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MINISTRY OF ECONOMY AND
FINANCE OF THE
REPUBLIC OF UZBEKISTAN



Empowering the Youth to Embrace the Digital Economy and Digital Entrepreneurship

ANNUAL PROGRESS REPORT 2025

January, Tashkent, Uzbekistan

PROJECT ANNUAL NARRATIVE AND FINANCIAL PROGRESS REPORT

Project title:	"Empowering the Youth to Embrace the Digital Economy and Digital Entrepreneurship " project
Quantum Project ID:	00128642/01000800
Implementing partner:	Ministry of Economy and Finance of the Republic of Uzbekistan
Project budget:	UNDP Trust fund for development: USD 2,200,000
Cofinancing	- IT Park: USD 50,000 (contribution for drafting the IT Market Assessment Report) - Swiss Agency for Development and Cooperation: USD 1,160,000 Ministry of Economy and Finance: 50,000 (non-monetary in-kind contribution, such as office, meeting, and conference rooms etc.)
Project start and end date:	1 January 2022 – 30 June 2026
Reporting Period:	January 1, 2025 – December 31, 2025
Date of the last Project Board Meeting:	02 April 2025
SDGs supported by the project:	Goal 1: No poverty Goal 2: Zero Hunger Goal 4: Quality education Goal 5: Gender Equality Goal 8: Decent work and economic growth Goal 9: Industry, Innovation, and Infrastructure Goal 17: Partnerships for the goals

ACRONYMS *(in alphabetical order)*

<i>AI</i>	–	<i>Artificial Intelligence</i>
<i>BDS</i>	–	<i>Business Development Services</i>
<i>SME</i>	–	<i>Small and Medium Enterprise</i>
<i>BPO</i>	–	<i>Business Process Outsourcing</i>
<i>CERR</i>	–	<i>Centre for Economic Research and Reform</i>
<i>HE and TVET</i>	–	<i>Higher Education and Technical and Vocational Education and Training</i>
<i>ICT</i>	–	<i>Information and Communication Technologies</i>
<i>IFMR</i>	–	<i>Institute for Forecasting and Macroeconomic Research</i>
<i>IT</i>	–	<i>Information Technology</i>
<i>IT Park</i>	–	<i>Technological Park of Software Products and Information Technologies</i>
<i>MIIT</i>	–	<i>Ministry of Investment, Industry and Trade</i>
<i>MoDT</i>	–	<i>Ministry of Digital Technologies</i>
<i>MoHESI</i>	–	<i>Ministry of Higher Education, Science and Innovations</i>
<i>MoEF</i>	–	<i>Ministry of Economy and Finance</i>
<i>M&E</i>	–	<i>Monitoring and Evaluation</i>
<i>MSME</i>	–	<i>Micro, Small and Medium Sized Enterprises</i>
<i>PPD</i>	–	<i>Public-Private Dialogue</i>
<i>STF</i>	–	<i>Skills Technology Foresight</i>
<i>VC</i>	–	<i>Venture Capital</i>

1. EXECUTIVE SUMMARY

The project is a joint initiative of the Ministry of Economy and Finance of the Republic of Uzbekistan and UNDP in Uzbekistan funded by Russia-UNDP Trust Fund for Development through its Youth Window. The project also attracted cofinancing from Swiss Agency for Development and Cooperation and cost-sharing from the IT Park in the amount of USD 50,000.

The Project aims to empower young people, particularly young women, by equipping them with essential digital entrepreneurship skills and tools within an enabling environment. Its objective is to enhance their employment opportunities, competitiveness, and resilience in the face of post-COVID-19 and similar crises, ultimately reducing inequality and fostering inclusive, innovative, and sustainable economic growth while stimulating job creation. Approximately 10,000 youth, with a deliberate focus on equal opportunities for young women, are expected to benefit from the Project. (at least 50% women and at least 25% from rural areas).

To achieve its overarching goal, the project is implementing three interrelated components:

The **first component** focuses on *enhancing the digital entrepreneurship environment and digital skills of young entrepreneurs*. The activities aim to understand the young entrepreneurs' needs for digital skills of the youth, which will feed into a large-scale digital skills and digital entrepreneurship training program for the youth throughout the country. It will also provide business advisory support and mentorship programs, and identify, develop, and pilot context-adapted and gender-sensitive emerging technological solutions for the digital transformation of youth-led small businesses.

The **second component** focuses on *strengthening institutional capacities for developing digital economy and digital entrepreneurship policies with a focus on youth*. This component will aim to strengthen the policy and institutional capacities of the government in relation to youth-centered policies, including an action plan for implementation of the digital entrepreneurship programming for youth, engaging youth in the decision-making process through Public Private Dialogues (PPD), monitoring and evaluation of youth-focused digital policies, capacity building, etc.

The **third component** focuses on *unlocking finance solutions to improve youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start-ups*. The activities will aim to improve access to finance, particularly for the implementation of start-ups and existing projects with a digital focus, as the current financial instruments are not geared towards this type of activity. The project will attempt to develop alternative and innovative public and private instruments to support digital youth entrepreneurship.

In 2025, the project implemented key activities aligned with its objectives. The funds were strategically allocated to support a range of initiatives aimed at fostering sustainable development and promoting local capacity building. The financial contributions enabled the project to advance critical interventions, enhance partnerships, and deliver impactful outcomes in line with the project's broader goals.

The project implemented a series of initiatives designed to address critical gaps within the startup development ecosystem. These initiatives focused on three core areas: providing **consulting support** (including mentorship and progress tracking) for business development, creating **promotional opportunities** (such as pitching and networking events) for emerging businesses, and facilitating **financing solutions** through the expansion of the business angel's community.

In 2025, the project initiated two pilot incubator programs aimed at validating diverse startup support methodologies. The first, **Inter-University Incubator Program**, focused on strengthening the entrepreneurial ecosystem within higher educational institutions by fostering innovation and skill development among students and faculty. Concurrently, the second program (**Startup Initiatives**) concentrated on developing scalable, private business development services tailored for startups, with the explicit goal of expanding these vital resources to various regions, thereby broadening access to specialized support for emerging enterprises.

As part of the inter-university incubator program, **70 students** from **7 national universities** were selected for participation. These students formed **15 teams, of which 11 successfully completed** the two-month incubation period, which commenced in late May 2025. The program provides comprehensive training in critical areas such as product development, prototyping, customer development, market fit, and lean startup methodologies. A final Demo Day was conducted on August 28, 2025.

As part of the startup initiatives program, the project, which commenced in February 2025, conducted digital business development training sessions across 12 regions of Uzbekistan, reaching **326 young participants (woman participants comprised 56.4% (184 out of 326))**. Following this, **173 selected youth (woman participants comprised 45.6% (79 out of 173))** successfully completed an intensive incubation program. Startup demo days for this program were held in August and September 2025 in five cities including Nukus, Urgench, Samarkand, Gulistan and Ferghana. The demo days engaged **215 participants (woman participants comprised 54.8% (118 out of 215))**.

Strengthening the local business angel ecosystem is critical for bridging the "funding gap" for early-stage startups, as these investors provide the essential seed capital and mentorship necessary to transform innovative ideas into scalable, investment-ready enterprises. To achieve this, the project successfully expanded the Business Angels network by equipping 25 high-net-worth individuals with the technical expertise and due diligence frameworks required to actively invest in the region's digital economy. The institutionalization of this knowledge through a new introductory handbook ensures a sustainable pipeline of informed domestic capital, directly increasing the availability of private equity for local entrepreneurs and fostering a more resilient, self-sufficient innovation landscape in Uzbekistan..

In collaboration with **C-Space** and **CS // Angels**, the project launched Tashkent's first **Business Angels School** (October–December 2025). This 2-month initiative trained **40 novice investors** over 8 sessions, systematically building a professional venture capital community and strengthening Uzbekistan's local investment ecosystem.

From **October to December 2025**, the project delivered an intensive **2-month training program for 40 selected entrepreneurs**, focusing on the strategic mechanics of Business Angel and Venture Capital (VC) investments. The curriculum provided deep dives into startup sourcing, financial due diligence, and legal deal-structuring.

In collaboration with partners, the project hosted the **Central Asian Venture Capital Conference & Demo Day 2025 on December 3, 2025**, a landmark event connecting the region's most promising founders with international investors. Serving as the final of the **UzVC Startup Growth Program 2.0**, the platform allowed participants to pitch their acceleration results to global venture funds and LP investors. The conference provided deep insights into the local startup ecosystem's dynamics and trends, reinforcing the project's commitment to fostering digital entrepreneurship and creating strategic investment opportunities for Uzbekistan's innovators.

In 2025, the Digital Business Development Center established in Chorshanbe, Shakhrisabz, in late 2023, had provided educational opportunities to a significant number of local youth and women. Specifically, **21 young** individuals completed **English language** courses, while **79 others** enhanced their digital proficiency through **computer literacy** courses. Additionally, **273 women** participated in **embroidery** courses, acquiring new skills.

Located in Khazorasp, Khorezm, **IshKadr Academy** provides digital and language training to **43 local youth** (14 female, 29 male) with a team of six employees. The center currently supports 27 English class students, 10 Korean class students, and 6 SMM/Mobilography trainees, including 15 participants from migration programs or socially vulnerable backgrounds.

To foster a collaborative approach for addressing challenges within digital business development, the project convened several high-level engagements with governmental, private sector, and international stakeholders, including a Meetup on Alternative Financing Solutions for Early-Stage Startups on April 3, 2025; the 1st Public-Private Dialogue on Digital Economy and Digital Entrepreneurship on May 19, 2025, in Tashkent, focusing on startup ecosystem development; a three-day Capacity Building Training on Monitoring & Evaluation in Digital Economy from June 10-12, 2025; a two-day Round Table and Workshop on the Digital Economy of Uzbekistan:

The State of Digital Entrepreneurship and Artificial Intelligence from February 11-13, 2025; and a Summer School on Digital Economy that involved **140 experts** in developing recommendations for streamlining financing opportunities for early-stage digital businesses.

By addressing the systemic barriers to female participation in the digital economy, the project has significantly enhanced the professional competitiveness and market readiness of women across both regional and urban centers in Uzbekistan. Through targeted capacity-building in Navoi, Qarshi, and Samarkand, 86 entrepreneurs (92% of whom are women) acquired the digital literacy and technological tools, such as AI and RPA, necessary to scale their businesses in an increasingly digitized marketplace through **DIGITAL4BUSINESS program**. This regional outreach was bolstered by the **Digital Internship and Mentoring Program**, which bridged the "experience gap" for young women under 29 by placing 35 high-potential interns into 24 leading companies in Tashkent. This structured immersion into professional environments not only provided these women with essential industry-specific competencies and professional networks but also established a sustainable pipeline of female talent for the private sector, directly contributing to more inclusive economic growth and long-term employment outcomes.

The regional SME promotional session **Qashqadaryo Innovates – SME Growth in Action** was held on April 17, 2025, in Shakhrisabz. Attended by approximately **80 participants**, including representatives from UN agencies, local entrepreneurs, and government organizations, the event showcased success stories of local entrepreneurs. These entrepreneurs received support from the joint project between the United Nations Development Programme (UNDP) and the Ministry of Economy and Finance, which focuses on Small and Medium-sized Enterprise (SME) development and digital transformation.

The project has completed its planned portfolio of comprehensive research and knowledge products to support Uzbekistan's digital transformation. Key milestones include the April 2025 publication of the policy paper "**Digital Economy of Uzbekistan: The State of Digital Entrepreneurship and Artificial Intelligence**" by Ms. Eileen Trenkmann and the July 2025 **M&E assessment** by BK Plus Europe. Furthermore, by the request from the Ministry of Economy and finance the project has concluded its study on **AI adoption in the private sector** which identified governance gaps and regulatory needs.

