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Central Asia Invest Programme

Inception Report

Development of the Fruit and Vegetable Processing Sectors in Kyrgyzstan and Tajikistan (DFVP)

The project is implemented by British Expertise (UK)

in partnership with

Association of Food Industry Enterprises (Kyrgyzstan)

and

National Association of Small and Medium Businesses (Tajikistan)

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1. Introduction

The project **“Development of the Fruit and Vegetable Processing Sectors in Kyrgyzstan and Tajikistan (DFVP)”** is being implemented in the framework of Central Asia Invest Programme III funded by the European Union.

There are three implementing partners of the project: British Expertise (BE), UK (non-profit organisation, the Applicant), The Association of Food Industry Enterprises (the former title as presented in the Full Application Form – “Association of Fruit and Vegetable Enterprises”), Kyrgyzstan (non-profit organisation, Partner) and National Association of Small and Medium Businesses of Tajikistan, (non-profit organisation, Partner). The contract for the project was signed on 1 January 2014 which is considered as the start of the Inception Phase.

The project is a follow up on the previous project implemented in the framework of Central Asia Invest II by British Expertise in partnership with BIG (NGO “Business Intellect Group”, Kyrgyzstan) in Kyrgyzstan in 2011-2012. The approach to build on results achieved in Kyrgyzstan and to transfer the experience from Kyrgyzstan to the South of Tajikistan remains valid and will be reported during the course of the project implementation.

Important features of the approach developed at the stage of project design are “good coordination among all project partners involved”, “logical sequence of the activities” and “careful reviewing of the activities and flexible adjustments answering the most outstanding needs of the beneficiaries” remain valid and are being applied.

Taking into account these features and the methodology being used by the project, the initial Inception Phase of the project has been extended by two more months. It was considered beneficial to good implementation of the project to take the time necessary at project start-up to put in place agreements with both Project Partners on all project implementation aspects, management and logistical arrangements, as well as an updated division of responsibilities for all project activities. Moreover, the updated status of food safety developments and other legal developments in protection of national producers’ field (in Kyrgyzstan, in particular) resulted in the adjustment of few activities answering the needs of beneficiaries.

The present Inception Report describes activities carried out during this reporting period (months 1 -5), slight modifications proposed to the original planning/activities formulation and planning for the next reporting period. In order to synchronise internal project reporting with originally proposed quarterly-based project updates, the next two project updates/internal reports will be written on a bi-monthly basis and will cover months 6-7 and 8-9 accordingly. In such a way three internal project updates will be produced for Year 1 to be followed by Annual report. In Year 2 all internal project updates will be prepared on a quarterly basis as originally planned.

The Project will consider the Work Plan, adjusted during the Inception Phase, as the basis for further project implementation. However, any further slight changes which would improve the ability to achieve Project objectives and better meet the needs of target groups will be reported accordingly in due course.

2. Key highlights on updated situation in Kyrgyzstan and Tajikistan in the fields relevant to the project

The F&V processing sector chosen for the project at the stage of its design is still foremost among the key priorities in both participating countries. The issues of practical introduction of food safety/HACCP become even more critical in a view of newest requirements of the Customs Union, the main export market for Kyrgyzstan's and Tajikistan F&V processing SMEs.

One of the findings of the Inception Phase common for both participating countries identified during the needs assessment stage concerns the involvement of selected representatives from the state authorities in charge of food safety control and management, as well as academic institutions related to food technologies to the project capacity building programme. In a view of ensuring sustainability of the project efforts and contributing to the future availability of highly professional experts in food safety for multiplier effect this involvement is unavoidable. Without an in-depth understanding of the food safety management system which involves stakeholders from the private sector and relevant governmental authorities, support services and academia, the introduction of food safety will be extremely problematic and slow.

More specifically, in each country the following latest developments are taking place:

Kyrgyzstan

Kyrgyzstan now has clear plans to join the Customs Union in late 2015. A road map to approach this step by step has been developed. Answering the new requirements of the Customs Union, Kyrgyzstan is actively working in the field of technical regulation development. Technical regulations on juices were adopted in 2013. General technical regulations on food safety for all products have also been developed.

There have also been some changes in institutional structures related to food safety. Established in early 2012, the State Inspectorate on Food Safety, solely in charge of food safety control issues, has now been reformed again and the responsibility for food safety has been split into three institutions as before (under the former Soviet system): the Ministry of Health (including State Inspection on SPS), the Ministry of Agriculture and State Standard – "Kyrgyzstandart". This is seen as a step back and current chaos in responsibilities among these three agencies, overlapping and lack of competence in food safety/HACCP remains a huge problem.

Polish investors are coming to the food processing sector of Kyrgyzstan with a view to the establishment of modern export-oriented F&V processing SMEs. A credit line of Polish credit has been opened but there still lacks a mechanism for loan management and clarity on conditions for food processing SMEs.

Tajikistan

Legal developments in the field of food safety are currently being prioritised. The new Programme 2013-2015 on technical regulations including packaging and sorting for food SMEs has been developed. Technical regulations for juices have been already developed. A new law on Standardisation has recently been adopted and a list of temporary technical regulations to be developed has been issued.

Tajikistan has been a member WTO since 2013 and new legal developments are priority plans of the Government.

The South of Tajikistan has been selected as a target region for the project. Being less advanced compared to the North (where donor-funded projects supported F&V processing SMEs for years), this region still lacks quality of raw materials and products. High transportation costs and low quality of F&V from the South result in a situation where raw materials are purchased from the South of Kyrgyzstan by export-oriented F&V processing SMEs from the North thus leaving the South region not only without export opportunities, but also with lack of internal markets for their raw materials and processed F&V. While 10 F&V processing SMEs have HACCP certification in the North (mainly dried apricots and other fruits), no single SME has HACCP in the South. The marketing aspects in the South region

SMEs also remain underdeveloped thus reducing competitiveness of the region compared to the North.

However, the South is gradually showing new initiatives in export-orientation by selected F&V processing SMEs. China and Afghanistan are becoming new export markets for F&V processed products from this region. Polish investors are coming to the region to support the development of food processing SMEs. Donor-funded projects are turning their attention to the South more and more with a view to supporting balanced development of Tajik regions and strengthening the South with huge potential in F&V processing and export.

An Investment Forum is planned to be held in Dushanbe in October 2014, as well as an important meeting of entrepreneurs/SMEs with the President which will determine further steps in legislation development particularly in the F&V processing sector.

3. Activities carried out during the Inception Phase

As indicated in the Introduction section, the project Inception Phase has been extended by two months in order to clarify the most updated needs of the project target groups, to establish all working arrangements with the Project Partners in Kyrgyzstan and Tajikistan, and to adjust selected activities accordingly.

As a result of this extension, the project Inception Phase has overlapped with the Implementation Phase in various aspects and a number of activities have been carried out within the first 5 months of the project beyond Inception phase activities.

More specifically, the following activities have formed the key focus during the initial five-months Inception Phase of the project:

Activity group 1 – project launch, team mobilisation and work plan finalisation

All experts have been mobilized. Detailed Terms of Reference (TOR) have been prepared for each international expert, discussed and agreed with each expert involved. Implementation agreements have been drawn up between British Expertise, the Applicant and the two Project Partners.

An updated Work Plan developed at the stage of the project preparation is now finalized and agreed between the Applicant and both Project Partners. Its modified version is presented in annex 2 of this report. All modifications are consistent with the original project framework.

The project Steering Committee has been established. It is decided by the project team that it will be kept internally and will consist of the Project Director and Coordinator from British Expertise, Project Partners' Coordinators from Kyrgyzstan and Tajikistan, all expert and management of both partner organizations. For the project annual and final conferences broad range of relevant stakeholders will be invited to present the progress/results of the project. In addition, regular Skype conferences will be organized to discuss any urgent issues on the project.

Activity group 2 – Target groups selection and needs assessment

Initial detailed meetings with the key project stakeholders including all relevant donor-funded projects working in various directions related to F&V processing sectors in Kyrgyzstan and Tajikistan have been held in two countries and their relevance to the project and areas of potential synergies have been identified, discussed and analysed. This has formed a solid basis for needs assessment undertaken.

The list of all stakeholders contacted their relevance to the project and potential opportunities for cooperation are summarised in annex 1. This summary allows the determination of the future roles of key relevant stakeholders in the project. Some roles have been already agreed and fixed.

Based on analysis of the updated situation, detailed interviews with the project stakeholders at various levels and based on the experience and lessons learnt from the previous CAI project, detailed criteria for target groups' selection (for BIOs and SMEs) have been developed (see annex 4).

