USAID Competitiveness, Trade, and Jobs (CTJ) in Central Asia activity aims to facilitate exports and employment in horticulture and strengthen transport and logistics services across the five Central Asian economies. By incentivizing firms to become more regionally competitive and by addressing cross-border impediments to trade, USAID helps to develop a more diverse and competitive private sector and generate export-driven growth.

**Five-Year Project:** October 2016 to September 2021

**Goals:**
- Expand regional trade and employment in the horticulture, transport and logistics sectors in Central Asia

**Approach:**
- Market Systems Development – facilitating market actors to implement activities and achieve goals

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.
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1. INTRODUCTION

The USAID Competitiveness, Trade and Jobs in Central Asia (CTJ) is a five-year activity implemented by DAI and a consortium of partners to strengthen horticultural trade and transport and logistics services in the five Central Asian counties: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

CTJ aims to facilitate exports and employment in horticulture and strengthen transport and logistics services across the five Central Asian economies. By incentivizing firms to become more regionally competitive and by addressing cross-border impediments to trade, USAID helps to develop a more diverse and competitive private sector and generate export-driven growth.

The Workforce Component of CTJ review labor skills demanded by employers in horticulture, transport and logistics and then works with stakeholders and donors to support local training organizations deliver relevant training.

CTJ Workforce Advisor, Sergei Muzyka, carried out a workforce development landscape review via two field visits to Tajikistan during December 2016 and July 2017, identifying areas where USAID CTJ could contribute to increasing competitiveness and trade facilitation through workforce development in the transportation and logistics and horticulture sectors. The first trip was designed to collect general information on supply and demand side issues, while developing linkages with possible partners. The second trip took a deeper dive into the skills gaps in prioritized sectors and exploration of possible partnerships with donors working in the workforce development arena.

One main objective of both trips was to map and establish connections with the following stakeholders:

1. Supply-side partners: TVET providers and other workforce development organizations such as NGOs and private training providers involved in vocational training and skills development;
2. Demand-side partners: Employer associations and private companies operating in the transportation & logistics and horticulture sectors including food and vegetables processors;
3. International organizations and donor agencies: Those working in the education sector and workforce sector with the ultimate objective to create and promote employment for the CTJ target population of women and youth; and

Through formal interviews with stakeholders, CTJ was able to identify skills gaps along the value chains in the transportation and logistics and horticulture sectors, as well as assess the demand for entrepreneurship programs as a tool for employment promotion for disadvantaged groups.

Findings from the landscape review will be used to develop a CTJ Component 3 Year Two work plan that includes joint activities with international development organizations, donor agencies and local partners (government, public and private sectors) with the ultimate goal of developing strategies to facilitate employment for women and youth.

Note: First trip to Dushanbe and Qurgonteppe on December 18-30, 2016; Second trip to Dushanbe, Khodjand, Isfara, Qurgonteppe on June 7-14, 2017
2. METHODOLOGY

All demand-side stakeholders were selected based on an analysis of the value chain model in the horticulture sector (see simplified model below) conducted through desktop research and consultation with the CTJ Country Director in Tajikistan. International development agencies and Donor organizations were selected based on their mandate to promote employment and workforce development through strengthening Technical Vocational Education Training system and Entrepreneurship development as a tool for self-employment and employment opportunities in private sector.

Interviews were held with a total of 38 stakeholders including:

1. Private sector companies and Dekhan farms involved in horticulture production (3)
2. Private sector companies involved in horticulture products processing (4)
3. Private sector companies in transportation and logistics (1)
4. TVET institutions (6)
5. Workforce development organizations and training providers /NGOs (6)
6. International development organizations and donor agencies (7 including USAID projects)
7. Local associations (9)
8. SME development (1)
9. Research and Development-(1)

On average, interviews lasted 60 minutes and even more and were based on a series of questions developed specifically for each stakeholder group (see Annex 1).

In total, CTJ conducted meetings with ten private sector representatives from seven private sector businesses in horticulture and including those working in agro-business, dry fruits and nuts, and processed food and drink. All private sector companies and sector associations represent CTJ target groups in horticulture, horticulture products processing and export facilitation. These companies and associations are actively participated at the CTJ assessments, trade forums and other activities.

We also conducted meetings with eleven technical vocational and education providers (TVET and NGOs), which deliver different type of trainings and other workforce audience to ensure productive employment.

In order to explore the work of other donors and partnership possibilities, CTJ conducted meetings with representatives from the Asian Development Bank, the International Labour Organization, DVV International and the Accelerate Prosperity Initiative funded by the Aga Khan Foundation. The Country Director of DVV International kindly provided information on its strategic partner, GOPA Worldwide consultants, and GIZ. With these partners, DVV is implementing a European Union funded technical assistance project with the Ministry of Labour, Migration and Employment of Population in the area of in-service TVET teacher training.

CTJ also participated in a facilitator workshop for the ADB project designed to brief local facilitators and representatives of TVET institutions on the donors’ concept, organization and procedures for development of their current workforce project.
3. OVERALL ECONOMIC CLIMATE

Despite increased public investment, especially in infrastructure, the significant decline in remittances and resulting currency depreciation in addition to the banking crisis and high cost of credit have adversely impacted trade, transport and logistics. Total imports declined from a peak of $5.0 billion in 2014 to $3.2 billion in 2016. Formal trade in exports is extremely volatile and has been steadily declining as traders seek to avoid tariffs and taxes by informally transporting goods into the Eurasian Customs Union. A lower volume of trade, higher import prices for equipment, higher credit costs and increased competition from Kyrgyz and Uzbek transport operators have pushed smaller transport and logistics operators into bankruptcy – companies are trying to survive rather than participate in skills development initiatives and employment creation.

More positively, for the years up to 2015 agricultural value added is steadily increasing, even agricultural output per worker despite lower out-migration of workers\(^2\). The agriculture/horticulture sector accounts for a quarter of Tajikistan’s gross domestic product and export revenues, 39% of tax revenues, and half of total employment. Given the widespread migration of male Tajik workers to the Russian Federation and other countries, women constitute the majority of employees (accounting for 53% of the economically active population in agriculture). The major challenges of the agricultural/horticultural sector include the large number of very small household farms, inefficient water management, outdated labor-intensive technologies, poor agronomy and management skills.

Workforce challenges reported by private sector companies include the low level of education for agricultural workers and a lack of training centers specializing in this area. This has led to a lack of specialists in agronomy with knowledge of important skills, such as fertilizer use, land water management, drip irrigation, etc. Private sector representatives also discussed the lack of reliable transport and logistics companies that can take the products from the field to warehouses, storage, or customers. There is also an urgent need for workers in marketing, quality control, and packaging. In some specialty occupations, businesses must bring in employees or equipment repair specialists from other countries such as Turkey. Many businesses also report that the most skilled and productive workers seek work outside of Tajikistan.

Other value chain issues include the fact that production is steadily increasing but the processing, storage and related industries are less developed. Processors need to import packaging from neighboring Kyrgyzstan, as

\(^{2}\) World Bank Development Indicators are only available for years up to 2015
local packaging is either not available or not appropriate. Limited infrastructure and storage facilities also cause most agriculture productions to be sold fresh or dried, rather than stored and processed. Most processing companies are small seasonal operators and do not operate in winter. Also, the link between processors and producers is weak. Many farmers prefer to sell their production directly to local markets rather than to processors, who are not always able to pay the market price.

4. TVET AND WORKFORCE DEVELOPMENT ORGANIZATIONS

TVET is aimed at providing the economy with qualified specialists. The current condition of secondary specialized vocational education institutions is characterized by the following problems:

- Ineffective training methods and inadequate training facilities
- Lack of modern textbooks, visual and learning aids especially in the Tajik language
- Lack of uniform and robust training plans developed for specific occupations
- Although, a system of advanced teacher training has been developed, teachers do not have the opportunity to improve their teaching skills and knowledge
- Lack of teachers and their low level of their qualifications
- The overall inconsistency between professional training structures and labor market requirements

The institutions of TVET, which are called to provide economy with skilled labor workers, enroll around 4% of general secondary education school graduates.

The volume of workers training does not meet labor market demands and the quality of the training does not respond to modern training requirements and private sector demand. Inconsistency with labor market demands reduces the effect of basic and secondary specialized vocational education. There are no basic and secondary specialized vocational institutes specialized in agriculture disciplines. Only high-school institutes supply the sector with agronomist, veterinary and livestock specialists.

A number of donors and the Adult Learning Center (ALC) of Khatlon noted the limited connection between training providers and the private sector. Enrollment in ALC training courses is based on quotas provided by the Ministry of Labor, Migration and Employment. The Employers’ Association has very limited resources devoted to promoting workforce development among its members.

Workforce development organizations and NGOs supported by international development agencies efforts to provide modern education and technical vocational skills at the grassroots level for particular target groups are efficient but their resources are limited by time and budget. GIZ and DVV are major actors in the TVET reform and development.

5. CURRENT DONOR WORKFORCE ACTIVITIES

There are three technical cooperation projects that aim to reform and strengthen the technical and vocational education and training (TVET) system in Tajikistan with the ultimate goal of promoting employment for vulnerable populations (returning migrants, women, youth, unemployed and underemployed, and disabled people). The three projects are operated by ADB, ILO, and EU and are described below.

THE ADB STRENGTHENING TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING PROJECT
(Timeline: 2015-2020 and Budget USD 30 million)
ADB’s Strengthening Technical and Vocational Education and Training project seeks to develop a demand-driven, quality-assured, and flexible technical and vocational education training (TVET) system responsive to labor market needs through:

- Modern TVET methodology. The project will develop competency-based standards (CBT) and assessment tools aligned with the European qualification framework. CBT curricula and gender-sensitive learning will be developed, and competency assessors for 17 occupations will be trained.
- Upgraded physical learning facilities of selected TVET institutions. The design of rehabilitation works takes into consideration teaching requirements, student needs, and environmental and social safeguards. It will also incorporate energy-efficient futures.
- Improved access to quality programs. The project will develop an in-service TVET teachers training plan to help teachers understand CBT, develop competencies in student-centered training delivery, and gain practical skills in technology areas through internships.
- Strengthening governance and management. The project will help establish industry advisory committees and working groups in five key sectors. These committees will also provide inputs to the energy industry sector, working group on modern international TVET practices for clean energy education.

To ensure market responsiveness, the project will also promote private sector participation in TVET policy, operations, and service delivery. Key activities of the project are:

- Teacher training
- Market Responsive and Inclusive Training Program (MRITP)
- Gender Equity Model Programme

The main challenge of the Project is the lack of capacity of the National Qualification Framework (NCF) of the Republic of Tajikistan to develop Competency Based Training. However, ADB believes that the NFC will build its capacity in parallel with the current project with the support of other international development agencies.

The ADB Project also includes a sub-component - Market Responsive and Inclusive Training Program (MRITP). The sub-component objective is to provide access to competitive technical qualifications and skill unskilled youth and adults, especially women and girls. MRITP will facilitate and fund delivery of short-term training courses on vocational training and skills development for target beneficiaries.

Target groups:
- Unemployed youth
- Returning migrant workers
- Unemployed women and men
- Underemployed women and men
- Disabled people

Prospective training providers:
- Adult learning centers
- Lyceums
- Private colleges
- Non-government organizations

Development partners:
- International development agencies
- Private sector
- Ministry of Labour, Migration and Employment of Population
- Ministry of Education and Science
The MRITP timeline is:

- Complete field surveys – August 2017
- Tender to select and appoint training providers – September-October 2017
- Provide training support and material – October 2017
- Training commence – November 2017

ADB Management and the consulting team welcome the support of CTJ in supporting the development of training curricula and innovative approaches to skills development along value chains in horticulture, transportation and logistics.

**ILO - G20 TRAINING STRATEGY: A PARTNERSHIP OF THE ILO AND THE RUSSIAN FEDERATION**

(Timeline: 2017-2019 and Budget USD 12 million)

The strategic objective of the project is: More and better jobs for inclusive growth and improved youth employment prospects.

The Project’s Development Objective is to strengthen National Skills Development systems, policies and strategies so that to improve employability of both women and men, promote equal access to employment opportunities as well as equal treatment including increased incomes, for inclusive and sustainable growth. In particular, the Project will address a number of key challenges facing the TVET system on a policy and institutional level. The following are the three immediate objectives of the project and the corresponding project results:

1. To increase capacity of governments and stakeholders to review, reform and implement national training policies, systems, and strategies in line with identified priorities.
2. To strengthen skills training systems in economic sectors through development of capacity for producing and applying occupational standards, qualifications, programs of competency-based training and assessment instruments.
3. To upgrade and apply the methodology of skills foresight and the TVET institution manager training program in five regions and selected sectors of the Russian Federation, and in selected countries beneficiaries, by Moscow School of Management, Skolkovo (SKOLKOVO) with participation of Russian industry and TVET experts.