The project successfully institutionalized a structured Public-Private Dialogue (PPD) platform through four high-level sessions in 2025, establishing a vital coordination mechanism for Uzbekistan's digital transformation. The series launched on **May 19** in Tashkent, focusing on the **Startup and Venture Ecosystem** to address regulatory barriers and investment scaling. This was followed by a two-day session on **July 29–30** in the Tashkent Region, which tackled **Investment Readiness and Alternative Financing** to bridge the gap between local founders and international capital. The third session, held on **September 25**, focused on **Inclusive Digital Education and EdTech Scaling**, exploring ways to integrate innovations into the national curriculum and remove regional barriers to learning. The platform concluded its 2025 cycle on **November 13** with a session dedicated to **Artificial Intelligence (AI)**, where stakeholders reviewed a proposed national AI Policy and regulatory "Sandboxes." Collectively, these dialogues engaged over **150 representatives** from government ministries, the private sector, and international partners, resulting in actionable policy recommendations and strengthened strategic partnerships.

The project concluded a study on **AI adoption in the private sector**, mapping Uzbekistan's ecosystem and diagnosing the primary financial and regulatory barriers facing small businesses. This research serves as a policy foundation, offering a sequenced governance roadmap (2025–2028) to help regulators move from broad ambitions toward concrete implementation. In parallel, the project developed an **AI Regulatory Sandbox Framework** specifically for MSMEs, providing a structured "testing ground" for enterprises to trial AI-driven solutions under supervision while reducing innovation risks.

Additionally, the project delivered a **National Digital Literacy Survey** covering all 14 regions with **2,686 respondents**, identifying a baseline score of **40 out of 100**. This data-driven diagnostic provides the regional

mapping of Uzbekistan's digital divide, allowing for the alignment of national educational curricula and capacity-building interventions with the specific needs of the population.

During the reporting period, the project worked closely with national stakeholders and partners including the MoEF and its subordinate organizations, international organizations, and development partners, and private sector. Leveraging their expertise, knowledge, experience, and capacity, the Project aimed to develop effective and impactful programs. The efforts were directed towards unlocking opportunities for youth to embrace the digital economy and entrepreneurship. The goal was to establish sustainable and adaptable initiatives that are resilient to future challenges, laying the groundwork for equitable economic growth in Uzbekistan.

2. RESULTS

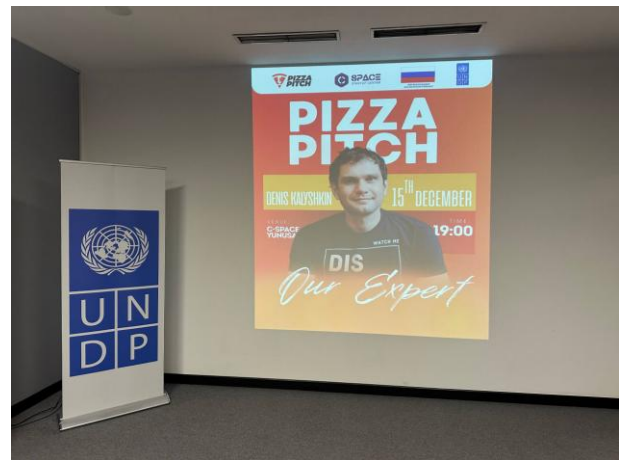
Component-1: Enhanced digital entrepreneurship environment and digital skills of young entrepreneurs.

1.1 Startup Ecosystem Development

The project's startup ecosystem development activities were strategically planned to address identified gaps, specifically focusing on strengthening **support mechanisms**, including **incubation via tailored programs** and **promotion** via providing pitching opportunities, and increasing the accessibility of **private financing opportunities** for early-stage businesses. This approach recognized that a functional entrepreneurial environment requires both structured developmental support and the availability of capital. By targeting these deficiencies, the project sought to cultivate a more operational ecosystem to support emerging enterprises.

Support mechanisms

Within its comprehensive support mechanisms, the project launched two distinct pilot incubation programs. The first program (**Inter-University Incubator**) was specifically designed to enhance the capacities of universities to nurture startups, equipping higher educational institutions to provide essential services and generally cultivate a robust entrepreneurial environment within their academic frameworks. Concurrently, the second pilot incubation program (**Startup Initiatives**) aimed to foster an innovative entrepreneurial mindset among youth in remote areas and facilitate the development of private startup development services.



A) Inter-University Incubator. The Inter-University Incubator is an academic entrepreneurship initiative by UNDP Uzbekistan and the Ministry of Economy and Finance, involving 70 students and recent alumni from six universities: American University of Technology, Amity University, Tashkent University of Information Technologies, Tashkent State University of Economics, and MDIS. The program, running from May to August 2025, included negotiations with participating universities, student engagements, and the formation of 17 teams. Participants were engaged in a 10-week incubation process, commencing with a 3-day intensive bootcamp led by international experts. This is followed by **continuous progress tracking** and both online and offline mentorship sessions. According to the program's conclusion, **10 (Mazzaly, Rotation, Amplify, Atfal community, LenguaStory, eduEconomy, SmartSeat Pro, Buyursin, ArxPro, Gulzor) teams successfully completed the program.** A Demo Day is conducted on August 28, 2025, where business ideas were presented to investors.



Program poster and photos of the intensive bootcamp participants

B) Startup Initiatives Induction & Incubator. The project implemented a Startup Initiatives program to foster startup development among local youth in remote areas. This two-phase program encompassed two-day training sessions focused on startup development, followed by an 8–10-week incubation period for selected startups.

Startup Initiatives Induction. The two-day startup development trainings were conducted across 12 regions of Uzbekistan, engaging **326 young participants**. The curriculum for these training courses covered essential topics such as product development, market fit, customer development, and proof-of-concept.

Date	Location	Women	Men	All
12-13.12.2024	Khorezm	7	11	18
17-18.12.2024	Namangan	8	11	19
26-27.12.2024	Kashkadarya	12	7	19
07-08.02.2025	Surkhandarya	20	25	45
12-13.02.2025	Bukhara	17	8	25
18-19.02.2025	Karakalpakstan	19	9	28
28.02-01.03.2025	Samarkand	23	7	30

23-24.04.2025	Navoi	18	10	28
29-30.04.2025	Andijan	13	9	22
01-02.05.2025	Fergana	17	11	28
26-27.05.2025	Tashkent	7	11	18
28-29.05.2025	Djizak	11	15	26



Photos of the intensive introductory trainings – Startup Initiatives Induction Part

Startup Initiatives Incubator. For the blended incubator program, **173 young individuals** were selected across 12 regions. 3 coordinators were assigned to monitor participant progress and provide mentorship through both offline and online sessions. During this incubation phase, teams were formed and received coaching in preparation for their planned demo days.

#	Regions	Startups	Sphere	Description
1	Namangan	BioOghit	AgroTech	A smart bio-fertilizer platform with app-based plant diagnostics and support.
		CliniCore	HealthTech	A digital health platform offering remote diagnostics and personal health tracking.

		Davra	EduTech	An online intellectual gaming platform based on Zakovat-style competitions.
		XRonly	AI/SaaS	AI-powered platform for automating content creation and SMM scheduling.
		OLVAN	EduMarketplace	A digital marketplace for after-school activities and learning programs.
2	Fergana	MetodCom	EduTech	A homework aid platform designed for students and parents.
		Rukhnoma	CreativeTech	A creative brand merging handmade toys with digital storytelling.
		Florix	AgroDiagnostics	A smart agriculture tool for early plant disease detection.
		AI Doctor	HealthTech	A mobile AI-supported diagnostic platform enabling at-home health assessments.
3	Andijan	EduCompass	EduMarketplace	A student-centered platform for matching with tutors and courses.
		Seero	CognitiveTech	A brain-training mobile app to boost memory and focus.
		Dried Fruit Tablets	FoodTech	Nutritious snack tablets from dried fruits, with planned health-tracking features.
		Pazanda	Food Marketplace	A digital platform connecting home chefs with local buyers.
		Lawize	LegalTech (AI)	AI-powered legal service for document automation and consultations.
		IF (International Future)	EduTech	A support platform for students applying to international universities.
4	Jizzakh	InReport	Business Automation	A business optimization tool for retail and store management
5	Republic of Karakalpakstan	Pea Flour	AgroTech	Producing nutritious pea-based flour products; currently at prototype stage.
		Lola	AgroTech	A female-led agro-business with ready-to-market products and ongoing sales.
		Civil Rights AI	EdTech	An AI-based platform educating citizens about civil rights and digital advocacy.
		Smart Boiler	AI	AI-integrated smart water boiler system with energy-efficient features.
		FundingPro	FinTech	A digital tool helping entrepreneurs access funding opportunities and track applications.
6	Tashkent	Maskan	GovTech	A public services digitization platform streamlining administrative tasks.
		Ulkan	IT	An IT service company offering digital solutions with proven sales performance.
		AR Turist	IT	A concept-stage app aiming to enhance tourism with augmented reality features.
		Mobil Stomatolog	HealthTech	A prototype app connecting users with mobile dental care services.
7	Sirdarya	Labone	AgroTech	Early-stage startup exploring innovative agricultural product lines.
		Finvest	FinTech	A concept-stage financial platform for budgeting and investment tracking.
		Yordamchi Qo'l	IT	A supportive tech solution offering virtual assistant services; in the idea phase.
		Stars School	EdTech	A prototype education platform focusing on skill-building for children.
		Hizmat.uz	IT	A digital platform to connect users with household and local services.

8	Khorezm	EcoFeather	AgroTech	Concept-stage agribusiness promoting eco-friendly farming practices.
		Smart Boiler	IT	A smart home heating system with MVP-level development.
		Transportibot	IT	A chatbot-based public transport tracker for urban commuters.
		IshKadr	EdTech	A job-matching platform offering career guidance and training modules.
		GemoStop	MedTech	MVP-stage wearable or device-based solution for managing gastrointestinal health.
9	Navoi	Secura	FinTech	Enables one-time disposable card numbers for safer online and in-store payments.
		Ustoz	EdTech	A web platform empowering teacher through peer ratings, mentoring, and income generation.
		Medicard	HealthTech	Digitizes patient records and enables secure health data integration across clinics.
10	Bukhara	Kyvent	EventTech	An all-in-one event planning and management platform for individuals and professionals.
11	Shakhrisabz	Calcium-Rich Chips	FoodTech	Healthy potato chips enriched with calcium to support child nutrition; B2G contracts signed.
12	Samarkand	Calcium-Rich Chips	FoodTech	Healthy potato chips enriched with calcium to support child nutrition; B2G contracts signed.
		Workalyze	SaaS	Web-based automation and performance monitoring platform for industrial and construction sectors.
13	Termez Region	Poliakrilamid	CleanTech	Dual-stage water purification tech for mining that makes wastewater suitable for agriculture.
		Technical Silicon	DeepTech	Locally developed process for producing technical silicon for high-tech manufacturing.
		Vermikulit	Green Construction	Waste rubber recycling tech for lighter, stronger concrete slabs with environmental benefits.