Based on the criteria developed, updated situation and detailed interviews carried out during the Inception Phase, the list of potential participants (BIOs and SMEs) has been drawn up.

A general needs assessment for capacity building, ToT, consultations and all specific activities modified (see section 4 for all details) has been carried out.

Activity group 3 - Analysis of internal and regional/international market opportunities in the SME F&V processing sector – see section 4 below.

Work undertaken beyond Inception Phase activities.

Activity group 4 – Capacity building for BIOs in management, business and other client-oriented tools and techniques (ToT)

Questionnaires on management aspects to be included in capacity building programme have been developed. Preparations for the study tour have started with identification of topics to be studied and potential stakeholders to be met in the UK have been identified.

Activity group 5 – Capacity building in food safety

Preparations for the first session of capacity building programme in food safety/HACCP started in month 5. Detailed studies of the updated situations in relevant legislation developments in each country and in the Customs Unions has been undertaken (to be incorporated in the programme).

Activity group 6 – Capacity building in marketing

Detailed questionnaires have been developed for further capacity building in marketing (see section 4.1 for more details) in order to make it as useful and close to the participants' needs as possible. The feedback will be thoroughly analysed and the programme will be developed accordingly.

Activity group 7 – Advisory services to F&V processing SMEs

Criteria for pilot SMEs' selection have been developed (see annex 4).

Activity group 9 - Support to relevant legislation/regulations development in Kyrgyzstan and Tajikistan

A review of all legal updates in food safety field started in months 4-5 and is on-going. This has allowed formulating precise topics for legal input in Kyrgyzstan. In Tajikistan, exact needs will be formulated after important policy-level meetings later this year (see section 4.1 for more details).

Activity group 10 – Promotion, dissemination and visibility actions

This activity group is actively underway. Visibility items with EU and all partners' logos (project folders, leaflets in two languages (English/Russian), paper notebooks for training participants, project poster and business cards) have been developed. Project information is being disseminated through the websites of partners and has been placed on the website of the Chamber of Commerce and Industry of Kyrgyzstan. All stakeholders contacted have received a brief project description.

4. Slight modifications to the Work Plan and logical framework

4.1 Slight clarifications and modifications to the Work Plan

Minor changes have been made to the originally-developed Indicative Plan for implementing the action. They are all reflected in the modified version of the Work Plan for Year 1 presented in annex 2 to this report. All changes introduced are fully in line with the original project concept, chosen sector and approach.

The following activities have been re-scheduled and slightly modified in order to make them in full accordance with the updated needs of the project target groups. Justification of all changes is presented for each modified activity and/or activity group.

Activity group 1 – Project launch, team mobilization and work plan finalizing

All activities of this activity group have been extended until months 5-6 of the project to allow establishing all ToRs for experts with both Project Partners, clarifying their tasks based on updated needs assessment and finalizing the Work Plan for Year 1 together with both Project Partners. This particularly concerns the precise formulation of selected activities in line with the most required needs of the sector and project beneficiaries (see below for more details).

Activity 1.3 “Establishment of the Project Steering Committee”. It has been that the Steering Committee should comprise the Project Director, the Project Coordinator, all project experts and the management of the both Project Partners.

Activity 1.4 “Initial stakeholders’ workshop with presentation of project and its planning”: In order to inform all participants in the project – key target groups (relevant BIOs and SMEs), as well as other key relevant stakeholders about the project objectives, scope of tasks, schedule and results to be achieved, it has been decided to organise an initial workshop/kick-off meeting at the beginning of the first training session to be held in late June 2014 (month 6). This will give an opportunity to increase overall understanding of the tasks aimed at maximising benefits for target groups and final beneficiaries. It will be combined with the first Project Steering Committee meeting.

Activity group 2 – Target groups selection and needs assessment

All activities of this group have been extended till months 5-6 of the project to allow active dialogue with all relevant stakeholders in both countries, clarifications on the situation in legislation field related to technical regulations in food safety, thorough analysis of the situation with target groups in the South of Tajikistan (selected for the project target area) and studying the activities of all relevant donor-funded projects to establish synergies and avoiding overlapping.

Activity 2.6 “Needs assessment for capacity building, ToT and consultations/advisory services” will be continued in month 7 in marketing aspects and market research needs for Kyrgyzstan as it has been agreed that marketing aspects of the project capacity building programme need to be completely needs-based. Therefore, detailed questionnaires for further marketing topics for capacity building will be analysed after the first capacity building session and marketing capacity building will start from session 2 (in month 9 as originally planned) fully based on target groups’ needs and requests.

Activity group 3 - Analysis of internal and regional/international market opportunities in the SME F&V processing sector

This activity group has been re-scheduled for July-December 2014 (months 7-12) and will be presented at the fourth capacity building scheduled for December 2014.

Activity 3.1 (Analysis of internal market in F&V sector): it has been agreed with both Project Partners that it is important to carry out these tasks on a continuous basis thus allowing producing an output of real value for the project target groups and beneficiaries. In

addition, continuity of these tasks takes into account is seen as an advantaged of being organized and carried out based on training participants' request (in case of Kyrgyzstan). Therefore, particular attention has been paid to the development of detailed questionnaires where SMEs/BIOs participating in the project will be able to formulate their precise needs and requests (to be held in the end of month 6).

For Tajikistan, based on thorough needs assessment, it has been decided to focus the research of internal market on detailed study of F&V processing sector in the South region of the country as this information is completely missing at the national level.

Activities 3.2 and 3.3 (Analysis of international (3.2) and regional (3.3) market opportunities have been combined into one as this will represent one research based on capacity building participants' feedback/requests, as stated above.

Activity 3.5 "Development of the project marketing strategy" originally included (tentatively) to the Work Plan has been modified to "Studying of successful marketing strategies of participating target groups and using them for capacity building as best practices". It is believed that the emphasis on practical examples from participating SMEs/BIOs will maximize the mutual learning process. It has been moved to activity group 6.

Activity group 4 – Capacity building for BIOs in management, business and other client-oriented tools and techniques (ToT)

Activity 4.1 "Development of training modules based on needs of BIOs" has been combined with activity 4.2. Instead, a more thorough approach to precise topics to be studied has been introduced through the detailed questionnaires for target groups, direct interviews and further assessment of the participants' feedback.

The new formulation of activity 4.1 is "Detailed studying of BIOs needs (including study tour)". Two seminars planned for this activity group have been re-scheduled to make one seminar in Year 1 and the second one – in Year 2 (following the outcomes of study tour to the UK).

Activity 4.3: "Study tour to the UK for the Project Partners and selected BIOs to gain experience in management aspects" has been slightly modified by adding "SMEs" (selected BIOs/SMEs) to add flexibility to selection process (this will be decided in consultation with the Project Partners).

Activity 4.4 "Seminar(s) aimed at improved BIOs' capacities to strengthen and protect national producers and investors" is combined with activity 9.5 and moved to activity group 9 (see comments on activity group 9.5 below).

Activity group 5 – Capacity building in food safety

The time schedule of this activity groups remains almost as originally planned, the first training is planned for the very end of month 6.

Activity group 6 – Capacity building in marketing

Activity 6.1 "Detailed planning of the capacity building programme for Kyrgyzstan and Tajikistan through questionnaires and needs assessment" (the formulation of this activity has been slightly modified compared to the original tentative Work Plan) will be carried out till month 7 through feedback analysis following the detailed questionnaires (to be filled in in the framework of the first training (month 6).

Activity 6.2 is moved from activity group 3 (see above) and will be implemented on a continuous basis.

Activities 6.3, 6.4 and 6.5 will start from month 9 (originally planned from month 6) to be fully based on activity 6.1.

Original activity 7.2 "Seminar on market opportunities based on market analysis" has been moved to activity group 6 (see new activity 6.6) in order to put together all market-oriented

capacity building seminars (compared to the original tentative Work Plan). Its new timeframe is consistent with timing re-scheduled for market research (activity group 3).

The new formulation of activity 6.6 resulting from consultation with both Project Partners is "Seminar(s) on market opportunities" as precise topics will be different in Kyrgyzstan and Tajikistan: in Kyrgyzstan this seminar will be dedicated to linking participating SMEs with supermarkets and other market operators; in Tajikistan the precise topic will depend on the result of market research (see activity group 3).

It has been agreed with both Project Partners to keep this activity flexible in terms of timing and precise topics at the current stage in order to make it as useful for participating BIOs/SMEs as possible basing it on actual needs.

