



European Union

**STRATEGIC PLAN  
OF THE PUBLIC ORGANIZATION “QUALITY MANAGEMENT CENTER”  
TO ACHIEVE FOOD SAFETY IN THE REGION  
FOR 2012-2017**



Central Asia  
2012



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**Project:** Integrated approach to promoting Central Asian small and medium enterprises processing nuts, dried fruit and honey.

The project is being carried out in close cooperation with local and international partners, who have contributed greatly to the development of the fruit and vegetable production and processing sector in the region.

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## LIST OF ABBREVIATIONS

<b>PO</b>	Public Organization
<b>NGO</b>	Non-governmental organization
<b>QMC</b>	Quality Management Center
<b>LLC</b>	Limited Liability Company
<b>SWOT</b>	Strength, Weakness, Opportunity, Threat
<b>DFH</b>	Dekhkan Farming Household
<b>ADFH</b>	Association of Dekhkan Farming Households
<b>APC</b>	Agricultural Production Complex
<b>UBASR</b>	Union of Business Associations of Sughd Region
<b>MIDAT</b>	Center for Development and Support of Associations in Tajikistan
<b>HACCP</b>	Hazard And Critical Control Points Analysis
<b>Global GAP</b>	Good Agricultural Practices

## INTRODUCTION

Recently organizations, enterprises and government structures have been increasingly using the term “**strategic planning**” in their operations, which describes a certain desirable state of the economic development at a certain period in time. This understanding of strategic planning has come from Western management practices. However, strategic planning is the result of calculating a plan (trajectory) of the best possible use of one’s resources for maximum acceleration of the movement in the direction of choice. Without applying a specific, science-based mechanism of coordinating the actions of the consumers and producers of various forms of property in time and space, strategic planning turns into nothing more than a forecast, or a declaration of intentions. A **strategy** is not just a step-by-step action plan. It is similar to the mission, as it also determines the direction of our movement. However, if the mission of an organization describes what the organization exists for, when determining the strategy you find the main road that will take you there. PO “Quality Management Center”, realizing the importance of strategic planning as an instrument ensuring crisis-free development of an organization, has decided to classify social and economic processes in an organization and determine the development strategy for the organization for the nearest three years. This report presents information on the organization’s activity, which, through the process of strategic planning, answers the questions that form the basis of strategic planning. By answering these questions, the organization gets an overall picture of what it is doing and where it is heading. Strategic planning adds clarity to what the organization is really trying to achieve and how this must be done. A professionally prepared strategic plan helps the organization to reach the goals easier and show a clear development perspective. The final result of this work and the report is to determine the organization’s development strategy and further plans for achieving the set goals. The report and strategic plan of the organization’s development is based on such questions as: Who are we?; What can we do and what capacity do we have?; What changes can we make?; How should we distribute resources?; What priorities need to be set?

# 1. INFORMATION ABOUT THE ORGANIZATION

## 1.1. History of the organization

Food security implies:

— Physical accessibility of the food. Food items must be available in the country in the volumes and variety necessary (in accordance with the commonly accepted consumption norms), and their delivery must be uninterrupted. This condition can be achieved by ensuring government control over domestic and outside deliveries, as well as the stocks of food items available.

— Economic accessibility of the food. Every resident of the country, regardless of the age, material and official status, must have adequate income for buying a minimum set of food items. This condition is met by supporting sufficient income level of the population and by controlling the food price level. The population must also have an opportunity to produce their own food at their own households and subsistence farming lots.

— Food safety. The quality of inputs and food items must meet the established requirements and guarantee safe consumption. People must receive everything their body needs, and be confident about its safety, i.e. the absence of substances harmful for human health or for environment. Increased interest in safe food worldwide is explained by growing rate of diseases related to food poisoning. Besides, diseases caused by low-quality food can have a negative impact on the status of foreign and domestic trade, as well as at the revenue and employment of certain categories of the population.

