>	<p>Atalyk Group is introducing a family model of corporate governance. Based on the study results and analysis of the activities and structure of Atalyk Group CJSC, a contractor identified the weaknesses of the current management system. Future stages will include developing and implementing a family model of corporate governance and related documents. The implementation of the project will improve the management system of Atalyk Group CJSC and its subsidiaries, allow maintaining stable and effective family management of the group of companies, and improve the investment attractiveness of the company. The consulting company has completed the implementation of 4 out of 6 stages. The contractor studied the structure and efficiency of the Atalyk Group holding and the interaction between the founders. It then developed recommendations for improving the performance of the existing corporate system for its sustainability and growth. Expected End Date: 03/14/2022</p>
<p>EUROASIA OIL INTERNATIONAL LLC (TOURISM) (MDF)</p>	<p>Euroasia Oil International LLC and Liberterra LLC (asset management company) are implementing a project to transform the Issyk-Kul resort into a year-round innovative hub for recreation, living, and work on the Issyk-Kul coast for the creative class of the Kyrgyz Republic. The company attracted \$500,000 of investments from AV Frontiers' investment fund to renovate the resort. The current season has come to an end for OloloAkjol. The resort was a popular destination among the IT and creative sectors. After the end of the season, the company continued to renovate the accommodation blocks to accommodate even more tourists in the 2022 season. Expected End Date: 01/31/2022</p>
<p>HIGH TECHNOLOGY PARK (IT) (NON- MDF)</p>	<p>High Technology Park of the Kyrgyz Republic in partnership with the United States Embassy in the Kyrgyz Republic, Ministry of Foreign Affairs of the Kyrgyz Republic, USAID’s Future Growth Initiative, and other diplomatic missions in the Kyrgyz Republic and other development partners organized the first virtual IT EXPO ConnectKG from March 15 to 19, 2021. ConnectKG was the first online exhibition of IT products of local developers, where local and international companies were invited to explore investment, export, and business partnership opportunities in the IT sector of Kyrgyzstan. Virtual IT Expo showcased the Kyrgyz Republic as a growing IT hub for international startups and digital businesses seeking to enter the Central Asian market. IT Expo ConnectKG had more than 1300 viewers. As a result of this event, HTP signed MoUs with Canada Eurasia Russia Business Association (CERBA) and ACT The App Association. Completed in March 2021</p>
<p>BARKAD LLC (F&B) (NON-MDF)</p>	<p>With the support of the USAID/FGI, Barkad LLC attracted investments for KGS 90 million (or USD 1 million) through the placement of bonds on the Kyrgyz Stock Exchange and became the first company from the food industry to do so. In July 2021, Barkad completed the placement of bonds and plans to use the attracted investments to construct a meat processing plant. This meat processing plant will be among the largest ones in the country and will create around 200 jobs. Due to a significant increase in prices and shortage of building materials, the construction of a meat processing plant was delayed, and the building cost increased. It is expected that the plant will be completed by March 2021. Expected End Date: 03/31/2022</p>

TEXTILE TRANS LLC (LIGHT INDUSTRY) (NON-MDF)	Replicating the successful experience of Barkad, Textile Trans plans to attract KGS 100 million (or USD 1.18 million) through the capital market by issuing bonds. The investments will be used to construct a cotton ginning factory with a production capacity of 12,000 tons of fiber per year. In addition to fiber production, waste-free production will be established as several types of finished products will be produced from one raw material: cottonseed oil (4,000 tons/year), oil cake (animal feed - 16,000 tons/year), lint (1,500 tons/year), laundry soap (1,500 tons/year). This production will create 300 jobs in Tokmok, Chuy region. Senti Financial Company and Textile Trans prepared and submitted all the necessary documents to the State Service for Regulation and Supervision of the Financial Market under the Ministry of Economy and Commerce of the Kyrgyz Republic to register the issue of bonds. The State authority approved the documents on December 29 th . The company plans to start the list procedure and bonds sale in January 2022. Expected End Date: 08/31/2022
PF KYRGYZ SOFTWARE AND SERVICES DEVELOPERS ASSOCIATION (IT) (NON-MDF)	Kyrgyz Software Services and Development Associations in partnership with the USAID's Future Growth Initiative and UNDP organized the "KSSDA Awards 2021" event, which is the first event aimed at assessing the performance of Kyrgyz IT companies. The event was attended by over 150 participants, including representatives of government organizations, international organizations, business community and IT companies. The best IT companies of 2021 were awarded in 7 nominations: "Fastest Growing IT Company", "Achievement of the Year", "IT Man Entrepreneur of the Year", "IT Woman Entrepreneur of the Year", "Best Contribution to IT", "Expansion of the Year" and "Best IT Company". Event Date: 12/22/2021
STRATEGEAST (IT) (NON-MDF)	<p>On November 9-10, 2021, for the first time in Kyrgyzstan, the StrategEast "State and IT" Eurasian Forum was held. The forum brought together national digital experts, more than 50 international digital leaders, investors from Silicon Valley, representatives of large international IT companies, and ambassadors from different countries. The forum was organized by the StrategEast Center for a New Economy and co-organized by the Ministry of Digital Development of the Kyrgyz Republic and the USAID Future Growth Initiative. More than 150 participants attended the forum, 11 thematic sessions, and several panel discussions where an analysis of best practices were held. The main results of the forum were:</p> <ul style="list-style-type: none"> • Opening EPAM office in Bishkek, which is one of the largest engineering companies in the world. Its capitalization on the New York Stock Exchange (NYSE) exceeds \$40 billion, and the company's offices operate in more than 40 countries in the world on five continents; • Creation of a \$50 million venture fund to support startups in Central Asia. On this occasion, a well-known investor from Silicon Valley, Jonathan Tower, managing partner of the venture capital fund Catapult, arrived in Kyrgyzstan; • Opening of the regional office of the StrategEast Center for a New Economy in Bishkek. • Announcement of the launch of a startup acceleration program in Kyrgyzstan with funding from international donors, in particular US MAC. <p>Event dates: November 9-10, 2021</p>
KYRGYZ STOCK EXCHANGE (NON-MDF)	On December 16, 2021, the USAID Future Growth Initiative (USAID/FGI) together with the Kyrgyz Stock Exchange (KSE) held a webinar "Attracting Investments in the Stock Market of the Kyrgyz Republic" with the aim of raising awareness of businesses and investors about potential financial instruments of the stock market and the conditions and requirements of the state regulator about potential issuers. In total, more than 30 representatives of companies and business associations participated in the webinar, most of them expressed interest in the presented financial instruments. In addition, representatives of the KSE and a representative of

	<p>professional participants in the securities market announced that it is planned to launch a new financial instrument – Sukuk (Islamic bonds), in accordance with Islamic principles of financing, as well as green bonds, which will have to be in demand among SMEs. Event date: December 16, 2021</p>
<p>KYRGYZ ASSOCIATION OF TOUR-OPERATORS OF KYRGYZSTAN (NON-MDF)</p>	<p>USAID Future Growth Initiative, International Finance Corporation and State Secretariat for Economic Affairs (SECO) organized a road show in Uzbekistan and Kazakhstan for tour companies of Kyrgyzstan on November 15-19, 2021. In total, 12 companies from Kyrgyzstan have participated in the road show. Tour operators of Uzbekistan and Kazakhstan learned about new opportunities for the ethno-cultural tourism potential of Kyrgyzstan, changes and improvements in the region's tourism infrastructure, and new tourism products aimed at the requests of Uzbekistan, Kazakhstan and international tourists. The Road Show was a great success and incentivized the establishment of new and strengthen old links between tour operators in Kyrgyzstan and neighboring countries. The trip turned out to be fruitful and made it possible to present Kyrgyzstan as a country with huge tourism potential. The Kyrgyz Association of Tour Operators signed very important memorandums of cooperation - a memorandum with The Silk Road University of Tourism and Cultural Heritage on collaboration for the implementation of projects in the field of education and tourism. The second memorandum is with the Kazakhstan Tourism Association on cooperation in tourism.</p> <p>Road show dates: November 15-19, 2021</p>
<p>CENTRAL ASIA WOMEN ENTREPRENEURS DISCUSSION CLUB (NON-MDF)</p>	<p>The inaugural meeting of the Central Asia Women Entrepreneurs Discussion Club took place on December 3, 2021, with support of the Senate of the Oliy Majlis of the Republic of Uzbekistan, the Ministry for Support of Mahalla, and Family of the Republic of Uzbekistan, EBRD, UNDP, and USAID's FGI. The Discussion Club facilitated a gender-focused public-private dialogue to promote women's entrepreneurship regional cooperation and create an enabling policy and business environment for women entrepreneurs. Policymakers had the opportunity to share their approaches to gender-inclusive policy development. Representatives from the private sector had a chance to share insights and visions regarding the impact of the existing policy environment on their business performance and recommend possible solutions from their perspective. The IT Forum concept and USAID/FGI's Code of Conduct for E-commerce were submitted to the Senate of the Oliy Majlis of the Republic of Uzbekistan. The total number of participants (offline and online) was 64, including parliament representatives, state bodies, private sector, associations, international organizations. Event date: 12/03/2021</p>