Activity group 7 – Advisory services to F&V processing SMEs

Activity 7.1 will start once the pilot SMEs will be selected. The slightly modified formulation is proposed for Kyrgyzstan under recommendation of the Kyrgyz Project Partner: "Planning seminars with input suppliers for pilot SMEs" (7.1 A).

For Tajikistan the formulation of this activity (7.1 B) remains unchanged and will be implemented in synergy with other donors working in relevant field and region (see annex 1 for more details).

Original activity 7.3 "Preparation and delivery of seminars/trainings in new types of F&V processing equipment (for BIOs/SMEs)" - now 7.2 will start from month 9 and will be focused on Kyrgyzstan where actual needs in this topic were identified in the framework of the previous CAI implemented by British Expertise in partnership with BIG, Kyrgyzstan in 2011-2012. At the current stage the need in this topic has been confirmed.

Considering the less advanced level of F&V processing SMEs at the South of Tajikistan, the appropriate topic will be identified later (if different).

Activity group 8 – Exchange of best practices and experiences

Activity 8.1 "Exchange of best practices and experiences among participating SMEs (within Kyrgyzstan and Tajikistan and between both countries) through capacity building": the timeframe of this activity will be kept flexible and will start from exchange of experiences within countries in year 1 and will be continued in Year 2 through exchange of best practices and experiences between two participating countries.

Other activities will also be kept flexible depending on available opportunities (for instance, on availability of relevant exhibitions).

Activity group 9 - Support to relevant legislation/regulation development in Kyrgyzstan and Tajikistan

Activities 9.1 and 9.2 in Tajikistan will be carried later in Year 1: as mentioned above in section 2, important consultations at the national level and meeting of entrepreneurs with the President planned for October 2014 will determine the most outstanding needs in legal sphere relevant to the project. This will allow formulating precise topic in legal support to be provided by the project.

Activity 9.3 has been formulated precisely for Kyrgyzstan in consultation with relevant stakeholders at the national level as "Development of methodological recommendations on Production Control System based on HACCP principles". It will be carried out from month 7 to month 12.

Activity 9.4 will be formulated precisely for Tajikistan later (based on the outcomes of activities 9.1 and 9.2) and will be carried out in year 2. Originally planned support for national producers and investors' protection under this activity has lost its priority, as relevant legislation has been already adopted (Law on Trade, Kyrgyzstan).

Activity 9.5 "Seminar(s) on protection of SME producers' rights" originally formulated at the stage of the project design in consultation with the Project Partner (see comments on activity 9.4) had to be re-formulated based on new activities 9.3 and 9.4.

A flexible approach will be applied to this activity in terms of time schedule; it will be delivered upon completion of legal inputs in both countries.

Activity group 10 – Promotion, dissemination and visibility actions

Activities 10.1 – 10.4 has started as planned with visibility items development and will be intensified in dissemination and promotion during further months.

Activity group 12 – Project management

Activity 12.1 "Inception phase planning and management" has been extended for 2 months for the reasons given above.

Activity 12.3 "Project database development and update" has been launched from month 5 and will be intensified during further months.

Activity 12.4 "Organization of Steering Committee (SC) meetings" will be re-scheduled to months 6 and 12, but two SC meetings will be held in Year 1 as planned.

All other activities not mentioned in the above comments remain unchanged.

Slight modifications to the planned project deliverables and outputs

The following major publications were planned at the stage of the project design:

1. Analysis of national, regional and international markets for F&V processing sectors of Kyrgyzstan and Tajikistan;
2. Training manuals on marketing for relevant BIOs and SMEs; Training manual on food safety management system (FSMS) for BIOs and SMEs;
3. Training manual on business management and protection of national producers and investors for BIOs;
4. Training course on FSMS for BIOs and relevant academic institutions;
5. Project success stories and best practices.

In consultations with the project experts during the Inception Phase, it has been decided:

- ⇒ To combine publication 2 and 4 into one comprehensive manual "On marketing and business management". The issues of protection of national producers will be covered in publication 1 and thematic seminars (see the above section for more explanations).
- ⇒ To combine publication 3 and 5 into one comprehensive source on FSMS to avoid duplication.

One of the project outputs "Up to 10 BIO representatives are internationally certified in FSMS in Tajikistan" has been extended to Kyrgyzstan as well due to the updated needs assessment but the major focus of attention will be on Tajikistan as planned (further clarifications might be provided based on capacity building participants' readiness for international certification).

4.2 Slight modifications to the project logical framework

The modified logical framework is presented in annex 3. All slight adjustments of the objectively verifiable indicators (OVIs) are highlighted in red.

These modifications concern mainly the number of BIOS/SMEs to be involved in the project as capacity building participants (the figures were finalizing during the Inception Phase based on criteria, availability of relevant SMEs in the South of Tajikistan etc.).

A few OVIs have been modified based on needs assessment and finalised inputs in legal advice in Kyrgyzstan. As stated in section 4 above, the emphasis on protection of investors included in the project design, is not needed anymore because relevant legislation has been already adopted.



5. Planning for the next reporting period

The major focus of the next reporting period (months 6-7, June-July 2014) will be on:

- ⇒ **Activity group 1:** Initial stakeholders' workshop with presentation of the project and its planning/kick-off meeting (activity 1.4, re-scheduled from Inception Phase)
- ⇒ **Activity group 2** – Target group selection and needs assessment – will be finalized, particularly in marketing aspects.
- ⇒ **Activity group 3** - Analysis of internal and regional/international market opportunities in the SME F&V processing sector – will start with analysis of questionnaires/feedback of participating BIOs/SMEs.
- ⇒ **Activity group 4** – Capacity building for BIOs in management, business and other client-oriented tools and techniques (ToT) will be launched with questionnaires analysis.
- ⇒ **Activity group 5** – Capacity building in food safety - preparation, organisation and delivery of the first capacity building session in HACCP
- ⇒ Support to relevant legislation/regulations development (activity group 9) will actively start in Kyrgyzstan;
- ⇒ **Activity group 6** – Capacity building in marketing- will start with analysis of questionnaires/feedback of participating BIOs/SMEs.
- ⇒ **Activity group 7** – Advisory services to F&V processing SMEs – will be launched with selection of pilot SMEs and investigation of their current status in food safety;
- ⇒ **Activity group 8** – Exchange of best practices and experiences – will start in Tajikistan with South-North regions exchange visits;
- ⇒ **Activity group 9** - Support to relevant legislation/regulations development in Kyrgyzstan and Tajikistan – will be launched in Kyrgyzstan;
- ⇒ **Activity group 10** – Promotion, dissemination and visibility actions – on-going, will be continued;
- ⇒ **Activity group 12** – Project management – on-going, will be continued.

Annex 1: Relevant stakeholders contacted during the Inception Phase

Organisation	Relevance to the project	Possible areas of cooperation
Kyrgyzstan		
Ministry of Economic Regulations (Department on technical regulations)	All relevant technical regulations relevant to food safety.	The most updated need to develop methodological recommendations on Production Control System based on HACCP principles with clear division of responsibilities among relevant state agencies has been determined. The project's legal input will be focused on this task.
Ministry of Agriculture	Ministry has the division in charge of food security dealing, among others, with food safety issues.	The head of the division will be invited for the project Kick-off meeting to determine future areas of possible cooperation.
State Sanitary and Phyto-sanitary (SPS) Inspection (under the Ministry of Health)	In charge of food safety issues at food processing enterprises.	Clarifications on the mechanism of division of responsibilities among key agencies involved are needed. The project can contribute to the above through its legal input.
Center for Qualification Upgrading (under the Technical University of Kyrgyzstan)	The Centre has three new modern laboratories and mini –productions in all major food-processing sectors (established with the WB credit line) used for practical courses for students. Teachers lack knowledge on food safety management systems (FSMS)/HACCP.	Three representatives of the Centre will participate in the project capacity building programme in HACCP.
Chamber of Commerce and Industry	Implements another EU CAI project in the field of handicrafts development.	The project information has been disseminated through the Chamber's website
Centre for Agribusiness Competitiveness (CAC)	Mainly works with farmers/input suppliers. Was directly involved in establishment of the Center's for Qualification Upgrading laboratories and mini-processing equipment.	CAC has a strong interest in advanced HACCP training.
GIZ	Manual on technical regulations in line with the Customs Union's requirements has been developed. GIZ has trained 30 consultants in food safety management system (HACCP, internal audit etc.) and 8 of them closely work with food industry SMEs supporting them with introduction of food safety system. GIZ plans to provide support to 2 pilot F&V processing SMEs for HACCP introduction (sweet group). Another direction – support to	Joint coordination meeting was organized with GIZ and Helvetas in a view of establishing synergies and avoid overlapping in terms of support to be provided to selected pilot SMEs. DFVP project will involve 2-3 selected food safety consultants trained by GIZ to the advanced level capacity building food safety/HACCP programme and joint consultations will be carried out. Close contacts will be maintained with GIZ and Helvetas on all