One of the key requirements from the consumers in food industry is the safety of food products. Today many companies in the food sector implement and use international standards designed by internationally renowned organizations, such as ISO (International Organization for Standardization), FAO (United Nations Food and Agriculture Organization), WHO (World Health Organization), etc.

Production, distribution and sale of food products is a giant industry involving a number of small and medium enterprises in the value chain for food. Following the food safety requirements is extremely important for these SMEs, as it meets both the demands of end consumers and the customers' contractual requirements.

The modern level of food industry development is characterized primarily by the widespread use of various food additives (including genetically modified ones) and development of the new processing methods for food products. Both factors can have varying, and sometimes not completely known, impact on the human body, causing various pathologies and allergic reactions. This is compounded by increased epidemiological risk globally, due to the spread of avian flu through exported food products. All this makes the governments constantly raise the requirements to the safety of food products, identifying and preventing the smallest risks. It should be noted that even though our products are quite competitive in terms of taste (due to rare use of various additives), we are definitely behind in terms of food safety. This is illustrated by regular mass poisonings at public catering facilities. The competitiveness of our food industry will soon be determined by the situation with sanitary conditions, workers' negligence, etc. This particularly refers to small enterprises.

To improve the situation with food safety, it is necessary to:

- Strengthen control over the quality of inputs and products;
- Introduce certification of quality management systems

Due to certain problems, two international organizations – **GIZ** as part of its project “Private Sector Development” and **Hilfswerk Austria International** as part of its project “Central Asia Invest – II”, have conducted a number of trainings on food safety. Based on the results of these trainings and a study tour to Romania, public organization “Quality Management Center” was established on January 25, 2012, under the registration number **004 255 TU**. The main goal of the organization is to facilitate competitiveness of the country’s economy by providing professional consultancy services to enterprises, farming households, etc.

## **1.2. Vision of the Organization**

“Quality Management Center” is a recognizable and accepted as a leading, professional and financially sustainable organization.

## **1.3. Mission of the Organization**

We, the Public Organization “Quality Management Center”, are intending to contribute to achieving food security and safety by implementing international standards and quality management systems.

## **1.4. Goals and objectives of the Organization**

### **Goals of the organization:**

1. Promoting international standards with the aim of improving produce quality;
2. Protecting the rights of producers in the area of food safety;
3. Assistance in establishing and developing a civilized market for goods and services;
4. Assistance in achieving food security in the region;
5. Assistance in achieving food safety;
6. Promoting “Quality Management Center” at the consultancy services market.

### **Objectives of the organization:**

1. Implementing international standards for quality management and safety;
2. Capacity building of the organization’s members and clients;
3. Lobbying the interests of the target group;
4. Information activity;
5. Accreditation / certification of the consultants;
6. Cooperation with specialized educational, research, government and public organizations;
7. Promoting and implementing innovative, resource-efficient, environmentally friendly technologies and methods of production;
8. Promoting the ideas of gender equality and following the rights and interests of the vulnerable groups in the food sector.

## 2. AREAS OF ACTIVITY

### 2.1. Geographic coverage

Tajikistan is a former Soviet Socialist Republic, part of the USSR, in Central Asia. This landlocked state, the smallest in Central Asia, is located in the foothills of Pamir, bordering on Uzbekistan in the West and North-West, Kyrgyzstan in the North, China in the East and Afghanistan in the South. The capital of Tajikistan is called Dushanbe. Tajikistan is rich in natural resources, but they are hard to reach, due to weak infrastructure and mountains covering 93% of the country's territory. Tajikistan is located far from the main Eurasian transportation routes.