Photos of the incubation process – Startup Initiatives Incubator Part

Between **August and September 2025**, the Startup Initiative incubator hosted a series of **Demo Day events** across multiple regions of Uzbekistan, attracting **215 participants** in total (**woman participants comprised 54.8% (118 out of 215)**):

1. **August 19–20, 2025** – Nukus and Urgench
2. **September 6, 2025** – Fergana (including participants from Fergana, Andijan, Namangan, and Jizzakh regions)
3. **September 11, 2025** – Gulistan
4. **September 22, 2025** – Samarkand (including participants from Samarkand, Navoiy, and Kashkadarya regions)

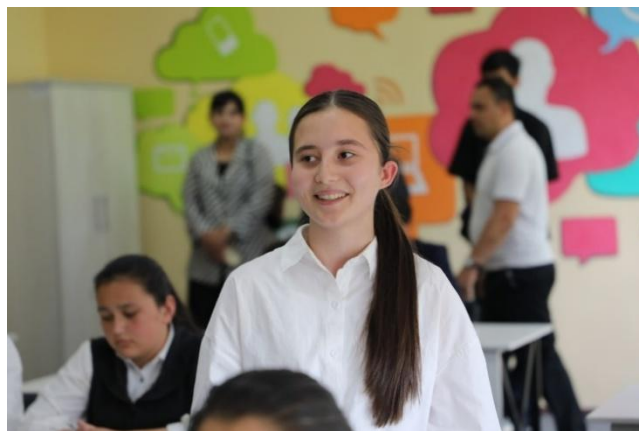
Beyond Startup Initiative participants, the events provided a platform for startup teams from Local Technoparks, Startup Garage, and IT Park to present their projects. The Demo Days served as practical training sessions for regional partners, demonstrating best practices for organizing and conducting effective startup pitch events in their respective regions. Representatives from UzVC and United Ventures attended the events. Post-Demo Days, UzVC has established ongoing collaboration with the project team to review startup pitches and assess investment opportunities.



Photos from Demo Day events held across the regions

1.2 Digital Skills Development and Business Development Services in Chorshanbe and Khazorasp regions

1. The Chorshanbe IT Training and Business Development Center in Shakhrisabz, Uzbekistan, demonstrated solid engagement in 2025, providing vital skills to **373 youth** across its programs. Computer literacy courses trained **79 participants**, while embroidery courses, specifically added to address direct requests from local women for skills development, saw a significant enrollment of **273**, reflecting a strong demand for vocational skills that also empower local women. Additionally, **21 youth** enhanced their communication abilities through English language courses. The center's sustainability is effectively ensured through a fee-based training model, an approach that not only covers operational costs but also fosters community investment in the programs, enabling the center to continue its impactful work in this remote area.
2. IshKadr Academy (Digital Skills and Language Center) in Khazorasp, Khorezm region, is currently operational with 6 dedicated employees (3 women) and provides training to **43 local youth**. The center's diverse student body consists of 14 young women and 29 young men, including 5 individuals from socially vulnerable families and 10 participants supported through migration government programs. The curriculum focuses on high-demand skills, with **27 students** enrolled in English language courses, **10 students** studying Korean, and **6 students** specializing in SMM and Mobilography. This initiative highlights the academy's commitment to bridging the digital and linguistic gap for rural youth while fostering inclusive educational opportunities.





Photos of the activities implemented at the IT and BDS Center

1.3 DIGITAL4BUSINESS Capacity Building Program for Entrepreneurs in Regions

The Digital4Business program was implemented between **August 15 and December 30, 2025**, aiming to strengthen digital skills among youth entrepreneurs in Uzbekistan. Tech4Impact developed **12 professional video lectures in Uzbek**, covering topics such as AI, RPA, Big Data, social media marketing, and blockchain, which were published on YouTube and the program website.

In addition to online resources, **three in-person trainings** were conducted in **Navoi (October 30–November 1)**, **Qarshi (November 6–8)**, and **Samarkand (November 20–22)**. Each training lasted three days and focused on digital entrepreneurship, marketing strategies, AI tools, and cybersecurity. A total of **86 participants** attended these sessions, including **79 women**, and 96–98% rated the training as highly valuable. The program reached a wide audience through social media promotion, with over 155 registrations submitted. All successful participants received certificates upon completion.





Photos of the DIGITAL4BUSINESS training participants

1.4 Digital Internship & Mentoring Program

Operating from October 6 to December 31, 2025, the Digital Internship and Mentoring Program empowered 35 young women under 29 with hands-on experience at 24 major ICT firms, including EPAM Systems and Kapital Bank. The program saw a record of 442 applications, double the previous year, and prioritized inclusivity, with 48% of interns hailing from outside Tashkent and the successful placement of a participant with disabilities. Over two months, these interns bridged the gap between education and industry, strengthening the pipeline for diverse female leadership in Uzbekistan's digital economy.

The program featured two key events: **Demo Day on December 12, 2025**, where interns presented their projects, and a networking meetup on December 27, 2025. Overall, the program successfully strengthened participants' technical and professional skills, and several interns received job or extended internship offers, demonstrating its impact in fostering career opportunities for women in tech. Interns worked in diverse roles such as Frontend and Backend Development, Fullstack Development, Data Analytics and Data Science, UX/UI Design, Social Media Marketing, Project Management, Quality Assurance (QA), HR for IT specialists, and Mobile Development.





Photos of the internship participants – Digital Internship Demo Day.

1.5 Digital Literacy Survey

Between July and October 2025, a study was conducted across all **14 regions** of Uzbekistan to evaluate the population's digital literacy. Using a **CAWI survey methodology** with **2,686 respondents**, the research established a national average score of **40 out of 100 points**. This index is a relative, non metric indicator used to track internal development rather than direct cross country comparisons, as scores are heavily influenced by local socio-economic factors, infrastructure, and unique educational frameworks. The assessment highlighted specific strengths and weaknesses across five key competencies. **Communication** ranked highest at **42%**, followed by **digital security** and **technical problem solving**, both at **40.3%**. **Information literacy** measured **39.9%**, while **digital content creation** was the lowest at **36.6%**. These figures suggest that while the population is proficient with communication tools, there is a statistically significant gap in creative and advanced processing skills, marking a critical area for future educational focus. To ensure data integrity, the study underwent reliability testing using Cronbach's Alpha. The resulting coefficient of **0.743** exceeds the standard **0.7** threshold, confirming the high internal consistency and reliability of the measurement instrument. Moving forward, the **40 point** baseline serves as a strategic tool for tracking the growth of digital maturity and the impact of national training programs on the labor market and digital economy.

National Survey 2025 | Preliminary Review & Findings

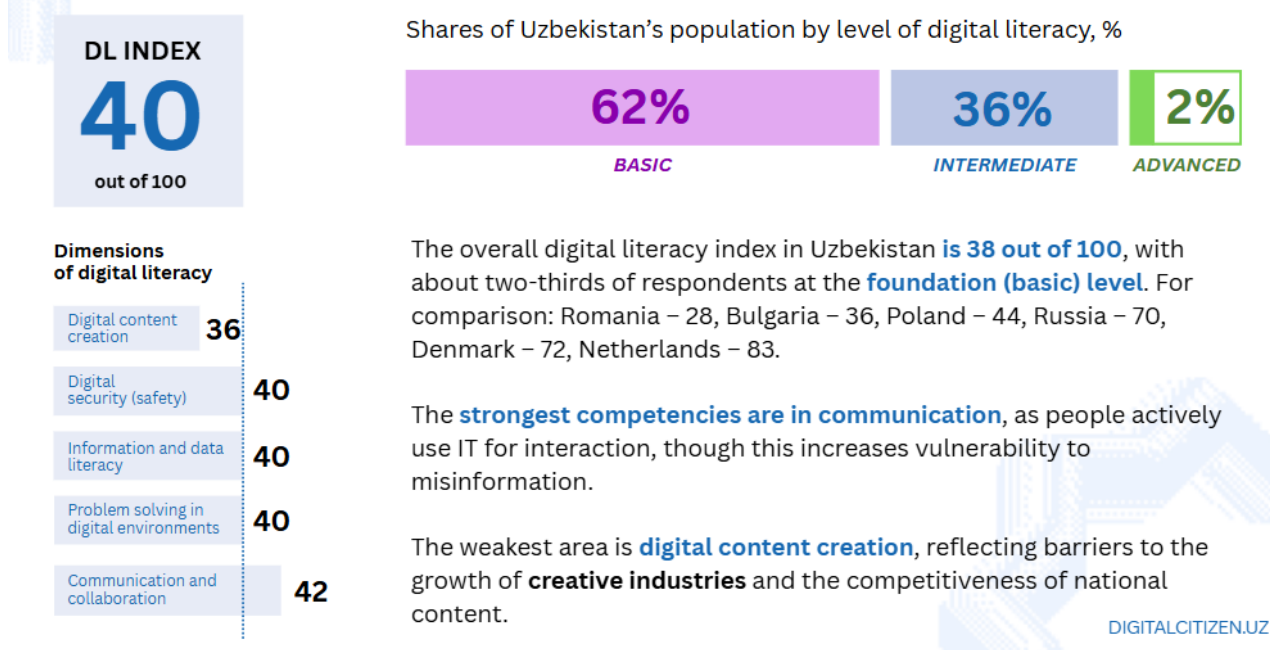


Image (presentation slide) showcasing preliminary results of the Digital Literacy Survey

Component 2: Strengthened institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth.

2.1 Enhancing Public Private Collaboration for Coordinated Impact

Project initiated a Public Private Dialogue (PPD) platform with national partner the Digital Economy Research Center, aimed at establishing a sustainable mechanism for ensuring policy coordination between government and society in the sphere of the digital economy. The platform is designed to promote joint problem solving and coordinated policymaking in key areas of the digital economy and innovation. To formalize this, concept **and operational regulations for the platform were elaborated** and presented to relevant stakeholders, with discussions organized to incorporate their valuable recommendations. As part of this initiative's implementation plan to facilitate a minimum of four PPD sessions addressing the challenges and opportunities of the digital economy, **sessions have already been successfully conducted to date:**

- The third Public Private Dialogue (PPD) session, held on **September 25, 2025**, focused on **"Inclusive Digital Education and EdTech Scaling in Uzbekistan"** as part of the broader "Digital Uzbekistan 2030" strategy. This session convened government officials, private sector leaders, and international partners to address the critical need for expanding access to digital educational resources across both urban and rural regions. Participants discussed strategic support for local EdTech startups and the integration of their innovations into the national education system, while emphasizing the importance of enhancing the digital competencies of educators and civil servants. A central theme of the dialogue was the elimination of gender, regional, and social barriers through inclusive EdTech design, ensuring that the digital transformation of education remains equitable. By fostering this collaborative environment, the session produced a unified vision for a future ready educational landscape in Uzbekistan, backed by actionable steps to improve coordination between state and private innovators.



Photos featuring the participants of the 3rd Public Private Dialogue

- The fourth Public Private Dialogue (PPD) session, held on **November 13, 2025**, focused on the strategic development of **Artificial Intelligence (AI)** in Uzbekistan, marking the culmination of a two day intensive training led by international experts from Brussels based StratejAI. The session gathered representatives from government, business, and academia to establish a unified national position on AI regulation. Key outcomes included the presentation of preliminary findings for a national AI Policy, recommendations for a regulatory "AI Sandbox," and a comprehensive analysis of AI adoption within the private sector and public services. By bridging the gap between global expertise and local market needs, this dialogue provided a critical roadmap for safe and inclusive AI implementation, aimed at enhancing Uzbekistan's global competitiveness and accelerating its digital transformation.



Photos featuring the participants of the 4th Public Private Dialogue

2.2 Enhancing Public Private Collaboration for Coordinated Impact

Uzbekistan's monitoring and evaluation (M&E) and strategic planning framework, though supported by national strategies like the Development Strategy of New Uzbekistan (2022–2026) and Uzbekistan 2030 Strategy, faces ongoing challenges in coherence, institutional coordination, and data driven decision making. Specifically, within the digital economy, M&E systems for digital entrepreneurship and innovation remain underdeveloped, lacking centralized mechanisms to track startup performance or program scalability.