	entering the EU markets (through preparation for participation in international exhibitions to selected F&V processing SMEs).	relevant project-related issues.
Helvetas	Implements the 3 rd phase of "Local Market Development" project since 2013 covering the whole value chain including processing SMEs. Starting to provide practical support to 5 selected F&V processing SMEs (sweet group) for HACCP introduction and Technical manuals development.	
FAO	Implements the project aimed at strengthening of the National Information system and, in its framework, the Strategy on Food Security has been developed. Food Safety represents an element of this strategy. Few seminars on food safety/HACCP have been delivered to food SMEs.	FSMS Manual to be developed by DFVP project will be shared with FAO.
JICA	Implements the project in the handicrafts development including F&V processed preserves.	The Association of Food Industry Enterprises/Project Partner keeps close contacts with JICA project and information exchange and further areas of mutual cooperation will be determined.
Tajikistan		
Ministry of Economic Development	In charge of legal basis for SMEs generally and technical regulations related to food safety in particular.	The Ministry has provided premises for the project capacity building and further close contacts will be maintained in legal component of the project.
Ministry of Industry (Department on food industry)	The Department is in charge of food processing sector and works closely with SMEs directly. Develops relevant regulations in the sector.	The list of relevant F&V processing sector from the South has been provided to the project. It has been agreed to keep close contracts with the department for further information sharing and market research on F&V processing sector in the South (to be supported by the project based on virtual absence of this information at the national level).
BIOs and academic institutions (Technological University, ITEM Consulting Group)	Have strong interest in food safety management system/HACCP. Technological University has particular interest in international certification of selected participants of the project capacity building as HACCP trainers.	HACCP Manual produced in the framework of the former CAI project implemented by British Expertise in 2011-2012 in Kyrgyzstan has been shared with Bios and the University. Selected representatives will take part in the project capacity building programme.
EU CAI (implemented by Hilfswerk, Austria)	Currently implementing the project "Economic Development in Central Asia through promotion of BIOS	As the DFVP project has chosen the South of Tajikistan (less advanced in F&V processing and export

as an Applicant)	and SMEs in the food processing sector” in the framework of the EU CAI Programme III. The project works with the same partners (among others) in Kyrgyzstan and Tajikistan as DFVP project but focuses on dried fruits only in the North of Tajikistan and in the South of Kyrgyzstan with an emphasis on fair trade opportunities.	opportunities compared to the Noth), transfer of experience from the North to the South and from Kyrgyzstan SMEs to the project target groups from the South of Tajikistan is highly relevant and cooperation in this field is agreed.
GIZ (German-funded projects)	Works ineconomic development in rural areas food processing sector to increase educational level in standards and marketing. It also works with state authorities on ISO 22 000 to increased their knowledge and understanding answering new legal developments in food industry; 2 representatives from Tajik Standards have certified experts.	GIZ has advised particular SMEs and BIOs in the South to work with and advised to involve representatives from Tajik Standard to HACCP trainings. Possible synergies/joint events will be determined.
Helvetas (Swiss funded project)	Works in the South in F&V processing sector in value chain development (2013-2015)	Cooperation and synergies have been agreed. Helvetas has advised on the list of SMEs in the South to work with. It has been agreed to organise joint seminars with complementary inputs in September 2014.
Oxfam (International NGO with British funding)	Currently implements “Economic development Programme” in the South region aimed at reducing administrative barriers, overcoming financial difficulties and poverty reduction in rural areas.	Further seminars with complementary inputs will be considered for the same target groups, particularly linking raw material producers/farmers with processors.
UNDP	Currently starting the new 3-year project in the South border area with Afghanistan where F&V processing is among key aspects. The 3 rd phase of “Aid for Trade” project (2014 – 2017)	It has been agreed to organise joint seminars/trainings linking input suppliers, processors and market operators (also in cooperation with Helvetas). There will be another opportunity to cooperate in market research area in F&V processing sector for the South region and contribute to the overall database to be produced by UNDP.

Annex 2

Work Plan¹

Year 1														
Activity	Semester 1 (months)						Semester 2 (months)						Implementing body	
	1	2	3	4	5	6	7	8	9	10	11	12		
Inception Phase														
Activity group 1 – Project launch, team mobilization and work plan finalizing														
1.1	Mobilisation of experts and preparation of detailed TORs													Applicant
1.2	Finalization of the project work plan for Year 1 for the whole project team													Applicant and both Project Partners (PPs)
1.3	Establishment of the Project Steering Committee													Applicant and both PPs
1.4	Initial stakeholders' workshop with presentation of project and its planning: kick-off meeting													Applicant and both PPs
1.5	Preparation and submission of Inception Report													Applicant
Activity group 2 – Target groups selection and needs assessment														
2.1	Initial meetings with the key project stakeholders													Applicant and both PPs
2.2	Establishing contacts with relevant on-going international projects working in the similar fields													Applicant and both PPs
2.3	Establishing criteria for target groups' selection													Applicant and both PPs

¹ The Work Plan modified during the Inception Phase of the project

2.4	Selection of target groups for participation in the project capacity building programme														Kyrgyz and Tajik PPs
2.5	Determination of roles of all stakeholders in the project														Applicant and both PPs
2.6	Needs assessment for capacity building, ToT and consultations/advisory services														Kyrgyz and Tajik PPs
Implementation Phase															
Activity group 3 - Analysis of internal and regional/international market opportunities in the SME F&V processing sector															
3.1	Carrying out analysis of internal market in F&V sector of Kyrgyzstan and Tajikistan														Kyrgyz and Tajik PPs
3.2	Carrying out analysis of of international/export and regional market for F&V processing SMEs from Kyrgyzstan and Tajikistan														Kyrgyz and Tajik PPs
3.3	Summarising needs and opportunities for F&V processing SMEs for further capacity building, consultations etc.														Applicant and both PPs
Activity group 4 – Capacity building for BIOs in management, business and other client-oriented tools and techniques (ToT)															
4.1	Detailed studying of BIOs needs (including study tour)														Applicant and both PPs
4.2	Development and delivery of trainings packages per module														Applicant and both PPs
4.3	Study tour to UK for Project Partners and selected BIOs/SMEs to gain experience in management aspects														Applicant
Activity group 5 – Capacity building in food safety															
5.1	Detailed planning of the module-based training/capacity building programme for Kyrgyzstan and Tajikistan														Applicant

5.2	Development of modules for each aspect on food safety, based on needs assessment																	Applicant
5.3	Delivery of advanced capacity building in food safety in Kyrgyzstan as a follow up from the previous CAI project																	Applicant
5.4	Delivery of training/capacity building in food safety aspects to Tajik target groups (BIOs and SMEs)																	Applicant
5.5	Feedback analysis of participants																	Applicant and both PPs
Activity group 6 – Capacity building in marketing																		
6.1	Detailed planning of the capacity building programme for Kyrgyzstan and Tajikistan through questionnaires and needs assessment																	Applicant
6.2	Studying of successful marketing strategies of participating target groups and using them for capacity building as “best practices”																	
6.3	Development of modules for each aspect of marketing based on needs assessment and market analysis																	Applicant and both PPs
6.4	Delivery of advanced training/capacity building in marketing to Kyrgyz target groups (BIOs and SMEs) as a follow up from the previous CAI project																	Applicant and both PPs
6.5	Delivery of capacity building in marketing in Tajikistan																	Applicant and both PPs
6.6	Seminar(s) on market opportunities																	
6.7	Feedback analysis of participants																	Applicant and both PPs
Activity group 7 – Advisory services to F&V processing SMEs																		
7.1 a	Planning seminars with input suppliers for pilot SMEs” (Kyrgyzstan)																	Kyrgyz and Tajik PPs