TAJKISTAN

ORGANIZATION/ SECTOR	PLANNED ACTIVITIES / EXPECTED OUTCOMES
ILMHONA (IT) (MDF)	Ilmhona is planning to organize 24 bootcamps and training with 400 professionals in software development and graphic design in Dushanbe. These on-demand courses aim to prepare market-ready professionals and several young people employed in the IT sector. As of today 252 students graduated from the IT courses. The project will be extended to allow Ilmhona to achieve its target results.
UNION OF PRIVATE SECTOR DEVELOPMENT (TEXTILE) (MDF)	The project consists of 2 components. First, the Unions conducted 3 pieces of training in Khujand, Dushanbe and Bokhtar, for 75 participants. The main goal of these trainings were to improve the skills of SME leaders in the textile and clothing sector, HR management, and export-oriented production. Participants of the training will be from companies that are Union members. During the second phase, the Union planned to organize a study tour to Uzbekistan (initially it was planned to visit Kyrgyzstan; however due to political issues between Kyrgyzstan and Tajikistan, the study tour was cancelled.) 17 representatives of Tajik SMEs visited 6 SMEs in Samarkand and Buhara and learned the experience of Uzbek SMEs on exporting textile and sewing production to other countries. The project is extended until February 2022.
NATIONAL ASSOCIATION OF SMALL AND MEDIUM BUSINESSES (IT) AND BABILON-M (MDF)	<p>The project's main goal is to create conditions for promoting e-commerce in Tajikistan. In particular, the project plans to train and connect more than 10,000 merchants (sellers of goods and services) to e-commerce by introducing the Babilon QR code system. This system was developed based on a single QR code and provides tools to promote their products and services. The project will also facilitate the opening of an internet store by target merchants, either on the e-marketplace, or with a third party. The project will also support the development of transport/logistics companies and will connect them to the system and provide services for the supply of goods purchased over the Internet.</p> <p>Today, around 2400 merchants, 4 financial institutions, 5 logistics companies and 9 e-marketplaces, and existing online stores are connected to the system.</p>
JAVOKHIR TOUR LLC (TOURISM) (MDF)	<p>The project focused on developing new touristic itineraries in 4 regions of Tajikistan, 2 in Pamir, 1 in Fan Mountains, 1 around Dushanbe. The project provided training to qualified guides and other tourism service providers in these regions on new touristic itineraries. The company completed a promotional video and started to promote the newly developed products on social media, tourism fairs, and international marketplaces. The project is expected to give impulse in development of guest houses, cafes, and handicrafts on the routes.</p> <p>The Project is extended until June 2022,</p>
LLC RAHIMOV (TEXTILE SECTOR) (MDF)	<p>The company plans to expand and diversify its mixed yarn and printing fabric production and expand its apparel business. It is expected that over USD 800,000 of investments will be facilitated and over 200 new jobs will be created. In addition, USAID/FGI will support international consultants' fees to support the expansion, resulting in new jobs for the region. The Project is extended until October 2022.</p>
FAROVON-1 (FOOD)	<p>The project will invest in the construction of a new pasta production facility and expand animal feed production to attract investments and financing to improve its financial and operations management. Farovon is planning to hire 4 consultants for standardization and to strengthen their internal processes. USAID/FGI will support the cost of consultants for the implementation of IFRS (International Financial</p>

PROCESSING) (MDF)	Reporting Standards), Kaizen, and ISO food safety standards to attract financing from international financial institutes and create new jobs. A total of USD 5 million in investments/financing is expected to be facilitated. Expected End Date: March 31, 2022.
NOHID TEXTILE COMPANY (TEXTILE) (MDF)	The project will strengthen the marketing capacity of the Textile company Nohid Company-the only knitwear manufacturer in Tajikistan. The main goals of the project is developing a marketing strategy, strengthening marketing capacity, expanding production, introducing new knitted products to the market, expanding the company’s product line, diversifying production, and expanding its operations.

TURKMENISTAN

ORGANIZATION/ SECTOR	PLANNED ACTIVITIES / EXPECTED OUTCOMES
TURKMEN IT PARK (IT) (MDF)	Turkmen IT Park is working on obtaining a license from the Ministry of Education of Turkmenistan. The license will allow the company to launch face-to-face courses in various IT-related fields. As part of the joint project, USAID plans to fund Training of Trainers (ToT) courses on IT Management, Information Security, Web Development, Networking Technologies, and Artificial Intelligence. These courses will improve the skills and competence of Turkmen IT Park's instructors. The introduction of market-driven IT courses at Turkmen IT Park will create new jobs and increase SME's efficiency by enhancing the competence of youth and entrepreneurs. Unfortunately, due to Turkmen IT Park's ownership structure changes, there have been delays in providing these courses in due time. Expected End Date: 12/31/2022
YUPEKCHI (FOOD PROCESSING) (MDF)	The project plans to promote BOLD drinks in Kazakhstan, co-fund the implementation and certification of Halal Food Safety Management system and participate in FoodExpo Kazakhstan 2022. As part of the Export Platform program, USAID will support the company in conducting an export readiness assessment, developing an export plan, and finding at least five potential overseas buyers for its products. The project's expected outcomes are exported BOLD beverages to Kazakhstan and possibly other Central Asian countries and an EBRD loan approval. Expected End Date: 12/31/2022
ENTREPRENEUR RAVSHANOV BATYR (HASABYM) (IT) (MDF)	The project plans to provide a comprehensive front-end programming course for Hasabym's programming team, integrate Hasabym software modules via the cloud with a widely used ERP system 1C, and promote Hasabym software among distribution companies in Kazakhstan and Uzbekistan. The results will improve the quality of the software program and the personnel's programming skills and facilitate the export of Hasabym software to CIS countries. Expected End Date: 12/31/2022
GONEZLIK (FOOD PROCESSING) (MDF)	On January 4, 2022, USAID/FGI decided to cancel funding for Gonezlik due to a lack of progress with MDF project implementation.
HALK HAZYNA (LIGHT MANUFACTURING) (MDF)	The project plans to host two in-person printing process trainings and one in-person extrusion and thermoforming process training. These pieces of training will improve food packaging products by introducing new high-quality and sustainable food-grade packaging and will work to create new jobs and increase sales. However, due to the suspension of international flights in Turkmenistan, the company is considering replacing the training activities with SAP Business One to digitize its business processes. Expected End Date: 12/31/2022