**Outcome 1**
- Strengthening capacity of government TVET system, Educational Policy and Strategy based on country priorities.
- Development of management of TVET institutions to improve and increase their capacity including Gender approach.
- Development of Career guidance system within TVET.

**Outcome 2**
- Strengthening TVET system in sector related standards based on the results of Competency Based Training Assessment.
- Pilot professional standards of selected sectors of economy within TVET system.
- Provide technical assistance to enable TVET practitioners to develop training curricula and deliver training.
- Develop set of common competencies and skills for Trade and Economic diversification for CIS countries.
- Develop a tool on forecasting supply and demand in different sectors of economy.
• Establish Development Coordination Council chaired by UNICEF to provide a platform for donors and international development agencies working in education sector of Tajikistan.

THE EUROPEAN UNION FUNDED TECHNICAL ASSISTANCE PROJECT FOR THE MINISTRY OF LABOUR, MIGRATION AND EMPLOYMENT OF POPULATION

(Timeline: 2017-2020)

The project started on the 1st February 2017 and will be implementing until 31 July 2020. The purpose of project is to support the development of a modern and viable system for Continuous Professional Development (CPD) of TVET teachers of practical subjects, which better responds to the teachers’ needs and builds on successful national and regional experiences.

Project activities are being implemented across Tajikistan, covering the entire TVET system under the Ministry of Labour, Migration and Employment. The expected outputs of the project comprise:

Output 1: Support to further development of the TVET system;
Output 2: Development of a national qualifications framework;
Output 3: Improvement of the skills of engineering and pedagogical workers of TVET, and the Personnel Appraisal System;
Output 4: Support to the cooperation of TVET system and representatives of employers (strengthening the links with labor market);
Output 5: Capacity building of the Ministry of Labour, Migration and Employment.

The beneficiaries are:

• Department of Technical and Vocational Education under the Ministry of Labour, Migration and Employment;
• Agencies of the Ministry of Labour, Migration and Employment responsible for TVET: Training and Methodological Center for Monitoring and Quality of Training, Center of Advanced Training of Labour, Migration, and Employment, Republican Educational Methodological Center of the State Employment Service.
• Department of Technical and Vocational Education and Republican Institute for Advanced Studies in the Education of Science under the Ministry of Education and Science;
• Teachers and Trainers of TVET Institutions;
• Managers, Teachers and Trainers of Vocational Training Lyceums;
• Employers
• Students and trainees.

Approaches applied:

• Consultations
• Needs assessment
• Matching
• Standards
• Advice
• Dialogue
• Knowledge exchange
• Ownership
The project is implemented by a consortium led by GOPA Worldwide Consultants with Deutsche Gessellschaft für Internationale Zusammenarbeit GmbH, (GIZ) and Deutscher Volkshochschul-Verband e.V. (DVV International)- the German Adult Education Association. DVV represents the interests of the approximately 900 adult education centres (Volkshochschulen) and their state associations, the largest further education providers in Germany. DVV International provides worldwide support for the establishment and development of sustainable structures for Youth and Adult Education.

6. INFORMATION ON OCCUPATION AND SKILL GAPS

The main occupations and skills needs reported by private sector companies and dehkan farmers as in demand for horticulture were:

Production side:
- **Agronomist** (occupation studied in high education system) 6/6
- **Tractor operator** 3/6
- **Mechanic** 3/6
- **Drip irrigation** 4/6
- **Pest management** 5/6
- **Tree cut/Grafting** 4/6
- **Legal and finance knowledge** 5/6
- **Water and land management** 4/6

(Representing group: 3 dehkan farms, NGO Neksigol Mushovir, Adult Learning Center, Khodjand, Sughd region, Association of Agro-business of Tajikistan)

Processing side:
- **Skills on fruit drying and preservation** 5/7
- **Mechanic of processing line** 6/7
- **Mechanic of refrigerating equipment** 3/7
- **Quality control specialist** 6/7
- **Packaging and labeling specialist** 6/7
- **Food processing line operator** 4/7
- **Laboratory specialist** 3/7
- **Marketing specialist** 5/7

(Representation group: 3 Private processing companies, Association of Agro-business Tajikistan, International Association of Producers and Exporters of Agro-products of Tajikistan, Adult Learning Center, Khodjand, Sughd region, USAID TAWA project, Khodjand, Khatlon region)

In the area of entrepreneurship and business management, the following skills gaps were identified:

1. Business planning and feasibility study development
2. Legislation and taxation
3. Management
4. Promotion
5. Expenditure and revenue plan
6. Leadership
7. Team building
8. Negotiating skills
9. Conflict resolution
7. CONCLUSIONS AND RECOMMENDATIONS

The following recommendations are made under CTJ Component 3 to help achieve the project’s objectives in employment creation along value chains in transportation and logistics and horticulture. We believe this can happen through:

1) cooperation with the ADB, ILO and EU workforce development initiatives,
2) building strong relationships between TVET institutions/other workforce development organizations and private sector representatives, and
3) building capacity among providers to support entrepreneurship development for women and youth.

COOPERATION WITH ADB, ILO AND EU PROJECTS

CTJ has identified the following opportunities to work with other donors on workforce development issues. Because many of the projects are in start-up phase we will need to monitor project implementation to determine exactly how these partnerships will be developed. Specific recommendations in this regard include developing Memorandums of Understanding with each partner to establish the relationships, and with the ADB, in particular, working with them to coordinate development of short-term training courses in areas of skills need.

RECOMMENDATION 1: AGREE DEVELOPMENT PLANS WITH THE ADB, ILO AND EU

Develop an MOU or other agreement with the ADB, ILO, and EU to create a plan for cooperation and coordination. Collaborative activities could include hosting co-sponsored roundtable events on various topics such as entrepreneurship development, demand-driven training partnerships, and other topics. CTJ Component 3 will hold phone calls with each partner to discuss the arrangements in more detail. The goal would be to have plans in place by the end of September 2017.

RECOMMENDATION 2: STRENGTHEN CAPACITY OF LOCAL TRAINING ORGANIZATIONS TO FUND AND DELIVER SHORT TECHNICAL COURSES ADDRESSING CTJ TARGET SKILL GAPS

CTJ project will concentrate its efforts under the MOU(s) to create work-readiness and employability around the value chain approach (production-processing-export) in target sectors through basic vocational skills development. While the ADB, ILO, and EU projects will develop competencies in some select occupations there is still a huge demand for basic practical skills in the horticulture sector which could foster employment opportunities along the value chains for youth and women in rural areas, such as:

- Drip irrigation specialist
- Grafting specialist
- Plant nursery specialist
- Packaging specialist
- Pest management specialist
- Calibration specialist
- Vegetables/Fruit quality control specialist
Work with the ADB’s Market Responsive and Inclusive Training Program (MRITP) to facilitate the development of short-term training courses to designated target groups along the value chains in transportation & logistics and horticulture sectors through local training providers. CTJ will work with training providers and private sector associations to prepare proposals to the ADB for funding such training courses. CTJ recommends working with the following organizations to strengthen their capacity to propose and implement training initiatives to be funded by MRITP and/or other donors:

- Adult Learning Centers under the Ministry of Labor, Migration and Employment and Adult Education Association of Tajikistan
- DVV International which has deep technical expertise in curriculum design and training
- A potential partnership between Neksigol Mushorvir, Khodjand, Sughd region and DVV international. DVV is in the process of establishing a Community Learning Center in Qurgonteppe, Khatlon region as a place to host various training programs.

**RECOMMENDATION 3: SUPPORT EMPLOYER-TVET DIALOGUE**

Participate in the development and provide ongoing support to the ADB’s Industrial Advisory Committees (IAC) in transportation and logistics and horticulture/processing to facilitate relations between private sector actors and educational institutions to meet labor market needs. An IAC is a private-public workforce development structure established to facilitate discussions on workforce readiness and skills development in targeted sectors. They will link employers, TVETs and workforce development organizations as well as stimulate partnerships expected to result in apprenticeships and job placement for youth. CTJ will attend IAC meetings to ensure that training requirements in CTJ’s target sectors are being sustainably met by TVET and other training providers.

**RECOMMENDATION 4: SUPPORT ENTREPRENEURSHIP TRAINING IN Khatlon**

Support for entrepreneurship training is an efficient tool for self-employment and small and medium business development. Despite the fact that the entrepreneurship is included in training curricula of primary and secondary technical vocational education, there is a limited training curricula and methodological approach to teach students entrepreneurial skills. Along with technical skills in agriculture, there is a need for business development and entrepreneurship training.

CTJ will build a partnership and cooperation with the USAID Tajikistan Agriculture and Water Activity and Women’s Entrepreneurship for Empowerment projects to assist disadvantaged women and youth in rural areas with income generating activities and self-employment. CTJ will facilitate use of existing local human resources developed by the International Labour Organization around its ‘Start and Improve Your Business Programme.’ This facilitation would include making linkages between these programs and ILO trainers, with quality assurance activities overseen by CTJ to ensure learners needs are being met.

Once these recommendations are approved in general with USAID, initiatives implementing these recommendations will be included in CTJ’s Year Two Work Plan – to be finalized by end of September 2017.
ANNEX 1. MEETING NOTES

THURSDAY, JUNE 8, 2017 DUSHANBE

ADB STRENGTHENING TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING PROJECT

AND WORKSHOP FOR FACILITATORS.

Workshop objective was to familiarize local facilitators on concept, organization and procedures for Development of Competency Standards.

Agenda of the Workshop:

- Where are facilitators in the big picture
- Occupations for which competencies will be developed
- The overall process
- What are competencies
- Content and structure of documents for competencies
- Facilitators skills
- Agenda of a typical session of an Expert Panel

Competency standards for 17 occupations in 5-industry sector will be developed:

- **Agriculture:** Farm worker, Bookkeeper in financing, Tractor-operator-mechanic, Vegetable and fruit processing worker.
- **Construction:** Mason, Fitter-plumber, Finisher, Gas and electric welder.
- **Energy and gas supply:** Building electrician, Industrial electrician.
- **Tourism and service:** Seller, Sewer, Hairdresser/Stylist, Appliance repair and maintenance technician.
- **Transport and Logistics:** Truck driver, Heavy-equipment mechanic

Process of developing competency based training standards:

1. The process of developing CBT Standards will be piloted with one or two occupations that the Center for Training Methodology and Monitoring of Education Quality/CTMMEQ (after consultations with IWGs) will determine for one industry sector.
2. The consultations will be in the form of a meeting with the representatives for the selected Industry Sector. CTMMEQ will invite the participants and will facilitate that meeting
3. CTMMEQ & Industry representatives propose members of the expert panel, who are considered the very best in the field and who are currently working in the sector. They are selected by an Evaluation Committee for the defined occupation.
4. Under the guidance of the Facilitator, the members of the Expert Panel work together in a 2-3 day workshop
5. to develop the profile of the occupation (Occupation Profile Chart). They will identify the general areas of competence (GAC) for the occupation called duties (or main tasks). Next, the members will identify the (sub) tasks performed by a worker within each area of competence.
6. In each GAC the tasks are then sequenced in the same order in which a trainee will have to acquire the skills to complete these tasks.
7. Validation of the Occupation Profile by employers, external experts etc.
8. Develop Performance Criteria for each task.
10. All competency standards will be based on International Standard Industry Classification, ISCO 2008.
FRIDAY, JUNE 9, SUGHD

MR. SHORAUF SHORAKHMATOV, PRESIDENT, ASSOCIATION OF AGRO-BUSINESS OF TAJIKISTAN

Established in March 2006 with the support of IFDC/USAID project “Batken and Sughd Agriculture Input and Diary development”. The Association has a status of a non-governmental and non-profit public organization.

Membership:
The Association unites 79 private and public entities representing the interests of more than 7000 employees. The most active are: Associations of Dekhan farms of Sughd Region of Tajikistan (Istravshan, Gonchi, Matcha, Zafarabad, Asht, J. Rasulov, Kanibadam, B. Gafurov, Khudjand, Chkalovsk city), CJSC TajUz, FAVZ, and Aibolit LLC.

Mission:
Protection of interests and rights of farmers, processors and exporters of agriculture products, which facilitate development of agribusiness in Tajikistan through professional services, legal and technical assistance, property protection and networking.

Development objectives:
- Capacity building of its members on legal and business related issues.
- Introduction and applying best practices and technologies in production, processing and exporting of agro-products.
- Building and expanding of network of agribusinesses in Tajikistan.
- Promotion of Tajik agro-products abroad through free access to foreign markets.