7.1 b	Support to establishing and improving contacts with input suppliers for value chain development (Tajikistan)															
7.2	Preparation and delivery of seminars/trainings in new types of F&V processing equipment (for BIOs/SMEs) (focus on Kyrgyzstan)															Kyrgyz and Tajik PPs
7.3	Selection of pilot SMEs for advisory services in implementation of food safety measures/marketing															Applicant and both PPs
7.4	Field visits to selected SMEs															Applicant and both PPs
7.5	Advisory services to selected pilot SMEs in implementation of HACCP/food safety measures and/or marketing strategies															Applicant and both PPs
Activity group 8 – Exchange of best practices and experiences																
8.1	Exchange of best practices and experiences among participating SMEs (within Kyrgyzstan and Tajikistan and between both countries) through capacity building															Applicant and both PPs
8.2	Organisation of degustation panels of F&V processed products and competitions among participating SMEs															Applicant and both PPs
8.3	Exchange visits to selected SMEs aimed at experience sharing and mutual learning															Applicant and both PPs
8.4	Support to participation in F&V processing-related exhibitions by target groups' representatives n the region															Applicant and both PPs
Activity group 9 - Support to relevant legislation/regulations development in Kyrgyzstan and Tajikistan																
9.1	Review of the updated status of relevant legal acts/regulations															Applicant and both PPs
9.2	Consultations with relevant stakeholders on needs and practical expert support from the project															Kyrgyz and Tajik PPs

9.3	Development of methodological recommendations on Production Control System based on HACCP principles (Kyrgyzstan)																Applicant and both PPs
9.4	Support to development of relevant legal documents/regulations in Tajikistan for national producers and investors' protection																Kyrgyz and Tajik PPs
9.5	Seminar(s) on presentation of legal advice support provided aimed at improved BIOs' capacities to strengthen and protect national producers																Applicant and both PPs
Activity group 10 – Promotion, dissemination and visibility actions																	
10.1	Carrying out regular visibility actions																Applicant and both PPs
10.2	Regular information sharing with all relevant stakeholders																Applicant and both PPs
10.3	Development of the project web platform for information sharing and capacity in food safety/marketing																Kyrgyz and Tajik PPs
10.4	Annual conference with presentation of project achievements and information sharing																Applicant and both PPs
Activity group 12 – Project management																	
12.1	Inception phase planning and management																Applicant
12.2	Management and coordination of field activities																Applicant and both PPs
12.3	Project database development and update																Kyrgyz and Tajik PPs
12.4	Organization of Steering Committee meetings																Applicant and both PPs
12.5	Regular reporting (in accordance with the EU requirements)																Applicant
12.6	Regular internal monitoring																Applicant and both PPs

Annex 3 Logical Framework (modifications appear in red)

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objective(s)	<i>What are the overall broader objectives to which the action will contribute</i>	<i>What are the key indicators related to overall objective(s)?</i>	<i>Sources and means of verification</i>	
	To promote the development of SMEs in the F&V processing sectors in Kyrgyzstan and Tajikistan	<ul style="list-style-type: none"> • F&V processing SMEs have increased their presence at national, regional and international markets up to 5% (through increase of sales); • Enabling environment in F&V sectors in both countries has improved in food safety field; • Enabling environment in F&V sectors in both countries has improved in favour of national producers • Increase in export of SMEs' F&V processed products by 5% in the longer run 	<p>Annual country reports (WB, UN Human Development Report, Global Competitiveness Index of WEF);</p> <p>National sector statistics;</p> <p>Surveys undertaken by international donors in F&V processing sector</p> <p>Updated legislation in food safety field and in the field of protection of national producers and investors</p> <p>Annual WB Doing Business Report</p>	National level Governments in both countries support promotion and implementation of reforms in enabling business environment and continue providing the favourable conditions for the business development in F&V processing sector
Specific objective	<i>What specific objective is the action intended to achieve to contribute to the overall objectives?</i>	<i>Which indicators clearly show that the objective of the action has been achieved?</i>	<i>What are the sources of information that exist or can be collected? What are</i>	<i>Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that objective?</i>

			<i>the methods required to get this information?</i>	<i>(external conditions) Which risks should be taken into consideration?</i>
	To strengthen the capacities of BIOs supporting F&V processing SMEs, with a view to improving the SME position in national, regional and international markets	<ul style="list-style-type: none"> • Number of BIOs' clients among F&V processing SMEs has increased up to 20%; • Up to 500 relevant stakeholders in both countries are aware about national producers' and investors protection and rights and HACCP/food safety; • At least 50% of participating SMEs have improved (directly or indirectly due to the project) their positioning at the market: new contracts signed; export opportunities enlarged; number of new markets for products entered etc. 	<p>Project final survey</p> <p>Visitors of project info on websites of both Project Partners</p> <p>Statistics of relevant ministries on F&V processing sector</p> <p>BIOs survey among the members,</p> <p>BIOs' annual reports</p>	<p><u>External conditions/assumptions</u></p> <p>Political stability in both countries;</p> <p>Continued development of F&V processing sectors in Kyrgyzstan and Tajikistan;</p> <p>Growing demand for F&V processed products in the region (Kazakhstan in particular) and neighbouring countries/importers (Russia in particular);</p> <p>Continuation and/or development of new relevant legislation and/or support programmes in F&V sectors in both countries;</p> <p>Growing competition from neighbouring countries in F&V processing sector</p> <p><u>Risks:</u></p> <p>Lack of investment in the sector;</p> <p>Lack of BIOs in rural areas where most of F&V processing SMEs are located;</p> <p>Reluctance of SMEs to adopt food safety, HACCP and other measures because of cash limitations, difficulties in obtaining credit and efforts</p>

				needed to be invested to make these improvements; Poor infrastructure in rural areas limits planning and links with input suppliers at SME level; Competition faced by SMEs from big business
Expected results	<i>The results are the outputs envisaged to achieve the specific objective What are the expected results? (enumerate them)</i>	<i>What are the indicators to measure whether and to what extent the action achieves the expected results ?</i>	<i>What are the sources of information for these indicators?</i>	<i>What external conditions must be met to obtain the expected results on schedule?</i>
Expected result 1	BIOs' capacity to support F&V processing SMEs has been strengthened and is applied	<ul style="list-style-type: none"> • Up to 50% of internationally certified trainers in food safety (by the project) apply this skill for service provision • At least one new service to clients (preferable in food safety field) has been added by participating BIOs to earlier existed scope of services; • The estimated financial sustainability of participating BIOs has improved by 10% in average 	<p>Project progress reports; Reports of other donors working in the similar fields; BIOs' records/clients' databases information on the scope of services being delivered by BIOs in the country Feedback from BIOs' clients – F&V processing SMEs BIOs' annual financial reports</p>	<p>(1) Interest of BIOs to increase the number of their clients among F&V processing SMEs; (2) availability of BIOs' regional networks; (3) Ability of F&V processing SMEs (particularly rural ones) to pay for required services provided by BIOs; (4) Commitment and readiness of BIOs and SMEs to implement measures suggested by the project</p>
Expected result 2	The Project Partners' and other BIOs capacity to advocate for and strengthen SMEs in F&V	<ul style="list-style-type: none"> • Up to 15 trained BIOs provide highly professional services to F&V processing SMEs; 	Feedback from all capacity building programme participants;	(1) Interest of BIOs and SMEs in learning new information, tools and legal basis for further development;

	processing has improved and is applied	<ul style="list-style-type: none"> • At least 50% of participating BIOs and SMEs use the results of market analysis undertaken by the project in practice; • At least 2 relevant legislation acts/regulations aimed to enable business environment are supported/improved • At least 80% of the partnering SMEs are satisfied with the services provided by BIOs 	<p>Project monitoring updates and internal evaluation report;</p> <p>External monitoring and project/programme evaluations</p> <p>Amended/improved legislation</p> <p>Project final survey</p>	(2) Ability of F&V processing SMEs to pay for required services of BIOs;
Expected result 3	F&V processing SMEs have improved their business, market positioning and awareness of their rights	<ul style="list-style-type: none"> • At least 5 SMEs in Kyrgyzstan and Tajikistan have established/improved their long-term sustainable contacts with input suppliers; • At least 2 SMEs per country have applied food safety measures; • At least 4 SMEs have developed and use marketing strategies or introduced other marketing measures/tools; • All participating target groups and other relevant stakeholders are aware about national producers protection and rights through thematic seminar(s) 	<p>Project final survey;</p> <p>Internal mid-term evaluation report</p> <p>Feedback from BIOs – services providers for F&V processing SMEs;</p> <p>Feedback from all capacity building programme participants</p>	<p>(1) Level of SMEs’ readiness to absorb new advanced knowledge and approaches;</p> <p>(2) Growing competition among relevant SMEs;</p> <p>(3) Need to diversify products, introduce new brands and other marketing tools for expansion the markets</p>