<b>Official name</b>	Republic of Tajikistan
<b>Capital</b>	Dushanbe
<b>Largest cities</b>	Dushanbe, Khujand, Kulyab, Kurgantube, Khorog
<b>Regions</b>	1. Sughd Region 2. DNJ 3. Khatlon 4. GBAO
<b>Area</b>	142,000 sq.km.
<b>Population (2011)</b>	
- quantity	7,616,400 ppl
- density	53.3 people / sq.km.
<b>GDP (2010)</b>	
- total	\$ 5.50 billion
- per capita	\$ 780
<b>National currency</b>	Somoni
<b>Telephone code</b>	+ 992
<b>Time zone</b>	GMT+5

Widespread poverty is a result of a multitude of factors: unfavorable economic and geographic location (far from global transport infrastructure, mountainous terrain), heavy social situation (after the collapse of the Soviet Union, the country suffered through civil war), underdevelopment of the Tajik economy and weak authorities (in the modern conditions Tajikistan has little experience of governance).

Administratively Tajikistan is divided into two regions and one autonomous region. Besides, 13 districts located in the central part of the country, together with the capital Dushanbe, have a special status of national jurisdiction. Each region is also divided into districts, which in turn consist of jamoats (rural councils), which are further divided into villages. Agriculture makes up 18.9% of the GDP, industry – 21.9%, service sector – 59.2% (2009 data).

According to its charter, the organization can function in Sughd Region without any additional permits. Nevertheless, the Board of the organization, considering the importance of the selected activity, decided to provide its consultancy services and sign respective contracts not just in Sughd Region, but in entire Tajikistan and in trans-border areas of the neighboring countries. The geography of its



operation includes all regions of Tajikistan and three regions of Kyrgyzstan – Osh, Batken and Jalalabad.

Batken region is located in the South-West of Kyrgyzstan, about 240 km West of Osh. The total area of the city is 5,180 hectares. The actual city area (not including household plots) is 1,143 hectares. Agricultural land use is 4,037 hectares, including 1,106 hectares belonging to farming households (of these 918 hectares are irrigated); land belonging to the



farming production unions – 393 hectares (including 316 hectares irrigated); 27 hectares of household plots (all irrigated); 111 hectares of city residents' plots (all irrigated) and 2400 hectares of pastures.

The territory subordinated to city administration is 205 sq.km, of which 51.8 sq.km are actually within city limits and the remaining 153 sq.km represent rural areas with three villages, (the largest of which is Kyzyl-Jol, population 3,207). The total population of the rural area is 5,760. Thus, the territory subordinated to the city administration has the total population of 17,894. The city is divided into six residential blocks – Airport, Bazar-bashi, Bulak-bashi, Kelechek, Kyzyl-Don and Kyzyl-Jol.

## **2.2. Target group**

The target group of PO “QMC” includes all processing industry agents, both individuals and legal entities, farming households and entrepreneurs, operating in Batken, Osh and Jalalabad regions of Kyrgyzstan and the Republic of Tajikistan.

The head office of the organization is located in Khujand, Sughd Region. Today, with the aim of expanding operation, reducing operational costs and increasing productivity, as well as improving the access of the target group to the services provided by the organization, PO “QMC” has a representative in Dushanbe. Prospective customers can apply for information about the services provided or a request to provide services offered by the organization.

The main category of PO “QMC” clients are individuals, enterprises and organizations engaged in production of goods and services in food, light industry, energy, machine-building, printing sectors, as well as other activities not prohibited by the legislation of the Republic of Tajikistan.

## **2.3. Market coverage**

The number of enterprises and entrepreneurs broken down by sectors, farming house holds in the Republic of Tajikistan and in Batken, Osh, Jalalabad regions of Kyrgyzstan.

## **2.4. Main competitors**

The main competitors of QMC in the Sughd Region market are:

- SAS Consulting
- PO “Jovid”
- Market Plus LLC

#	Name of the organization	Mission	Direction of activity	List of services provided
1.	Sughdagro serv Consulting	Mobilizing the market for agricultural produce in Tajikistan by establishing business linkages and providing accurate and detailed information required for operating agricultural business.	<ul style="list-style-type: none"> <li>- Information</li> <li>- Communications</li> </ul>	<ul style="list-style-type: none"> <li>- Agricultural Web portal www.agroinform.tj</li> <li>- Monthly agricultural newspaper "Agroinform.tj"</li> <li>- Receiving necessary information on mobile phones via SMS</li> </ul>
2.	PO "Jovid"	Facilitating the improvement of living standards and improving the well-being of the rural population in the Republic of Tajikistan, and contributing to food safety of the country by developing lending programs and consultancy services, developing and implementing intensive technologies.	<ul style="list-style-type: none"> <li>- Information</li> <li>- Educational</li> <li>- Humanitarian</li> <li>- Consultancy</li> </ul>	<ul style="list-style-type: none"> <li>- Social and economic recovery and development of the Republic of Tajikistan;</li> <li>- Consultative help to farmers by conducting seminars and trainings;</li> <li>- Issuing in-kind loans;</li> <li>- Assisting improvement of living standards for socially vulnerable groups of the population, mostly in rural areas.</li> </ul>
3.	Market Plus LLC	Providing high quality services to expand the entrepreneurs' capacity and increase their revenue with the aim of effective development of new or existing business in Central Asian countries.	<ul style="list-style-type: none"> <li>- Consultancy</li> <li>- Educational</li> <li>- Production</li> </ul>	<ul style="list-style-type: none"> <li>- Studying the market and its capacity</li> <li>- Designing a marketing strategy using all components of a marketing mix</li> <li>- Information</li> <li>- Creating conditions and capacity for accessing international markets</li> <li>- Consultations on marketing management, business planning, financial management and time management</li> <li>- Improving business processes at the enterprise</li> <li>- Introducing food safety system, HACCP system and preparing for ISO 22000:2005 certification</li> <li>- Various trainings for business development</li> </ul>

