

Plan of Implementation of Fruits and Vegetables Export Development Strategy for 2006-2010 years

Strategy objectives	Objective ?	Activity ?	Category	Direct Recipients	Potential Partners	Forecast start date	External support required	Progress indicators
Business environment improved to assist export growth	1	Develop an effective mechanism such as an export committee composed of elected members of the business community, government agencies and technical experts for regular interaction between state bodies and domestic exporters on the stimulation of foreign trade activities. It is proposed to create.	1.1 Public private partnership & Trade agreements	The economy	Ministries, leading entrepreneurs, business associations and farmers representatives, international development agencies	01/12/2005	Examples of mechanisms from other countries	Regular meetings well attended and reported to State President
		Analyze administrative, customs and tax barriers to export of products. Find ways to overcome practice of collection of non-authorized payments during transit of neighboring countries. Eg: change legislation to provide for taxpayer's presumption of innocence and to reduce tax burden for exporters	1.2 Fiscal measures	exporters of agricultural sector	? SR&D, AIC	01/12/2005	Grant for social survey by OSCE and USAID	Report about ways to overcome barriers
		Introduce a Government Decree to make a pilot test of the activities suggested in the implementation plan to improve customs and business relations. For exporters who pay all planned taxes and custom's tariffs and duties during the first two years, reduce inspections to a maximum of one per year.	1.3 Revenue and customs	export-oriented enterprises	Government of Tajikistan	01/12/2005	None	Decree of the Government of Tajikistan
		Encourage Government to revoke the passport transaction for export of fruit and vegetable products by enterprises, that was introduced by the Government of Tajikistan with the purpose of currency revenue control	1.4 Revenue and customs	exporting enterprises	Government of Tajikistan	01/12/2005		Decree of the Government of Tajikistan
		Prepare and adopt a Governmental Decree "On state support and encouragement of the export development strategy for the Fruit and Vegetable Processing Sector" to allocate resources and cabinet time for conclusion of implementation activities	1.5 Political sponsorship for implementation	export-oriented enterprises	Government of Tajikistan	01/12/2005		Decree of the Government of Tajikistan
		Create independent laboratories for the analysis of quality, with capabilities to perform express certification for food products to international and Tajik accredited and licensed standards. Create technicians for counselling and testing HACCP implementation of export oriented enterprises	1.6 Quality compliance	Exporters, farmers, inspection and standards bodies	Tajikstandard and international technical assistance agencies	01/01/2006	Technical assistance and information	Working certification body responding to exporters needs
		Start practice of issuing long-term (5 years) licenses to quality testing laboratories accredited by Tajikstandarts for quality testing of export oriented enterprises	1.7 Quality compliance	Exporters, farmers, inspection and standards bodies	Tajikstandard and international technical assistance agencies	01/01/2006	Technical assistance and information	Working certification body responding to exporters needs
		Build the capacities of Tajik Embassies and trade representations abroad to support Tajik exporters by training personnel, creating commercial representatives and sector negotiating teams with joint representation of business, trade support agencies and government, etc	1.8 Trade Agreements & Promotion	exporting enterprises	ITC, Embassies and trade representatives of Tajikistan abroad, AIC	01/01/2006		Recommendations on exporters' rights and interests protection
		Develop a new law of RT, in connection with activity 1.1, about stimulation of export and support of exporters and lobby in Majlisi Oli of RT (Parliament of RT) for its implementation	1.9 Legislation	Exporting enterprises and potential exporters	Ministry of Justice, International agencies	31/03/2006		Ensure support and correct priority of assistance from other Ministries
Improve financial situation of sector enterprises	2	Introduce effective financial controls and accounting systems at enterprise level according to international standards	2.1 Enterprise financial management	exporting enterprises	AIC, TTPP	01/01/2005	Technical support by Pragma	conversion of 25 enterprises on Int'l Standards of Accountancy
