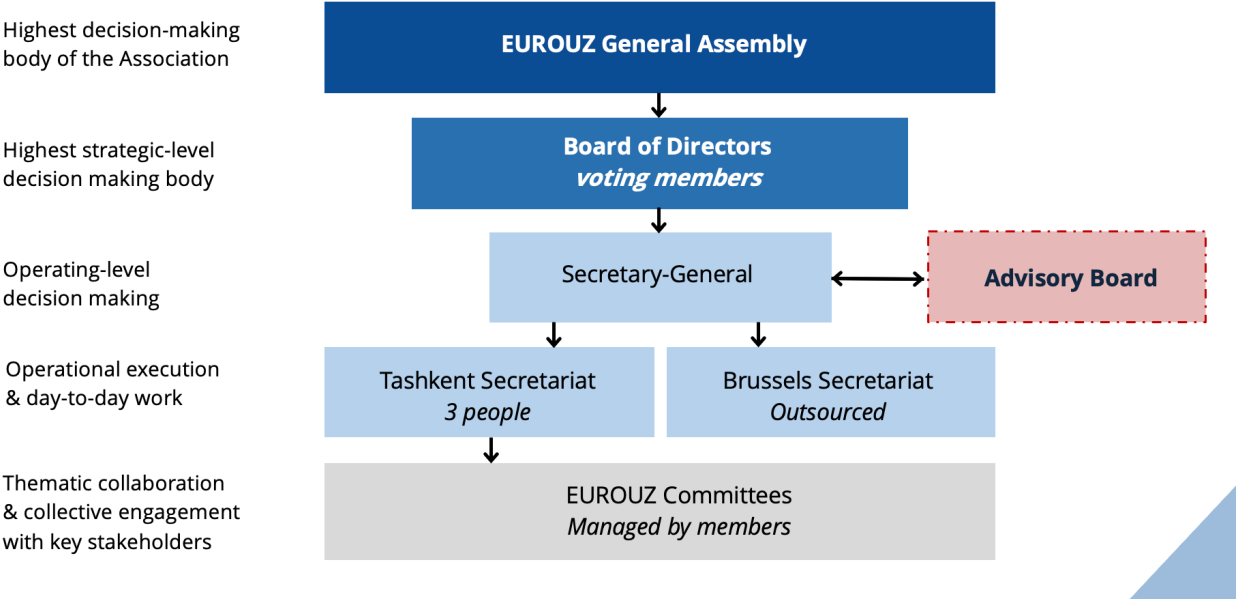


Proposed concept summary:

To minimise competition and enhance communication and information exchange among European chambers in Uzbekistan, a new EUROUZ Advisory Board is proposed to be established within the EUROUZ governance structure. This Advisory Board is envisaged to serve as the “European Chambers Council in Uzbekistan (ECC)”. It will comprise leaders from officially recognised European Economic Area chambers, legally operating within Uzbekistan or overseeing activities related to Uzbekistan in EEA states, which are holding membership within EUROUZ.

The EUROUZ Advisory Board / ECC will ensure that EUROUZ’s Secretariat’s Action in Uzbekistan considers other European chambers’ interests. The Advisory Board will have no formal influence on the decisions of the EUROUZ Director’s Board and is envisaged a separate coordination structure, whose members do not participate in the EUROUZ Director’s Board meetings, but the EUROUZ Secretariat shall be obliged to include the opinions and interests of the EUROUZ Advisory Board / ECC members prior when presenting descisions to EUROUZ Director’s Board.

Proposed new EUROUZ corporate governance structure:



Proposed functions the EUROUZ Advisory Board:

The functions of the new advisory board of EUROUZ, which will consist of leaders from public and state-affiliated European chambers active in or responsible for Uzbekistan, can be outlined as follows:

1 Coordination of Interests:

- Facilitate alignment among European chambers in Uzbekistan to ensure that their activities are harmonious and mutually reinforcing, rather than competitive.
- Develop common strategies for representing European business interests effectively within Uzbekistan.

2 Advisory Role:

- Provide expert advice to the EUROUZ Secretariat on critical issues affecting European businesses in Uzbekistan.
- Offer insights and guidance on local regulations, market dynamics, and business opportunities that can influence mutual strategy and operations.

3 Decision-Making Influence:

- Review and provide feedback on proposals and strategic plans developed by the EUROUZ Secretariat before final presentation is made to the EUROUZ Board of Directors.
- Ensure that the views and concerns of the various European chambers are considered in the board's decision-making process.

4 Promotion of Cooperation:

- Initiate and support collaborative projects and initiatives among European chambers to leverage collective strengths.
- Organize joint events, such as business forums, workshops, and trade missions, to foster networking and cooperation.

5 Representation and Advocacy:

- Act as a collective voice for European chambers in dealings with the Uzbek government and other stakeholders.
- Lobby for policies and regulations that benefit European businesses and improve the investment climate in Uzbekistan.
- Decisions on the establishment of joint industry-specific committees

6 Information Sharing and Communication:

- Facilitate regular communication among member chambers to share updates, best practices, and challenges.
- Create a platform for exchanging information on economic developments, regulatory changes, and other relevant topics.

7 Capacity Building:

- Organize training sessions and seminars to enhance the capabilities of European chambers and their members in areas such as compliance, market entry strategies, and cultural understanding.
- Develop resources and tools that can assist member chambers in navigating the Uzbek market effectively.

8 Monitoring and Evaluation:

- Regularly assess the impact of joint initiatives and the effectiveness of the collaboration among chambers.
- Provide recommendations for improvement and ensure that the collaborative efforts are aligned with the overall objectives of EUROUZ.

By fulfilling these functions, the advisory board will play a pivotal role in ensuring that the interests of European businesses are well-coordinated and effectively represented in Uzbekistan, thereby enhancing their ability to operate successfully in the market.