To address these gaps, UNDP engaged international consultancy "BK Plus Europe" from **March to June 2025**. This intervention delivered:

- a comprehensive assessment report of existing capacities,
- an M&E methodology guide tailored to Uzbekistan's policy environment,
- a draft government decree proposing legal mechanisms for M&E integration into digital governance,

From **June 10 to 12, 2025**, a specialized training on M&E was delivered to **72 project partners** engaged in Uzbekistan's digital transformation initiatives, of whom **19** were women. The training was led by international expert Petros Katsimardos from BK Plus Europe. Participants gained practical skills and in depth knowledge across several key M&E topics, including:

- Fundamentals of Monitoring and Evaluation: Core principles and concepts.
- Policy Cycle and Theory of Change: Understanding the framework for policy development and expected outcomes.
- Regulatory Impact Assessment (RIA) Methodology: Applying RIA for effective regulatory analysis.
- SMART Indicators and Results Chains: Developing measurable indicators and logical frameworks for tracking progress.

- Real world Case Studies, Group Exercises, and Planning Tools: Practical application of learned concepts through hands-on activities.

This training significantly contributed to strengthening the M&E capabilities of government personnel, which is crucial for evidence-based decision making and the effective implementation and assessment of digital economy initiatives.

These outputs significantly strengthened institutional readiness for evidence-based policymaking, laying foundational work for achieving an inclusive digital economy and enhancing national reform program effectiveness aligned with the Digital Uzbekistan 2030 agenda.



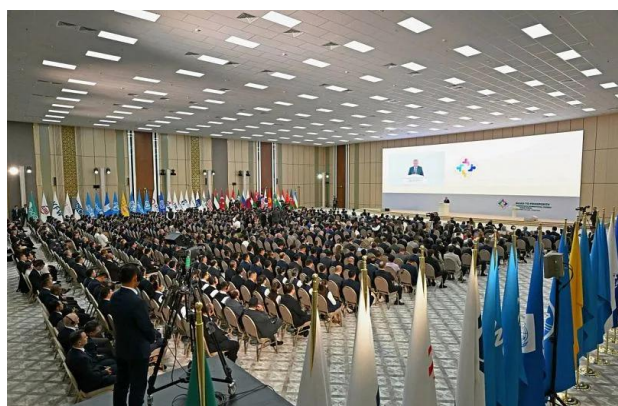
Photos of the trainings on Monitoring and Evaluation of the Digital Economy

2.3 Building Institutional and Private Sector Capacities through AI Research

In summer 2025, UNDP launched the initial phase of research collaboration on advancing Uzbekistan's AI agenda in private sector. The preparatory work included consultations with key stakeholders to assess the country's AI policy and regulatory landscape, review the National AI Strategy, and identify governance challenges, compliance gaps, and private sector needs.

This phase resulted in UNDP's participation at the [International Poverty Reduction Forum "From Poverty to Prosperity"](#) held in Namangan on 17–18 September 2025. StratejAI experts contributed to high level discussions alongside government officials, development partners, and civil society representatives.

Dr. Anastasiya Kiseleva, Senior AI Policy, Justice and Ethics Expert, served as a [panelist in the UNDP organized session "Advancing Human Capital and Inclusive Growth in the Digital Era."](#) Moderated by Ms. Akiko Fujii, UNDP Resident Representative in Uzbekistan, the panel addressed issues such as entrepreneurship skills, digital literacy, women led businesses, startup incubation, and inclusive digital platforms. Dr. Kiseleva underscored AI's potential to drive job creation, foster entrepreneurship, and accelerate digital transformation, while emphasizing the need for ethical governance and accountability.



Photos from International Poverty Reduction Forum “From Poverty to Prosperity” held in Namangan on 17–18 September 2025.

In addition to the formal sessions, StratejAI experts engaged in [side meetings with government agencies](#) and international donors. These exchanges provided critical insights into the state of AI adoption in Uzbekistan and helped align global best practices with national priorities. A key outcome of the mission was the strengthening of partnerships with national institutions responsible for shaping Uzbekistan’s AI policies. These new linkages are expected to support long-term cooperation, facilitate knowledge transfer, and advance the implementation of the National AI Strategy.

2.4 Policy Dialogue on Uzbekistan's Digital Economy and AI

A round table on the policy paper "**Digital Economy of Uzbekistan: The State of Digital Entrepreneurship and Artificial Intelligence**" was conducted by UNDP expert from **February 11 to 13, 2025**. This visit aimed to present key research findings, derived from both secondary sources and primary data collected during an initial visit in late 2024, to analyze and enhance policies within Uzbekistan's digital economy and entrepreneurship landscape. UNDP engaged a diverse range of stakeholders, including representatives from the Ministry of Digital Technologies, Ministry of Finance and Economy, Innovative Development Agency, IT Park, Digital Technologies and Artificial Intelligence Research Center, and key ecosystem players like Plug n Play, UzVC, and MohirDev.

The research outcomes received strong validation from stakeholders, prompting the Ministry of Finance and Economy to request a dedicated follow up meeting to explore the integration of these findings into national policy efforts aimed at strengthening the digital start up ecosystem.



Photos of the roundtable on Digital Economy and AI landscape review

2.5 Adoption of AI in the Private Sector in Uzbekistan

The project conducted a comprehensive diagnostic and policy development initiative aimed at fostering the responsible adoption of Artificial Intelligence (AI) within Uzbekistan's private sector, specifically focusing on micro, and small enterprises (MSMEs). This activity resulted in the creation of an analytical policy paper that maps the domestic AI ecosystem, a practical framework for a Regulatory Sandbox to allow for safe technological experimentation, and a sequenced governance roadmap for the 2025–2028 period. By identifying and addressing specific financial, human capital, and regulatory barriers, the project provides a structured pathway for the government to transition from abstract digital goals to a concrete, evidence based governance framework.

This initiative was undertaken to ensure that Uzbekistan's ambitious national AI targets, including the goal of generating \$1.5 billion in annual AI driven products by 2030, are met with an inclusive and trustworthy regulatory environment. We need this activity to derisk innovation for local entrepreneurs, protect data privacy, and build the institutional capacity required to manage emerging technologies. By establishing clear guidelines and "testing grounds" for AI, the project empowers MSMEs to integrate advanced digital tools, thereby driving national competitiveness and ensuring that the benefits of the digital economy reach the broader workforce.

Component 3: Unlocked finance solutions to improve youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and startups.

3.1 Capacity building for Business Angels Community

As part of the project aimed at expanding the business angel community in Uzbekistan, a **two-day capacity-building program** was successfully delivered to prospective business angels from **May 21-22, 2025**. Complementing this training, an accessible and **introductory handbook on angel investments** was developed, providing essential guidance for new and aspiring angel investors. This training, a collaborative effort with the Most Hub and CS // Angels club, was hosted at the C-Space Startup Center. The program provided **25 participants** (including 3 women) with foundational knowledge regarding angel investment mechanisms, addressing both associated risks and opportunities. This initiative directly supports the development of a robust private investor ecosystem, facilitating the provision of critical early-stage capital and strategic expertise to nascent enterprises within Uzbekistan. The **CS // Angels club**, a key partner in these capacity-building efforts, has demonstrated significant expansion since its establishment in early 2024, increasing its membership from **8** to over **40 active**

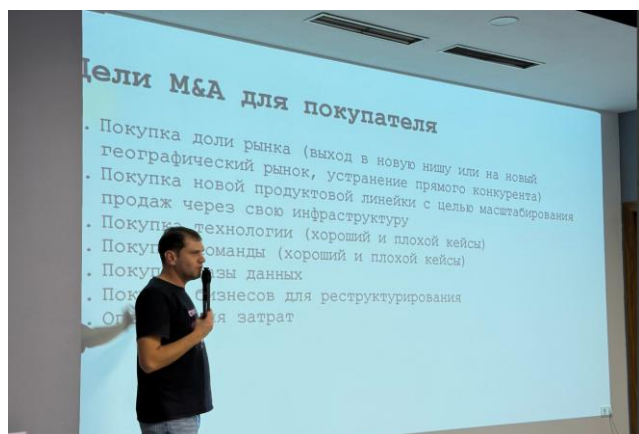
angel (39 men, 1 woman) investors. This growth has amplified the collective investment capacity, with total investments amounting to \$220,000, including **\$40,000 disbursed in 2025**. This progression in both membership and capital commitment within CS//Angels is directly connected to the ongoing activities and support provided by the UNDP project, reflecting an increasing engagement and confidence within Uzbekistan's startup sector.



Photos of the intensive training for business angels' community

3.2 Business Angels School

In collaboration with the **C-Space Startup Center** and the **CS // Angels** community, the project successfully piloted the first **Business Angels School** in Tashkent from **October to December 2025**. This educational initiative was specifically designed to cultivate a professional community of local private investors and strengthen the venture investment culture within Uzbekistan. Over this two-month period, **40 novice business angels** completed a rigorous **8 sessions** curriculum that provided a systematic immersion into the venture capital landscape. The course was structured to build fundamental expertise, beginning with venture market specifics and investment strategy before moving into technical areas such as startup sourcing, market analysis, and the evaluation of financial metrics like unit economics and growth sustainability. The second half of the program focused on the practicalities of deal execution, including startup valuation, due diligence, and legal structuring. Participants also gained critical insights into risk management by identifying "red flags" and exploring various exit scenarios, such as M&A and IPOs, through the analysis of international case studies. A vital practical component of the school involved live pitch evaluations, where participants analyzed real-time projects from local startups in fields like AI and digital services. This hands-on approach allowed the novice investors to practice decision-making in a safe environment, establishing a robust foundation for an active angel network that will provide the essential early-stage capital needed to drive Uzbekistan's digital entrepreneurship ecosystem forward.



Photos of the business angels' school - 1st batch

Business angel investments are critical in Uzbekistan as they address a fundamental early-stage funding gap for technology startups, which traditional financial institutions and nascent venture capital markets often do not cover. Beyond providing essential capital, these investors supply invaluable "smart money" through mentorship, industry expertise, and expansive networks, which are crucial for navigating the challenges of a developing entrepreneurial ecosystem.

3.3 Interagency Meetings on extending the accessible financial opportunities for early-stage businesses

A dedicated **informal roundtable on alternative financing** opportunities for startups was convened on **April 3, 2025**, as part of the joint project with the Ministry of Economy and Finance for digital economy development. The session brought together key ecosystem players, including government and private accelerators, business angels, and venture investors, overall, **21 participants**.

Discussions focused on crucial aspects such as:

- Conditions for attracting private investments.
- Developing flexible mechanisms for startup support.
- Strengthening collaboration between investors and entrepreneurs.
- Leveraging international experience in innovation financing.

This dialogue represents a significant step in advancing the discussion on further developing alternative financing instruments for businesses and implementing measures to enhance the country's investment climate.



Photos of the informal coordination meeting/dialogue

4. PROJECT RISKS

During the reporting period, the identified and set in the project risk log risks have the following status.

Risk 1: Specialized Technical and Institutional Capacity. Operationalizing advanced digital frameworks requires highly specialized expertise among government personnel to manage complex data governance and monitoring protocols effectively.

Risks status: Updated. Following the delivery of key policy outputs, the focus has shifted to operational implementation. Continuous capacity building is required to ensure that partners can manage new policy instruments independently to avoid bureaucratic bottlenecks.

Risk 2: Consistency of organizational structure and institutional memory. Ongoing modernization of public administration, including structural reviews of the Ministry of Economy and Finance, may lead to shifts in mandates or personnel turnover.

Risks status: No change. Due to frequent administrative reforms, staff turnover was observed. The project continues to mitigate this through a **system-based continuity model**, housing all strategic knowledge in a digital repository to safeguard institutional memory.

Risk 3: Private sector participation in ecosystem services. The startup support landscape is currently maturing. A lack of private sector hubs and accelerators may limit the availability of market-driven mentorship and lead to long term reliance on state subsidies.

Risks status: Updated. The project is shifting from "public delivery" to "market facilitation." While foundational infrastructure exists, fostering private sector involvement is critical to achieving sustainable, high quality service delivery based on tested business models.

Risk 4: Diversification of the venture investment landscape. A significant portion of startup financing remains backed by government funds, which may limit the inflow of diverse, risk-tolerant private capital and global investor integration.