<p>ENTREPRENEUR BEGJANOVA AMANDURSUN (BALAM) (FOOD PROCESSING SECTOR) (MDF)</p>	<p>The project plans to expand the production line of croissants and set up new production lines of bamboo biscuits and oatmeal cookies. Additionally, the company is planning to implement and certify to ISO 9001 and ISO 22000, develop a business plan for EBRD, and implement an ERP system, possibly SAP Business One. The result will be launching new confectionery products, securing EBRD investment, creating jobs, increasing sales, and exporting to neighboring countries. Expected End Date: 12/31/2022</p>
<p>ENTREPRENEUR HUDAYBERDIYEV REJEPGELDI (BURKUT) (FOOD PROCESSING SECTOR) (MDF)</p>	<p>The project plans to formalize the technological processes of dragee and bakery equipment, provide training to the company's staff, and develop new recipes, brands, packages, and technical certification of the newly developed confections. The results will be launching new confectionery products, securing EBRD investment, creating jobs, increasing sales, and exporting to neighboring countries. Expected End Date: 04/30/2022</p>
<p>ORLAN (HANDMADE EXPORTS INCUBATOR) (MDF)</p>	<p>At least 16 participants successfully opened their own eBay stores, and more than 100 products were listed on the site to target primarily North American buyers. These were the first sellers from Turkmenistan to onboard eBay. The project conducted a series of trainings for 24 residents of the Business Incubator program, with a series of individual consultations for each resident on B2C and B2B sales, including improvement of product design/new product development to meet and increase demand in the target markets. USAID/FGI organized a regional networking webinar for over 50 artisans, merchants, eCommerce, and logistics experts from 10 countries to exchange successful experiences and solutions for crafts exports via digital channels, and gathered Turkmen eCommerce platforms, artisans, IT companies, and young software developers to discuss practical ways to digitize domestic crafts trade in Turkmenistan. The program participants cooperatively sent a consolidated batch from Turkmenistan to Deliverr's warehouse in the United States and, within a week, sold several items to American buyers. There will be an introductory meeting with representatives of three local online marketplaces and a final competition among residents with an invitation of craftswomen from different regions of Turkmenistan for networking, with an exhibition and participation of the winner at the international exhibition of crafts/ home decoration. Expected End Date: 03/30/2022</p>
<p>TER ONUM & HILLI GAPLAMA (FOOD PROCESSING) (NON-MDF)</p>	<p>The project plans to certify Hilli Gaplama against ISO 9001 and ISO 22000 management standards. Adopting international management standards will improve jobs, increase sales, enhance brand image and product quality, and facilitate exports to international markets. Expected End Date: 09/30/2022</p>
<p>BAGTLY ZAMANA (LIGHT MANUFACTURING)</p>	<p>The project was completed in November 2021. The outcome was the company's certification against ISO 9001, ISO 14001, and ISO 45001 management standards. Adopting international management standards will improve jobs, increase sales, enhance brand image and product quality, and facilitate exports to international markets. Completion Date: 11/30/2021</p>

(NON-MDF)	
TURKMEN ENJAM (LIGHT MANUFACTURING) (NON-MDF)	The project plans to certify the company against ISO 9001, ISO 14001, and ISO 45001 management standards. Adopting international management standards will improve jobs, increase sales, enhance brand image and product quality, and facilitate exports to international markets. Expected End Date: 04/30/2022
TAZE SABA (LIGHT MANUFACTURING) (NON-MDF)	The project plans to certify the company against ISO 9001, ISO 14001, and ISO 45001 management standards. Adopting international management standards will improve jobs, increase sales, enhance brand image and product quality, and facilitate exports to international markets. Expected End Date: 04/30/2022
PARAHAT (FOOD PROCESSING) (NON-MDF)	The project plans to certify the company against ISO 9001, ISO 14001, and ISO 45001 management standards. Adopting international management standards will improve jobs, increase sales, enhance brand image and product quality, and facilitate exports to international markets. Expected End Date: 04/30/2022
MAHMAL ZIP (FOOD PROCESSING)	The project plans to support the company in conducting an export readiness assessment, developing an export plan, and finding at least five potential overseas buyers for its products. Expected End Date: 04/30/2022
MERT PEDER (LIGHT MANUFACTURING)	The project plans to support the company in conducting an export readiness assessment, developing an export plan, and finding at least five potential overseas buyers for its products. Expected End Date: 04/30/2022
ALTYN YUNUS (FOOD PROCESSING)	The project plans to support the company in conducting an export readiness assessment, developing an export plan, and finding at least five potential overseas buyers for its products. Expected End Date: 04/30/2022

UZBEKISTAN

ORGANIZATION/ SECTOR	PLANNED ACTIVITIES / EXPECTED OUTCOMES
ASSOCIATION OF PRIVATE TOURISM AGENCIES OF UZBEKISTAN (TOURISM) (MDF)	The Association of Private Tourism Agencies of Uzbekistan (APTA) has completed the "Development of CBT-tourism in Uzbekistan, through improving the professional competencies of rural residents" project. The project aimed at increasing economic activity and competitiveness among leading economic sectors and industrial companies, one of which is the tourism sector. By the end of the project, the company trained 293 people (184 women) and improved 193 jobs (107 women). The project activities, including success stories, have been posted on social media. APTA is now planning to expand its Community Based Tourism activities in the other regions of Uzbekistan. Expected End Date: Closed
MOYNOQ ORZULAR OROLI (TOURISM) (MDF)	In the framework of the project "Creation and promotion of tourist information destination "MOYNOQ OAZIS", in Y3 Q1 Muynak Orzular Orolis has held several trainings on the organization of tourist destination and methods and stages of sustainable tourism development in Muynak district with 190 participants. Throughout the quarter, the company published multilingual, printed advertising and information products (catalogs, tourist cards booklets, information leaflets and signing contracts with counterparts or tourist reception. Project Manager, Amina Bekzhanova visited the International Business Forum "Dialogue of women-entrepreneurs of Kyrgyzstan-Uzbekistan" from September 20-23, 2021, held in Bishkek, Kyrgyzstan. Uzbekistan was represented by 20 women entrepreneurs headed by the Chairwoman of the Senate of Oliy Majlis Ms. Tanzila Norboeva. The tourism potential of Muynak district was presented at the Forum. As a result of B2B meetings, a memorandum on cooperation between the travel agencies of the Kyrgyz Republic ("ASTRA KYRGIZIA" LLC. "EAST WEST TRAVEL BISHKEK" LLC.) and "Muynak Orzular Orolis" LLC was signed. French journalists and bloggers were invited to prepare an article for foreign media and conduct interviews during the quarter. During the quarter, the company trained three specialists in the program "Management of enterprises in the field of hospitality as per project work plan. Expected End Date: 01/15/2022
NARIL TEXTILE INVEST (TEXTILE) (MDF)	Due to the changes in the management structure and change of the company's strategy, the grant agreement with Naril Textile was cancelled. Expected End Date: Cancelled
IWPF SHARQ AYOLI (E-COMMERCE) (MDF)	Sharq Ayoli IWPF, has completed the implementation of Woman and digital economy project on training women entrepreneurs in the basics of e-commerce. The project was aimed at the organization of seminars for women entrepreneurs of the Tashkent region on e-commerce development, improvement of legislation of Uzbekistan and actual directions of international regional cooperation in the field of ICT. The project was presented in mass media, including state television channels of Uzbekistan and news programs. The top government officials were encouraged and participated at the grantee's events - Senate of the Oliy Majlis of the Republic of Uzbekistan, Department of Justice of Tashkent region, Reception of the Prime Minister on the appeal of entrepreneurs of the Tashkent region, Chamber of Commerce and Industry of Tashkent Region, Development Strategy Center, Center for Women's Entrepreneurship of Tashkent region,

	<p>Association of Internet Entrepreneurs and Electronic Commerce of Uzbekistan, Ministry of Computer Technology and Communications of the Republic of Uzbekistan, Khokimiyat of Tashkent region, and National Association of NGOs of Uzbekistan.</p> <p>As a result, there is tangible improvement of understanding of the digital economy among women in the Tashkent region and increased involvement of them in e-commerce. As a result of the project, 783 women entrepreneurs were able to enhance their knowledge of e-commerce, and some of them have successfully started integrating it into their business. The story of Nigora Tursunova is an example of project's success. It is also noteworthy that Sharq Ayoli created 52 new jobs for women and improved 649 jobs. Sharq Ayoli, upon the success of this project, is now willing to cover the other regions of Uzbekistan and continue its work on women empowerment.</p> <p>Expected End Date: Closed</p>
IT PARK (IT) (MDF)	<p>Under the first component, two streams of educational courses in 5 topical areas in the Uzbek language have been completed. In total, 217 girls were trained with assigned instructors. At the end of the course, certificates were issued and the girls are currently working with an HR manager. In the second component, the second wave incubation and acceleration programs were completed. Demo Day presented 12 projects to the jury. As part of the third component, additional events were held for the School of Business Angels alumni. Tumaris.Tech project's closing event was the exhibition of startup projects at Amity University in Tashkent, where more than 40 startup projects from across the Republic were presented. The exhibition included projects from Tumaris.Tech programs as well as third-party projects supported by IT Park. The exhibition was attended by more than 120 people, including invited foreign guests, entrepreneurs, government agencies, mass media. The project has thus been successfully completed as 324 jobs were created or improved (89% women), and 692 people have been trained. Expected End Date: Closed</p>
MIRZACHUL TEKS, LLC (MDF)	<p>During Y3 Q1, Mirzachul tex LLC entered the final stage of project implementation. The company participated at the international exhibition "International Textile Messe Fast Textile", from December 1-3, 2021, in Poland. Mirzachul tex represented its trademark UZDENIM showing samples of jean fabrics produced in the factory. During the exhibition, the company established new contacts with foreign customers.</p> <p>On December 7, 2021, Mirzachul Tex held a roundtable on the project's results. Factory Management, Trainers, Mentors, Employees-activists, and Press (Jizzakh TV), a total of 23 people, participated at the RT.</p> <p>They exchanged views on how the trainings in the framework of the project affected employees. Roundtable guests, employees, and coaches said that highly qualified employees are a valuable resource for any company. And constant personnel development is of fundamental importance in business development. With the right work with staff, productivity grows, product quality increases, and economic indicators improve. Employees mastered new tools and new knowledge, which would allow raising a category of a specialist - it is an opportunity for career growth, salary raises, and improvement of working conditions.</p> <p>The management decided to exchange experiences between the departments. Employees also talked about self-development, continuing their education, and introductory courses for newcomers. Expected End Date: 15/01/2022</p>
LEAN TRADE SOLUTIONS, LLC	<p>In Y3 Q1, Le Bazar continued its expansion into the regions of Uzbekistan and launched its service in Chirchik region of Tashkent. The company has mainly been working on marketing activities and the improvement of the technical parameters of the platform.</p>