		Create a flexible and operative system of low rate seasonal credit and simplify enterprise access to credit resources during peak periods for the purchase of inputs. The system should at least match that in neighbouring countries so that Tajik companies can buy their inputs on the same competitive basis as their immediate competitors	2.2 Sector financial resources	producers and processing enterprises of agricultural products	National Banks, Commercial Banks, Int'l Financial and Economic Organizations	01/01/2006	Credit resources of Micro credit institutions	share of preparation and processing at the expense of credit
		Carry out independent audit and restructure debts of former state-run sector export enterprises to allow them to attract financing for new equipment and to become profitable entities	2.3 Enterprise financial management	Exporters-debtors	National Bank, Ministry of Finance	01/12/2005	Financial support by IMF	Memorandum on Debt restructurisation
		Create a Credit Union of Agro-Industrial Complex's Exporters with the aim to attract and administer with private banks financial resources for purchase of raw materials for processing and shipment of products funded through a voluntary contribution calculated as a percentage of the total enterprises' export revenue	2.4 Sector financial resources	exporting enterprises	National Bank, AIC	01/03/2006	participation of International financial institutions in formation of capital	registration of Exporters' credit union
		Train entrepreneurs in how to use and manage micro credit mechanisms to improve the ability of smaller producers to improve the quality of their productive assets and purchase higher quality raw materials	2.5 Financial management	producers and processing enterprises of agricultural products	Microcredit institutions, banks	01/05/2006		augmentation of circling assets
		Assist entrepreneurs to use value chain techniques when requesting financing so that banks can easily evaluate risk based on a complete understanding of the enterprise's own chain and its linkages. Encourage banks to look for ways to reduce interest rates for credits to processing enterprises and farmers	2.6 Enterprise financial management	producers and processing enterprises of agricultural products	National Banks, Commercial Banks, Int'l Financial and Economic Organizations	01/01/2006	IMF recommendation	Decree of National Bank of Tajikistan

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Creation of stable raw materials supply base	3	Increase areas under fruit-berry plantations by reconstructing dormant fields, existing gardens and vineyards and creating new ones with the help of technical expertise from international development agencies	3.1	Supply base Improvement	agricultural enterprises, private sector, farmers	MA, Local governments	01/01/2006		Implementation of gardening and wining development strategy
		Formerly recognise the unique ecologically clean zones of specific RT foothills and valleys and obtain EU approved accreditation for the quality and high ecological cleanliness of the land, root stock and produce.	3.2	Organic supply base preservation	Small farmers and rural poor	Ministry of Protection of the Environment, EC authorised accreditation agencies, donors and technical assistance agencies	01/01/2006	Technical assistance	Land certified and protected
		Complete land reform work and permit the realization of rights of proprietors of land areas and shares in land areas. Promote a process to transfer temporary (long lease) or full ownership of land to people who manage it well. Introduce a mechanism of transfer of property rights concerning the use of land as a temporary pledge against loan repayment	3.3	Land reform	farmers	???, MA, CSE, National Bank, ? E&T, AIC, NASIP, AIC	01/01/2006	Grant as well technical assistance by ADB and WB	Decree of the Government of Tajikistan and National Bank of Tajikistan
		Obtain government support for forming an association of fruit and vegetable producers, processors and exporters. Integrate existing associations through federation activities, communications, technical assistance, etc. Use association to train, and provide market information to, farmers, set-up "model" farms and facilitate integration of suppliers and processing company buyers	3.4	Supply base Improvement Agriculture reform	Effective producers	? A, ME&T, Assosiation of faremers (AF), NASIP-AIC	01/03/2006	Grant	Model of effective farmers (pilot farmers)
		Provide financing to agrarian science to conduct purposeful seed selection work, regionalization of plant varieties that can provide high quality and ecologically pure agricultural organic products	3.5	Supply base Improvement	seeding and module enterprises	MA, ??????, Sortsemenovosh, Taj ikniholparvar	01/06/2006	Grant by CSE	Recommendations on introduction ???