Risks status: Moderate. The risk is being managed as national funds transition toward "fund of funds" and matching investment models. The project continues to promote private mechanisms, such as Angel Investment Networks, to ensure a more accessible and commercially driven pool of capital.

5. LESSONS LEARNED

General observations

In navigating this multifaceted landscape, the project has gleaned invaluable insights and lessons. Chief among these is the necessity of adaptability and flexibility in project implementation. The dynamic nature of the digital economy sector demands continual adjustments to interventions outlined in project documents. This adaptability enables the project to remain responsive to evolving circumstances, effectively avoiding duplication or overlap with other initiatives.

Furthermore, the project has recognized the importance of strategic partnerships in maximizing impact and efficiency. By forging alliances with international and national counterparts, the project not only leverages additional expertise and resources but also fosters synergies that amplify its effectiveness. Collaborative efforts, including co-organizing activities and sharing best practices, facilitate a more cohesive and coordinated approach to achieving shared objectives.

To maintain relevance and effectiveness, the project places a premium on staying attuned to the country's evolving needs and priorities. This entails a keen focus on systemic issues and policy/practice gaps that impede progress in the digital economy sphere. By addressing these challenges head on, the project endeavours to enact meaningful change that fosters inclusive and sustainable growth.

Regarding the results of the activities on startup ecosystem development, the project is focused on providing support for youth to move their projects from the idea stage towards the minimal viable product stage and engage in pre-seed activities for attracting initial investments. This very support may not lead to direct employment or business entity yet will help the beneficiaries gain valuable knowledge and experience in the startup development sphere.

In summary, the project's journey has underscored the importance of agility, collaboration, and strategic alignment in navigating the complexities of advancing the digital economy and entrepreneurship landscape in Uzbekistan. These lessons serve as invaluable guideposts, informing future endeavors and ensuring continued progress towards a more vibrant and inclusive digital ecosystem.

Brief review of the project observations in 2025:

A primary lesson from the administrative reforms process is that technical expertise must be embedded into systems rather than individuals. To mitigate the impact of personnel turnover and structural shifts within partner ministries, the project learned that capacity building is only sustainable when paired with a formal codification of policy roadmaps into law. This shifts institutional memory from a person-dependent model to a system-based repository, ensuring strategic continuity regardless of organizational changes.

While government-led initiatives were essential for building the ecosystem foundation, long-term vitality requires a transition to private sector service delivery. Experience shows that private accelerators and hubs provide more agile, market-tested mentorship. The project has learned to move from "direct delivery" to market facilitation, focusing on lower entry barriers and incentive frameworks for private providers. This ensures that startup support is driven by sustainable business models rather than temporary public subsidies.

Observations of the investment landscape indicate that government funds are most effective when used as catalysts to "de-risk" private capital rather than acting as the sole source of funding. The project has learned that blended finance models and matching investment solutions are critical for integrating local startups into global networks. Prioritizing the development of Angel Investment Networks ensures that entrepreneurs receive "smart money" that brings both market discipline and international connectivity.

The growth of multiple support agencies highlighted that without structured coordination, overlapping mandates can lead to resource fragmentation. The lesson learned is that the ecosystem thrives when agencies adopt niche specializations (e.g., social youth projects vs. high-tech exports) rather than duplicating services. Utilizing the Public-Private Dialogue (PPD) platform has proven essential in creating a "single window" experience that streamlines the journey for entrepreneurs.

6. FUTURE PLANS

In 2026, the project will intensify efforts towards the comprehensive completion of all planned activities and the successful achievement of target results outlined in the Annual Plan of Activities and Results and Resources Framework. A core emphasis will be placed on ensuring extensive collaboration, securing sustained government buy in, and fostering the long term sustainability of project initiatives. In alignment with the Annual Plan of Activities, the following key activities are strategically planned for implementation:

Under Component 1 *“Enhanced digital entrepreneurship environment and digital skills of young entrepreneurs”* the project will focus on the following activities:

AI Literacy & Ethics:

- Develop and pilot a comprehensive **AI Literacy Assessment Framework** to evaluate digital and AI competencies among university students and staff, aligned with the UNESCO Framework.

Startup Support & Acceleration:

- Refine and scale regional support programs through monthly **hybrid (online/offline) training sessions**.

Mentorship & Global Exposure:

- Deploy a **scalable online feedback tool** for real time interaction between startups, mentors, and support organizations.

Under Component 2 *“Strengthened institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth”* the following activities are expected to be completed:

Policy & Regulatory Support:

- Scale the **Public Private Dialogue (PPD) mechanism** to enable multi stakeholder collaboration through dedicated expert sessions.
- Conduct a comprehensive analysis of **ecosystem barriers** to provide evidence based inputs for the **draft Law on Startups** in collaboration with the Ministry of Economy and Finance.

University Innovation Networks. Develop **university AI capacity** through coordinator training and peer learning to create a sustainable network of innovation facilitators among university staff.

Under Component 3 – *“Unlocked finance solutions to improve youth’s financial inclusion and opportunities for nurturing digital entrepreneurship projects and start ups”* the following activities are expected to be completed:

Financing Instruments. Establish a quantified understanding of the country's pre seed investment gap and design a context specific, blended financing instrument to de risk impact driven ventures.

Investor Readiness:

- Scale the **Angel Investors Club** model by expanding mentor membership and organizing professional venture readiness sessions.

7. PARTNERSHIPS

Given the horizontal and cross cutting nature of the digital economy and youth digital entrepreneurship initiatives, the project collaborates with various multilateral and bilateral development organizations, financial institutions, international and national technology development bodies, and government ministries. Government agencies are also pushing digital transformation and business, skills and employment agendas hard setting very ambitious targets.

By expanding and intensifying partnerships, particularly strategic and operational issues, and addressing systemic gaps in policy and practice, the project aims to stay informed about ongoing programs and events. The project worked in partnership with the Ministry of Digital Technologies and Digital Economy Research Center, the Ministry of Economy and Finance and its regional departments, SQB Ventures, IT Park Uzbekistan, UzVC, Sarmo Ventures, Yoshlar Ventures, Aloqa Ventures, S Cspace Startup Center, Startup Garage, private consulting services and other UNDP projects.

Swiss development Cooperation funds were used to support parallel activities with similar goals to the project's goals.

A) PizzaPitch Pitching and Mentoring Platform. The [Pizzapitch platform](#) offers several key advantages for startups, including access to an established network, targeted mentorship, opportunities for financial investment, and comprehensive startup evaluation services: Project in collaboration with the C-Space Startup Center and other national partners organized focused 3 PizzaPitch Mini sessions for prospective startups for further investment opportunities. **25 startups (50 participants: 40 men/10 women)** received mentorship services from field experts and extended their network within these activities and had a chance to pitch their services and products:

1. [PizzaPitch Mini #1](#) - May 7, 2025, at the C-Space Yunusabad, Tashkent. 10 startups pitched their project: [HomeFix](#), [SoTAI](#), [Akam](#), [Exode](#), [Soff.uz](#), [Screenix AI](#), [TPM Solutions](#), [Hi Doctor](#), [historia ai](#), [laCafe](#). At the Demo Day event, women accounted for 25% of attendees (5 out of 20).
2. [PizzaPitch Mini #2](#) June 14, 2025, at the C-Space Yunusabad, Tashkent. 10 startups pitched their project: [laMenu](#), [SwiftSip](#), [Maskan](#), [Moora AI](#), [Smart Menu](#), [ERA](#), [EduCompass](#), [Rotation](#), [Barid](#), [SAPI](#). At PizzaPitch Mini, woman participants comprised 16.7% (5 out of 30).
3. [PizzaPitch Mini #3](#) in collaboration with CS // Angles – on July 15, 2025, at C-Space Yunusabad, Tashkent. 5 startups pitched their projects: [Screenix AI](#), [Moora AI](#), [Wisdom](#), [Mom+](#), [Sellium](#). Following a pitching session and subsequent preliminary evaluation, CS // Angels Club has commenced the formalization of an investment opportunity with the startup **Mom+** for an amount of **\$40,000**.
4. [PizzaPitch Mini #4](#) in collaboration with the Tashkent State University of Economy and Digital Finance Accelerator on August 16, 2025. 13 teams were selected, and 10 teams were able to present their startups.
5. [PizzaPitch XL Women](#) – on September 13 at U-Enter Innovation Center, 60 projects participated (over 150 people), 15 made to the final and **5 startup projects were selected as winners**.
6. [PizzaPitch Mini #5](#) at C-Space Yunusabad on November 15, 2025. 12 startups were selected for the pitching session, where participants presented their business hypotheses to an expert jury. The top three recognized projects included [Moomkin.uz](#) (1st), [MSG Group](#) (2nd), and [Vocoplay](#) (3rd).
7. [PizzaPitch Mini #6](#) at C-Space Yunusabad on December 15, 2025. 12 startups were selected to pitch their solutions, with a strong focus on artificial intelligence and automation. The cohort included 6 "Premium" track startups: [Aisha AI](#), [Fridge](#), [AIREXA](#), [Novo AI](#), [Neuronix](#), and [TheCarGo](#), alongside 6 general track participants.

B. SME promotion in regions - Qashqadaryo Innovates – SME Growth in Action

On April 17, 2025, a Beneficiaries Talk event (following the TED talks format), titled "Qashqadaryo Innovates – SME Growth in Action," was held to highlight the results of a joint project in the Kashkadarya region. The event provided a platform for beneficiaries to share their experiences and lessons learned. The event's objectives were to:

- Showcase successful small and medium-sized enterprise (SME) stories from project beneficiaries and local champions.
- Foster collaboration among government, the private sector, and development partners.
- Identify new opportunities for digital transformation and economic inclusion.
- Engage youth and women entrepreneurs in discussions on digital skills and inclusive business models.

During the event, beneficiaries from various sectors, including IT, e-commerce, digital marketing, and food processing, shared their stories on how the initiative supported their business growth. A panel discussion, networking session, and a visit to the IT and BDS Center in Shakhrisabz were also included. The event had **80 participants**, including **37 women**. Attendees represented a diverse group of entrepreneurs, startup founders, government officials, development partners, and international organizations.

C. Fostering the trade via digital technologies – training sessions for local women on e-commerce

To promote women's economic empowerment in remote areas, a series of digital skills and e-commerce trainings were conducted in January 2025 in Shakhrisabz and Miraki. The initiative was implemented in collaboration with the Ministry of Economy and Finance, the Khokimiyat of Kashkadarya region, and the local IT and Entrepreneurship Development Center.

A total of **76 women**—including unemployed women, artisans, and guesthouse staff—participated in four focused training sessions aimed at enhancing their digital literacy and online business skills. Participants learned about E-commerce basics and digital platforms (e.g., Uzum, Telegram bots, OLX), Social media marketing, online store setup and customer communication, business registration and online payments (Click, PayMe), digital tools for the hospitality sector (e.g., Booking.com, Airbnb):

- The first training session was conducted on **January 27-28, 2025 in Shakhrisabz** for a group of **25 unemployed women**. Participants learned how to sell homemade and handcrafted products using social media platforms. The training focused on practical e-commerce skills and was delivered in a simple and accessible format. Most of the sessions were hands-on, allowing participants to actively practice creating online profiles and marketing their products digitally.
- The second training session was held for **28 women artisans** on **January 29-30, 2025 in Shakhrisabz**, focusing on how to attract more clients through e-commerce and social media marketing. Through practical exercises, participants gained hands-on experience in selling their products online—not only within Uzbekistan but also internationally. The training helped develop real skills for expanding their customer base via digital platforms.
- On **January 31, 2025**, a training session was conducted in **Miraki** for **23 women guest house owners**. Participants learned how to promote their hospitality services using digital platforms such as **Airbnb**, **TripAdvisor**, and others. The training focused on practical tools to improve online visibility and attract more local and international guests.