(LEBAZAR.UZ) (MDF)	
SAM RAFOAT TEXTILE LLC (NON-MDF)	USAID/FGI has been working to attract \$8 million of investments from EBRD for Sam Rafoat Textile and completed the company's audit as per IFRS requirements. According to the deliverables of the Kreston Tashkent audit company, the company has been found attractive for investments with growth potential. The USAID/FGI team initiated a discussion on investment attraction between the company and EBRD, and the negotiations progressing.
INVESTMENT FACILITATION CONSULTANT (P4P – PAY FOR PERFORMANCE) (NON-MDF)	USAID/FGI launched a pilot P4P mechanism to facilitate investments in Uzbekistan. In the framework of this initiative, two consultants were hired and work to identify anchor companies, define their investment needs, and help them to attract investments. To date, three projects – two in textiles and one in agriculture – have been approved by USAID/FGI, and the consultants are working on their deliverables (e.g. business plan). It is expected that about \$20 million in investments will be facilitated upon successful implementation of these projects.
NATIONAL VENTURE CAPITAL FUND (UZVC)	USAID's Future Growth Initiative project, in cooperation with the National Venture Capital Fund (UzVC), organized Fund Management master classes for Central Asia on November 2-4, 2021, to discuss important topics in venture capital, including the problems in developing a venture capital ecosystem in Uzbekistan and possible solutions to them. During the event, the representatives of well-known international venture capital funds such as 500 Global (USA), EBRD Venture Capital (UK), Quest Ventures (Singapore), Sturgeon Capital (UK), BVCA (Europe), Vitoshka Venture Partners (Europe) and Startupscale360 (UAE) shared their experience on investing in startups, building a startup community and business network. The agenda also included the discussion of the role of the government in developing the venture ecosystem and allocating public money in a proper way to the venture ecosystem. During the three days, the participants discussed how to take the Uzbekistan ecosystem to the global playing field, discussed how to attract internationally renowned acceleration programs to the region, and studied venture opportunities and experiences of other countries. USAID will continue supporting the burgeoning startup ecosystems in each country and foster regional linkages to accelerate growth, upgrade local resources and services available to startups, establish a Central Asian "brand" in the startup space, and strengthen linkages to financing and the international startup ecosystem.
REGIONAL AMCHAM NETWORK (NON- MDF)	The aim of the Regional AmCham Network project is to enhance regional business connectivity among AmCham members in Central Asia and attract foreign investors' interest to the region. In addition, project activities will help increase economic cooperation and business facilitation among existing and new AmCham members by organizing broad sector-specific, cross-border B2B meetings, organize joint training workshops, and facilitate multiparty investment acceleration programs. To achieve these goals, the project has a three-pillar action plan, accelerating AmCham member-to-member (M2M) services, encouraging investment promotion to the region, and advocacy work with GOV to promote private sector growth. Expected End Date: 03/31/2023

ANNEX II. USAID/FGI MDF PROJECTS COMPLETED

№	USAID/FGI INDICATORS	NARIL TEXTILE LLC		APTA		SHARQ AYOLI		MAGNUM C&C		STARTUP ECOSYSTEM – 2		ALIF ACADEMY		TOTAL RESULTS	
		PLAN	FACT	PLAN	FACT	PLAN	FACT	PLAN	FACT	PLAN	FACT	PLAN	FACT	PLAN	FACT
1.1	NEW JOBS	105	5	150	0	200	52	1,040	1,736	110	140	35	5	1,640	1,938
1.2	IMPROVED JOBS	0	0	0	193	0	649	0	0	0	31	0	34	0	907
2	INVESTMENTS	\$7,000,000	\$300,000	0	0	0	0	0	\$4,100,000	\$5,000	\$0	\$0	\$0	\$7,005,000	\$4,400,000
3	SALES INCREASE	6%	0	6%	6%	0	0	276%	495%	0%	0%	0%	0%	96%	251%
4	CBLD-9. BUSINESS PERFORMANCE IMPROVEMENT	1	1	11	11	5	77	18	69	17	97	1	1	53	256
5	PARTNERSHIPS/ALIANCES SUPPORTED	0	0	4	1	1	2	0	0	7	1	0	0	12	4
6	CO-FINANCING	\$43,660	\$11,350	\$35,080	\$35,080	\$30,117	\$30,117	\$348,000	\$348,000	\$6,000	\$8,238	\$21,409	\$21,409	\$484,266	\$454,194
7	NUMBER OF TRAINEES	8	0	206	293	880	783	1,040	1,736	36	67	100	209	2,270	3,088
8	NUMBER OF TRAINING PERSON-HOURS	1,056	0	11,296	8,638	3,080	3,400	0	3,472	1,000	8,450.50	9,120	17,792	25,552.00	41,752.50
9	NUMBER OF EVENTS	1	0	25	22	16	16	0	3	8	272	5	11	55	324
10	BEE	0	0	recommendations proposed	done	recommendations proposed	done	0	0	0	0	0	0	recommendations proposed	done
11	PARTICIPATION AT EVENTS ABROAD	0	0	0	0	0	1	0	0	0	0	0	0	0	1
12	GOVERNMENT OFFICIALS AT USAID/FGI EVENTS	0	0	10	8	5	20	0	0	0	0	0	0	15	28

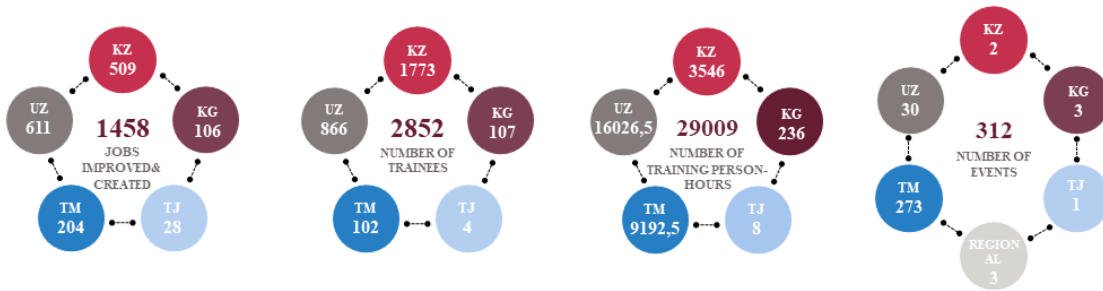
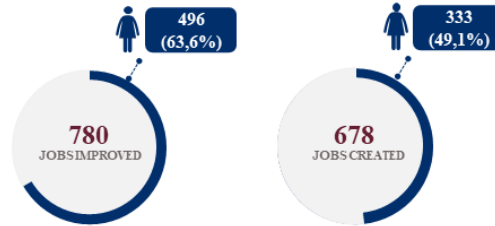
ANNEX III. PERFORMANCE INDICATOR TRACKING GRAPHICS