### 3. PREREQUISITES FOR ORGANIZATION'S DEVELOPMENT

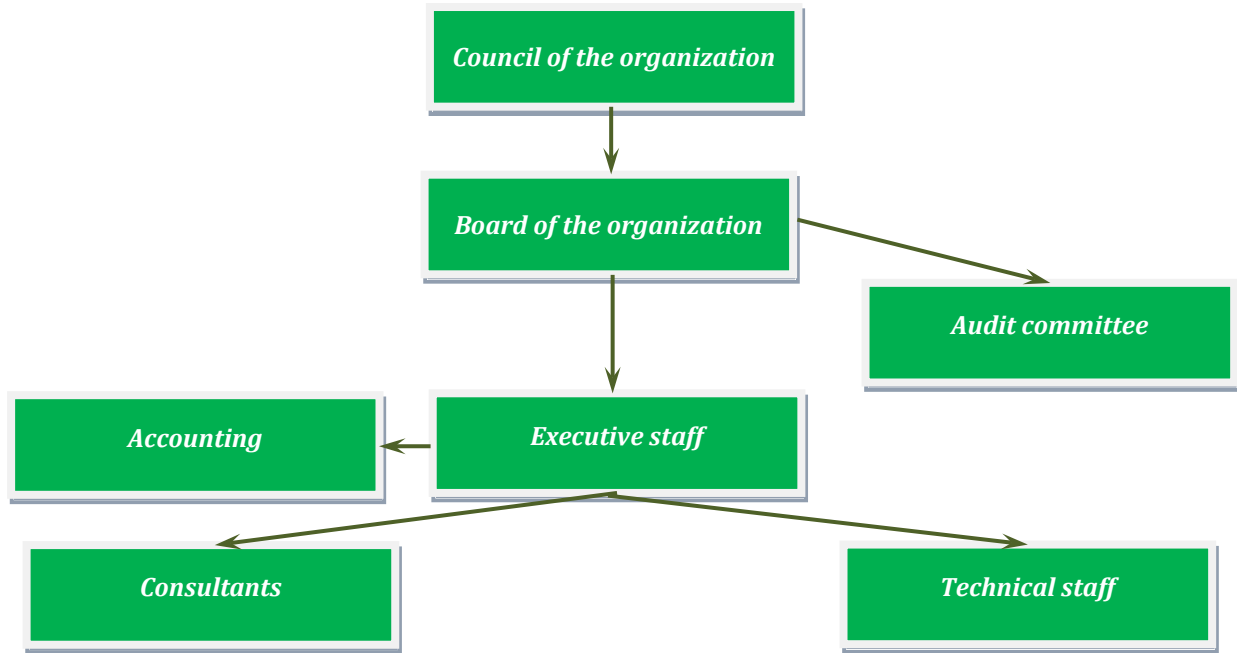
#### 3.1. SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>– Large area of activity for implementing international standards and norms of food safety, both at the level of processing enterprises and at the level of agricultural producers.</li> <li>– Processing enterprises are interested in obtaining international certificates for exporting produce</li> <li>– The organization has strong human resources – specialists in various areas who have extensive experience in the area of consultancy</li> <li>– All members of the organization have certificates for implementing international standards – HACCP and Global GAP</li> <li>– All required legal and regulatory documents have been developed</li> <li>– For sustainability of the organization, the consultants pay membership fees and percentage of the fees for consultancy services provided</li> <li>– Foreign financial support by GIZ is available</li> <li>– Support by the Government on the issues of quality, implementation and certification of quality management systems</li> </ul>	<ul style="list-style-type: none"> <li>– Limited funding</li> <li>– Heavy competition by other international and consultancy organizations</li> <li>– The organization is not authorized to issue international certificates, due to lack of license and licensed representative</li> <li>– The organization acts as an intermediary between the customers and certification organizations for issuing international certificates</li> <li>– Processing enterprises have little interest in obtaining international certificates to sell their goods within the country, due to the customers and respective authorities not demanding certification</li> <li>– Certificates are expensive, which forms an obstacle for obtaining them</li> <li>– Weak material and technical capacity</li> <li>– Lack of awareness about changes in international standards, which will require additional capacity-building for the consultants</li> <li>– There is a shortage of internationally registered experts-auditors who would be able to confirm compliance.</li> <li>– The implementation of food safety management systems based on the principles of analysis and control and systems for managing compliance with the international standards is occurring very slowly</li> <li>– Formal attitude towards implementing management systems, which discredits the need to introduce certification of the management systems</li> <li>– Absence of a Quality Institute in the Republic of Tajikistan</li> <li>– Lack of international recognition for enterprises certified in Tajikistan, which results in obstacles to promote the produce at the international market</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>– Capacity building for organization employees using own or donor funding</li> <li>– Expanding activity to other types of certification, e.g., ISO, Halal, etc.</li> <li>– Increasing the number of consultants to operate more in various areas of consultancy</li> <li>– Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>– Break-up of the organization</li> <li>– Refusal of the certification organizations to cooperate with QMC</li> <li>– Frequent changes in the Tajik legislation result in irrational use of funds by processing enterprises, which makes them care less about certification</li> </ul>

Threats	Actions
Break-up of the organization	<ul style="list-style-type: none"> <li>– Motivating all staff</li> <li>– Even distribution of workload and compensation</li> <li>– Constant capacity-building</li> </ul>
Refusal of the certification organizations to cooperate with QMC	<ul style="list-style-type: none"> <li>– All activities of the organization must be transparent</li> <li>– Strengthen quality control for certification and constant monitoring</li> </ul>
Frequent changes in the Tajik legislation result in irrational use of funds by processing enterprises, which makes them care less about certification	