D. Enhancing Public-Private Collaboration for Coordinated Impact

Project initiated a Public-Private Dialogue (PPD) platform with national partner the Digital Economy Research Center, aimed at establishing a sustainable mechanism for ensuring policy coordination between government and society in the sphere of the digital economy. The platform is designed to promote joint problem-solving and coordinated policymaking in key areas of the digital economy and innovation. To formalize this, concept **and operational regulations for the platform were elaborated** and presented to relevant stakeholders, with discussions organized to incorporate their valuable recommendations. As part of this initiative's implementation

plan to facilitate a minimum of four PPD sessions addressing the challenges and opportunities of the digital economy, **two sessions have already been successfully conducted to date:**

- The inaugural PPD on the Digital Economy and its first thematic session, focusing on Startups and the Venture Ecosystem, convened on **May 19, 2025**, in Tashkent. This event officially launched the PPD platform, a coordination mechanism designed to facilitate structured dialogue among government institutions, private sector stakeholders, and development partners for advancing Uzbekistan's digital transformation. **35 participants** (5 women) included representatives from the Ministry of Economy and Finance, the Ministry of Digital Technologies, IT Park, the Central Bank, and strategic development partners like UNDP. National venture capital funds—UzVC, Aloqa Ventures, and IT Park Ventures—engaged in discussions on investment scaling and financial instrument strengthening for early-stage enterprises. Private sector leaders and NGOs, including TassVision, Brand.uz, AK Capital, and X-Togo, presented their contributions to digital transformation and social innovation, while identifying practical challenges such as regulatory barriers, limited financing access, and restricted regional market entry. The session concluded with participants providing actionable proposals aimed at enhancing the startup support ecosystem, improving coordination with government institutions, and accelerating digital infrastructure development. The minutes were developed and shared with national partners as actionable proposals and recommendations.
- On **July 29-30, 2025**, a comprehensive two-part event, encompassing discussions on Uzbekistan's alternative financing environment alongside a Public-Private Dialogue (PPD) session, was convened in the Tashkent Region. This PPD session, notably, was organized within the broader framework of coordination training for participants. The event gathered over **40 participants including 6 women** from key government, private, and international organizations, including IT Park, Sarmo Ventures, Yoshlar Ventures, C-Space Startup Center, AloqaVentures, Ministry of Investment, Ministry of Economy and Finance, Agency of Innovation, ADB, British Embassy, Japan Digital University, IT Park Ventures, UzVC Fund of Funds, Plug and Play Uzbekistan, and the Ministry of Digital Technologies. The core objective was to address the imbalance between investment resources and startup investment readiness, while identifying critical ecosystem barriers such as limited mentoring and regional acceleration program coverage. Project planned to elaborate the minutes with actionable recommendations and share with the national partners for further consideration.

E) Providing International Exposure for Women-Led Startups

Following the **PizzaPitch Women** initiative, the project organized an intensive five-day startup study tour to **Amsterdam (December 1–5, 2025)**, providing **13 participants**, including **8 women founders**, with unparalleled **international exposure** to one of Europe's premier entrepreneurial landscapes. This immersion program was strategically designed to bridge the gap between the Central Asian and European markets through structured visits to world-class innovation hubs, including **B.Amsterdam** (the largest startup ecosystem in Europe), the AI-focused **Startup Village** at Amsterdam Science Park, and **VU StartHub**.

The tour curriculum combined rigorous professional development with high-level networking. Participants attended specialized workshops on **AI trends**, advanced pitching techniques, and value proposition design, complemented by a "**Mentor Carousel**" where seven seasoned business experts provided personalized strategic consultations. To demystify the European venture capital scene, the founders engaged directly with investors from **Arches Capital** and the **Amsterdam Student Investment Fund**, gaining critical insights into international investment criteria and exit strategies.

A cornerstone of the mission was a dedicated session on **female entrepreneurship powered by Mollie**, which addressed the specific challenges and opportunities for women in tech. By facilitating direct interactions with successful founders and university-based incubators, the program provided these entrepreneurs with the technical tools, actionable strategies, and global professional networks necessary to scale their ventures internationally. This **international exposure** has not only expanded their professional horizons but has also fostered new cross-border partnerships that will drive the future growth of Uzbekistan's digital economy.

F) Central Asia Venture Capital Conference 2025

On December 5, 2025, the project in collaboration with UzVC Fund of Funds **Central Asia Venture Capital Conference 2025** convened **100 participants**, including international investors, global venture funds, and institutional stakeholders. The event provided a structured platform for **16 selected startups**, including Robosell and TezzGo, to present their acceleration results and performance metrics to regional LPs and global venture firms such as Techstars and Sturgeon Capital. The proceedings featured the announcement of \$375,000 in direct investments and the formalization of cross-border partnerships with Kazakhstan's Alem Venture Fund, offering attendees a technical overview of the current investment climate, market dynamics, and emerging scalable opportunities within the Central Asian startup ecosystem.

G) Review of the current development status of business development services

The project conducted research on the **Business Development Services (BDS) ecosystem in Uzbekistan** for the UNDP and the **Ministry of Economy and Finance** to establish a baseline for SME support. Using a mixed method approach, the study engaged **50 service providers** and over **40 SMEs** to evaluate the "AS IS" state of the market. The findings highlight a sector in transition: while core services are maturing, the ecosystem remains highly centralized in Tashkent and dependent on external funding. This research serves as a strategic foundation for institutionalizing quality standards and developing co-financing mechanisms to transition Uzbekistan toward a sustainable, commercially viable BDS market.

8. PARTNERSHIP WITH THE RUSSIAN FEDERATION

Following an evaluation of cooperation opportunities within the Experts for Development (EoD) Programme, a series of activities have been launched to leverage diverse Russian expertise. Key engagements include the deployment of Alexander Loktionov to strengthen university entrepreneurship environments and Denis Kalyshkin to support startup mentorship and business angel capacity. A. Loktionov conducted a comprehensive evaluation to streamline the selection, financing, and incubation of innovation projects within the Ministry of Higher Education, Science and Innovations and its subsidiary bodies. The initial phase involved a rigorous inventory of existing organizational functions and internal regulations. To bridge the gap between official mandates and practical operations, he developed and administered targeted questionnaires and conducted validation interviews with staff. This diagnostic process identified systemic bottlenecks and compared de facto workflows against formal documentation, ensuring a transparent baseline for the current operational landscape.

Following this analysis, he mapped the existing business processes and defined the strategic positioning of each organization within the national innovation ecosystem. Leveraging international best practices, he formulated a series of actionable recommendations aimed at optimizing the lifecycle of startup projects specifically through the introduction of pre-acceleration programs and enhanced monitoring frameworks. The culmination of this assignment is the final report, "Transformation of the Selection, Expertise, and Financing Process for Innovation and Startup Projects," which has been fully validated and coordinated with key stakeholders from the Ministry and the Agency for Innovative Development.

UNDP engaged Russian expert Denis Kalyshkin for capacity-building for university staff to improve incubation practices and mentorship quality, investor-readiness training for founders to enhance their ability to attract funding and scale ventures, and development of angel investment networks through structured education and community-building activities. Kalyshkin's mission was structured as a comprehensive, five-part intervention designed to synchronize the expectations of investors, academic founders, and the broader startup community. The program commenced with a strategic focus on Angel Investment, where participants were trained in portfolio management and value-creation strategies specifically for Deep Tech and Vertical SaaS. This investor-centric foundation directly informed the subsequent "From Campus Projects to Investable Startups" workshop at AUT, where university founders and incubation managers worked to bridge the gap between academic theory and market readiness. By aligning university incubation structures with the rigorous assessment criteria established in the initial angel sessions, the mission ensured that early-stage projects are developed with a clear understanding of investor requirements from day one.

The second phase of the mission focused on practical application and community integration. During the startup pitching contest, professional investor scrutiny was applied to live startup pitches, providing founders with direct feedback on scalability and defensibility. These practical lessons were then socialized within the wider ecosystem during a Startup Community Meetup, facilitating peer learning and the sharing of fundraising best practices. The mission concluded by returning to the investor perspective with a deep dive into Exit Strategies, covering the full investment lifecycle from M&A to liquidity.

Another key contribution of Russian expertise to the project was the development of national digital assessment tool the Digital Citizen. The Digital Citizen tool, developed with the support of the Russian consulting firm NAFI, is aligned with the European DigComp2 framework, providing individuals with tailored learning recommendations and generating national data on digital literacy levels., the project is collaborating with NAFI experts (Timur Aimaletdinov and Ekaterina Galasheva) to establish a baseline assessment of digital literacy in Uzbekistan.

9. COMMUNICATION AND VISIBILITY

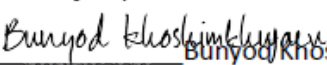
The project ensured coverage of the activities by the mass media. The list of activities covered by the media during the year 2025 and knowledge materials with relevant links are provided in Annex 3.

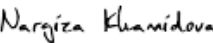
9. FINANCIAL MANAGEMENT

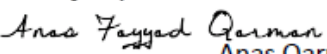
RTF: The total project delivery by the end of December 2025, is USD 811,065.75 or 94% of the approved budget of USD 860,874.92

ACTIVITY	Donor	Budgeted for 2025	Delivered budget for 2025	Delivery rate for 2025
Activity 1	RTF	389,729.10	414,176.08	106%
Activity 2	RTF	193,092.35	174,689.55	90%
Activity 3	RTF	118,676.94	85,454.65	72%
Activity 4	RTF	159,376.53	136,745.47	86%
TOTAL:	RTF	860,874.92	811,065.75	94%

Status by 31 December 2025

Submitted by  DocuSigned by: Bunyod Khoshimkhujayev, Project Manager a.i.
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Cleared by  DocuSigned by: Nargiza Khamidova, Programme Analyst (CO Quality Assurance)
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Cleared by  DocuSigned by: Anas Qarman, Deputy Resident Representative (CO Official)
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Date 18-Feb-2026

ANNEXES:

ANNEX 1. Project performance data (updated Project Results Framework)

ANNEX 2. Updated Project Risk Log

ANNEX 3. Media coverage of project activities in 2024.