		Investigate diversification of raw materials base through development of non-traditional kinds of local supplies for processing, such as: fruits of wild trees, cherries, sea-buckthorn, dog-rose, geranium and herbs. Research donor and NGO fertilise technology programmes to identify products and approaches that may work for Tajik farmers	3.6	Supply base Improvement Product diversification	agricultural enterprises, private sector, farmers	MA, AF, Main Department of Forestry, AIC	01/10/2006		growth of raw materials base of export
Introduce marketing system	4	Carry out a trading, competitor, consumer use, market requirements and price analysis of foreign target markets. With the help of development agencies create and support a body and a system of information dissemination at oblast level for processing companies, farmers and municipal authorities use.	4.1	Marketing	exporting enterprises	ME&T, NTDC, MA	01/01/2006	Grant support by ITC	Findings of completed analysis used by exporters
		In first two years obtain financial support to allow Tajik exporters to regularly take part in specialized international and regional exhibitions and undertake market studies to determine the optimum types of packaging for each market segment	4.2	Marketing & advertisement	export-oriented enterprises	ME&T, AIC, NTDC, TTPP, ITC	01/01/2006		signing of shipment contracts
		Create a special website for the sector with database about Tajik exporters and their products.	4.3	Information technologies	all interested structures	AIC, NTDC	01/01/2006	Grant support by ITC	presentation of website
		Create an information-analytical centre with associated design studio in Dushanbe for the design of labels, trademarks and other attributes for customer-friendly packaging. Train marketing consultants, enterprises and government agencies in what is needed to support a brand	4.4	Marketing	exporting enterprises	ME&T, NTDC, MA	01/01/2006	Grant support by ITC	launch of informative analytical centre
		Implement on-line information sharing capabilities to Internet-connected branches in regions, link to research extension services, external NGO partners, market price news information, transportation and financing sources.	4.5	Marketing	exporting enterprises	ME&T, NTDC, MA	01/01/2006	Grant support by ITC	launch of informative analytical centre
Raise management effectiveness to international standards	5	Prepare Tajik consultant and academic experts at leading research centres of advanced countries and invite foreign teachers and advisers to Tajik information centres. Organise exchange of students and experts with foreign Universities	5.1	Training & consulting capacity building	export-oriented enterprises	ME, MA, ???,	01/01/2006		commencement of system for attestation of working personal
		Organise courses to improve the knowledge and qualifications of staff of enterprises, consulting firms, extension services and training organisations in the application of new technologies and achievements of food science and technology	5.2	Reinforcing operations management	export-oriented enterprises	? E, MA,	01/06/2006		introduction of new specialities
		Create study and business centres with capabilities to analyse individual situations, provide counselling and interactive training	5.3	Improve management effectiveness	export-oriented enterprises	? E, MA,	01/07/2006	grant support by International Financial institutions	organization of training courses for personal
		Specifically improve financial management and control of enterprise decision-making by training personnel in international accounting standards and supporting the introduction of modern accounting systems.	5.4	Improve management effectiveness	export-oriented enterprises	? E, MA,	01/12/2006		Investors can obtain a true and fair view of a companies financial sitution
		Develop rural forms of training, group counselling techniques training, upgrading of professional skills and attitudes through outlets such as the rural counselling and information centres, farmer field schools, mobile training and counselling buses, model farms, etc.	5.5	Training & consulting capacity building	export-oriented enterprises	ITC	01/01/2007		training of at least 3 specialists abroad with invitation of at least 5 foreign consultants

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		Attract investors to the sector							
6		Compile and publish catalogue of products of export-oriented fruit and vegetable processing enterprises and their investment projects	6.1	Investment Marketing	agricultural enterprises from all regions	AIC, ITC, TTPP,	01/01/2008	grant support by International Financial institutions	increase of information level of potential investors
		Upgrade existing investment legislation and change the regulatory environment to reflect international best practices for the sector. For example: Implement the legal basis for shared ownership of assets, segregation of ownership and management (agency laws), limited liability, joint ventures, contracts for land use to support the application of different financing facilities and investment vehicles.	6.2	Financial management and return of investments	agricultural enterprises from all regions	ME&T, Ministry of Finance, Insurance Companies, NTDC, TTPP, ITC	01/06/2008	grant support by International Financial institutions	reduction of risks and increase of investments efficiency
		All-round development of leasing facilities and amendment of associated tax regulations to support technical and technological modernization;	6.3	Financial management and leasing	Agricultural enterprises from all regions	ME&T, Ministry of Finance, Leasing Companies NTDC, TTPP, ITC	01/06/2008	Selection of interested leasing providers	purchase of technique and equipments on leasing
		Create the basis for micro credit mechanisms to be administered by existing domestic and international financial institutions to improve the ability of smaller producers to improve the quality of their productive assets and purchase higher quality raw materials	6.4	Financial management	SME and MME farmers and processors	Ministry of Finance	01/06/2007	Technical assistance	System implemented