Activities:
- Development and implementation of entrepreneurial programs and projects in agro-industrial complex.
- Conducting surveys and researches to assess market needs and development opportunities in production, processing and export.
- Development and delivery of education programs to meet market demand in skilled labour force for the Association and agriculture sector at whole.
- Improvement of business linkages among Association’s members and cross-sector partnership through local and international fairs, active participation in the trade forums and conferences.
- Expanding network of warehouses, cold-storage facilities and outlet stores in Sughd and Khatlon Regions.
- Facilitate access to modern technologies and best practices for its members through workshops, technical meetings and study tours.
- Maintain high level of awareness on frequent changes in legal and regulatory environment.
- Expanding number of members and affiliates in Khatlon Region of Tajikistan through awareness campaigns, direct support and services provided.
- Active participation in “Green corridor” program to speed up issuing export licenses for agriculture.

Problems:
- Labour market challenges - knowledge and skills of old and young labour force is extremely low.
- There are only two Vocational Training Schools, which develop specialists for agriculture sector in Tajikistan. Agrarian Institute in Dushanbe develops specialists in agriculture and veterinary but their competencies are also insufficient to fulfill current demand of agro-sector.
- The majority of landowners are former civil servants or other people, who have insufficient education or experience to work on land produce crop.
- Absence of reliable transport and logistics companies to provide transportation of horticulture products from the fields to warehouses, cold-storage facilities and final customers.
• Lack of specialists in agronomy, use of fertilizers and chemicals, land and water management, drip irrigation, mechanics of fruit/vegetable processing equipment, tractor operators.
• Urgent need for skills in marketing, quality control, packaging, export requirements and standardisation.

MR. ABDURAKHMON KHUSEINOV, DIRECTOR, ASSOCIATION OF ENTREPRENEURS OF SUGHD

Established in 1999. The Association unities small, medium and large enterprises of Sughd Region. More than 2500 members, 40% of them are legal entities.

Mission: to advocate interests and rights of its members, protection of private property, to undertake appropriate measures to eliminate existing barriers for businesses and promote business activities in the Sughd Region of Tajikistan.

Association of Entrepreneurs of Sughd Region has an exclusive right to sign the General Agreement on behalf of Private Sector with the Government of Sughd Region.

Mr. Khuseinov recommended meeting with the following private companies specialized on horticulture production and processing in Sughd Region to discuss employment issues and skills shortage:
1. Barakat LLC (export priority)
2. TajFruit LLC (export priority)
3. Mevon Tiloy
4. Subkhi Vatan
5. Abricos-Asht
6. ORO Isfara (export priority)

MR. SHARIFJON ODINAEV, DIRECTOR, ADULT LEARNING CENTRE OF SUGHD

Branch of Adult Learning Center in Sughd Region was established in April, 2011. The Centre has an objective to provide short-term training courses on vocational skills development for unemployed people of Sughd region. The Centre delivers training courses on 15 specialties including cook, plumber, welder, household goods repair, and electrician which are in high demand. Since 2017 The Centre conducts the only one training course on Drip Irrigation in the Republic of Tajikistan. Training curricula was developed in close collaboration with the Tajik Academy of Agriculture. Duration of the course is one month.

3100 people had been trained in 2016. 800 of them got finance support through the State program for Training and Re-training of Unemployed people. The rest covered training costs and professional certification by themselves.

Mr. Odinaev listed the following problems of Vocational Training System and Skills development:
• Outdated training materials
• Limited capacity faculty staff
• Insufficient funding

MRS. MAHINAKHON SULEYMANOVA, EXECUTIVE DIRECTOR, NEKSIGOL MUSHOVIR AND INFORMATIONAL PORTAL «AGROINFORM»,

And Mr. Najmidin Kobilov, Training and capacity building specialist, Neksigol Mushovir,

Neksigol Mushovir is a public organization established in Khodjand, Sughd Region of Tajikistan in 2008.
Mission: Facilitate market relations for agricultural products in Tajikistan and Central Asia region through IT applications, free flow of information, networking, training and consultancy services.

Head office located in Khudjand, Sughd region, branch offices in Dushanbe and Qurgonteppe, Khatlon region.

IT products:
- Agro-business informational portal Agriinform.tj New version of the portal is under construction and will be available soon www.new.agroinform
- SMS agro-consulting
- 13 mobile applications on step by step vegetables production www.youtube.com/agroinformtj
- Electronic agro-exchange: www.trade.agroinform.asia
- Agro maps of Tajikistan and Kyrgyzstan: www.map.agroinform.asia
- Calculators for agribusiness: www.calculator.agroinform.asia

25,000 customers by February 2017, 48,000 by end of May 2017. Applications available in Tajik, Russian and Kyrgyz languages.

Neksigol Mushovir has official contract on information exchange with Statistics Agency of Tajikistan. They also have a partnership agreement with Bay Tushum Bank, Kyrgyzstan on common agro-trade platform.

Training and consultancy portfolio:
- Training of Trainers workshops on agriculture
- Field farmers schools (short academic course combined with practical application of knowledge)
- Irrigation course
- Drying of apricots
- Business plan development
- Marketing
- Pest management

Drip irrigation, bookkeeping and taxation trainings are in great demand. Training curricula and methodological approach are needed.

Partners: “Helvetas” – Swiss Association for International Development
Inter-Church Organization for Development Cooperation
Aid for Trade (UNDP and the Government of Finland Project)
German Development Service (DED)
OJSC “Sughdagroserv”
Public organization “Rushdi Dehot”

SATURDAY, JUNE 10

MR. ABDUMUBIN, EXECUTIVE DIRECTOR, INTERNATIONAL ASSOCIATION OF PRODUCERS AND EXPORTERS OF AGRO-PRODUCTS OF TAJIKISTAN (IAPEAT)

Mr. Saburhon Madjidov, Agronomist, IAPEAT
Mr. Najmidin Kobylov, Quality control, Food safety and Standards Specialist, IAPEAT

Established 2011. Mission: Designing and realization of the modern concept of Tajikistan export of agricultural production, development and providing accelerated agricultural improvement in adjacent sectors, improving competitiveness in the international markets.

Recent achievements:
• Establishment of Quality control laboratory, 2016
• Initiation and adoption of amendments to EEC UN DPP standard on apricot quality control, labeling and calibration, 2016
• Establishment of car and heavy equipment park, 2016

Excluding cotton, around 95% of the remaining agricultural export are fruit and vegetables. Dried fruits and onions represent 80% of food export. The reason is that dried grapes, apricots, apples and onion can be stored and transported more easily than fresh products. Stone-fruit orchards cover more and more hectares of land all over the country. Production is increasing but the processing, storage and related industries are less developed. Processors need to import packaging from the neighboring Kyrgyzstan, as local packaging is either not available or not appropriate. Limited infrastructure and storage facilities also cause most agriculture productions to be sold fresh or dried, rather than stored and processed. Most Processing companies are small seasonal operators, which do not operate in winter. Also, the link between the processors and producers are weak. Many farmers prefer to sell their production directly to the local markets rather than to processors, who are not always able to pay the market price.

Another important issue is lack of qualified specialists along the whole value chain from production to export. Old Soviet cadres have retired. The skills of modern graduates of the National Academy of Agriculture and adjacent education institutions are very low. The Association has a Training and Consultancy department consisting of 3 specialists who deliver different types of training in all regions of Tajikistan. Currently they are busy developing a training module on food safety for the Khatlon region. All training products developed within the Association are with a formal support from the National Academy of Agriculture to avoid long and difficult process of training programs certification.

The Association is ready to establish relations with formal TVET system and Workforce Development Organizations to participate in skills and workforce development

MR. JAMSHED BUZURUKOV, DIRECTOR, ISFARA FOOD LTD

Isfara Food Ltd is one of the leaders of dry fruit and nuts production companies in Tajikistan exporting products to the Russian Federation, Kazakhstan and European Union. Established in 2010.

Company owns a factory completed with modern processing equipment, cold-storage warehouses and quality control laboratory. All products are in compliance with the international norms of food safety – HACCP certification. Company could increase its competitiveness and turnover but there is a serious problem with availability of qualified specialists especially in food processing area.

All equipment at the factory imported is from Turkey. There are no local mechanics, processor line operators, packaging specialists. Isfara Food Ltd has to invite engineers and middle technical staff from Turkey to set up equipment, fix technical problems and conduct training courses for line operators. For more than 3 months the company has been advertising a vacancy of quality control laboratory specialist with competitive salary of 3000 Tajik Somoni (USD 342) per month and cannot find a candidate. In accordance with Mr. Buzurukov more than 1000 workers involved in food processing industry in Isfara and surroundings.

Specialist and skills wanted:
• Fruit/vegetable quality control specialist
• Mechanics
• Processing line operator
• Food industry laboratory specialist
• Packaging and label designer
• Marketing
• Sales representative
The main activity of ORO Isfara LLC is dressing, processing and sale of dried fruits and nuts, growing in ecologically clean area of the foothills of the Turkestan range. Oro Isfara LLC is one of the largest processing and trade organization in Tajikistan, operating in the market of nuts and dried fruits. The factory has modern equipment for washing, drying, sorting, peeling and packaging products.

The first Tajik company received Fair Trade certificate in December, 2014. Participated in WorldFood Trade Fair in Moscow, the Russian Federation in 2014.

The company has 8 permanent employees including administrative staff, increasing to 30 workers during harvest season.

According to Mr. Abdufatoev the main problem of horticulture producers and processors in Sughd Region and Tajikistan as a whole is qualification of personnel and seasonal workers. To organize processing the company conducts on the job training for its personnel and seasonal workers almost every year due to high labor force turnover. Local labor force is using every opportunity to find jobs outside of Tajikistan and do not want to put efforts and time to invest in skills and occupations demanded locally.

Company needs the following specialists and skilled workers:
- Master of dry fruit processing line
- Mechanics
- Packaging supervisor
- Marketing
- Logistics/expeditor

ADB STRENGTHENING TECHNICAL VOCATIONAL EDUCATION AND TRAINING PROJECT

Pedagogic and Engineering College of Dushanbe, 48/1 Borbad Str., 734061, Dushanbe, Tajikistan  
Mrs. Munira A. Jnoyatova, CBT Development Coordinator, Project Administration Group  
Mr. Abdulmajid Bobokhonov, National Industry Partnership Specialist, Deputy Team Leader,  
"Strengthening Technical and Vocational Education and Training” project, GOPA.  
Mr. Nabisher Djuraev, National MRITP Coordinator, "Strengthening Technical and Vocational Education and Training” project, GOPA.  
Mrs. Zulfiya Gadoevna Rozikova, Head, International Department, Engineering teachers college in Dushanbe, Ministry of Labour, Migration and Employment of the Republic of Tajikistan.  
Mrs. Zulaykhno Saidmurodovna Zokirova, Director, Pedagogic and Engineering College of Dushanbe.  
Mrs. Viloyat Mirzoeva, National GEMP Coordinator.  
Mrs. Firuza Dodomirzoeva, ADB National Project Coordinator.  
Mr. Peter McLinton, International Competency Standards and Assessment Tools Specialist, Individual Consultant, "Strengthening Technical and Vocational Education and Training” project.  
Mr. Eberhard Kobler, International Industry Partnership Specialist, Individual Consultant,  
"Strengthening Technical and Vocational Education and Training” project  
Dr. Rinchin Erdenetuuya, International Competency Standards and Assessment Tools Specialist, Individual Consultant, "Strengthening Technical and Vocational Education and Training” project.

ADB’s Strengthening Technical and Vocational Education and Training project will help develop a demand-driven, quality-assured, and flexible technical and vocational education training (TVET) system responsive to labor market needs through:
• Modern TVET methodology. The project will develop competency-based standards (CBT) and assessment tools aligned with European qualification framework. CBT curricula and gender-sensitive learning will be developed, and competency assessors for 17 occupations will be trained.
• Upgraded physical learning facilities of selected TVET institutions. The design of rehabilitation works takes into consideration teaching requirements, student needs, and environmental and social safeguards. It will also incorporate energy-efficient futures.
• Improved access to quality programs. The project will develop an in-service TVET teachers training plan to help teachers understand CBT, develop competencies in student-centered training delivery, and gain practical skills in technology areas through internships.
• Strengthening governance and management. The project will help establish industry advisory committees and working groups in key 5 sectors. These committees will also provide inputs to the energy industry sector, working group on modern international TVET practices for clean energy education.

To ensure market responsiveness, the project will also promote private sector participation in TVET policy, operations, and service delivery.