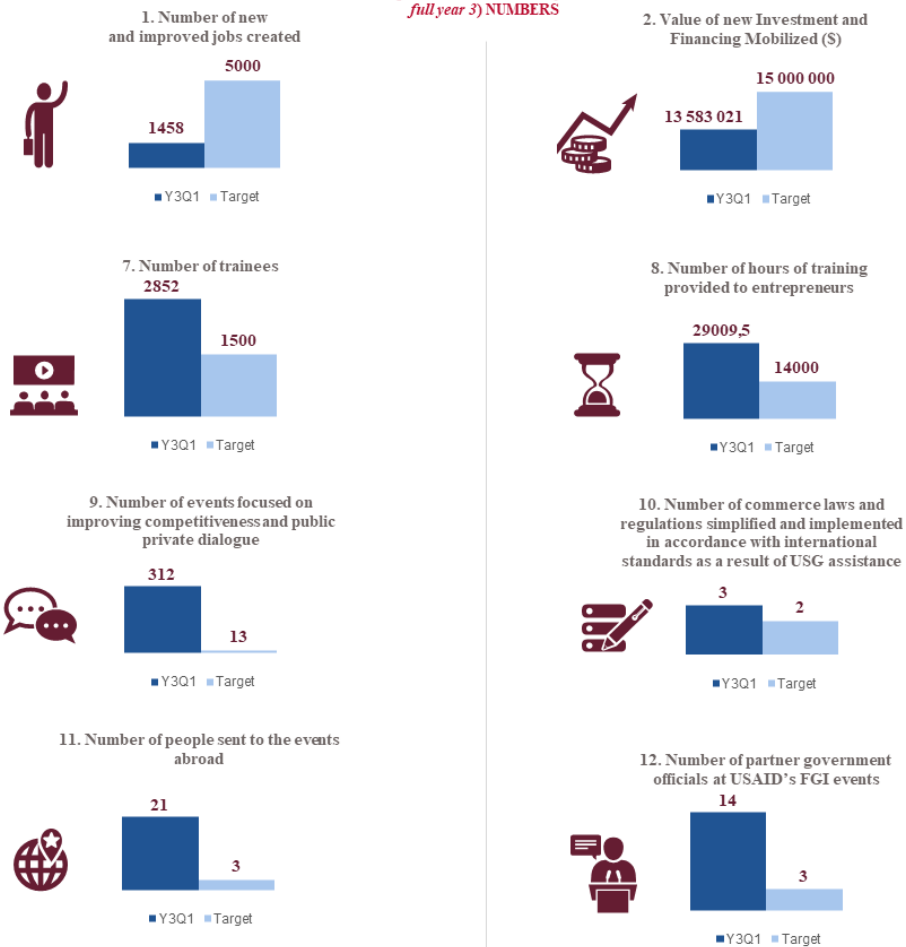
USAID'S FUTURE GROWTH INITIATIVE

INDICATORS Y3Q1

KZ – Kazakhstan
 KG – Kyrgyzstan
 TJ – Tajikistan
 TM – Turkmenistan
 UZ – Uzbekistan
 FGI – Future Growth Initiative
 USG – U.S. Government



Y3Q1 VERSUS TARGET (for the full year 3) NUMBERS



ANNEX IV. COMMUNICATIONS MATERIALS AND MEDIA COVERAGE

MEDIA COVERAGE Y3Q1	
COUNTRY	MEDIA COVERAGE
KAZAKHSTAN	<p>Bi-weekly Report Submitted/Accepted</p> <ol style="list-style-type: none"> 1. BW_KZ_ESG_RoundTable (submitted on Dec 20) 2. BW_KZ_KazBeef_GlobalGap_Certificate (submitted on Dec 10) ACCEPTED 3. BW_KZ_AdalSyt_Digitalization (submitted on October 12) ACCEPTED
KYRGYZSTAN	<ol style="list-style-type: none"> 1. Представители Проекта USAID по развитию предпринимательства и бизнес-среды из Кыргызстана и Казахстана посетили Международный финансовый центр «Астана» (МФЦА) с 14 по 15 октября 2021 года/ 20 октября 2021 года 2. USAID's Future Growth Initiative is a co-organizer of this event/ 1 November 2021 https://www.facebook.com/FGICentralAsia/posts/428418828719273 3. Проект USAID по развитию предпринимательства и бизнес-среды выступил партнером и со-организатором форума. #Strategeast будет вести прямой эфир через свою страницу в Фейсбуке/1 ноября 2021 года https://www.facebook.com/FGICentralAsia/posts/433201438241012 4. The StrategEast State and IT Eurasian Forum is an annual event, held in one of the Eurasian capitals, that serves as a unique platform for dialogue between governments and leaders of the IT industry / 1 November 2021 https://forum.strategeast.org/forum-2021/?fbclid=IwAR2kaR5LrM38W5FlXSZtCR3Hs62fHTekFuswdquhcraStUFEAZp46PpSrx4 5. В Бишкеке пройдет Первый Евразийский Форум Стратеджист "Государство и ИТ" / 6 ноября 2021 года https://www.vb.kg/doc/408953_v_bishkeke_proydet_pervyy_evraziyskiy_forym_stratedjist_gosydarstvo_i_it.html 6. The annual Eurasian 'Strategeast State & IT' Forum will be held in Bishkek on November 9-10/ 6 November 2021 https://www.timscocreativelab.com/post/the-annual-eurasian-strategeast-state-it-forum-will-be-held-in-bishkek-on-november-9-10 7. 9-10 ноября 2021 года впервые в Кыргызстане проходит Евразийский форум «Стратеджист»: «Государство и ИТ» (StrategEast State and IT Eurasian Forum) /10 ноября 2021 года https://www.facebook.com/www.24.kg/posts/4918004748217797 8. Впервые в Кыргызстане прошел Евразийский форум StrategEast: "Государство и ИТ" https://kaktus.media/doc/449067_vpervyye_v_kyrgyzstane_proshel_evraziyskiy_forym_strategeast_gosydarstvo_i_it.html 9. 20 компаний из Казахстана, Кыргызстана, Таджикистана, Туркменистана и Узбекистана были отобраны для создания своих интернет-магазинов на международном рынке в рамках «Центральноазиатского хаба eBay»/10 ноября 2021 года https://www.facebook.com/FGICentralAsia/posts/43441353478649 10. 3RD STRATEGEAST STATE AND IT EURASIAN FORUM / BISHKEK, 9-10 NOVEMBER 2021 / 10 November 2021

- <https://www.facebook.com/ProgrammerAyimdar/posts/live3rd-strategeast-state-and-it-eurasian-forum-bishkek-9-10-november-2021the-st/1056642245092679/>
11. Впервые в Кыргызстане прошел Евразийский форум StrategEast: "Государство и ИТ"
https://kaktus.media/doc/449067_vpervye_v_kyrgyzstane_proshel_evraziyskiy_forum_strategeast_gosudarstvo_i_it.html
 12. Впервые в Кыргызстане проходит Евразийский Форум Стратеджист: «Государство и ИТ» / 11 ноября 2021 года
<https://port-mone.tv/vpervye-v-kyrgyzstane-prohodit-evrazijskij-forum-stratedzhist-gosudarstvo-i-it/>
 13. Сессия IT Парки Центральной Азии. Модератор: Филип Стоянович, Руководитель Проекта USAID по развитию предпринимательства и бизнес-среды/11 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/434413534786469>
 14. Сессия Инклюзивное развитие Eurasian Tech. Модератор: Николай Ярмов, старший советник AmCham в Узбекистане, Проект USAID по развитию предпринимательства и бизнес-среды/11 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/434450318116124>
 15. 9 ноября 2021 года представители USAID Центральная Азия, USAID Кыргызстан и Проекта USAID по развитию предпринимательства и бизнес-среды посетили компанию Namba Group Ltd в Бишкеке/12 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/435241551370334>
 16. 9 ноября 2021 года в Бишкеке состоялась встреча делегации USAID Центральная Азия, USAID Кыргызстан и Проекта USAID по развитию предпринимательства и бизнес-среды с компанией ОсОО «Группа компаний Байбол» /12 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/435250628036093>
 17. 9 ноября 2021 года представители USAID Центральная Азия, USAID Кыргызстан и Проекта USAID по развитию предпринимательства и бизнес-среды посетили компанию ОсОО «Текстиль Транс», которая является крупнейшей текстильно-швейной компанией Кыргызской Республики/12 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/435261621368327>
 18. Третий Евразийский форум «StrategEast State and IT», с темой «Развитие через сотрудничество» /16 ноября 2021 года
<https://www.amcham.kg/amchamnews/tretij-evrazijskij-forum-strategeast-state-and-it-s-temoj-razvitie-cherez-sotrudnichestvo/>
 19. 11 ноября 2021 года представители Проекта USAID по развитию / 18 ноября 2021 года предпринимательства и бизнес-среды посетили компанию Кант Сут в Кыргызстане.
<https://www.facebook.com/FGICentralAsia/posts/438898964337926>
 20. Представители Проекта USAID по развитию предпринимательства и бизнес-среды посетили 11 ноября 2021 года компанию Olive Hotel в Кыргызстане / 18 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/438900851004404>
 21. 11 ноября 2021 года состоялась встреча сотрудников Проекта USAID по развитию предпринимательства и бизнес-среды с Кыргызской ассоциацией разработчиков программного обеспечения и услуг (КАРПОУ), которая является первой ИТ-ассоциацией в Кыргызстане / 18 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/438901854337637>
 22. 11 ноября 2021 года представители Проекта USAID по развитию / 18 ноября 2021 года предпринимательства и бизнес-среды посетили компанию Кант Сут в Кыргызстане.
https://www.instagram.com/p/CWZ_9H2Mjzu/