Annex 1

Updated Digital Economy Project Results Framework (combined)

Intended Outcome as stated in the UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework: UNSDCF Outcome 3. By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth.										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: CF OUTCOME: By 2025, youth, women and vulnerable groups benefit from improved access to livelihoods, decent work and expanded opportunities generated by inclusive and equitable economic growth Output 3.1: Women, youth and people from remote rural areas benefit from better skills, sustainable jobs and strengthened livelihoods Indicator 3.1.2: Number of people who gained 21st century skills because of UNDP support (women, youth) Baseline (2021): 400 (30% women, 80% youth) Target (2025): 598 (50% women, 50% youth) Output 3.2. Public institutions and private entities have improved capacities to design and implement innovative policies for inclusive, resilient economic growth and reduced regional inequalities Indicator 3.2.1: Number of companies benefiting from improved business advisory support (including led by women, youth) Baseline (2021): 0 Target (2025): 1485 (30% women led, 25% youth led) Source, frequency: UNDP reports										
Applicable Output(s) from the UNDP Strategic Plan: STRATEGIC PLAN OUTCOME1: Advance poverty eradication in all its forms and dimensions OUTPUT 1.1.2 Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non financial assets to build productive capacities and benefit from sustainable livelihoods and jobs										
Project Number: 00138539 0100800										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025	FINAL	
Output 1 Digital entrepreneurs hip environment and digital skills of young entrepreneurs are enhanced.	1.1. Availability of the “Digital Pulse” evaluation tool for comprehensive assessment of the gaps in digital capacities and Skills Technology Foresight (digital skills and green jobs e.g. in rural sector) piloted.	Dedicated studies conducted by UNDP	Availability	No	Target: No Actual: No	Target: Yes Actual: Yes	Target: Yes Actual: Yes	Target: Yes Actual: Yes	Target: Yes Actual: Yes	Project report MOEF reports
	1.2. Number of youths trained in digital entrepreneurship skills, including dissemination of modules of courses.	MOEF, Dedicated studies conducted by UNDP	Number	0	Target: 2000 Actual: 11477 (60% women)	Target: 8000 Actual: 11746 (60% women)	Target: 11500 Actual: 12402 (59% women)	Target: 13000 Actual: 13027 (58.8%)	Target: 13000 Actual: 13027 (58.8%)	Project report MOEF reports The numbers are cumulative across years
	1.3. Number of youth entrepreneurs obtaining BDS support.	MOEF, Dedicated studies conducted by UNDP	Number	0	Target: 500 Actual: 382 (13% women)	Target: 1500 Actual: 1122 (14% women)	Target: 3500 Actual: 2344 (15% women)	Target: 3500 Actual: 3469 (26% women)	Target: 3500 Actual: 3469 (26% women)	Project report MOEF reports The numbers are cumulative across years
	1.4. Number of participants benefiting from mentorship program (50% young women).	Dedicated studies conducted by UNDP	Number	0	Target: 50 Actual: 81 (12% women)	Target: 100 Actual: 81 (12% women)	Target: 140 Actual: 180 (12% women)	Target: 150 Actual: 180	Target: 150 Actual: 180	Project report MOEF reports

								(12% women)	(12% women)	The numbers are cumulative across years
	1.5. Number of young women benefiting theoretical from the Digital Internship Program.	Dedicated studies conducted by UNDP	Number	0	Target: 40 Actual: 53 (100% women)	Target: 80 Actual: 53 (100% women)	Target: 100 Actual: 86 (100% women)	Target: 120 Actual: 121 (100% women)	Target: 120 Actual: 121 (100% women)	Project report MOEF reports The numbers are cumulative across years
	1.6. Piloting digital improvements in Value Chains in youth led businesses.	Dedicated studies conducted by UNDP	Number	0	Target: 0 Actual: 1	Target: 2 Actual: 3	Target: 4 Actual: 3	Target: 5 Actual: 4	Target: 5 Actual: 4	Project report MOEF reports The numbers are cumulative across years
Output 2 Institutional capacities for developing the digital economy and digital entrepreneurship ecosystem with a focus on youth are strengthened.	2.1. Availability of Digital Economy Public Private Dialogue (PPD).	MOEF, Dedicated studies conducted by UNDP	Availability	No	Target: No Actual: No	Target: Yes Actual: Yes	Target: Yes Actual: Yes	Target: Yes Actual: Yes	Target: Yes Actual: Yes	Project report MOEF reports
	2.2. Number of public servants with enhanced capacities on effective digital economy policy measures.	Dedicated studies conducted by UNDP	Number	0	Target: 10 Actual: 14	Target: 25 Actual: 92	Target: 35 Actual: 142	Target: 50 Actual: 334	Target: 50 Actual: 334	Project report MOEF reports The numbers are annual across years
	2.3. Number of public servants with enhanced capacities on M&E of youth led digital entrepreneurship programmes.	Dedicated studies conducted by UNDP	Number	0	Target: 10 Actual: 0	Target: 25 Actual: 60	Target: 45 Actual: 90	Target: 70 Actual: 162	Target: 70 Actual: 162	Project report MOEF reports The numbers are annual across years
Output 3 Youth's financial inclusion and opportunities for nurturing digital entrepreneurship projects and start ups, are improved.	3.1. Number of public instruments enhanced to support digital youth entrepreneurship.	MOEF, Dedicated studies conducted by UNDP	Number	0	Target: 0 Actual: 0	Target: 1 Actual: 1	Target: 2 Actual: 4	Target: 3 Actual: 5	Target: 3 Actual: 5	Project report MOEF reports The numbers are cumulative across years
	3.2. Number of private instruments enhanced to support digital youth entrepreneurship.	MOEF, Dedicated studies conducted by UNDP	Number	0	Target: 0 Actual: 0	Target: 1 Actual: 2	Target: 2 Actual: 3	Target: 3 Actual: 5	Target: 3 Actual: 5	Project report MOEF reports The numbers are cumulative across years

Annex 2.

RISK LOG Update

No	Description	Category	Impact (scale from 1 (low) to 5 (high) and Probability (scale from 1 (low) to 5 (high))	Countermeasures and mitigation measures	Risk management progress updated	Owner
1	As the project moves toward operationalizing advanced frameworks—such as the AI Regulatory Sandbox and the 2025–2028 Governance Roadmap—there is an ongoing need to enhance the specialized expertise among relevant government personnel. Successful implementation depends on the ability of staff at partner institutions to effectively evaluate emerging technologies and manage complex data governance protocols alongside their existing regulatory duties.	Operational / Strategic	P = 3 Moderate. While digital awareness is increasing, the specialized nature of AI governance and risk based monitoring requires continuous professional development to keep pace with global technological shifts. I = 4 High. Insufficient capacity may lead to bureaucratic bottlenecks in the "testing grounds" for MSMEs, hindering the project's goal of fostering a private sector digital ecosystem and potentially stalling innovation due to safety or compliance concerns.	The project will focus on institutionalizing specialized training modules into a permanent digital curriculum for staff at national partner institutions, while simultaneously utilizing the Public Private Dialogue (PPD) platform to facilitate hands on mentorship from private sector experts to government officials. Furthermore, continuous capacity building will be ensured through the establishment of a structured internal digital knowledge hub, consolidating all policy papers, roadmaps, and research findings to serve as a long term reference for decision makers and maintain institutional memory beyond the project's lifecycle.	Following the 2025 project milestones, this risk has been re evaluated to reflect the ongoing need for specialized technical support within the digital ecosystem. While the overarching strategic vision for digitalization is well established, enhancing the day to day operational capacity to manage complex technical governance remains a priority for ensuring the long term sustainability of project outcomes after the June 2026 closure.	Project Manager
2	The ongoing modernization of public administration—including potential refinements to the structure of national economic and financial bodies—may lead to shifts in departmental mandates or personnel turnover. This creates a risk of losing "institutional memory" and may require a period of adaptation for new staff to align with the technical requirements of the AI and digital governance frameworks.	Organizational	P = 3 Moderate. The 2026 "Year of Transformation" (Year of Neighborhood (Mahalla) Development and Society Upliftment) suggests a dynamic environment where structural adjustments are likely as part of broader civil service reforms. I = 3 Moderate. While organizational changes can cause short term delays, the established legal frameworks and roadmaps provide a solid foundation that helps maintain strategic direction during transition periods.	To maintain continuity, the project will enhance a knowledge management process that includes digital hand over protocols and standardized onboarding materials for new officials. Collaborative platforms introduced by the project will serve as a stabilizing "institutional bridge," ensuring that project objectives remain consistent regardless of internal structural adjustments. Furthermore, the project will prioritize the formal codification of roadmaps and policies into legislative acts to ensure they remain binding across administrative changes.	In alignment with the national focus on administrative transformation, the project has proactively shifted toward a system based continuity model. By transitioning critical knowledge into a structured digital repository, the project ensures that strategic objectives remain accessible and actionable for new teams. This approach mitigates the impact of departmental shifts by institutionalizing progress within a permanent digital framework rather than relying on individual personnel.	Project Manager

3	The startup support landscape is currently dominated by public or semi public entities. There is a risk that the lack of specialized private sector service providers (accelerators, specialized consultants) may limit the availability of high quality, market driven mentorship and lead to a long term reliance on state subsidies for ecosystem maintenance	Strategic / Market	P = 4 High. Currently, only a few private hubs exist, and the business model for private incubation remains challenging due to high operational costs and a nascent venture capital market. I = 4 High. A lack of private sector competition can result in stagnant service quality and reduced global competitiveness for local startups, as private players are typically more agile in adapting to international market trends.	To address this, the project will advocate for incentive packages and regulatory frameworks that encourage private investment in incubation and acceleration. This includes exploring "matching grant" models or tax incentives for private hubs. Additionally, the project will use its platforms to highlight successful private sector models, demonstrating their role in creating a sustainable, market led support infrastructure.	The project has moved toward a more market oriented approach, actively involving existing private hubs in policy dialogues. By shifting the focus from "public delivery" to "market facilitation," the project is working to lower entry barriers for private service providers, ensuring that the ecosystem transitions toward a self sustaining model based on professional service delivery and proven business results.	Project Manager
4	A significant portion of the venture capital (VC) and startup financing in the ecosystem is supported by government backed funds. While this was essential for establishing the initial market, there is a risk that a prolonged reliance on public financing could limit the inflow of diverse, risk tolerant private capital and slow the integration of local startups into global investor networks.	Financial	P = 3 Moderate. The probability is decreasing as national funds transition toward "fund of funds" models that require 1:1 matching from private or international partners. I = 3 Moderate. While state funding provides stability, the transition to private "angel" and VC investment is critical for ensuring that startups are evaluated by market driven commercial standards rather than only by policy aligned criteria.	The project will continue to promote private financing mechanisms, specifically focusing on the growth of Angel Investment Networks and "in house" corporate venture funds. By advocating matching investment solutions and inviting foreign VCs to the table, the project aims to create a more accessible pool of "private money." Additionally, project platforms will be used to build the capacity of local high net worth individuals to participate in early stage tech investing.	The project has successfully supported the shift toward a blended finance model. Recent progress includes the promotion of investment matching initiatives where public funds act as catalysts to attract private co investment. Furthermore, by facilitating dialogues between local ecosystem players and international venture firms, the project is helping to establish a self sustaining investment cycle where private capital increasingly takes the lead in financing innovation.	Project Manager

Annex 3.

Media coverage of “Empowering the youth to embrace the digital economy and digital entrepreneurship” project activities during the period of January June 2025

#	Event / Activity Name	Date	Ownership (UNDP/National partner)	Link / Reference	Communication Channel	Format (e.g., post, press release etc.)
1	Expert Visit by Denis Kalyshkin	24.12.2025	UNDP	https://www.undp.org/ru/uzbekistan/press-releases/ekspertnyy-vizit-denis-a-kalyshkina-chestnyy-dialog-so-startapami-i-investorskiy-vzglyad-iznutri	website	Press-Release
2		24.12.2025	UNDP	https://www.undp.org/uzbekistan/press-releases/expert-visit-denis-kalyshkin-honest-dialogue-startups-and-investors-inside-perspective	website	Press-Release
3		24.12.2025	UNDP	https://www.undp.org/uz/uzbekistan/press-releases/denis-kalishkinning-ekspert-tashrifi-startaplar-bilan-samimiy-muloqot-va-investorning-ichki-qarashi	website	Press-Release
4		24.12.2025	UzDaily (Media)	https://www.uzdaily.uz/ru/v-uzbekistane-proshiol-ekspertnyi-vizit-investitsionnogo-direktora-i2bf-global-ventures-denis-a-kalyshkina/	website	News
5		24.12.2025	UNDP	https://www.instagram.com/p/DSpTxaSjPZ5/?hl=ru&img_index=5	Instagram	Post
6		24.12.2025	UNDP	https://www.facebook.com/share/p/1DXVdFPtam/	Facebook	Post
7		24.12.2025	UNDP	https://t.me/undpuzbekistan/7864	Telegram	Post
8	CS// Angels School	22.12.2025	UNDP	https://www.undp.org/ru/uzbekistan/press-releases/pervaya-shkola-biznes-angelov-zavershila-seriyu-obuchayushchikh-sessiy	website	Press-Release
9		22.12.2025	UNDP	https://www.undp.org/uzbekistan/press-releases/first-business-angel-school-completes-series-training-sessions	website	Press-Release
10		22.12.2025	UNDP	https://www.undp.org/uz/uzbekistan/press-releases/birinchi-biznes-farishtalar-maktabi-oquv-mashgulotlarini-yakunladi	website	Press-Release
11		22.12.2025	UNDP	https://www.instagram.com/p/D5mDD17D2qO/?hl=ru&img_index=1	Instagram	Post
12		22.12.2025	UNDP	https://t.me/undpuzbekistan/7838	Facebook	Post
13		22.12.2025	UNDP	https://www.facebook.com/share/p/17xJH5Es9/	Telegram	Post
14	Final PizzaPitch Mini 2025	16.12.2025	UNDP	https://www.undp.org/uzbekistan/press-releases/final-pizzapitch-mini-2025-brings-together-startups-and-venture-experts	website	Press-Release
15		16.12.2025	UNDP	https://www.undp.org/ru/uzbekistan/press-releases/finalnyy-pizzapitch-mini-2025-obedinil-startapy-i-venchurnykh-ekspertov	website	Press-Release
16		16.12.2025	UNDP	https://www.undp.org/uz/uzbekistan/press-releases/yakuniy-pizzapitch-mini-2025-startaplar-va-venchur-ekspertlarini-birlashtirdi	website	Press-Release
17		16.12.2025	UNDP	https://www.instagram.com/p/DSUZOXWALCF/?hl=ru&img_index=3	Instagram	Post
18		16.12.2025	UNDP	https://t.me/undpuzbekistan/7771	Facebook	Post