Weaknesses	Actions
Limited funding	<ul style="list-style-type: none"> <li>– Constant fundraising</li> <li>– Search for new clients</li> </ul>
Heavy competition by other international and consultancy organizations	<ul style="list-style-type: none"> <li>– Improve quality of services provided</li> <li>– Conduct constant PR activities</li> <li>– Ensure transparency, demonstrate it in annual reports and on the organization's Web site</li> </ul>
The organization is not authorized to issue international certificates, due to lack of license and licensed representative	<ul style="list-style-type: none"> <li>– Train at least one consultant to become a member of certification organizations</li> </ul>
The organization acts as an intermediary between the customers and certification organizations for issuing international certificates	–
Processing enterprises have little interest in obtaining international certificates to sell their goods within the country, due to the customers and respective authorities not demanding certification	<ul style="list-style-type: none"> <li>– Information and clarification work with producers and processors on the benefits of certification</li> </ul>
Certificates are expensive, which forms an obstacle for obtaining them	<ul style="list-style-type: none"> <li>– Attract international organizations for co-financing the implementation of international standards and obtaining certificates</li> </ul>
Weak material and technical capacity	<ul style="list-style-type: none"> <li>– Constant fundraising and improving material and technical capacity</li> </ul>
Lack of awareness about changes in international standards, which will require additional capacity-building for the consultants	<ul style="list-style-type: none"> <li>– Constant capacity-building of the consultants and active cooperation with other organizations</li> </ul>

### 3.2. Organizational structure



#### Members of the Board of Directors:

- A. Negmatullaev
- D. Samadova
- R. Khasanov

**Internal auditor:** B. Khaydarov

**Executive director:** Mirzoravshan Kabilov

### 3.3. Human resources capacity

The organization employs 14 consultants.

## 4. THE ORGANIZATION'S DEVELOPMENT STRATEGY

### 4.1. QMC program components

#### 4.1.1. Thematic components

##### **Small and medium business development program**

According to the experts, small and medium business in Tajikistan is currently experiencing a transition period. Departure from planned economy and operating in the conditions of heavy market competition must teach entrepreneurs to manage their business, earn money and help the country with their investment; however, often the entrepreneurs lack professional skills and knowledge to develop their business. The international organizations operating in Tajikistan at the moment is focused at increasing the efficiency of small and medium business enterprises by attracting professional consultants, as well as developing the consultancy market and increasing the demand for consultancy services.

##### **Goal:**

Developing and improving the efficiency of small and medium business enterprises working in the area of food safety by providing professional consultations on the issues of international certification.

##### **Objectives:**

- Evaluate the situation with small and medium enterprises in the region;
- Assist small and medium enterprises working in the area of food safety, in obtaining international certificates;
- Conduct regular monitoring of the demand for international certificates.

##### **Strategy:**

- Create a database of enterprises willing to obtain international certificates (considering the opportunity for Tajikistan to join WTO);
- Create a database of export-oriented dekhkan households willing to obtain international certificates;
- Large-scale information campaign to explain the importance and necessity of obtaining international certificates;
- Introduce international standards at small and medium business enterprises and organizations;
- Monitoring and analysis of the activity of consulting companies and certification authorities operating in the Republic of Tajikistan;
- Monitoring and analysis of the demand for international standards in the area of food safety using HACCP, ISO and Global GAP standards.

##### **Developing the school of entrepreneurship in Sughd Region**

Opening the school of entrepreneurship in Sughd Region is an important factor in the small and medium business dev. The school is intended for those people who want to open their own business or

already have one. The school will give a chance to many ambitious, focused young people to implement their business ideas in real life.

**Goal:**

Developing small and medium business in Sughd Region by creating and developing entrepreneurship school.

**Objectives:**

- Establish an entrepreneurship school in SR
- Contribute to the development of the key areas of the School's activity

**Strategy:**

- Design a package of documents and obtain the necessary licenses and permits for operating the school
- Design a package of materials for educational services to be provided
- Create and equip the school
- Establish linkages with the enterprises in the region for providing practical classes to would-be specialists

**Advocacy**

**Lobbying**

Protecting the entrepreneurs' rights for achieving food safety and security in the Republic of Tajikistan is an important aspect for international and public organizations.

**Goal:** Assisting small and medium enterprises and protecting their rights to achieve food safety and security in the Republic of Tajikistan.