Key activities:
1. Teacher training
2. Market Responsive and Inclusive Training Program (MRITP)
3. Gender Equity Model Programme

The main challenge of the Project is absence of National Qualification Framework (NCF) of the Republic of Tajikistan to develop Competency Based Training. However, ADB expects NFC to develop simultaneously with the current project with support from other donors.

Market Responsive and Inclusive Training Program (MRITP)
Sub-component objective is to provide access to competitive technical qualifications and skill unskilled youth and adults, especially women and girls.

Activities: MRITP will facilitate and funding delivery of short-term training courses on vocational training and skills development for target beneficiaries.

Target groups:
• Unemployed youth
• Returning migrant workers
• Unemployed women and men
• Underemployed women and men
• Disabled people

Prospective training providers:
• Adult learning centers
• Lyceums
• Private colleges
• Non-government organizations

Development partners:
• International development agencies
• Private sector
• Ministry of Labour, Migration and Employment of Population
• Ministry of Education and Science
• Regional Resource Centres
MRITP timeline
Complete field surveys – August 2017
Tender to select and appoint training providers – September-October 2017
Provide training support and material – October 2017
Training commence – November 2017

ADB Management and Consulting team would be glad to get assistance and technical inputs from USAID Competitiveness, Trade and Jobs in Central Asia project in developing of training curricula in non-traditional occupations and skills, get innovative approaches in skills development along value chains in horticulture, transportation and logistics.

MRS. ZARINA KHALIKOVA, COUNTRY DIRECTOR, DVV INTERNATIONAL (DVV - DEUTSCHER VOLKSHOCHSCHUL - VERBAND E.V.

DVV is continuously strengthening capacity of Adult Learning Centers and other workforce development providers plus international development project in education and skills development. In cooperation with VhS, GIZ and GOPA (GOPA Consultants, the leading German development consulting firm and one of the strongest consulting groups in Europe) has established an action group to support Technical assistance to the Ministry of Labour, Migration and Employment of Population in the area of in-service teacher training for the initial, vocational education and training system project.

Project is implemented under the quality education support programme aiming to contribute to the development of a modern education system, able to prepare informed and qualified citizens who are ready for the “world of work” and who can contribute to greater political stability, economic prosperity and social well-being in Tajikistan. The project started on the 1st February 2017 and will be implementing until 31 July 2020. The purpose of project is to support the development of a modern and viable system for Continuous Professional Development (CPD) of TVET teachers of practical subjects, which better responds to the teachers’ needs and builds on successful national and regional experiences.

Project activities will be implementing in Tajikistan countrywide, covering the entire system of initial technical vocational education and training under the subordination of the Ministry of Labour, Migration and Employment of Population.

Contact person: Mrs. Galia Bozhanova, Project manager, tel:+992 981929564, email: galia.bozhanova@gopa.de
DVV will develop interactive video courses on selected occupations and skills required to support Competency Based Training component of the above project.

The German Ministry of Economic Development approved a project on establishing of Community Learning Center in Qurgonteppe to support workforce development in the Khatlon region. The center will deliver informal education on Entrepreneurship, Community development, Civic education and Personal development.

MR. SOBIR AMINOV, ILO NATIONAL COORDINATOR, Tajikistan, ILO Decent Work Team and Country Office for Eastern Europe and Central Asia,

Mr. Aminov informed us that Applying the G20 Training Strategy: A partnership of the ILO and the Russian Federation project is planning to start its operations in Tajikistan within the next 3 months. Project covers 6 countries - Armenia, Jordan, Kyrgyzstan, Tajikistan, the Russian Federation and Vietnam.

Project time frame: 12/1/2016-11/30/2019
Budget: USD 12 Million
Strategic objective: More and better jobs for inclusive growth and improved youth employment prospects. The Project’s Development Objective is to strengthen National Skills Development systems, policies and strategies so that to improve employability of both women and men, promote equal access to employment
opportunities as well as equal treatment including increased incomes, for inclusive and sustainable growth. In particular, the Project will address a number of key challenges facing the TVET system on a policy and institutional level. The following are the three immediate objectives of the project and the corresponding project results:

4. To increase capacity of governments and stakeholders to review, reform and implement national training policies, systems, and strategies in line with identified priorities.
5. To strengthen skills training systems in economic sectors through development of capacity for producing and applying occupational standards, qualifications, programs of competency-based training and assessment instruments.
6. To upgrade and apply the methodology of skills foresight and the TVET institution manager training program in five regions and selected sectors of the Russian Federation, and in selected countries beneficiaries, by Moscow School of Management, Skolkovo (SKOLKOVO) with participation of Russian industry and TVET experts.

Immediate objectives 1 and 2 are related to Tajikistan and Kyrgyzstan.
Outcome 1
- Strengthening capacity of government TVET system, Educational Policy and Strategy based on country priorities.
- Development of management of TVET institutions to improve and increase their capacity including Gender approach.
- Development of Career guidance system within TVET.

Outcome 2
- Strengthening TVET system in sector related standards based on the results of Competency Based Training Assessment.
- Pilot professional standards of selected sectors of economy within TVET system.
- Provide technical assistance to enable TVET practitioners to develop training curricula and deliver training.
- Develop set of common competencies and skills for Trade and Economic diversification for CIS countries.
- Develop a tool on forecasting supply and demand in different sectors of economy.
- Establish Development Coordination Council chaired by UNICEF to provide a platform for donors and international development agencies working in education sector of Tajikistan.

TUESDAY, JUNE 13, QURGONTEPPE AND QUMSANGIR, KHATLON REGION

MR. IZATULLO SADULOEV, DIRECTOR, KOMBINATI KHOROVORII QURGONTEPPE

The Kombinat was established during the Soviet time. Produces more than 30 types of soft drinks, canned fruits and vegetables and beer. Permanent personnel 60 people, 40 of them are women. During a harvest season (June-October) employs additional 120-130 workers. Some of staff members work at the Kombinat more than 30 years and have high degrees from the Russian universities.

Kombinati Khorovorii Qurgonteppe has largest cold storage facility in the Sughd Region. A part of refrigerating equipment was provided by USAID Productive agriculture project. Three technical specialists work as a shift to maintain climate control and keep equipment operational. The Internet is a source of information and knowledge to maintain and fix the equipment.

The Kombinat has no relations and connections with educational institutions and workforce development organizations. To develop required skills and knowledge apply on the-job-training approach and mentorship.
Young generation eager to work abroad and are not interested in local job opportunities especially if they need additional education and skills development.

Skills and specialties required:
- Technical specialist on food processing and preservation
- Electrician
- Mechanic of food processing line
- Mechanic of refrigerating equipment
- Marketing (GIZ provides marketing specialist services to “Kombinati Khorovorii Qurgonteppe”)
- Skills on fruit drying and preservation
- Quality control specialist

MR. FARRUKH, DEHKAN FARMER

Mr. Farrukh owns of 500 ha. land of horticulture, Qumsangir, Khatlon Region. Mr. Farrukh has more than 500 hectares of land for horticulture-plums, apricots, vinegar, pistachios, watermelons, melon and cherry. All production is 100% organic. As a dehkan farmer Mr. Farrukh has no education related to agriculture. His own experience and short-term consultants to sort out evolving problems guide him in his business. 30 workers work for him in a permanent basis and more than 100 during a harvest season.

He has four tractors with two of them broken due to lack of qualification of operators and he could not find mechanics to fix them since late spring.

Needs for skilled workforce:
- Tractor operator
- Mechanics
- Grafting specialist
- Plant nursery specialist

MR. NIZIM NARZULLOEV, DEPUTY COP, USAID FEED THE FUTURE TAJIKISTAN AGRICULTURE AND WATER ACTIVITY PROJECT.

Overall project objective is to improve access to agricultural extension services, increase productivity of local farmers, create supportive infrastructure for horticulture production-storage, cold-storage facilities, processing and transportation, improve access to irrigation and boost local consumption of nutritious goods. TAWA provides cold storage equipment, processing lines for drying fruits, filling and capping machines to businesses up to 40% of investment plan. The rest provided by local entrepreneurs.

Assistance provided to the fruit and vegetable preservation plant in Yavan district, one drying line for apricots and filling and capping machine for juice are in production mode in the Khatlon region. Established 50 greenhouses and plant nurseries.

Project components:
1. Agriculture extension services
2. Extended season vegetable production
3. Orchards development
4. Diary production and preservation
5. Water/Irrigation

Each component has it own specialists (brigade of 5) in each of 12 districts of the Khatlon region of Tajikistan where they provide different types of services trough trainings and basic skills development.

Agriculture extension services through formation of women’s groups with further training in:
- Hygiene& sanitation
• Husbandry
• Vegetables production
• Integrated pest management
• Finance literacy/Record keeping

• Demonstration of new cultures with high nutrition potential-mung bean, broccoli, strawberry, etc. (33 kinds of stone-fruits and veggies from USA)

Training duration - 3 days. In the end of the training courses Project provides different type of equipment to support further job creation activities-milk separators, scissors, saws, protective clothes and sprayers. All training programs developed in close collaboration with Agriculture Academy of Tajikistan and do not need additional certification from relevant state bodies.

The project would be interested in to get technical assistance in technical skills development programs in:
• Drip irrigation
• Harvesting
• Processing
• Packaging
• Calibration
• Quality control

Women entrepreneurship in agriculture educational program is most desirable and needed.

DECEMBER 19, 2016  DUSHANBE

MRS. MATLUBA ULJABAeva, CHAIRWOMAN, NATIONAL ASSOCIATION OF SMALL AND MEDIUM BUSINESSES

Established in 1993. Activities of the National Association of Small and Medium Businesses of the Republic of Tajikistan (NASMB RT) since the date of its registration includes:
• Protection of the rights of entrepreneurs.
• Lobbying the interests of business community.
• Capacity building.
• Dissemination of relevant information and best practices of small and medium business conduct.
• Reduction of administrative barriers in the field of entrepreneurship activities.

Development objectives:
• Creating a positive image of the entrepreneur and the property owner in the eyes of the society.
• Creating a favorable business and investment environment in Tajikistan.
• Collecting and analyzing experience and knowledge of the most distinguished and influential business representatives in order to help beginning entrepreneurs, especially the young and promising managers, university students in order to minimize errors in the starting up and developing their businesses; organizing scientific, scientific & methodological and educational activities in order to prepare modern and advanced young candidates for future jobs.

Guided by the principles of freedom, fairness and responsibility NASMB RT empowers and develops its members and entrepreneurs of the country to achieve economic prosperity, protection of business interests and social responsibility.

Problems of small and medium business:
1. Contradictory legislation
2. Access to finance
3. Licensing and permits
4. Still no definition for small and medium enterprises and business
5. Tax code is very complicated especially for individual entrepreneurs and patent owners
6. 131 government organizations and agencies control business and related activities
7. Tax committee has adopted six documents on customs duties. All of them are in contradiction with WTO rules and regulations
8. Decision on digital signature is still pending
9. Luck of trust to judicial system
10. Frequent changes in legislation
11. Entrepreneurship culture is in embryo stage of development

Small, medium entrepreneurs and patent owners need basic knowledge and skills in:

- Management
- Finance planning
- Marketing
- Communication
- Leadership
- Team building
- Negotiating
- Feasibility study and Business plan development

**DOING BUSINESS 2017:** Equal Opportunity for All notes that Tajikistan stands at 85 in the ranking of 190 economies on the ease of starting a business.

According to the report, Tajikistan made starting a business easier by creating a one stop shop that consolidates registration with the state and the tax authority, by allowing entrepreneurs to pay in their capital up to 1 year after the start of operations, thereby eliminating the requirements related to opening a bank account and by enabling the Statistics Agency to issue the statistics code for the new business at the time of registration.

At the same time, Tajikistan made starting a business more difficult by requiring preliminary approval from the tax authority and the submission of additional documents at registration and by requiring that companies with annual revenue of more than SM 500,000 register as a VAT payer.

**NO. OF ENTREPRENEURS DOING THEIR ACTIVITY ON THE BASIS OF PATENT FOR 2007-2013 END 9 MONTHS PERIOD OF 2014**

![Graph showing number of entrepreneurs doing their activity on the basis of patent for 2007-2013 end 9 months period of 2014]

**NUMBER OF ENTREPRENEURS DOING THEIR ACTIVITY ON THE BASIS OF CERTIFICATE FOR 2007-2013 AND 9 MONTHS PERIOD OF 2014**
Number of SME workers has reached around 1474.740 thousand, 64.4% from the total employment.³

³Data on population employment is provided by the Statistics Agency under the President of Tajikistan. However, they result from averaged estimate of mean annual number of those employed in SME sector, considering continues changes throughout year.
MRS. FIRUZA SUNATULLOEVNA MAHMUDOVA, DIRECTOR IKDOM TRANSPORTATION AND LOGISTICS COMPANY

Address: 127, Rudaki Avenue, 6th floor, Business Center, "Rudoki Plaza", Dushanbe, 734003, Tajikistan

Transport, logistic and custom clearance company established in October 2008. Field of activity: transport, logistic and custom clearance. Deliver freight within the country and abroad by road, rail and air. Transshipment of goods to seaports. One of the leading customs broker in Tajikistan.