19		16.12.2025	UNDP	https://www.facebook.com/share/p/1AQBvpaVGh/	Telegram	Post
20	Demo Day of the IT and Digital Internship	15.12.2025	UNDP	https://www.undp.org/uzbekistan/press-releases/demo-day-it-and-digital-internship-program-girls-and-women	website	Press-Release
21	Program for Girls and Women	15.12.2025	UNDP	https://www.undp.org/ru/uzbekistan/press-releases/demo-den-it-i-cifrovoy-programmy-stazhirovok-dlya-devushek-i-zhenshchin	website	Press-Release
22		15.12.2025	UNDP	https://www.undp.org/uz/uzbekistan/press-releases/qizlar-va-ayollar-uchun-it-va-raqamli-amaliyot-dasturining-namoyish-kuni	website	Press-Release
23		15.12.2025	UNDP	https://www.instagram.com/p/DSSF5eji7zd/?hl=ru&img_index=4	Instagram	Post
24		15.12.2025	UNDP	https://t.me/undpuzbekistan/7752	Facebook	Post
25		15.12.2025	UNDP	https://www.facebook.com/share/p/1Zvw3Hft85/	Telegram	Post
26	PizzaPitch Mini	26.11.2025	UNDP	https://t.me/undpuzbekistan/7501	Telegram	Post
27		26.11.2025	UNDP	https://www.facebook.com/share/r/1aHP37VBjA/	Facebook	Post
28		26.11.2025	UNDP	https://www.instagram.com/p/DRhH80nAU20/	Instagram	Post
29	PPD on AI	19.11.2025	UNDP	https://www.undp.org/uzbekistan/press-releases/training-dialogue-uzbekistan-forms-comprehensive-approach-artificial-intelligence-development	website	Press-Release
30		19.11.2025	UNDP	https://www.undp.org/ru/uzbekistan/press-releases/ot-obucheniya-k-dialogu-uzbekistan-formiruet-kompleksnyy-podkhod-k-razvitiyu-iskusstvennogo-intellekta	website	Press-Release
31		19.11.2025	UNDP	https://www.undp.org/uz/uzbekistan/press-releases/talimdan-muloqotga-ozbekiston-suniy-intellektni-rivojlantirishga-kompleks-yondashuvni-shakllantirmoqda	website	Press-Release
32		19.11.2025	UNDP	https://t.me/undpuzbekistan/7362	Telegram	Post
33		19.11.2025	UNDP	https://www.linkedin.com/feed/update/urn:li:activity:7396795800216940544	LinkedIn	Post
34		19.11.2025	UNDP	https://www.instagram.com/p/DROIY0ECPfE/?img_index=1	Instagram	Post
35		19.11.2025	DERC	https://t.me/dercuzb/2439	Telegram	Post
36		19.11.2025	UNDP	https://www.undp.org/uzbekistan/press-releases/training-dialogue-uzbekistan-forms-comprehensive-approach-artificial-intelligence-development	website	Press-Release
37		19.11.2025	UNDP	https://www.undp.org/ru/uzbekistan/press-releases/ot-obucheniya-k-dialogu-uzbekistan-formiruet-kompleksnyy-podkhod-k-razvitiyu-iskusstvennogo-intellekta	website	Press-Release
38		19.11.2025	UNDP	https://www.undp.org/uz/uzbekistan/press-releases/talimdan-muloqotga-ozbekiston-suniy-intellektni-rivojlantirishga-kompleks-yondashuvni-shakllantirmoqda	website	Press-Release
39	Workshop on AI	11.11.2025	UNDP	https://t.me/undpuzbekistan/7290	Telegram	Post
40		11.11.2025	UNDP	https://www.facebook.com/share/p/19wwFwYYPr/	Facebook	Post
41		11.11.2025	UNDP	https://www.instagram.com/p/DQ6WhdniJD7/?img_index=1	Instagram	Post

4 2	Trainings DIGITAL4BUSINESS	07.11.2025	UNDP	https://t.me/undpuzbekistan/7279	Telegram	Post
4 3		07.11.2025	UNDP	https://www.facebook.com/share/p/1BtEaavxS/	Facebook	Post
4 4		07.11.2025	UNDP	https://www.instagram.com/p/DQwQiwIjK3O/?img_index=1	Instagram	Post
4 5		07.11.2025	Tec4impact	https://t.me/tec4himpact_uz/341	Telegram	Post
4 6	CS// Angels School	31.10.2025	UNDP	https://t.me/undpuzbekistan/7192	Telegram	Post
4 7		31.10.2025	UNDP	https://www.facebook.com/share/p/1Kib1c4UrS/	Facebook	Post
4 8		31.10.2025	UNDP	https://www.instagram.com/p/DQeNQ-8DESG/?img_index=1	Instagram	Post
4 9	PPD on EdTech	29.10.2025	UNDP	https://t.me/undpuzbekistan/7137	Telegram	Post
5 0		29.10.2025	UNDP	https://www.facebook.com/share/p/1Ce1ZjcVMw/	Facebook	Post
5 1		29.10.2025	UNDP	https://www.instagram.com/p/DQZEsOfjNKe/?img_index=1	Instagram	Post
5 2		29.10.2025	DERC	https://t.me/dercuzb/2396	Telegram	Post
5 3	Workshop on University Incubation	22.10.2025	UNDP	https://t.me/undpuzbekistan/7056	Telegram	Post
5 4		22.10.2025	UNDP	https://www.linkedin.com/feed/update/urn:li:activity:7386707648513007616	LinkedIn	Post
5 5		22.10.2025	UNDP	https://www.facebook.com/share/p/1A2XKhXLP5/	Facebook	Post
5 6		22.10.2025	UNDP	https://www.instagram.com/p/DQG56JzJO8j/?img_index=1	Instagram	Post
5 7	Inter-University Incubator!	10.09.2025	UNDP	https://t.me/undpuzbekistan/6701	Telegram	Post
5 8		10.09.2025	UNDP	https://www.facebook.com/share/v/1CrwxgX4b3/	Facebook	Post
5 9		10.09.2025	UNDP	https://www.instagram.com/p/DQaasoijwWV/	Instagram	Post
6 0		29.08.2025	UNDP	https://t.me/undpuzbekistan/6588	Telegram	Post
6 1		29.08.2025	UNDP	https://www.facebook.com/share/p/1CC8stPrMT/	Facebook	Post
6 2		29.08.2025	UNDP	https://www.instagram.com/p/DN7oPB2iBdn/?img_index=1	Instagram	Post
6 3	CS// Angels School	27.05.2025	UNDP	https://t.me/undpuzbekistan/6033	Telegram	Post
6 4		27.05.2025	UNDP	https://www.facebook.com/share/p/17WTm7i1tA/	Facebook	Post
6 5		27.05.2025	UNDP	https://www.instagram.com/p/DKlj2PeKluj/?img_index=1	Instagram	Post

Analytical paper	
Relevant	1. https://www.undp.org/ru/uzbekistan/publications/cifrovaya_ekonomika_uzbekistana_sostoyanie_cifrovogo_predprinimatelstva_i_iskusstvennogo_intellekta

webpa ges	https://www.undp.org/uzbekistan/publications/digital economy uzbekistan state digital entrepreneurship and artificial intelligence https://www.undp.org/uz/uzbekistan/publications/ozbekistonning_raqamli_iqtisodiyoti_raqamli_tadbirkorlik_va_suniy_intellekt_holati https://t.me/undpuzbekistan/6131 https://www.uzdaily.uz/uz/o%CA%BBzbekistonda_raqamli_iqtisodiyot_va_suniy_intellekt_tendensiyalar_va_istiqbollar/ https://www.facebook.com/share/p/1GFyXEJLsY/ https://t.me/undpuzbekistan/5319 https://www.facebook.com/share/p/16bf5ptfbd/ https://www.instagram.com/p/DGARVHLKK13/?utm_source=ig_web_copy_link https://www.instagram.com/p/DKwVAB9qOx3/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
Success Stories	
Releva nt webpa ges	https://www.undp.org/uzbekistan/stories/internship career it story ozodaxon muminova https://www.undp.org/ru/uzbekistan/stories/ot_stazhirovki_k_karere_v_it_istoriya_ozodaxon_muminovoy https://www.undp.org/uz/uzbekistan/stories/amaliyotdan_it_karyeragacha_ozodaxon_muminovaning_hikoyasi https://www.youtube.com/watch?v=dLOIQJ9_ET0 https://t.me/undpuzbekistan/5779 https://t.me/undpuzbekistan/5417 https://t.me/undpuzbekistan/5300 https://www.facebook.com/share/p/1CYKZVC1Zu/ https://www.facebook.com/share/p/1Nr2Kq3hFh/ https://www.facebook.com/share/p/1E7yCqBtR8/ https://www.facebook.com/UNDPUzbekistan/posts/pfbid026h645PjRi4RkeR5oeVW4nukn8e3XCyMfpZhfAkSbTr9MDH9xc3rkHafPZ5ZbUNgl https://www.instagram.com/reel/DF7LD79Kr0j/?utm_source=ig_web_copy_link
Infographics	
Releva nt webpa ges	As part of our capacity building efforts, we are preparing a series of infographics on key topics such as digital entrepreneurship, startup development stages, venture funding, and e commerce. The aim is to raise awareness among youth and women—especially in rural areas—through clear, engaging, and practical visuals. The infographics will support ongoing trainings and outreach activities.
Public Private Dialogue	
Releva nt webpa ges	https://www.undp.org/ru/uzbekistan/press-releases/ot-obucheniya-k-dialogu-uzbekistan-formiruet-kompleksnyy-podkhod-k-razvitiyu-iskusstvennogo-intellekta https://t.me/mitcuz/18602 https://t.me/undpuzbekistan/7362 https://t.me/undpuzbekistan/7290 https://www.facebook.com/share/r/19LopVvTJ2/ https://t.me/undpuzbekistan/5964 https://t.me/uzbekistan24_tvnews/250874 https://www.instagram.com/p/DJ1o1BFqm46/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA== https://www.facebook.com/share/p/19w6c8cFhL/ https://www.facebook.com/share/p/1BQZwRocaZ/ https://digitagro.uz/8493/ https://www.youtube.com/watch?v=hFFPhr9GXAs https://t.me/undpuzbekistan/6422?single

	14. https://www.instagram.com/p/DMxNE0oKMaY/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA== 15. https://www.facebook.com/share/p/1ATWjXUhQX/
Innovates TALKS	
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