**Objectives:**

- Protect the rights of producers and processors in the area of food safety and security
- Promote the achievement of food safety and security in the Republic of Tajikistan

**Strategy:**

- Design a mechanism for protecting the rights of producers and processors in the area of food safety and security
- Lobby the interests of food producers and processors
- Assist in developing and establishing a civilized market for goods and services and achieving food safety and security in the Republic of Tajikistan

**4.1.2. Organizational components**

**Capacity-building of the Network members**

One strength of QMC is that all the consultants in the organization have an extensive work experience and have been trained at various courses. While working in their organizations, the consultants receive first-hand reports on the small and medium business issues on a daily basis, they live in the depth of these problems and solving these is crucial for them.

At the same time, there is a problem with receiving information promptly and limited access to new knowledge. Therefore, one of the main directions of activity for our organization must be the constant capacity-building for the staff.

**Goal:** Assisting achievement of the organization's mission by increasing the capacity of the consultants.

**Objectives:**

- Conduct trainings and seminars meeting the requirements of the consultants;
- Provide high-quality consultations for professional performance of the organization's tasks;
- Study the experience of other organizations working in various regions;
- Implement joint projects as part of thematic program components;
- Develop and strengthen internal relations by organizing regular round tables, meetings and forums.

**Strategy:**

- Teach and consult QMC employees based on the study of their needs and requirements;
- Attract local and international trainers who have experience working with NGOs and have the methodology for working in areas similar to those of QMC;
- Exchange experience both within Tajikistan and with foreign organizations;
- Conduct round tables and working meetings, inviting external observers and partners from among government structures, international organizations, NGOs and mass media.

**Information and communication**

QMC consultants do not have an opportunity to meet frequently, share their experiences, knowledge and information. Constant communication among the organization members will help establish a single information space within the network.

The Web site needs to be established as one of the key instruments to exchange information and experience, as well as promoting the image of the organization.

**Goal:**

Strengthen and optimize the process of communication among QMC consultants and promote the image of the organization that will help ensure visibility and recognition of the organization.

**Objectives:**

- Improve work efficiency and motivation within the organization
- Ensure coordination of works, projects, information
- Facilitate the learning process based on exchange of information among the organization's consultants
- Promote the establishment of a positive public opinion about the organization

**Strategy:**

- Develop a PR strategy and ensure recognition of the organization
- Constantly distribute information among the consultants
- Update the Web site regularly
- Develop and distribute the organization's booklet in local languages



- Prepare all program documents for the organization
- Establish connections with other organizations

### **Fundraising and sustainability**

#### **Goal:**

Ensuring financial and organizational sustainability of the organization

#### **Strategy:**

- Design the organization's fundraising strategy
- Ensure regular collection of membership fees and other good-will donations
- Raising funds, obtaining grant support
- Decreasing dependency on a single donor
- Adequate management
- Public relations

### **4.2. Phases and development plan of the organization**

#	Activity name	Timing	Persons responsible
<b>1. Thematic components</b>			
<b>1.1. Small and medium business development program</b>			
1.1.1.	Create a database of enterprises willing to obtain international certificates (considering the opportunity for Tajikistan to join WTO)	December 2012	B. Khaydarov
1.1.2.	Create a database of export-oriented dekhkan households willing to obtain international certificates	Q1 2012 (update annually)	B. Khaydarov
1.1.3.	Large-scale information campaign to explain the importance and necessity of obtaining international certificates	Q4 every year	M. Komilova
1.1.4.	Introduce international standards at farming households	Annually, as requests for certification arrive	R. Khasanov
1.1.5.	Introduce international standards at small and medium business enterprises and organizations	Annually, as requests for certification arrive	A. Negmatullaev
1.1.6.	Monitoring and analysis of the activity of consulting companies and certification authorities operating in the Republic of Tajikistan	Quarterly	D. Samadova, O. Bobokalonov
1.1.7.	Monitoring and analysis of the demand for international standards in the area of food safety using HACCP and Global GAP standards	Quarterly	D. Samadova, O. Bobokalonov
<b>1.2. Developing the school of entrepreneurship in Sughd Region</b>			
1.2.1.	Prepare a package of documents and obtain the necessary licenses and permits for operating the school	Q1 2014	R. Khasanov