Tajikistan is land locked country bordering with Afghanistan, Uzbekistan and Kyrgyzstan. Access to the Russian Federation, European Union and Gulf countries depends from relations with these countries. Very strong competition from Turkish freight forwarding companies and shadow operators from Uzbekistan and Kyrgyzstan.

Tajik number plates are not favorable in Turkey and European Union as well as Tajikistan is not a member of Customs Union what create additional problems and charges.

Cost to expedite one truck from Tajikistan to Turkey is $7700 round trip. It is difficult to get freight on the way back to Tajikistan. Almost all trucks come back empty. Turkish companies charge only $2500-3500 and fully loaded on both ways.

There is no list of trusted freight forwarding and logistics companies in Tajikistan and Central Asia region which could promote reliable operators in the transportation market.

It is a hard time for transportation and logistics sector in Tajikistan-trade declined, small and medium enterprises shorten activities, banking sector is unstable, interests rate is very high (up to 35% in local currency). Tajik Somoni lost it position against US dollar. Net profit of IKDOM in November 2015 - $30,000, November 2016 - $400 only.

Turnover comes down and IKDOM have to reduce operational expenses and personnel. 5 specialist of IKDOM were send to unpaid leave recently.

Main competitors-DHL, Global Link and Militzer & Munch meet ends providing services to foreign investors in Tajikistan.

There is no specialized education and training institutions for transportation and logistics in Tajikistan. IKDOM has not connection with skills development and workforce organizations in Tajikistan.

Skills needed:
- Load and unload oversized cargo
- Technical standards for cargo

Expectations for cooperation with USAID Competitiveness, Trade and Jobs project:
- It would be desirable to get financial support to train IKDOM staff with FIATA certification. Training fee for one specialist is $1700. GiZ could cover only 50% of fee applicable.
- Tajikistan is far from center of knowledge in transportation and logistics sector. We need information and access to best practices and innovative technologies. Kazakhstan is most advanced country in that particular sector and we would like to establish working relations with relevant organizations and association.

DECEMBER 20, 2016
MRS. ZARINA KHALIKOVA, COUNTRY DIRECTOR, DVV INTERNATIONAL (DVV - DEUTSCHER VOLKSHOCHSCHUL-VERBAND E.V.)

DVV International began working in Tajikistan in 2003. Until 2009, the projects were carried out in cooperation with various governmental and non-governmental partners through the regional office for Central Asia, based in Tashkent, Uzbekistan. Since 2009, there has been a separate country office in Dushanbe.

Development objectives
• Improvement of educational offers for socially disadvantaged groups (unemployed, women and youth) are offered labor marked oriented training courses and skills development.
• Strengthening capacity of adult education providers, workforce development organizations and governmental partners through training of teachers and administrative personnel, the updating of curricula and material help.
• Improve the quality of the state career guidance centers for youth and adults.
• Strengthening of the Tajik Adult Education Association through support in implementation of training measures for its personnel and training materials development.
• Promoting the national and international exchange of information and best practices.

Partner organizations
• Tajik Adult Learning Association
• Ministry of Labor, Migration and Employment
• State Vocational Guidance Center
• GIZ
• NGO “Youth House”
• NGO “Only”
• NGO “Madina”

Career guidance centers
DVV invested a lot of resources to assist the Government of Tajikistan in establishing of Career guidance centers for youth and adults within the system of Technical Vocational Education and Training under the Ministry of Labor, Migration and Employment in 2008-2012.

Out of 200 specialists had been trained in these years only 40 carry out their professional duties within established system. 20 of them work in Dushanbe and the rest almost in all cities and towns of Tajikistan.

The main Career guidance center works in Dushanbe. GIZ still provides technical and material support to keep the center operational.

DVV has organized two study tours to Belorussia and Latvia to familiarize local staff with best practices and innovative teaching technologies.

IT software covering 68 specialties has been developed to test the applicant’s relevance to particular occupations.

Currently DVV supports Tajik Adult Education Association (Mrs. Dilbar Bakaeva, Executive director) and its Adult Leaning Centers in all regions of Tajikistan. Adult Learning Centers were organized under Decree#115 of the Government of Tajikistan in 2008. There are 5 regional centers (Sughd, Kanibadam, Qurgonteppe, Kulob, Dushanbe) and 72 branches at the different levels of local government. All centers were provided with training equipment, teaching and administrative staff went though qualification improvement trainings and provided with training curricula for 32 occupations.

DVV developed training curricula for 32 occupations using DACUM methodology. Training curricula and methodology are available in Tajik language.
Adult Learning Center has conducted series of meetings with owners of supermarket chains to train cashiers and administrators in Dushanbe and Khodjand. The same approach has been applied in Tajikobad to train high-voltage riggers. These two examples of private sector and TVET system cooperation are unique. Usually employers benefit from chip and unqualified labor.

Mrs. Khalikova has proposed to pay attention to the following regions of Sughd province where the state assistance in employment creation is limited:

1. Matcho
2. Pendjikent
3. Aini
4. Yagnob

There are many young people who work in horticulture and fruit processing.

Adult Learning Centers and workforce development organizations need further development and assistance:

- Management and administration of educational institutions
- Modern curriculum for career guidance centers
- Soft skills are in great demand
- Staff training and upgrading

The Lower House of the Tajik Parliament adopted a Law on Adult Education on 26 October 2016. Tajikistan created a legal foundation for adult education for the first time ever.

The Law creates for the first time the possibility for individual citizens to have work skills that they have obtained in informal and non-formal settings certified by suitable state agencies. This is particularly significant for Tajikistan, a country in which labor migration processes play a major economic role.

Thousands of individuals who have never attended a formal vocational training institution and do not have a vocational training qualification will now be enabled to have work skills and knowledge which they have obtained through practical work or individual private instruction recognized and certified by a state-recognized qualification certificate. This will enable them to considerably increase their competitiveness on the labor market (locally or in the migration destination countries), as well as enhancing the potential to make their own livelihoods.

**MR. KIRK RAMER, CHIEF OF PARTY, TAJIKISTAN AGRICULTURE AND WATER ACTIVITY PROJECT /TAWA**

Mrs. Laura Cizmo, USAID Economic Growth Team Lead Tajikistan Country Office.

Mr. Mark Doyle, PhD, USAID Agriculture Development Officer

TAWA project supports farmers to produce more nutritiously rich agricultural goods and improve access to competitive markets.

TAWA expands access to agricultural extension, increases production, improves access to irrigation, and boosts the consumption of nutritious goods.

Agricultural extension activities train public and private agricultural extension agents on how to reach appropriate audiences to disperse agriculture technologies, develop international partnerships to access improved inputs, and support innovative and sustainable private sector involvement. Such activities help improve farmers’ access to finance as well.

The project also improves vegetable and dairy production by identifying best practices, strengthening greenhouse usage, and improving supply chains. The third goal of the project is to implement and improve
irrigation water management. By doing so, farmers will have improved water availability and the ability to plan their production accordingly. These efforts lead directly to improving nutrition, especially among children in the Khatlon region.

Project invests its resources to:
- Processing facilities in Khatlon region (juice processing, dairy and feed staff)
  - sophisticated equipment
- Infrastructure
  - creation of aggregation points
  - cold storage facilities
- Technology
  - quality assurance

70% of beneficiaries are women. Groups of women (20-25 per group) come through training including demonstration process of technology to be able to conduct income generation activities to provide themselves and family members proper nutrition.

Private sector in agriculture could keep youth in rural regions with incentives from the government side into the region. There are a lot of business opportunities around horticulture and harvest processing.

**MR. MANSUR YORMATOV, DEPUTY DIRECTOR, ADULT LEARNING CENTER UNDER THE MINISTRY OF LABOR, MIGRATION AND EMPLOYMENT**

*Address: 5/1, A. Navoi Street, Dushanbe, Tajikistan*


32 local branches operate in all territory of the Republic of Tajikistan.

Mission: Provide short-term training courses for unemployed people to develop vocational skills and specialties to promote decent employment.

The Center delivers training on 72 occupations in all sectors of economy. Conducts job fairs on permanent basis to create awareness on employment opportunities in all regions of the country for unemployed and youth.

The Center and its branches provide career guidance services for adults and youth mostly by distributing leaflets and old video clips.

Since 2009 the Center starts monitoring of worst cases of child labor in Tajikistan with the support from International labor organization. 150 children receive initial informal vocational training within Supporting Children’s Rights through Education, the Arts and the Media project funded by ILO IPEC Programme.

Problems:
- Lack of training materials in Tajik language
- Poor material base and old means of training
- Limited financial resources
- Frequent staff turnover (International development agencies peramendently invest tangible financial resources into personnel development of governmental organizations but low salaries and working conditions push people seek better employment opportunities).
• Need for structured approach for career guidance (methodology, material, qualified personnel)

Partner organizations:
• International Labor Organization
• GIZ
• TIKA
• IOM
• DVV

DECEMBER 21, 2016

MR. VIRODICK FEZAKOV, GIZ TECHNICAL AND VOCATIONAL EDUCATION SUPPORT PROJECT

Project objective: Graduates of vocational education and training programmes are more employable and have better chances of securing employment or setting up their own business.

Target group - women
Main partner is the Ministry of Labor, Migration and Employment of the Republic of Tajikistan.
Budget: 13.650 Million Euro

Components:
1. Design the legal and organizational framework for TVET
2. Improve access to employability services at regional and local levels
3. Needs based vocational training in selected occupations
4. Create equal opportunities for men and women in vocational education to meet the needs of private sector.

Activities:
• Counseling Body on TVET was established in April 2009 with active participation of the Ministries of Labor, Migration and Employment, Education and Science, GIZ, IOM, Adult Learning Center and Republican Methodological Center under the Ministry of Education and Science of the Republic of Tajikistan. 6 meetings have been conducted. Main challenge is readiness of all sides to agree with single standard for TVET to meet market demand.
• “Kama lot” consulting company had been contracted to develop educational standards for TVET.
• Vocational training for adults in cooperation with DFID Rural Growth Programme (Sughd region). Initial vocational education to develop skills in textile industry and hospitality including training materials and methodology.
• Improving qualification of TVET teachers and managers.
  Two study tours to Belorussia and Latvia to familiarize TVET staff with modern experience in training and management of educational organizations.
• Developed training curricula and methodologies to deliver technical vocational training on pilot occupations:
  -baker
  -housekeeping
  -plumber
  -home appliance repair
  -social worker
  -auto mechanic
  -turner
  -construction worker
  -driller mechanic
- electrician
- farmer entrepreneur

- Glossary for TVET has been developed in Tajik language.

-most challenging approach is to motivate the private sector to be involved in labor market assessment and required skill development. The private sector is preoccupied with surviving and needs better understanding of benefits of workforce development. The Employers Association of Tajikistan has limited resources to promote skill development among its members.

**MR. SHUKHRAT ABDULLAEV, DIRECTOR, ASSOCIATION OF MICROFINANCE ORGANIZATIONS OF TAJIKISTAN**

**ADDRESS: 14, FIRUZ STREET, DUSHANBE, 734003, TAJIKISTAN**

Association of Microfinance Organizations of Tajikistan (AMFOT) was established in 2005 as NGO with direct support from International Development Association. AMFOT has 64 members, among them commercial banks, international organizations and auditor companies.

Mission: AMFOT contributes to forming a favorable legal environment, provides professional trainings and consulting to microfinance organizations, and fosters the introduction of national standards of microfinance activity.

AMFOT provides following financial services:

1. Microcredit deposits (establishing capital TJS6.000.000)
2. Microcredit (establishing capital TJS4.000.000)
3. Non-commercial microcredit fund (establishing capital TJS12.000.000).

AMFOT also provides capacity building and training for microfinance organizations. The Organization has established its own training center in Dushanbe in 2010. AMFOT training center has 25 trainers who deliver training on Development of Credit officers for commercial banks and microfinance organizations. 25 experts for microfinance organizations were trained in cooperation with GIZ.

In cooperation with Central Asia Microfinance Alliance financing by ACDI/VOCA and ICCO (The Netherlands based organization) plus GIZ established Fund for SME support, which provides financial resources to microfinance organizations through tenders.

Together with Agrofinance bank create portfolio of $630.000. to provide start-up and operational financial resources to small and medium businesses.