23. Представители Проекта USAID по развитию предпринимательства и бизнес-среды посетили 11 ноября 2021 года компанию Olive Hotel в Кыргызстане / 18 ноября 2021 года
<https://www.instagram.com/p/CWaACfhsNV0/>
24. 11 ноября 2021 года состоялась встреча сотрудников Проекта USAID по развитию предпринимательства и бизнес-среды с Кыргызской ассоциацией разработчиков программного обеспечения и услуг (КАРПОУ), которая является первой ИТ-ассоциацией в Кыргызстане / 18 ноября 2021 года
<https://www.instagram.com/p/CWaAE1rsEtl/>
25. Роуд-шоу в формате B2B с кыргызскими туроператорами состоялся в Алматы 19 ноября 2021 года при поддержке Проекта USAID по развитию предпринимательства и бизнес-среды / 19 ноября 2021 года
<https://www.facebook.com/FGICentralAsia/posts/439628080931681>
26. On December 3, 2021 the inaugural meeting of the Discussion Club of Women - Entrepreneurs of Central Asian countries was held in Uzbekistan / 6 December 2021
<https://www.facebook.com/FGICentralAsia/posts/449756659918823>
27. Tashkent, Uzbekistan (UzDaily.com) -- Expert of EY moderated a session on the contribution of women entrepreneurs to the economy on 3 December in Tashkent / 3 December 2021
<https://www.uzdaily.uz/en/post/69992>
28. Barkad company in Kyrgyzstan, which produces 150 names of frozen semi-factory and sausage products, became the first company in the recycling industry of the country to take advantage of the stock market dl me financing a new investment project / 16 December 2021
<https://www.facebook.com/FGICentralAsia/>
29. КФБ предлагает отечественному бизнесу привлекать инвестиции через фондовый рынок КР / 17 декабря 2021 года
<https://www.kse.kg/ru/RussianNewsBlog/6860/KFB%20predlagaet%20otchestvennomu%20%20%20biznesu%20privlekat%20investitsii%20cherez%20fondovyyiy%20ryinok%20KR>
30. 16 декабря 2021 года Проект USAID по развитию предпринимательства и бизнес-среды в Кыргызской Республике совместно с Кыргызской Фондовой Биржей провел вебинар «Привлечение инвестиций на фондовом рынке Кыргызской Республики» / 17 декабря 2021 года
<https://www.instagram.com/p/CXux40IKwL-/>
31. Кыргызская фондовая биржа в партнерстве с проектом USAID по развитию предпринимательства и бизнес-среды провела первый онлайн - вебинар на тему «Привлечение инвестиций на фондовом рынке» / 17 декабря 2021 года
<http://www.ktrk.kg/ru/news/s/66399>
32. Бизнесу КР рассказали о преимуществах привлечения денег на фондовом рынке / 17 декабря 2021 года
<https://www.akchabar.kg/ru/news/biznesu-kr-rasskazali-o-preimushestvah-privlecheniya-deneg-na-fondovom-rynke/>
33. Бизнесу КР рассказали о преимуществах привлечения денег на фондовом рынке / 17 декабря 2021 года
<https://newlinekg.com/ru/article/1036370/>
34. Привлечение инвестиций на фондовом рынке / 21 декабря 2021 года
<https://www.youtube.com/watch?v=CquMGjtt7MY>
35. Впервые в Кыргызстане пройдет международная церемония награждения лучших ИТ-компаний KSSDA Awards 2021 / 20 декабря 2021 года

	<p>https://kabar.kg/news/vpervye-v-kyrgyzstane-proidet-mezhdunarodnaia-tceremoniia-nagrazhdeniia-luchshikh-it-kompanii-kssda-awards-2021/</p> <p>36. Впервые в КР пройдет международная церемония награждения IT-компаний / 21 декабря 2021 года https://banks.kg/news/an-international-award-ceremony-for-it-companies-will-be-hel-in-the-kr</p> <p>37. Минцифры: международная церемония награждения лучших IT-компаний KSSDA Awards 2021 https://www.facebook.com/watch/?v=328632872420466</p> <p>38. Впервые в Кыргызстане пройдет международная церемония награждения лучших IT-компаний KSSDA Awards 2021 / 21 декабря 2021 года https://www.instagram.com/p/CXtGS_4opR5/</p> <p>39. Впервые в Кыргызстане пройдет международная церемония награждения лучших IT-компаний / 20 декабря 2021 года https://erkintoo.kg/vpervye-v-kyrgyzstane-projdet-mezhdunarodnaya-czeremoniya-nagrazhdeniya-luchshih-it-kompanij/</p> <p>40. On December 16, 2021 USAID Project on Entrepreneurship and Business Environment Development in the Republic of Kyrgyz together with the Kyrgyz Fund Exchange held a webinar "Attraction of investments in the stock market of the Kyrgyz Republic" / 21 December 2021 https://www.facebook.com/FGICentralAsia/posts/459018372325985</p> <p>41. Number Market. kg became the first online store to apply the concept of darkstore in the Kyrgyz Republic. Namba Market accepts up to 20 orders a day with an average check of 1000 soms (about 12 US dollars) / 21 December 2021 https://www.facebook.com/FGICentralAsia</p> <p>42. Kyrgyzstan hosts first ever international awards ceremony for best IT companies / 21 December 2021 https://newlinekg.com/article/1036774/</p> <p>43. В Кыргызстане выбрали лучших в IT-сфере за 2021 год / 23 декабря 2021 года https://24.kg/obschestvo/218245_vnbspkirgyzstane_vyibrali_luchshih_vnbspIT-sfere_zanbsp2021_god/</p> <p>44. On December 22, 2021 the first international KSSDA Awards 2021 award ceremony was held in Bishkek, organized by the Kyrgyz Association of Program Security and Services Developers (KARPOU) with the support of the USAID Development Project hospitality and business environment / 27 December 2021 https://www.facebook.com/FGICentralAsia</p> <p>45. 22 декабря 2021 года в городе Бишкек состоялась первая международная церемония награждения «KSSDA Awards 2021» / 27 декабря 2021 года https://www.instagram.com/p/CX_DKDrsvrC/</p> <p>Bi-weekly Report Submitted/Accepted</p> <p>1. BW_KG_Tourism_RoadShow (submitted on Dec 22)</p>
<p>TAJIKISTAN</p>	<p>1. Ilmhona Hacathon Video (Dec 26) https://fb.watch/aaF6-Ia2QX/</p> <p>2. Hacathon announcement (Dec 9, 8, 6) https://fb.watch/aaF9sKkVEx/</p> <p>3. Feedback about info tour in Panjakent - Gulnoza Usmonova, Central Asia, Tajikistan - YouTube</p> <p>4. Feedback about info tour in Panjakent - Simpson John Philip, Central Asia, Tajikistan - YouTube</p>