1.2.2.	Design a package of materials for educational services to be provided	Q3 2013	M. Kabilov
1.2.3.	Create and equip the school	Q2 2014	M. Kabilov
1.2.4.	Establish linkages with the enterprises in the region for providing practical classes to would-be specialists	Annually	B. Khaydarov
<b>1.3.</b>	<b>Advocacy</b>		
1.3.1.	Protect the rights of producers and processors in the area of food safety and security	Annually, starting 2013	O. Bobokalonov
1.3.2.	Assist in developing and establishing a civilized market for goods and services	Annually, starting 2013	O. Bobokalonov
1.3.3.	Assist in achieving food safety and security in the Republic of Tajikistan	Ongoing process, review of activity every three years, starting 2015	O. Bobokalonov
1.3.4.	Assist in achieving food safety along the value chain	Ongoing process, annual review	B. Khaydarov
<b>2. Program components</b>			
<b>2.1.</b>	<b>Capacity-building program for QMC staff</b>		
2.1.1.	Evaluate the needs and requirements of the organization staff	Ongoing process, annual review	A. Negmatullaev
2.1.2.	Develop an action plan based on the findings of the needs analysis	Ongoing process, annual review	A. Negmatullaev
2.1.3.	Conduct regular educational seminars and trainings for organization staff	Ongoing process, annual review	A. Negmatullaev
2.1.4.	Experience exchange program	Ongoing process, annual review	A. Negmatullaev
2.1.5.	Internship program	Ongoing process, annual review	A. Negmatullaev
<b>2.2.</b>	<b>Information and communication</b>		
2.2.1.	Develop a PR strategy	Ongoing process, annual review	A. Khomidov, Z. Mirzoeva
2.2.2.	Regularly distribute information among the consultants	Ongoing process, annual review	I. Abdulloev
2.2.3.	Regularly update the Web site	Ongoing process, annual review	I. Abdulloev
2.2.4.	Develop and distribute the booklet of the organization in local languages	Ongoing process, annual review	I. Abdulloev
2.2.5.	Prepare all program documents for the organization	December 2012	A. Negmatullaev
<b>2.3.</b>	<b>Fundraising and sustainability</b>		
2.3.1.	Design the organization's fund raising strategy	December 2012, review every three years	A. Negmatullaev
2.3.2.	Collect membership fees	Annually	B. Khaydarov
2.3.3.	Raise funds, obtain grant support	Annually	A. Negmatullaev

### 4.3. Phases and plan for implementing food safety standards along the entire value chain in the target area

#	Activity name	Timing	Persons responsible
<b>1.</b>	<b>Program for implementing international food safety standards at the level of producers / farming households</b>		
1.1.	Select farming households interested in obtaining certificates for compliance with the international norms and standards	Ongoing process, annual review	B. Khaydarov, N. Rashidov, R. Khasanov
1.2.	Monitoring for compliance with Global GAP standards	Ongoing process, annual review	N. Rashidov, R. Khasanov
<b>2.</b>	<b>Program for implementing international food safety standards at the level of processing enterprises in the target area</b>		
2.1.	Implementing international standards at small and medium business enterprises and organizations	Ongoing process, annual review	B. Khaydarov
2.2.	Monitoring for compliance with food safety standards using HACCP system	Ongoing process, annual review	I. Abdulloev, Z. Mirzoeva
<b>3.</b>	<b>Program for establishing linkages between processing enterprises and suppliers of inputs (farming households) with the aim of implementing international food safety standards along the entire value chain</b>		
3.1.	Providing lists of certified farming households to processing enterprises for cooperation	Ongoing process, annual review	M. Kamarova, A. Khomidov
3.2.	Signing contracts identifying conditions for cooperation	Ongoing process, annual review	B. Khaydarov
3.3.	Jointly presenting produce at fairs, exhibitions	Ongoing process, annual review	M. Kamarova, A. Khomidov
3.4.	Exchanging information between producers and processors concerning market requirements towards their produce	Ongoing process, annual review	M. Kamarova, A. Khomidov