Microfinance organizations could provide financial resources to:
- private persons in total amount up to $50.000.
- legal entities in total amount up to $100.000.
Average credit amount is $1000-1500
Credit to private entrepreneurs and agriculture sector considered as high-risk borrowing and disbursed with interest rate of 26-28% per year.

Profile of borrower: Men-58%, Women42%, Age N/A, Marital status N/A, City/Rural area N/A. Banks and microfinance organizations conduct borrower assessment on quarterly basis.

No information and statistic data on remittances of labor migrants except its contribution to GDP officially published by the National Bank of Tajikistan.
All remittances come from the Russian Federation obligatory converted into national currency at state regulated rate. Current amount of average remittance of labor migrant is very low to consider it as a finance instrument (collateral).

Information regarding remittances could be obtained from the National Bank, Ministry of Labor, Migration and Employment, IOM, World Bank and National Statistic Committee. Several years ago GIZ proposed deposit products based on remittances but this experience had not been successful.

**MR. MAKHMACALI MIRZOEVICH SHOKIROV, PRESIDENT ASSOCIATION OF INTERNATIONAL AUTOMOBILE FREIGHT – FORWARDERS OF TAJIKISTAN (ABBAT)**

592, KAKHAROV STREET, DUSHANBE, 743061, TAJIKISTAN
Registered in December 1995.
Member of the International Transport Road Union.
Association provides assistance to its members on road transportation, obtaining related certificates and permissions.

Development objectives:
- Organization and development of international goods and passengers transportation;
- Exchange of experience and best international practices in international road transportation.
- Training and personnel development in transport, logistic and other related areas.
- Contribute to the development of international agreements; legislative acts of the Republic of Tajikistan in international road connection.
- Create and develop a network of logistic terminals to service international road operators and transport-forwarding companies.
- Issue certificates and permission documents (TIR Carnets, CMR) to carry out international road transportation.
- Secure and guarantee transport operations in accordance with TIR convention.

Has its own terminal infrastructure (Dushanbe, Istrafshan, Tursunzade, Vakhdat, Qurgonteppe, Khorog, Khudjand, Fotekhobad, Guliston) and Training Center in Dushanbe with branch in Khodjand, Sughd province.

There are 24 transportation companies in Tajikistan. 19 of them are members of ABBAT.

ABBAT has Center of personnel development, which has close relations with IRU Transport Academy based in Geneva, Switzerland. Center provides technical training and re-training of truck drivers and other transport personnel. However local training programs are not certified by the IRU Transport Academy.

Training programs are not limited by technical training only. There are courses on international conventions related to the transport sector, road safety, eco-driving, communication skills, first aid in traffic incidents. Attitude and culture of truck drivers are also need training for improvement.

Turkish international cooperation agency provided training equipment to the ABBAT Center of personnel development in total amount of $40,000.

Automotive park of local transportation companies consists of second hand cars. Only one of them meets requirements of Euro 5 standard.

Expectation for cooperation with USAID Competitiveness, Trade and Jobs project includes:
- Access to modern technologies in transportation sector
- Personnel development and staff training
- Technical assistance to establish training polygon
Tajikistan has been a Member of the ILO since 1993 and has ratified 50 international labor Conventions. The ILO has worked with the Republic of Tajikistan on a wide range of issues, including:

- Strengthening capacities of tripartite constituents to address priority labor issues.
- Reform wage systems and wage policies through social dialogue.
- Elimination of the worst forms of child labor.
- Formalization of informal economy.
- Increasing decent employment opportunities for men and women, including youth and returning labor migrants.
- Improving working conditions and enhancing the coverage of social protection.
- Improving OSH national systems and modernizing labor inspection.

Unemployment rate among women 10.5%, men 12%. Over 30% of urban youth are unemployed. 27 to 40% of the total labor force is labor migrants outside Tajikistan.

One of the ILO’s tools to promote employment and self-employment is *Start and Improve Your Business Programme* (SIYB).

SIYB is one of the largest global business management training programs. It helps small-scale entrepreneurs to start and grow their business, as a strategy to create more and better employment for women and men.

SIYB has four training packages that respond to stages of business development.

1. **Generate Your Business Idea (GYB)** enables potential entrepreneurs to develop a concrete business idea.
2. **Start Your Business (SYB)** enables potential entrepreneurs with a business idea to develop a bankable business plan.
3. **Improve Your Business (IYB)** enables existing entrepreneurs to develop their skills and improvement plans in buying, stock control, marketing, costing, record keeping, business planning and human resource management.
4. **Expand Your Business (EYB)** enables growth-oriented entrepreneurs to develop a business growth strategy.

SIYB programme works in Tajikistan since 1999. GYB and SYB materials adapted to the local context and translated into Tajik language. A number of NGOs and Business Development Service organizations deliver SIYB programme to the different target groups in all regions of Tajikistan with the support of international development agencies (ILO, IOM, OSCE, GIZ, UNHCR, Norwegian Council for Refugees and many others). SIYB Programme in Tajikistan has a pool of certified Master trainers and trainers, which maintains SIYB international standards and ensure quality of implementation.
and Mr. Alisher Faromuzov, Director

ADDRESS: 5/1 Alisher Navoi Street, Dushanbe, Tajikistan

Adult Education Association is public organization established with direct support from DVV international in 2007. The Association has two regional offices in Sughd and Khatlon.

Mission: Creating conducive environment for adults willing to improve their professional, cultural and civic education through non-formal and formal training and learning to meet labor market demand.

Activities:
- Institutional development of educational sector of Tajikistan
- Poverty alleviation through the development of a system of formal and non-formal adult education
- Partnership and effective interaction development between government, private sector and community organizations
- Development of efficient educational and methodological base for educational sector of Tajikistan to meet market challenges.
- Education abroad for youth and adults

Problems of adult learning education and TVET system:
- Absence of occupational qualification framework.
- Lack of qualified specialists to develop occupational qualification standards.
- Lack of attention from the government structures to TVET (Ministry of Labor, Migration and Employment, Ministry of Education and Science).
- Certification of occupations has not always meet employer’s requirements.
- Difficult to engage private sector, which waits incentives from the government side.
- HRM has not understanding of occupational qualification standards.

Adult Educational Association has 16 certified trainers familiar with DACUM methodology.

Association is one of developers and promoters of Law on Adult Education, which already adapted by the Low Chamber of Parliament of the Republic of Tajikistan.

Partners: DVV, BMZ (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung), European Training Foundation.

MRS. MATLUBA DDABAeva, EXECUTIVE DIRECTOR, PUBLIC ORGANIZATION “YOUTH HOUSE”

and Mrs. Olga Kartashova, Programme coordinator

ADDRESS: 8, Saltykov-Shedrin Street, Dushanbe, Tajikistan

Established in 1990 as a project of United Methodist Committee on Relief. With the support of USAID re-registered as a public non-profit organization in 2002.

Mission: Provide vulnerable children and youth free access to positive self-development opportunities through improved access to extra-curricular education and vocational activities.

Projects:
1. Civic education for youth and women
2. Access to justice (Modern way to solve conflicts by mediation)

Target groups: children and youth, women.
Activities:

- Education and skills development
  - foreign languages
  - IT and PC
  - art and handicraft
  - journalism
- Civic education (definition is as presented)
  - leadership
  - team building
  - peace building
  - equal to equal
  - self-esteem
  - communication
  - life skills
- Professional orientation/Career guidance
  Methodology: occupational tests, career guidance consultations.

All material and methodology are taken from the Russian language resources from the Internet. There is no original material and approaches to deliver Soft skills agenda and career guidance for children and youth.

Training courses and education sessions delivered in own training facilities in Dushanbe.

Problems:

- Absence of educational materials, training curricula and methodology to deliver professional orientation/career guidance, soft skills and life skills training for children and youth.
- Absence of IT software and interactive tools to evaluate personal qualities and inclinations.
- Lack of qualified trainers and educators.
- Lack of attention and support from the government side.

MR. JAMSHED QUDDUSOV, DIRECTOR, INFORMATION RESEARCH CENTER «SOCSERVICE»

ADDRESS: 5/1 A. Navoi Street, 1st Floor, Office#7, Dushanbe, 734026, Tajikistan

Informational Research Center “Socservice” is private entity specialized on development and research services in the field of labor, employment, migration, vocational education and industries. Conducts research and assessment on contract basis with governmental structures, international development organizations and private sector.


Participated in following documents and national agenda development:

- State program of Employment promotion in the Republic of Tajikistan.
- State program on Elimination of the worst forms of child labor in Tajikistan.
- Law on Adult education.
- Competence based assessment in construction, energy and processing sectors in Sughd, Khatlon and Dushanbe regions funded by the ILO.
- Value chain assessment in agriculture funded by HELVETAS.
Agriculture/horticulture sector is the main area for employment creation through skills and entrepreneurship development in Tajikistan.

Consultants and experts in agriculture sector which might be useful:
1. Mr. Nigmat Mirzoev, Director, NGO “Consulting and informational Network”, tel: (992) 935 700155, (992) 900 027888
2. Mrs. Gulnora Ganboeva, Value chain in agriculture project, HELVETAS.

MR. OZOD DAVLATSHOEV, EXECUTIVE DIRECTOR, ACCELERATE PROSPERITY INITIATIVE, AGA KHAN FOUNDATION

ADDRESS: 10, Davronov Street, 3rd Floor, 736000, GBAO, Khorog, Tajikistan

Accelerate prosperity initiative under support of Aga Khan foundation has established a business platform to assist potential and existing entrepreneurs to develop a business idea and receive start up capital at zero rate of interest.

Accelerators will incubate potential and existing entrepreneurs through the following process:
1. Application submission
2. Screen and selection (Top 25 ideas)
3. Mentor training
4. Business model development workshop
5. Pitch training
6. Idea validation and market research workshop
7. Business model submission
8. Business pitch session (Selection of top 15 ideas)
9. Pitch refinement session
10. Submission of revised business model (Selection of top 10 ideas)
11. Final pitch session
12. Investment readiness workshop (Top 5 ideas)
13. Submission Investment proposals
14. Investment (Top 5 ideas)

Accelerate prosperity material and training methodology under process of development.

MR. SUBHON ASHUROV, CHAIRMAN, VOCATIONAL EDUCATION AND TRAINING SUPPORT FOUNDATION OF TAJIKISTAN (VETSF) AND FORMER DEPUTY MINISTER OF LABOR AND SOCIAL PROTECTION

The VET support Foundation was established in November 2004 to support the Ministry of Labor and Social Protection of the Republic of Tajikistan in reforming of TVET system with the support of the EC Delegation to Tajikistan, TACIS National Coordination Unit and ETF.

Main objective is to assist the Ministry of Labor and social protection to develop Concept for reforming and strengthening of TVET system through capacity building and innovative approaches in education.

DECEMBER 26, 2016 Khatlon Region

Khatlon region—one of the most populated and irrigated areas of Tajikistan is located in the southwestern part of the country with a population of 3.1 million people, representing 35% of the population. The
province is also referred to as eastern and western Khatlon, corresponding respectively to its constituent parts, Kulob and Qurgonteppe.

Occupying an area of 24,800 km² or 9,600 square miles (constituting 17 percent of Tajikistan’s territory), Khatlon is bounded by Afghanistan on the south and southeast, Uzbekistan on the west, the Districts of Republican Subordination (centered at Dushanbe) on the north, and Badakhshan Province on the northeast. The latter two plus Sughd Province and Khatlon Province constitute the four first-level administrative units of Tajikistan Republic. Khatlon was established on December 2, 1992, and the administrative center of the region is the city of Qurgonteppe. The composition of the Khatlon region consists of 5 cities and 19 areas listed below with a description of the territory and the population.

The share of the Tajik people of Khatlon region is equal to almost 80% of the population of the region and then Uzbeks make up a significant proportion of population who live mainly western part of the region.

Irrigated land Khatlon region amount to 338 thousand hectares, which equals 45% of the irrigated land in Tajikistan, rain-fed land 2.12 million hectares, gardens 22.5 thousand hectares, of vineyards 8.2 thousand hectares, meadows 1.2 million hectares, backyard 86 thousand hectares and 400 hectares of saplings.

Khatlon region is famous for its high quality cotton, early watermelons, melons and onions as well as the climate of the Khatlon region is continental. Among other areas of Tajikistan’s Khatlon considered the hottest place in Tajikistan in particular areas in Shahrituz and Beshkent.

The Asian Development Bank (ADB) has approved $65.2 million in loan and grant financing for Tajikistan to improve road connectivity between the capital Dushanbe and Qurgonteppe, two major cities and economic hubs in the country, according to ADB Tajikistan Resident Mission (TJRM).