	<ol style="list-style-type: none"> 5. https://www.facebook.com/1128481061/posts/10224693904471521/?app=fbl 6. https://www.instagram.com/p/CUnIb0zt7QS/?utm_source=ig_web_copy_link 7. https://www.instagram.com/p/CUmU71ANSkX/?utm_source=ig_web_copy_link 8. https://www.instagram.com/p/CUmTRdzt1wQ/?utm_source=ig_web_copy_link 9. https://www.facebook.com/19512857/posts/10104608486967166/?app=fbl 10. https://www.facebook.com/100003203084678/posts/4401892153260844/?app=fbl 11. https://m.facebook.com/story.php?story_fbid=4775694275797508&id=10000070949753 <p>OI_Submitted</p> <ol style="list-style-type: none"> 1. OI_TJ_Ilhomna_IT_Hackaton (submitted on Dec17) 2. OI_TJ_Panjakent_Video (submitted on Dec 1) <p>Bi-weekly Report_Submitted/Accepted</p> <ol style="list-style-type: none"> 1. BW_TJ_Faravon_Study_Tour (submitted on Nov8) 2. BW_TJ_Germant_Legislation (submitted on October 19)- ACCEPTED 3. BW_TJ_UDPST_Legislation (submitted on October 19) ACCEPTED
TURKMENISTAN	<ol style="list-style-type: none"> 1. https://www.trend.az/casia/turkmenistan/3494256.html 2. https://orient.tm/ru/post/34718/usaidd-sposobstvuet-razvitiyu-eksportnyh-navykov-konsultantov-turkmenistana 3. https://orient.tm/ru/post/34645/novaya-programma-dlya-kompanij-proizvoditelej-ot-usaid 4. https://orient.tm/en/post/34722/online-training-basic-aspects-international-trade-and-search-export-partners-started 5. https://arzuw.news/v-turkmenistane-zapustjat-proekt-jeksportnaja-platforma 6. https://turkmenistan.gov.tm/ru/post/57609/v-turkmenistane-budet-razrabotana-eksportnaya-platforma 7. https://turkmenportal.com/blog/40683/francuzskii-institut-v-turkmenistane-zapustil-obrazovatelny-proekt-dlya-zhenshchinrukodelnic 8. EN https://turkmenistan.gov.tm/en/post/57976/business-french-turkmen-entrepreneurs 9. RU https://turkmenistan.gov.tm/ru/post/57974/biznes-francuzskij-dlya-turkmenskih-predprinimatelej 10. https://www.turkmenistan.gov.tm/ru/post/58608/ekologichnyj-i-modnyj-aksessuar-vmesto-plastika 11. https://www.tstb.gov.tm/News/Details/528 12. https://www.turkmenistan.gov.tm/ru/post/58608/ekologichnyj-i-modnyj-aksessuar-vmesto-plastika 13. https://orient.tm/en/post/35191/art-marketing-and-arts-marketing-usaid-opens-e-markets-crafts-makers 14. https://turkmenistan.gov.tm/ru/post/58523/v-turkmenistane-sostoyalsya-regionalnyj-vebinar-posvyashchennyj-eksportu-izdelij-ruchnoj-raboty 15. https://jeyhun.news/v-turkmenistane-sostoyalsya-regionalnyj-vebinar-s-predprinimatelyami/ 16. https://www.orient.tm/ru/post/35208/cifrovizaciyu-remeslennoj-torgovli-obsudili-biznesmeny-i-it-predprinimateli-turkmenistana 17. https://orient.tm/ru/post/34913/usaidd-orient-i-partnery-obyavlyayut-o-starte-mediaprogrammy-pokupaj-onlajn

	<p>18. https://orient.tm/ru/post/34889/usaidd-fgi-provodit-otbor-turkmenskih-biznes-proektov-dlya-sofinansirovaniya</p> <p>19. https://orient.tm/ru/post/34741/eksport-nepremennoe-uslovie-razvitiya-turkmenskoj-ekonomiki</p> <p>20. https://www.tstb.gov.tm/News/Details?id=523</p> <p>21. https://www.orient.tm/ru/post/35600/kak-usaid-pomogaet-turkmenskim-kompaniyam-privlekat-investorov</p> <p>22. https://orient.tm/ru/post/35763/turkmenskaya-etnika-na-eksport-tradiciya-kak-vozobnovlyaemyj-istochnik</p> <p>23. https://orient.tm/ru/post/35749/pervye-prodazhi-na-ebay-iz-turkmenistana-uspeshnyj-start-proekta-handmade-export</p> <p>24. https://orient.tm/ru/post/35208/cifrovizaciyu-remeslennoj-torgovli-obsudili-biznesmeny-i-it-predprinimateli-turkmenistana</p> <p>25. https://orient.tm/ru/post/35166/iskusstvo-marketinga-i-marketing-iskusstva-usaid-otkryvaet-cifrovyje-rynki-remeslennikam</p> <p>OI_Submitted</p> <ol style="list-style-type: none"> 1. OI_TKM_ISO_Certificates_Awarding (submitted on Dec17) 2. OI_TKM_Balam_Food_Expo (submitted on Nov 9) 3. OI_TKM_Weaving_EMarkets_Forum (submitted on Nov10) 4. OI_TKM_E-commerce_Demand_Generation_Program (submitted on Oct 20) – ACCEPTED 5. OI_TKM_Export_Consultants (submitted on Oct7)- waiting for feedback <p>Bi-weekly Report Submitted/Accepted</p> <ol style="list-style-type: none"> 1. BW_TKM_Burkut_Catalog (submitted on Dec 27) 2. BW_TKM_Balam_Food_Expo (revised as bi-weekly, submitted on Nov17) 3. BW_TKM_Weaving_EMarkets_Forum (submitted on Nov17)_ ACCEPTED 4. BW_TKM_Food_Safety_Standards (submitted on November 2)_ ACCEPTED 5. BW_TKM_Yupekchi_ISO (submitted on October 20)- ACCEPTED
<p>UZBEKISTAN</p>	<ol style="list-style-type: none"> 1. https://www.spot.uz/ru/2021/12/31/delivery/ 2. https://apta.uz/en/news/518 3. https://www.facebook.com/www.silkway.uz/photos/a.202970493187661/2176385502512807/ 4. https://www.spot.uz/ru/2021/10/21/venture-class/ 5. https://nationaluzvc.uz/ru/novosti/ <p>OI_Submitted</p> <ol style="list-style-type: none"> 1. OI_UZ_VF_Management_Masterclasses (submitted on Nov11) <p>Bi-weekly Report Submitted/Accepted</p> <ol style="list-style-type: none"> 1. BW_UZ_Tourism_Safe_Fund (revised and resubmitted on November 2) 2. BW_UZ_AmCham_RT_DoingBusiness (submitted on Oct 6) ACCEPTED

ANNEX V. SUCCESS STORIES

STORY	DATE PUBLISHED	LINK
KAZAKHSTAN		
KAZBEEF 	December 14, 2021	The Benefits of Joining a Sustainable Supply Chain
MOST 	October 29, 2021	Education App Opens Doors
UZBEKISTAN		
SHARQAYOLI 	December 15, 2021	Woman and The Digital Economy
APTA 	November 17, 2021	Returning to Their Roots

ANNEX VI. ENVIRONMENTAL SCREENING: USAID/FGI GRANTS UNDER FGI-APS-2021-03

№	GRANT AGREEMENT #	NAME OF THE ORGANIZATION	COUNTRY	SECTOR	DURATION	AMOUNT REQUESTED, USD	AMOUNT CONTRIBUTED, USD	PROJECT COST, USD	NAME OF THE PROJECT	SHORT DESCRIPTION OF PROJECT GOAL AND OBJECTIVES	ENVIRONMENTAL THRESHOLD DETERMINATION
1	FGI-APS#3-KG-2021-01	Kyrgyz Cashmere	KG	Light Industry	12 months	\$30,000.00	\$44,905.00	\$74,905.00	Development of Cashmere fiber production	<p>Through the grant support of USAID/FGI, Kyrgyz Cashmere is planning to invite the Cashmere Fibres International to Kyrgyzstan to transfer the technology of industrial cashmere dehairing and conduct a series of training sessions. CFI has over thirty years of experience in all aspects of this business, from collection to processing and sales. The focus of these visits would include the key operation activities/functions of the business:</p> <p>sourcing/purchasing quality fiber, overseeing the proper scouring of this fiber, correctly sorting the fiber into quality categories, and correctly operating the machines to dehair all the various fiber types: cashmere, camel, and yak. A comprehensive standard operating procedure manual will be created based out of these training sessions and real-time machine/production performance of staff will be monitored and tracked.</p>	CE