		<ul style="list-style-type: none"> At least two pilot model SME productions for further replication are supported 		
Activities	<i>What are the key activities to be carried out and in what sequence in order to produce the expected results? (Group the activities by result)</i>	<i>Means: What are the means required to implement these activities, eg personnel, equipment, training, studies, supplies, operational facilities etc?</i>	<i>What are the sources of information about action progress?</i>	<i>What preconditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?</i>
	<p>See all activities within each activity group in the Action Plan (section 2.2.4)</p> <p>See section 2.1.1 (Expected results of the Project) for linking activity groups around expected results)</p>	<p>Personnel of the Applicant and of the Project Partners (in house) and specific experts' inputs; International travel; Equipment for organizing and carrying out trainings/capacity building programme; Premises for trainings/capacity building programme; Transportation for trainings' participants, field visits, seminars in the regions etc.; Expenses of study tours and participation in exhibitions; Expenses for publications, dissemination and visibility actions; Communication means; Office expenses and supplies</p>	<ul style="list-style-type: none"> Project Annual Progress Report; Project Final Report; Internal quarterly updates/monitoring reports; Internal mid-term evaluation report; Project visibility products; Project information on websites of both Project Partners and other relevant stakeholders; 	<ul style="list-style-type: none"> Demonstrated support of the Government to private sector development and, particularly, to F&V processing sector; Gradually growing demand in safer and more diversified food proceed products in Kyrgyzstan and Tajikistan; Growing requirements to food safety in neighbouring countries (for instance in Russia, the main potential export market); Willingness of rural food processing SMEs to develop their business and to increase competitiveness at the market; Active involvement of the Project Partners in Kyrgyzstan and Tajikistan in F&V
Key Outputs				
Activity group 1	Project launch, team mobilization and work plan finalizing	<ul style="list-style-type: none"> The project team fully mobilised; Steering Committee established; The project Kick-off meeting held; 	<ul style="list-style-type: none"> Project dissemination events; Meetings of the project management with EU Delegations in 	

		<ul style="list-style-type: none"> • Inception Report 		
Activity group 2	Target groups selection and needs assessment	<ul style="list-style-type: none"> • Determined roles and tasks of all relevant stakeholders in the project; • Complete picture on the target groups' needs and expectations from the project 	Kyrgyzstan and Tajikistan; <ul style="list-style-type: none"> • External monitoring of the project (ROM missions); • External evaluation of EU CAI Programme (if any). 	processing sector development; <ul style="list-style-type: none"> • Willingness of BIOs to enlarge their client base in F&V processing sector; • Activeness of other international donors contributing to development of F&V processing sector of Kyrgyzstan and Tajikistan
Activity group 3	Analysis of internal and regional/international market opportunities in the SME F&V processing sector	<ul style="list-style-type: none"> • Market analysis/research paper; • Relevant marketing strategies are studied and applied for training 		
Activity group 4	Capacity building for BIOs in management, business and other client-oriented tools and techniques (ToT)	<ul style="list-style-type: none"> • At least 15 BIOs in Kyrgyzstan and Tajikistan are capacitated in management, business tools and other client-oriented methods; • Study tour to UK is carried out for the Project Partners and selected BIOs' or SMEs' representatives 		
Activity group 5	Capacity building in food safety	<ul style="list-style-type: none"> • At least 15 BIOs and 15 SMEs in total are capacitated in food safety; • Up to 10 BIOs are internationally certified in FSMS in Tajikistan and Kyrgyzstan; • A course in food safety/HACCP Management System is developed and tranfered to BIOs/academic institutions 		
Activity group 6	Capacity building in marketing	<ul style="list-style-type: none"> • At least 15 BIOs and 15 SMEs in total country are capacitated in all requested 		

		aspects of marketing		
Activity group 7	Advisory services to F&V processing SMEs	<ul style="list-style-type: none"> • Seminars of specific topics based on target groups' requirements delivered; • 4 pilot SMEs are selected and supported with introduction of food safety and/or marketing strategies 		
Activity group 8	Exchange of best practices and experiences	<ul style="list-style-type: none"> • Exchange of best practices and experiences organised using various tools (degustation panels, exchange visits, participation in exhibitions etc.); • Study tour to Poland is carried out for up to 8-10 representatives of target groups 		
Activity group 9	Support to relevant legislation/regulations development in Kyrgyzstan and Tajikistan	<ul style="list-style-type: none"> • Support is provided to relevant legal and regulatory documents in the field of national producers protection/enabling business or investments climate improvement • Support is provided to relevant legal and regulatory documents in the field of food safety. 		
Activity group 10	Promotion, dissemination and visibility actions	<ul style="list-style-type: none"> • Visibility items (leaflets, files with logos, booklet, memory sticks with logos, web-based tools, project presentations etc.) • Market analysis produced and published; 		

		<ul style="list-style-type: none"> • Training manual in marketing and business management; • Course on FSMS published; • Annual and final conferences. 		
Finalisation Phase				
Activity group 11	Finalisation phase activities	<ul style="list-style-type: none"> • Exit strategy comprising; sustainability plan; • Final conference; • Final report 		
Activity group 12 (relevant to all phases)	Project management	<ul style="list-style-type: none"> • Inception Report; • Annual Progress Report and Final Report (in line with EU reporting requirements) 6 Quarterly internal updates/monitoring reports; • 1 Internal mid-term evaluation report 		

Annex 4 Criteria for selection of capacity building participants and pilot SMEs

Annex 4 A: Criteria on food safety/HACCP aspects

КРИТЕРИИ ОТБОРА ДЛЯ ОРГАНИЗАЦИЙ - ПОСРЕДНИКОВ, ПРЕДОСТАВЛЯЮЩИХ КОНСУЛЬТАЦИОННЫЕ УСЛУГИ СМП, ЗАНИМАЮЩИМСЯ ПЕРЕРАБОТКОЙ ОВОЩЕЙ И ФРУКТОВ:

1. Организация должна иметь статус юридического лица.
2. Как минимум пять человек персонала организации работает на постоянной основе.
3. В уставе организации должны быть указаны соответствующие виды деятельности, например: оказание консультационных услуг МСП (в частности, занимающимся переработкой плодоовощной продукции, сельхозпроизводителям), разработка бизнес-планов, консультирование по вопросам маркетинга, менеджмента и т.п.
4. Организация должна иметь опыт работы с МСП, занимающимся переработкой овощей и фруктов – не менее 50% суммы договоров на оказания услуг на протяжении последних 12 месяцев должны быть заключены с такими предприятиями.
5. Организация должна работать на территории КР и РТ, однако предпочтение отдается организациям работающих в сельской местности.
6. Организация должна быть способной аргументировать свою заинтересованность в участии в программе.
7. Предпочтение будет отдано организациям, стратегии развития которых предусматривают развитие таких видов услуг, как консультирование по вопросам систем менеджмента безопасности пищевых продуктов, маркетинга, брендинга, бизнес-менеджмента и т.п. МСП перерабатывающей промышленности.
8. Организация должна предоставить письменные гарантии обеспечения участия своего персонала в учебе, которую будут предоставлять технические консультанты программы.

КРИТЕРИИ ОТБОРА ПИЛОТНОГО СМП, ЗАНИМАЮЩЕГОСЯ ПЕРЕРАБОТКОЙ ОВОЩЕЙ И ФРУКТОВ:

1. Переработка овощей и фруктов должно быть основным видом деятельности предприятия.
2. Предприятие, по возможности, не должно работать на сезонной основе.
3. Предпочтение будет отдано предприятию, имеющему разработанную стратегию развития, которая предусматривает маркетинговую деятельность.
4. Предприятие должно быть способным четко аргументировать свое желание участвовать в проекте.
5. Поддержка руководства предприятия является необходимым условием участия в проекте: руководство должно понимать необходимость изменения существующего состояния предприятия, быть готовым вместе с экспертами программы анализировать текущее состояние предприятия и внедрять рекомендации экспертов в повседневной практике. Предприятие должно иметь необходимые финансовые, человеческие ресурсы для реализации рекомендаций, при условии их экономической обоснованности.
6. Предприятие должно быть готовым, после избрания к участию, предоставить необходимую детальную информацию, в том числе финансовую, для реализации и оценки проекта консультативной помощи и избегать преднамеренного или непреднамеренного введения экспертов программы в заблуждение по любым вопросам, касающимся реализации проекта. Проект гарантирует конфиденциальность всех собранных данных.
7. Предприятие должно выделить надлежащее время и человеческие ресурсы для использования при реализации программы консультационной помощи. Предприятие должно ввести должность маркетолога (или вменить в обязанности

- конкретного работника), который будет на постоянной основе заниматься вопросами, связанными с маркетингом.
8. Предприятие должно обеспечить участие своего персонала в учебе, которую будут предоставлять технические консультанты программы в соответствии с календарным планом.
 9. Предприятие должно быть готовым поделиться «историями успеха» с консультантами и руководством проекта, должно быть открытым для популяризации успеха и демонстрации потенциального положительного эффекта.
 10. Предприятие должно позволить фотосъемку во время реализации проекта.