“The project will directly benefit residents in Dushanbe and the southern Khatlon province by improving access to jobs, markets, and public services while reducing the likelihood and severity of road collisions,” said Kamel Bouhmad, Transport Specialist with ADB’s Central and West Asia Regional Department. “It will also help develop the economic corridor between Dushanbe and Afghanistan.”

The road is a strategic north–south link, one of the most heavily traveled roads in the country, and is part of Central Asia Regional Economic Cooperation (CAREC) corridors 2, 5, and 6.

MRS. MARIFAT HYDIRALIEVA, DIRECTOR, WOMEN’S RESOURCE CENTER "MARIFAT" UNDER SUPPORT OF OSCE

Mrs. Hydiralieva is a certified ILO SIYB trainer
ADDRESS: 1, Somoni, Obykiik village, Khoroson, 735131, Khatlon region, Tajikistan

Since being founded in 2000, NGO Marifat has been working to enhance the status of women in social, political and economic life, improve the social economic development of society, support cooperation between local government bodies and civil society, and reduce the level of poverty on community and household levels. NGO Marifat has been serving the needs of communities in Khatlon Region for over 15 years.

The office of NGO Marifat is located in Khuroson District of Khatlon Region and activities are implemented throughout Khatlon Region (Khuroson, Vakhsh, Bokhtar, A. Djomi, Djillikul, Yavan, Rumi, and N. Khursav Districts) of Tajikistan.

NGO Marifat runs trainings to increase the professional competencies of primarily women. Offers psychological, business (income generation) and legal counseling, and runs awareness-raising projects on gender equality and the women’s rights.
NGO Marifat is a member of the network of 18 Women Resource Centres in Tajikistan, providing support to women through a permanent presence in Khuroson district and visits the neighboring areas. It also implements specific projects in various thematic areas.

As a Women Resource Centre (WRC) since 2005, NGO Marifat serves as an important hub for women living in Khatlon Region seeking professional development, psychological and legal consultations, and access to information about their legal rights in cases of domestic violence, familial issues, and human trafficking. The main aim of the WRC is to raise the status of women and enhance their role in society and public in Khuroson and neighboring areas.

NGO Marifat mainly supports women from low-income households, but its men and boys also access services. Beneficiaries either themselves refer to the organization, or are referred by friends, family, community or government agencies. Since 2011, over 5823 women and 696 men have benefitted from services of the Marifat’s Women Resource Centre.

Most of women have low levels of education. Limited financial awareness leads to indebtedness, property loss and even suicide. The workplace is often chauvinist. There are many cases when women were bullied at workplace and forced to leave job.

NGO Marifat conducts trainings on basic skills development:
- Sewing national cloths
- Crochet
- Cooking

Upon completion of skills development courses many of them come to attend ILO Start Your Business program to get knowledge and practical skills for income generating activities.

It would be appropriate to apply value chain approach and train women on fruits and vegetables processing into juice, comfiture, curing, picking and preservation as well as develop skills which do not need special equipment and electric power.
- Family budget planning
- Bakery
- Fast food production
- Plant nursery
- Nurse (old people, baby)

NGO Marifat works closely with local authorities of Khatlon Region, including law enforcement agencies, the Committee for Women and Family Affairs, City Department for People’s Education, District Department for People’s Education, Employment Centre, Fund for Social Protection of the Population, Registry Office etc.

NGO Marifat also cooperates with social institutions such as mahalla representatives, mass media outlets, and local and national NGOs.

MR. FARRUKH SHOIMORDANOV, PROJECT MANAGER, SAID WOMEN’S ENTREPRENEURSHIP FOR EMPOWERMENT PROJECT, NATIONAL ASSOCIATION OF BUSINESS WOMEN OF TAJIKISTAN

And Ms. Zarina Qambarova, M&E Manager
ADDRESS: 208 "A", Vahdat Street, 3rd Floor, Qurgonteppe city, 735140, Tajikistan
The USAID-funded Women’s Entrepreneurship for Empowerment project, implemented by the National Association of Business Women of Tajikistan has an aim to engage women in entrepreneurship and income generating activities. Project started in 2015.

Project objectives
- Assist women housekeepers to start entrepreneurial and income generating activities.
- Empower women who are already in business.
- Recognition of women’s entrepreneurship in the society.

Target groups
- Women
- People with disabilities

Training portfolio:
- Market assessment to identify local business opportunities
- Business start up-knowledge and practical skills to start a business/income generating activities
- Business awareness-why entrepreneurship?

Skills development
Projects has its own training workshop where potential and existing entrepreneurs could acquire the following skills:
- Sewing traditional wear
- Patchwork
- Computer embroidery
- Susane (hand made embroidery)
- Hairstyling (More than 90 women in the Khatlon region have learned hairdressing skills, eight of which have opened their own business)
- Handy crafts
- Adras bufe fabric production (cotton fabric with distinctive national motive)

Horticulture
The Project recently introduced new technologies in strawberry growing such as raised beds, drip irrigation and plastic mulching that will further help women strawberry producers grow more and improve the quality of berries to increase sales. The Project has registered and introduced new type of strawberry “Festival” from California, which could retain freshness and vitamins up to 10 days without cold storage.

Processing training-drying fruits (apricot, plum) in Kabodian and Shartuz districts.

The Project has close cooperation with IMON International who delivers Start-up training and provides start up capital to potential and existing entrepreneurs.

Training curricula includes such topics as SWOT analysis, 5P of marketing, Personnel and Bookkeeping. Training duration-3 days.

The Project plans to establish 3 training centers (premises, knowledge, technologies) for women to promote employment and self-employment in the Khatlon region.

Desirable skills for women entrepreneurs which the Project wants to develop:
- Management
- Marketing
- Promotion
- Soft skills
- Taxation
It has been recommended to pay attention to Kulob district due to the lack of attention from the government and donor’s organizations. Kulob district has a labor force surplus and huge economic opportunities and favorable weather conditions for horticulture.

Follow up
Women’s Entrepreneurship for Empowerment Project could be considered as a reliable partner of Component 3 of the Competitiveness, Trade and Jobs Project. Component 3 could utilize best practices of Women’s Entrepreneurship for Empowerment Project and contribute in entrepreneurship training (Enterprise Your Life programme) and soft skills development to ensure employability and workforce readiness in the Khatlon region.

MRS. GULBAKHOR MAKSUTKHODJAeva, CHAIRWOMAN, NGO "BUNOVONI KHATLON"
and Mrs. Fotima Ikromalieva, Project Coordinator, Mr. Sulaymoni Dzhomakhmad, Project Assistant
ADDRESS: 148 "B", Khiyoboni Vahdat, Qurgonteppe city, Khatlon region, Tajikistan

"Bunovoni Khatlon" established in 2001 with the support from the Government of Tajikistan. The Government provided premises to organize Employment exchange for women.

Mission: Enhancing the role of women in social, political and economic life of society, gender equality and political freedom for all.

Activities:
• Protection of women’s and children rights
• Reduction of violence against women
• Psychological rehabilitation of women
• Improving of socio-economic status of women
• Job creation and employment promotion of women of Khatlon region
• Short term vocational training courses

Target groups:
• Women
• Young girls

Traditionally women in Tajikistan are passive and dependent on men in all aspects of social and economic life. “Bunovoni Khatlon” runs awareness campaigns to empower women to make their voice heard by local authorities and communities.

Currently the organization mobilized 4799 women for public works in Qurgonteppe city and surroundings. Each woman gets USD 300 for 36 working days during the period of 3-4 months what allows them to survive and provide food for kids and family members.

They also try to engage women in income generating activities such as diary production, apricot growing and drying, home-based work to earn money without having to leave the family home.

‘Bunovoni Khatlon” has certified ILO Start You Business trainers who adapted the original materials for specific target group (have difficulties to read, wright and make basic mathematic calculation) to deliver training in income generating activities in Tajik language.

Organization actively works with “Bakhtar” consolidated group of women who seeks for work opportunities on the daily basis. Such groups are very vulnerable at the grey employment market. They have difficulties to
negotiate scope of work, payment schedule and other contract details with employer. Average daily fee is TJS 20.00. ($2.53).

Technical skills needed:
- Sewing
- Cooking
- Fast food production
- Handicrafts
- Family budget planning
- Bride couching (Prepare a girl for family life)

Soft skills needed:
- Communication
- Stress management
- Contract negotiation
- Leadership
- Conflict resolution
- Team building

Partner organizations:

Follow up
"Bunovoni Khatlon" might be a partner organization of Component 3 of Competitiveness, Trade and Jobs project in Khatlon region to reach the most vulnerable groups of women.

DECEMBER 27, 2016

MR. RUSTAM BAKHRIDINOV, BRANCH DIRECTOR, INTERNATIONAL PUBLIC ORGANIZATION "FIDOKOR"
And Mr. Muzaffar Avazov, Training coordinator, Mr. Ismoil Dodaboev, IT Administrator
ADDRESS: 4, Mirzokadirov Street, 735140, Qurgonteppe city, Khatlon region, Tajikistan

Organization established in December 1996 as a local NGO. Re-registered as International NGO in August 2013. Besides of Tajikistan operates in Iran, Afghanistan, Turkey, Indonesia, Lebanon and Jordan.

Mission: Development of a civil society of the Republic Tajikistan providing technical assistance and capacity building to public organizations and other bodies at the local and international levels.

Activities:
- Development of rehabilitation and reintegration programmes for vulnerable target groups
- Poverty reduction and job creation through small and medium enterprise development
- Monitoring and evaluation of projects and programmes delivered by local NGOs and International development agencies in the Republic of Tajikistan
- Empowering and strengthening capacity of Youth NGOs of Khatlon, Hissar and Khorog (support from GIZ and IREX)
- Leading role in Development of Regional Cooperation Project (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan).
Target groups:
- Victims of emergency and conflict situations
- People with disabilities
- People living with HIV-AIDS
- Commercial sex workers
- Women
- Youth
- People caught in trafficking

Being informed on USAID “Competitiveness, Trade and Jobs” project objectives and Component 3 in particular Mr. Bakhridinov has recommended to pay special attention to Nosirikhisru (former Beshkent) district of Khatlon region with highest level of poverty in Tajikistan. The main advantages for skills development and employment creation are in agriculture sector of economy.

The following NGOs have been recommended for partnership and cooperation:
1. NGO “Nuri Khatlon”, Mr. Khurshed Kurbonov, Director, Qurgonteppe, Tel: (992) 919 212996. Main activity-Horticulture
3. Youth NGO “School of volunteers”, Mr. Salim Bobonazarov, Head, Qurgonteppe, Tel: (992) 902 209229. Provides technical training for dehkan farmers and handicrafts.
4. NGO “Nadjiba”, Mrs. Tazagul Samadova, Chairwoman, Bokhtar, Tel: (992) 915 785278. Main activity-Handicrafts. Target group-women of labor migrants.

MR. NURULLO SHARIFOV, DIRECTOR, ADULT LEARNING CENTER OF KHATLON
ADDRESS: 56, Kaynhon-don Street, Qurgonteppe, Tajikistan, Tel: (992) 900 003286

(Mr. Sharifov has no working proficiency in Russian language. Translation from Tajik into Russian and back was kindly provided by Mr. Parviz Kamoliddinov).

Adult learning center (ALC) in Qurgonteppe was established under Decree of the Government of Tajikistan # 115 of March 5, 2008.

Adult learning Center in Khatlon provides:
1. Professional training on 33 specialties free of charge (3 months).
2. State certification of vocational skills and specialties
3. Self-financing courses (one month)

Most popular specialties are:
- PC user
- Mobile phone repair
- Waiter
- Hairstylist
- Electrician
- Bookkeeper
- Carpenter
- Cook
- Plumber

All training curricula developed and certified by the Ministry of Labor, Migration and Employment of the Republic of Tajikistan. Teachers and trainers were trained on interactive learning methodologies, educational market assessment and curriculum development based on DACUM technology within Institutional
Development of Adult Training Centers in Khatlon Region project implemented by DVV International in 2010-2011.

Training module on soft skills could be added to each vocational training curriculum to increase work readiness and employability especially for labor migrants.

Adult Learning Center of Khatlon has no connections with private sector. Enrollment on training courses based on quotas provided by the Ministry of Labor, Migration and Employment of the Republic of Tajikistan. State certification of vocational skills & specialties and self-financing courses based on current demand.