2	FGI-APS#3-KG-2021-02	Alaiku Organics	KG	Food and beverage	12 months	\$35,000.00	\$84,240.00	\$119,240.00	Development of application for the Taza Sut project	<p>The aim of the project is to develop a software that will allow the company to improve access to farmers' data, lead to facilitated reporting and settlement with farmers by one employee and ensure the availability of information for monitoring and financial analyzes. Farmers will benefit from this software too. This program will allow them to monitor the volume of raw materials sold, both quantity and quality. This statistical information will allow farmers to facilitate access to finance in partner banks of Alaiku Organics.</p> <p>The project is planned to be implemented consisting two components:</p> <ul style="list-style-type: none"> • Creation of software for reporting by Alaiku Organics on farms. • Implementation of software, which includes training for farmers and increasing the company's client base. 	CE
3	FGI-APS#3-KG-2021-03	Textile Trans	KG	Light Industry	11 months	\$20,000.00	\$26,600.00	\$46,600.00	Development of the textile and garment cluster	<p>Textile Trans plans to introduce the international quality management system ISO 9001:2015. This standard will allow solving two tasks at once:</p> <ul style="list-style-type: none"> - Confirmation of the high quality and efficiency of our company; - Implementation of a process approach in the work of company and between its 	CE

											factories. The process approach is the basis of ISO 9001 and its essence lies in the management of the company's activities as a process aimed at achieving a certain result. This allows the company to be managed as a single and integral system. Textile Trans and its factories are a system of interconnected processes by which the company achieves its goals and it is important to have an efficient interaction of these processes.	
4	FGI-APS#3-KZ-2021-01	Magnum C&C	KZ	IT	6 months	\$21,976.74	\$43,208.02	\$65,184.76	Automation of financial reporting and business analytics	The project is to develop a digital management information system at the company enabling to provide the analysis on the performance at a product, a supplier, a unit, and a branch level to make management decisions on investment, sales, HR and supplies. This will be obtained through improvement in the accounting information system, data structuring implementation in the accounting information system, and model development and maintenance which allow the company to achieve its stated goals in the country and confidently enter the Uzbek market.	CE	

5	FGI-APS#3-TJ-2021-01	National Association of Business Women of Tajikistan	TJ	Startups ecosystem	12 months	\$49,870.00	\$329,985.00	\$379,855.00	Business Accelerator for Women and Youth	NABWT is planning to create Business Accelerator for Women Entrepreneurs and Youth (BA) within the framework of the proposed project. The main goal of BA will be to help and assist aspiring start up women and young entrepreneurs with great potential who have business ideas and are considering strategies to expand and sustainably strengthen their current businesses, to grow, scale up, and enter new markets. The main result of the project will be creating employment and self-employment, building strong and competitive businesses. The main priorities in the BA will be in the following sectors: education, ICT, E - Commerce. The result of the successful completion of the BA program for participates will be a decision on the application of receiving investment from business angels, private investors or financing from the IMON Micro-Loan Fund.	CE
6	FGI-APS#3-TM-2021-01	PE "Orazova" (Standart Hyzmat)	TM	Consulting (covers all sectors)	24 months	\$49,266.00	\$58,047.00	\$107,313.00	Availability of consulting services in Turkmenistan	The project consists of two objectives: Create a network of consulting services in large cities of all five regions of Turkmenistan. With USAID's funding, the company plans to recruit 15 people, three from each of the five regions,	CE

										and train them on implementing ISO 9001, ISO 14001, ISO 45001, and ISO 22000. Train experienced ISO consultants on the implementation of ISO 27001 Information Security Management System and Halal Food safety standard as well as train ISO auditors on the certification audit of the ISO 27001 and Halal.	
7	FGI-APS#3-TM-2021-02	PE "Kakabegov"	TM	E-commerce	9 months	\$35,000.00	\$46,475.60	\$81,475.60	Promotion of e-commerce in Turkmenistan	The program consists of the following objectives: 1. Creation of a monitoring system for the logistics of the requested cargo. 2. Implementation of a comprehensive control system for the release of goods and services, control and promotion of international agreements and supplies. 2. Development of the Terms of Reference for the construction of an improved logistics base for e-commerce 3. Creating and improving jobs for women. 4. Professional development of employees.	CE
8	FGI-APS#3-UZ-2021-01	Sharq Ayoli	UZ	ICT	12 months	\$39,436.00	\$39,490.00	\$78,926.00	Women and the Digital Economy - Phase 2	Organization of seminars for women entrepreneurs of the Jizzalh, Namangan, Samarkand regions and Republic of Karakalpakstan on the development of e-commerce, improving the legislation of Uzbekistan and relevant areas of international regional	CE

										cooperation in the field of ICT "	
9	FGI-APS#3-UZ-2021-02	APTA	UZ	Tourism	12 months	\$48,998.00	\$54,442.50	\$103,440.50	Development of CBT in Uzbekistan, through increasing the professional competencies of rural residents - Phase 2	Improving the quality of service (by implementing high standards of service), the level of knowledge and competence of owners of family guest houses and other beneficiaries of rural areas involved in this business direction, through trainings, webinars and training materials based on successful international experience and successful practices, improving the quality of life in rural areas, preserving the natural and cultural heritage of the village, traditional way of life, reducing the outflow of youth and active population from villages to cities.	CE
10	FGI-APS#3-UZ-2021-03	IT Park Uzb	UZ	ICT	12 months	\$49,538.40	\$162,049.33	\$211,587.73	Tumaris.Tech in Central Asia	The project aims to scale up the entrepreneurial opportunities of young women in Central Asia by supporting their innovative business ideas and providing free education, as well as creating a women's start-up community in Central Asia.	CE
11	FGI-APS#3-UZ-2021-04	Bilim Tech (Astrum IT academy)	UZ	ICT	9 months	\$50,000.00	\$62,718.25	\$112,718.25	IT Training Program for Young Women	The project is supposed to train 200 women in 6 courses in ICT areas (full-stack programming, data analytics, etc.). Conduct JobFair and employ at least 100 women.	CE

12	FGI-APS#3-UZ-2021-05	UZVCA	UZ	ICT	3 months	\$20,000.00	\$20,000.00	\$40,000.00	Central Asia Think Big Fintech Boot Camp Program	Central Asia Think Big Fintech Boot Camp is a project that aims to assist Central Asian start-ups in addressing the challenges they face in preparation for the next stages of their projects and acceleration, such as launching or reaching a higher stage in their project.	CE
13	FGI-APS#3-UZ-2021-06	Public Fund "Future Begins Today"	UZ	Light Industry	10 months	\$48,488.00	\$71,850.00	\$120,338.00	FERGANA VALLEY Fashion Week (FVFW)	FERGANA VALLEY Fashion Week (FVFW) is a project aimed at developing cooperation between leaders of the fashion industry, textile enterprises, young designers, artisans, as well as representatives of the creative industry of the Fergana Valley region. The first Fergana Valley Fashion Week will be in Namangan, the number of participants at the opening and participation in the main show is at least 200. The FVFW will attract at least 15 designers, 2 of them from the EU. Designers from the EU will conduct 2 trainings and master classes for 40 representatives of the garment industry, it is planned to hold 3 round tables in Margelan, Osh and Khujand with the participation of designers from 3 countries, a competition of young designers will be held in 2 stages - at the national level, then the final in during the FVFW with the participation	CE

										of at least 30 young designers from 3 countries, at least 30 models will be trained to be attracted to the main show.	
14	FGI-APS#3-UZ-2021-07	Marifat Mambai	UZ	Tourism/ Textile	12 months	\$24,948.00	\$25,010.00	\$49,958.00	NATIONAL HANDICRAFT S	Training in the profession and providing jobs for girls and women in Kashkadarya. Under the program, 150 girls and women will be trained in sewing and national embroidery, carpet weaving, and provided with materials for independent work. They will also be trained in the rules of e-commerce in order to enter foreign sales markets. The training will be conducted in the city of Shakhrisabz, villages of Uch Uylik, Varganza, Avazmalik.	CE
				TOTAL		\$522,521.14	\$1,069,020.70	\$1,591,541.84			