		Find and implement a suitable system of private-sector managed export credit guarantees, investment and export risks insurance, particularly for priority areas	6.5	Financial and Regulatory environment	Export oriented enterprises	Ministry of Finance	01/06/2007	Technical assistance and grant support by international institutions	Resources devoted to credit guarantees and number of export risk insurances
Complete technical re-equipment and modernisation									
7		Upgrade packaging equipment to permit manufacture of the 0,2-3l. "Twist - ? ff" empties in the volume capacity of 180 MCJ in euro-bottles and alternative versions of packing and pouring in "TETRA-PAC" equipment in zones with a reliable and guaranteed raw-material base.	7.1	Packaging improvements and standards compliance	Export-oriented enterprises	MA, AIC, ITC as well foreign partners	01/01/2008	ITC	Products find new market niches and profitability increases
		Introduce international standard bar-coding system of inventory, customs and transportation management	7.2	Enterprise & fiscal management	All enterprises, customs and fiscal authorities	MA, MOC, MOF, ITC,	01/01/2008	EAN or similar body	Inventory savings result from use of international standard common unit identification coding system throughout Tajikistan
		Replace outdated process and transportation equipment, especially for final operations such as for corking and pasteurising. Investigate sources of second-hand equipment in Europe, etc. instead of purchasing new.	7.3	Equipment upgrading	Enterprises of sector from all regions	MA, AIC, ITC	01/06/2008	WB, IFC, EC	Tajik processors find new buyers in higher quality, more valuable markets and profitability increases
		Research most appropriate leasing arrangements for Tajik farmers and processors to support upgrading of equipment and facilities. Develop leasing facilities, changes to tax laws and train people in the skills required.	7.4	Equipment upgrading	Agricultural enterprises from all regions	MA, AIC, ITC	01/01/2008	WB, IFC, EC	Tajik farmers and processors can finance replacement of ageing equipment from revenues
		Introduce mobile, inductive drying modules for initial processing of fruits and vegetables and find source of mini-processing plants that can be based on farms.	7.5	Equipment upgrading	Agricultural enterprises from all regions	MA, AIC, ITC as well foreign partners	01/06/2008	Helevatas, ICCO	post harvest damage reduced and process times shortened
		Implement, at enterprise level, new amortisation accounting policies permitting accelerated write down of asset values against profits to support technical modernisation and investments in new equipment	7.6	Financial management Equipment upgrading	Agricultural enterprises from all regions	MA, AIC, ITC, NTDC, National Bank as well foreign partners	01/09/2007	International Accounting Standards bodies and accounting consultants firms	Businesses incentivised to replace old machinery. Accounts reflect fair value of assets.
		Train SME processors and farmers in how to apply and manage funds from micro-credit schemes, or other domestic finance sources used to purchase productive assets.	7.7	Equipment upgrading Improve management effectiveness	SME and MME Enterprises of sector from all regions	MA, AIC, ITC, NTDC, National Bank as well foreign partners	01/09/2007	Established micro and mini credit institution	SME and MME farmers start to replace old equipment and buy higher quality inputs
Develop sector supply chain infrastructure									
8		Lobby development banks to support improvement of road, rail and communications links Khujund-Dushanbe-Khorog to allow Northern producers access to Southern markets	8.1	Infrastructure improvement	All sectors of the economy using North-South transport linkages	ADB, WB, Ministry of Transport and Roads	01/01/2008	ADB, WB, EC	Development banks agree to finance North-South road and rail link improvements in Tajikistan
		Support the creation of new warehouse facilities, loading and un-loading docks	8.2	Supply chain upgrading	export-oriented enterprises	AIC, ITC, TTPP, foreign partners	01/03/2008	ERTA, ITC, International logistics companies (DHL, TNT)	purchase of loading & unloading facilities on leasing
		Improve system of management and develop customer culture in railway staff to improve provision of rail wagons and reduce delay in provision of freight capacity.	8.3	Supply chain upgrading	export-oriented enterprises	Tajik railway, WCO	01/01/2008	WCO, EC	Strict compliance with schedule of trucks provision for export operations
		Explore joint production with investors from neighbouring countries such as Kazakhstan and Uzbekistan for practice of blending and filling of juices, dried fruits and beverages	8.4	Supply chain upgrading	export-oriented enterprises	AIC, ITC, TTPP, foreign partners	01/08/2008	ITC, Kazakh, Kyrgyz and Uzbek strategy teams and business communities in Fergana valley	increase of product's competitiveness
		Form professional transport-expeditor services and a good network of distributors with retail outlets abroad. Investigate different ways to establish distribution networks	8.5	Supply chain upgrading	export-oriented enterprises	MA, AIC, ITC as well foreign partners	01/08/2008	ERTA, ITC	reduction of transport costs and improvement of services' quality
		Negotiate with neighbouring and transit country governments to reduce tolls for auto transport and rail freight in neighbouring countries in the framework of the Central Asian Economic Cooperation Organization	8.6	Intergovernmental regulation, trade agreements	export-oriented enterprises	Government of Tajikistan	01/10/2008	Ministry of Trade, Ministry of Foreign Affairs	Reduction of Tariffs
		Create a structure of independent custom brokers among exporters and promote use of their services	8.7	Supply chain upgrading	exporters-importers of agricultural complex	MSR&D, AIC	01/10/2008	WCO, ERTA, Freight association	Creation of independent custom brokers