КРИТЕРИИ ОТБОРА ПРЕДПРИЯТИЙ ДЛЯ РЕАЛИЗАЦИИ ПРОЕКТА

1. Производство пищевых продуктов должно быть основным источником прибыли предприятия.
2. К участию допускаются предприятия с количеством производственного персонала больше 40-50 человек.
3. Желательно наличие опыта предприятия по поставкам продукции в государства-члены Таможенного Союза или другие страны.
4. Желательно наличие у предприятия истории инвестиций (внутренних или внешних) по улучшению процессов управления, помещений, совершенствования оборудования, санитарии.
5. Наличие внедренной системы управления качеством ISO 9001 является дополнительным преимуществом для предприятий, которые подают заявку на внедрение HACCP.
6. Наилучшие кандидаты, на получение консультативной помощи по внедрению ISO 22000, должны пройти дополнительную оценку состояния готовности.
7. Предприятие должно быть способным четко аргументировать желание принять участие в программе и внедрить HACCP/ISO 22000.
8. Поддержка со стороны высшего руководства предприятия является обязательной: высшее руководство должно осознавать необходимость изменений в производственной среде и в повседневной практике, быть способным и иметь желание внедрять рекомендации экспертов программы в повседневную практику. Предприятие должно иметь финансовые, физические и человеческие ресурсы для реализации предоставленных рекомендаций, при условии, что они являются экономически обоснованными.
9. Предприятие должно быть готовым после избрания к участию предоставить необходимую детальную информацию для реализации и оценки программы консультативной помощи и обязаться избегать специального и/или случайного введения технических экспертов программы в заблуждение по любым вопросам, касающихся реализации программы.
10. Предприятие должно быть готовым предоставить информацию финансового характера, которая касается реализации программы и внедрения HACCP/ISO 22000, в т.ч., о расходах на поддержание надлежащей санитарии, потери, связанные с несоответствующей продукцией, и тому подобное. Проект гарантирует конфиденциальность всех собранных данных, и обязывается не сообщать их другим лицам, государственным органам или конкурирующим предприятиям; использование этих данных для последующего анализа будет строго анонимным и название предприятия не будет упоминаться.
11. Предприятие должно выделить надлежащее время и человеческие ресурсы для использования при реализации программы консультативной помощи. В том числе предприятие должно быть готовым внедрить должность менеджера по качеству/безопасности, который будет работать на постоянной основе, и заниматься только вопросами систем управления качеством/безопасностью.
12. Предприятие должно обеспечить участие своего персонала в учебе, которую будут предоставлять технические консультанты программы.
13. Предприятие должно быть готовым поделиться «историями успеха» с консультантами и руководством программы - некоторые элементы «истории

успеха» могут быть популяризируемыми в пределах отрасли для демонстрации потенциального позитивного эффекта внедрения систем управления безопасностью пищевых продуктов.

14. Предприятие должно позволить фотосъемку во время реализации программы консультативной помощи. При этом по требованию предприятия должны быть удалены некоторые фотокадры, которые могут нанести экономический, иной вред, или предприятие может заранее установить требования к фотосъемке.
15. Готовность предприятия выступать в качестве демонстрационной площадки внедрения HACCP/ISO 22000 HACCP/ISO 22000, т.е. с учетом заранее установленных ограничений допускать в рамках реализации программы персонал других предприятий, который проходит обучение.
16. Руководство предприятия должно предоставить письменные гарантии относительно указанных выше критериев.

Annex 4 A: Criteria on marketing aspects

КРИТЕРИИ ОТБОРА ДЛЯ ПРЕДПРИЯТИЙ, ЗАНИМАЮЩИХСЯ ПЕРЕРАБОТКОЙ ОВОЩЕЙ И ФРУКТОВ:

1. Переработка овощей и фруктов должно быть основным видом деятельности предприятия.
2. Предприятие должно четко аргументировать свое желание участвовать в проекте.
3. В штатном расписании предприятия есть специалист по маркетингу или же специалист, на которого возложены функции маркетолога.
4. Руководство предприятия заинтересовано участием в проекте своего сотрудника, занимающегося маркетингом.
5. Предприятие готово оплатить транспортные расходы своему сотруднику для участия в тренингах проекта.
6. Предприятие заинтересовано в разработке или усовершенствовании своей маркетинговой стратегии (желательно указать, чего именно ожидает предприятие).
7. Предприятие будет предоставлять свою продукцию для участия в выставках, дегустациях, которые могут проводиться во время тренингов.
8. Предприятие принимало участие в тренингах проекта Европейского Союза «Усиление роли и потенциала организаций, представляющих консультационные услуги предприятиям малого и среднего бизнеса (МСБ), занимающимся переработкой пищевых продуктов в Кыргызстане, в сфере HACCP, безопасности продукции, создания бренда, маркетинга и международной сертификации с целью укрепления рыночных возможностей МСБ» (для предприятий Кыргызстана).

КРИТЕРИИ ОТБОРА ДЛЯ ОРГАНИЗАЦИЙ- ПОСРЕДНИКОВ, ПРЕДОСТАВЛЯЮЩИХ КОНСУЛЬТАЦИОННЫЕ УСЛУГИ СМП, ЗАНИМАЮЩИМСЯ ПЕРЕРАБОТКОЙ ОВОЩЕЙ И ФРУКТОВ:

1. Организация должна иметь статус юридического лица.
2. В уставе организации должны быть указаны соответствующие виды деятельности, например: оказание консультационных услуг СМП, занимающимся переработкой плодоовощной продукции, сельхозпроизводителям, разработка бизнес-планов, консультирование по вопросам маркетинга, менеджмента и т.п.
3. Организация должна иметь опыт работы с СМП, занимающимся переработкой овощей и фруктов, не менее одного года.
4. Организация должна работать в сельской местности.
5. Организация должна быть способной аргументировать свою заинтересованность в проекте.

6. Предпочтение будет отдано организациям, стратегии развития которых предусматривают развитие таких видов услуг, как консультирование по вопросам маркетинга, брендинга, бизнес-менеджмента и т.п. МСП перерабатывающей промышленности.
7. Организация должна обеспечить участие своего персонала в учебе, которую будут предоставлять технические консультанты программы в соответствии с календарным планом.
8. Организация должна быть готова оплатить транспортные расходы своему сотруднику для участия в тренингах проекта
9. Организация должна быть готовой к распространению информации, полученной в проекте, путем проведения семинаров, оказания консультационных услуг, публикаций.

КРИТЕРИИ ОТБОРА ПИЛОТНОГО СМП, ЗАНИМАЮЩЕГОСЯ ПЕРЕРАБОТКОЙ ОВОЩЕЙ И ФРУКТОВ:

1. Переработка овощей и фруктов должно быть основным видом деятельности предприятия.
2. Предприятие должно быть расположенным в сельской местности.
3. Предприятие должно четко аргументировать свое желание участвовать в проекте (указать, на получение какого именно результата должна быть направлена разработка стратегии маркетинга).
4. Предпочтение будет отдано предприятию, заинтересованному в значительном и качественном изменении позиции предприятия на рынке/ росту выручки/ увеличении доли рынка/ выходе на новые рынки.
5. Предприятие должно гарантировать, что, при условии его избрания пилотным предприятием проекта, специалисты предприятия приложат все усилия для того, чтобы вместе с экспертами проекта, разработать маркетинговую стратегию для предприятия в установленный срок.
6. Поддержка руководства предприятия является необходимым условием участия в проекте: руководство должно понимать необходимость изменения существующего состояния предприятия, быть готовым вместе с экспертами программы анализировать текущее состояние предприятия и внедрять рекомендации экспертов в повседневной практике.
7. Предприятие должно иметь необходимые финансовые, человеческие ресурсы для реализации рекомендаций, при условии их экономической обоснованности.
8. Предприятие должно быть готовым, после избрания к участию, предоставить необходимую детальную информацию, в том числе финансовую, для реализации и оценки проекта консультативной помощи и избегать преднамеренного или непреднамеренного введения экспертов программы в заблуждение по любым вопросам, касающимся реализации проекта. Проект гарантирует конфиденциальность всех собранных данных.
9. Предприятие должно выделить надлежащее время и человеческие ресурсы для использования при реализации программы консультационной помощи. Предприятие должно ввести должность маркетолога (или вменить в обязанности конкретного работника), который будет на постоянной основе заниматься вопросами, связанными с маркетингом.
10. Предприятие должно обеспечить участие своего персонала в учебе, которую будут предоставлять технические консультанты программы в соответствии с календарным планом.
11. Предприятие должно быть готовым поделиться «историями успеха», а также проблемами, узкими местами, возникшими в ходе написания или реализации стратегии, с консультантами и руководством проекта, должно быть открытым для популяризации успеха и демонстрации потенциального положительного эффекта.
12. Предприятие должно позволить фотосъемку во время реализации проекта.