MR. SHARAF SANTOV, DEPUTY DIRECTOR, CHAMBER OF COMMERCE AND INDUSTRY OF KHATLON REGION

And Mr. Zafar Alizoda, Lead of the Secretariat Council of Business Climate Improvement and Investment under the Chairman of Khatlon Region

ADDRESS: 63"A", Aini Street, Qurgonteppe city, 735140, Tajikistan

Chamber of Commerce and Industry of Khatlon Region is a division of Chamber of Commerce and Industry of the Republic of Tajikistan. Non-state, non-profit organization represents the interest of small, medium and large sized businesses in all sectors of economy-industry, domestic and foreign trade, agriculture and finance services.

Chamber of Commerce and Industry of Khatlon Region has 142 members (25% trade, 30 service sector, 14% agriculture, 30% industry, 1% other)

Main activities:
• Facilitate trade with Afghanistan, Pakistan, Central Asia countries and the Russian Federation as well as within the country and Sughd region in particular.
• Promotion of Tajik goods abroad.
• Establishing relations with Chambers of Commerce and Business Associations abroad.
• Technical and legal support to local businesses and entrepreneurs.
• Lobbying and protection of business interests of its members and business society in general.
• Creating conducive business environment for exporters and importers.
• Practical implementation of “Single window” approach.
• Entrepreneurship promotion.

Business situation in Tajikistan, especially import and export is highly dependent from the Russian Federation-main importer and source of remittances from labor migrants. Sanctions against the Russian Federations have worsening trade turnover and flow of remittances to Tajikistan.

Khatlon region is predominantly agriculture/horticulture driven in terms of production, income and employment.

Chamber of Commerce and Industry of Khatlon Region and Secretariat Council of Business Climate Improvement and Investment under the Chairman of Khatlon Region are working on the concept to create Production-Processing-Export value chain for the region.

Transportation and logistics sector of the region mainly represented by individuals rather than registered business entities and operates in shadow. Every year 700000 tons of fruits and vegetables left Tajikistan without any registration and certification. 70% of them come from the Khatlon region.

Main problems:
• Processing, packaging and storage of fruits and vegetables.
• Complicated system of tax administration and legislative base.
• Water resource management (Reform of water/irrigation sector had been done in late 90 was not properly implemented and accomplished). Secretariat Council of Business Climate Improvement and Investment under the Chairman of Khatlon Region has conducted 8 meetings for the past two years and all of them were dedicated to water resource management and land cadaster disputes.
• Extremely low level of legal knowledge, managerial skills, business awareness and culture among entrepreneurs and dehkan farmers. Only 2-3% of them are aware of law and legislative procedures on business conduct. Situation in agricultural sector is even worst.

Assistance required:
• Best practices on non-tariff barriers removal
• Entrepreneurship training and business culture development
  - Management
  - Leadership
  - Taxation
  - Feasibility study and Business plan development
  - Communication
  - Land and water management
  - Team building
  - Negotiations
• Practical skills development in agriculture/horticulture sector
• Access to modern technologies in processing, packaging and storage of agriculture/horticulture products.

Mr. Sharaf Santov has promised to provide contacts of reliable companies, which might be interested in skills and work force development in agriculture, processing, packaging and transportation sectors.

DECEMBER 28, 2016

MR. MIRALI, DEHKAN FARMER

ADDRESS: Fidokor village, Vakhsh district, Khatlon region, 20 km from Qurgonteppe, Tajikistan

Mr. Mirali has economic background and owns 15 hectares of land for agriculture and horticulture. Cotton and cabbage are covered 12 of 15 hectares of land. The rest are apricots, plums and cherry orchard.

Dehkan farm is operated by Mr. Mirali and members of his family. During harvest period invites season laborers up to 25 people from the village. Average laborer fee – 20 TJS per day or 300-400 TJS per month. Local salaries cannot compete with salaries of labor migrants in the Russian Federation where they earn 3200-4000 TJS per month.

For one question - what kind of apple you grow - he could not answer-just May apple. (Apple comes to harvest in May).

Harvest sells to local vendors.
Skills and qualifications needed:
• Agronomy
• Use of fertilizers and chemicals
• Tree cuts
• Land management
• Legal and finance knowledge
• Negotiating skills
**MR. RAIS, DEHKAN FARMER.**
Branch 1, Kyrov Djamot, Khatlon region, 15km from Qurgontteppe.

Mr. Rais owns 10 hectares of land to grow cotton and watermelons. Education-middle school. Has tractor and technical qualification – tractor operator. To operate dehkan farmers use season laborers for different types of work. Usually it is group of 40-45 laborers. Daily fee 20.00. TJS per person. Often people are ready to work for meal only.

Mr. Rais is concerned that he has insufficient horticultural knowledge to grow crops and learns through trial and error. As a registered Dehkan farmer has a bank account but does not use it. All harvests sell for cash only.

Skills and knowledge needed:
- Agronomy
- Land management
- Use of fertilizers and chemical
- Legal and finance knowledge
- Contract management.

**MR. KHURSHED KURBONOVO, DIRECTOR, PUBLIC ORGANIZATION “NURI KHATLON”**
And Mr. Ashur, Horticulture and Fruit Dry Processing Specialist,
Mr. Mustafo, Administrator,
Mr. Daulyatov, Agriculture and Greenhouse Specialist,
Mr. Boboi Haji Sufi, Dedham farming and Agriculture Consultant

ADDRESS: 295, Vakhdat Street, Qurgontteppe, Tajikistan

Established 2009.
Mission: Improving living standards of Khatlon region through economic development in agricultural sector through capacity building, trainings on health, education and entrepreneurship promotion.

Activities:
- Income generating activities for rural families by providing opportunities in skills development:
  - handicrafts
  - growing vegetables in greenhouses
  - Breeding of dairy breeds of Senen goats
  - Horticulture/gardening
  - Innovative technologies in horticulture
  - Drying of fruits
- Prevention of HIV-AIDS among labor migrants and their families
- Hygiene and Sanitation
- Empowering of local communities
- Involvement of State structures to participate in workshops/trainings to learn and apply best practices in social and economic life of local communities.
- Capacity building of Dehkan associations and NGOs and Training of dehkan farmers on management and proposal writing

Target groups are local communities.

“Nuri Khatlon” has experience to work with USAID projects and DAI as implementing agency-“Family farming program” 2012-2013.
Organization has its own database of public organizations and international development agencies (executive summary) and monitor their performance and activities in the region.

Main problem of agriculture/horticulture sector of Khatlon region is lack of qualified specialists in agronomy, processing and packaging of harvest.

Another problem is low level of legal and financial knowledge among dehkan farmers and entrepreneurs.

Intensive gardening technologies might be a good solution to keep surplus of labor resources in the region. Common gardening provides up to 5 tons of fruits per hectare, intensive technology allows raising that volume up to 30-70 tons per hectare.

“Nuri Khatlon” would be interested to learn modern technologies in intensive horticulture, harvest processing and entrepreneurship development.
ANNEX 2. KEY INFORMANT INTERVIEW LIST

1. Private sector representatives of transportation & logistics and agriculture/horticulture sectors.
2. Small and medium business development organizations/Entrepreneurship
3. Vocational Education/Administrators/Associations.
4. Vocational Training Implementing Partners and Organizations.
5. Workforce development organizations.
6. Dehkan farmers.
7. USAID Projects.
8. Research and development organizations and private entities.
9. Women’s/Youth organizations
10. Chambers of Commerce, Trade Associations, etc.
ANNEX 3. QUESTIONS TO TECHNICAL VOCATIONAL EDUCATION TRAINING SYSTEM AND WORKFORCE DEVELOPMENT ORGANIZATIONS:

• Please describe your organization, mission and activities in the field of vocational education and training?
• What are the main government policies/implementation frameworks, in relation to vocational education, training and workforce development?
• What is distinction between formal and non-formal education/training programs?
• Who are your target groups?
  - Women
  - Unemployed
  - Youth
  - Labor migrants
• Is there are any obstacles for women and youth to get involved into educational/training process?
• Do you have and conduct entrepreneurship-training programs for specific training groups?
• What is demand for entrepreneurship training?
• Could you please share training curricula to us?
• What are the technical skills on demand in selected sectors of economy?
  - Transportation and logistics
  - Horticulture
• Do you have connections/relations with private sector?
• Have you heard about soft skills? If yes, please tell us about your experience and relevance to employability?
• What kind of support your organization needs to improve its performance and efficiency?
  - Training curricula
  - Staff training and development
  - Equipment or other means to support education/training process
• Who are your partner organizations?
• Could you recommend us local organizations, NGOs and International development agencies for mutual cooperation in the field of vocational education/training and workforce development?
• Do you have any experience to work with remittances (collateral, source of start-up capital)?
• What are your expectations of collaboration with USAID “Competitiveness, Trade and Jobs” project?
QUESTIONS TO PRIVATE SECTOR ASSOCIATIONS, COMPANIES AND ENTREPRENEURS/DEHKAN FARMERS

• Please describe your organization, company or business?

• Are you satisfied with your employees in terms of knowledge, skills and attitude?

• What skills/specialists are currently in demand for your company/business and economic sector in particular?

• Is it easy to find a specialist with specific skills/competencies related to your business activities?

• Do you have connections/relations with TVET or Workforce development organizations to fulfill your demand in skilled workforce?

• Are you ready to pay for workforce development to fulfill current and future demand in skilled workforce?

• Have you invited specialists from abroad to fulfill your business/operational needs?

• Have you heard of soft skills?

• What type of support/changes in regulatory environment from the government side do you expect to get better performance of your business/company/sector of economy?

• Have you previous experience to work and collaborate with International development agencies and USAID in particular?

• What are your expectations of collaboration with USAID “Competitiveness, Trade and Jobs” project?

• Could you please recommend private sector associations, companies or entrepreneurs who might be interesting in skills development in selected sectors of economy.
### ANNEX 4. INTERVIEW QUESTIONNAIRE FOR PRIVATE FIRMS AND EMPLOYERS ASSOCIATIONS

#### INTERVIEW QUESTIONNAIRE

<table>
<thead>
<tr>
<th>COMPETENCIES</th>
<th>HORTICULTURE</th>
<th>TRANSPORT AND LOGISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>General hard skills – general knowledge about occupation</td>
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<tr>
<td>Ability to work with specific equipment used in the enterprise</td>
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<td>Ability to use materials and tools</td>
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<td>Ability to apply knowledge in a chosen field of professional activities or at a particular work place</td>
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<td>Knowledge of information technology, the ability to work with data sources</td>
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<td>Knowledge of foreign languages</td>
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<td>Ability to understand written documents and to write in and in clear and grammatically correct manner</td>
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<td>Learn-to learn skills/High learning capability</td>
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<td>Team working/interpersonal skills</td>
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<tr>
<td>Decision making skills/ability to take responsibility and analytical thinking</td>
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<tr>
<td>Ability to work accurately and in accordance with set standards or regulations</td>
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<td>Organizational and managerial skills</td>
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<td>Aspiration for professional growth and initiative</td>
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<td>Creative thinking-ability to create and find new original ideas</td>
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<tr>
<td>Integrity/Ethics</td>
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</table>
ANNEX 5. INTERVIEW QUESTIONNAIRE FOR TVET AND WORKFORCE DEVELOPMENT ORGANIZATIONS

1. What is the main objective of your VT school/organization?
   • Prepare participants for productive employment/self-employment/entrepreneurship?

2. Describe profile of your average participant (gender, age, location of origin, level of literacy).

3. How does the organization advertise training programmes and courses?
   • TV, radio, newspapers, posters and leaflets;
   • Promotional campaigns for specific target groups;
   • Through State Employment Service and Labour Exchange.

4. How does the organization select participants/enrollment process?
   • Examination/Tests
   • On fee basis
   • Free access/paid by third party

5. What occupations does your VT School/organization develop? Do you train in any connected trades/topics related to horticulture and/or transportation and logistics?

6. Do you have connections/relations with private sector or employers’ associations to assess and forecast occupations and skills demand?

7. Is there standard curriculum for each course offered?

8. Do you have the same number of males/females enrolled in your programs? Are males/females more likely to choose any particular types of courses/areas of study?

9. Do you have standalone entrepreneurship program/course?

10. What other skills and services besides core occupational skills your VT school/organization offers:
    • Foreign language
    • Entrepreneurial skills
    • Career guidance/workforce readiness – help with interviewing, writing resume
    • Life skills – life planning, goal setting, support finding community resources
    • Soft skills – problem solving, critical thinking, communication, managing conflicts, teamwork
    • Mentorship
    • Apprenticeship
    • Job placement

11. If you have additional funding, which the above activities, courses, services that you consider a compliment to your program objective would you add or expand? Please rank.

12. What qualification does teacher/trainer need to be eligible to work at your VT school/organization?

13. Are there any professional development opportunities for teachers/trainers?

14. What types of diploma/certificates are provided to graduates?

15. Does the government recognize the diploma/certificate?