Подготовлено экспертами проекта

Annex 5: Questionnaires for capacity building in marketing and management

Annex 5 A: For Kyrgyzstan:

ВОПРОСЫ, КОТОРЫЕ ПРЕДЛАГАЮТСЯ ДЛЯ ИЗУЧЕНИЯ ПО МАРКЕТИНГУ

Уважаемый участник семинара!

Проектом "**Развитие сектора переработки овощей и фруктов в Кыргызстане и Таджикистане**" предусмотрено проведение тренингов по маркетингу. С целью учета интересов участников проекта и максимально полного освещения интересующих Вас вопросов при проведении тренингов, пожалуйста, заполните эту анкету!

Ваша фамилия, имя _____
Место работы _____
Занимаемая должность _____
Контактный телефон _____
E-MAIL _____

	Вопросы	ОТВЕТ	
		ДА	НЕТ
Немного о маркетинге на Вашем предприятии:			
1	Производит ли Ваше предприятие органические консервы?		
2	Если нет, то использует ли предприятие маркировку "organic", "bio" на этикетках производимых консервов?		
3	Знаете ли Вы провайдеров услуг для SMEs по переработке овощей и фруктов (F&V)? Если да, то назовите нескольких из них: _____ _____ _____		
4	Знаете ли Вы производителей упаковки в регионе? Если да, то назовите нескольких из них: _____ _____ _____		
5	Есть ли у Вас долгосрочные отношения с операторами рынка (супермаркеты, магазины и т.д.)? Если да, то назовите нескольких из них: _____ _____ _____		
6	Где Вы покупаете сырье/ингредиенты для производства? На местном рынке (укажите процент) _____ Импорт (укажите процент) _____		
7	Имеет ли предприятие договора с местными фермерами на поставку сырья (долгосрочные или краткосрочные)?		
8	Имеет ли предприятие маркетинговый план? Маркетинговую стратегию?		
9	Есть ли на предприятии маркетолог?		
10	Если предприятие имеет маркетинговый план, готовы ли Вы сделать его презентацию во время тренинга?		
Вопросы, предлагаемые для рассмотрения во время тренингов			

1	Управление качеством в системе маркетинга		
2	Маркировка как один из элементов управления качеством пищевых продуктов		
3	Качество сырья и маркетинг		
4	Упаковка пищевой продукции и маркетинг		
5	Современные тенденции упаковки для консервов		
6	Маркетинг как главный элемент повышения конкурентоспособности предприятия		
7	Логистика в маркетинге		
8	Использование PEST-анализа в планировании на предприятии		
9	Создаем предприятие, ориентированное на клиента		
10	Быстрая (шоковая) заморозка, сушка – современные альтернативные направления переработки овощей – как ответ производителя на потребности покупателя		
11	Требования к качеству сырья, готовой продукции, упаковки в Таможенном Союзе (консервы).		
Ваши предложения:			

Спасибо за заполненную анкету!

Annex 5 B: For Tajikistan:

ВОПРОСЫ, КОТОРЫЕ ПРЕДЛАГАЮТСЯ ДЛЯ ИЗУЧЕНИЯ ПО МАРКЕТИНГУ

Уважаемый участник семинара!

Проектом "**Развитие сектора переработки овощей и фруктов в Кыргызстане и Таджикистане**" предусмотрено проведение тренингов по маркетингу. С целью учета интересов участников проекта и максимально полного освещения интересующих Вас вопросов при проведении тренингов, пожалуйста, заполните эту анкету!

Ваша фамилия, имя _____

Место работы _____

Занимаемая должность _____

Контактный телефон _____

E-MAIL _____

	Вопросы	ОТВЕТ	
		ДА	НЕТ
Немного о маркетинге на Вашем предприятии:			
1	Производит ли Ваше предприятие органические консервы?		
2	Если нет, то использует ли предприятие маркировку "organic", "bio" на этикетках производимых консервов?		
3	Знаете ли Вы провайдеров услуг для SMEs по переработке овощей и фруктов (F&V)? Если да, то назовите нескольких из них: _____ _____ _____		

4	Знаете ли Вы производителей упаковки в регионе? Если да, то назовите нескольких из них: _____ _____ _____		
5	Есть ли у Вас долгосрочные отношения с операторами рынка (супермаркеты, магазины и т.д.)? Если да, то назовите нескольких из них: _____ _____ _____		
6	Где Вы покупаете сырье/ингредиенты для производства? На местном рынке (укажите процент) _____ Импорт (укажите процент) _____		
7	Имеет ли предприятие договора с местными фермерами на поставку сырья (долгосрочные или краткосрочные)?		
8	Имеет ли предприятие маркетинговый план? Маркетинговую стратегию		
9	Есть ли на предприятии маркетолог?		
10	Если предприятие имеет маркетинговый план, готовы ли Вы сделать его презентацию во время тренинга?		
Вопросы, предлагаемые для рассмотрения во время тренингов			
1	Суть и задания маркетинга.		
2	Стратегии маркетинга		
3	Планирование маркетинговой деятельности		
4	Маркетинговые исследования на промышленном предприятии		
5	Рыночная конкуренция		
6	Инструменты эффективного маркетинга		
7	Организация маркетингового управления		
8	Деловая этика в маркетинговом управлении		
9	Контроль и анализ маркетинговой деятельности		
10	Управление качеством в системе маркетинга		
11	Маркировка как один из элементов управления качеством пищевых продуктов		
12	Качество сырья и маркетинг		
13	Упаковка пищевой продукции и маркетинг		
14	Современные тенденции упаковки для консервов		
15	Маркетинг как главный элемент повышения конкурентоспособности предприятия		
16	Логистика в маркетинге		
17	Использование PEST-анализа в планировании на предприятии		
18	Создаем предприятие, ориентированное на клиента		
19	Быстрая (шоковая) заморозка, сушка – современные альтернативные направления переработки овощей – как ответ производителя на потребности покупателя		
20	Требования к качеству сырья, готовой продукции, упаковки в Таможенном Союзе (консервы).		
Ваши предложения:			

Спасибо за заполненную анкету!

ИССЛЕДОВАНИЕ РЫНОЧНЫХ ВОЗМОЖНОСТЕЙ

Уважаемый участник семинара!

Проектом "**Развитие сектора переработки овощей и фруктов в Кыргызстане и Таджикистане**" предусмотрено проведение **исследования рынка отдельных видов консервной продукции**. С целью учета интересов участников проекта при проведении исследования, пожалуйста, заполните эту анкету.

	ВОПРОС	ОТВЕТ	
		ДА	НЕТ
1	Исследования по какому рынку Вас интересуют больше всего:		
	• рынку консервированных огурцов		
	• рынку плодоовощных соков		
	• рынку томатной пасты		
	• рынку джемов, конфитюров		
	• Другой вид продукции: ваши предложения -		
2	Вопросы, которые должны быть освещены в маркетинговом исследовании рынка:		
	• внутренний рынок выбранного продукта		
	• Региональный рынок выбранного продукта (Средняя Азия)		
	• мировой рынок выбранного продукта		
	• рынок Таможенного Союза выбранного продукта		
	• Конкретная страна для экспорта выбранного продукта		
3	Требования Таможенного Союза к качеству пищевой, в том числе консервной продукции		
4	Краткая характеристика Таможенного кодекса Таможенного союза		
5	Тренды развития консервной отрасли		
6	Задачи, стоящие перед консервными предприятиями на пути к европейскому или мировому рынку		
7	Ваши предложения:		

Спасибо за заполненную анкету!