

# Alternatives to Conflict in Tajikistan (ACT)

Final Report

September 30, 2004 – September 30, 2006



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## Acronyms – Abbreviations

Alternatives to Conflict in Tajikistan	ACT
Batken and Sugd Agri Input Dairy Development Project	BSAIDD
Civil Society Support Center	CSSC
Community Radio Initiative	CRI
Economic Opportunity Center	EOC
European Bank for Reconstruction and Development	EBRD
Equal Access	EA
Information Technology	IT
International Center for Soil Fertility and Agricultural Development	IFDC
Government of Tajikistan	GOT
International Labour Organization	ILO
Karshi Employment for Youth	KEY
Memoranda of Understanding	MoU
Microfinance Institution	MFI
Ministry of Education	MoE
Non-Governmental Organization	NGO
Small- and Medium Enterprise(s)	SME
Technical Assistance	TA
United States Agency for International Development	USAID
United States Agency for International Development/ Central Asian Region	USAID/CAR

## Executive Summary

From September 2004 through September 2006, CHF International's **Alternatives to Conflict in Tajikistan (ACT)** program created viable and lasting employment opportunities for youth in the Istaravshan and Isfara rayons of Sugd oblast in Tajikistan, while simultaneously enabling young citizens to compete in the global market place through the provision of sustainable information and professional skills training centers. The ACT program also promoted a better understanding of local economic development among government stakeholders, and through targeted interventions and capacity building activities, the program succeeded in easing community tensions and mitigating potential sources of conflict. In short, through the ACT program, CHF laid the foundation and constructed the framework for an economic development system capable of functioning independently and efficiently beyond the close of the program.

The ACT program is rooted in CHF's cross cutting approach to conflict prevention and mitigation through economic development. This approach is based on the premise that poverty, unemployment, and lack of economic opportunity are three of the central causes of violent conflict. Over the life of the project, the ACT program saw significant results from the activities of the Economic Opportunity Centers (EOC). The Center's training programs reached 1911 participants, generating employment for 305. The apprenticeship program saw even greater employment generation with 662 of the 705 participants gaining full time employment following their apprenticeships. Activities such as trainings and discussion clubs directly related to conflict also saw progress over the life of the program, with mid-term and end of project assessments indicating that ACT Advisory Group (AG) members and participants were better able to communicate effectively about conflict. Although the program was geared in large part toward at-risk men between the ages of 18 and 35, ACT put forth significant effort to include women in the economic development activities. As a result, women comprised 40% of apprenticeship participants and 55% of training participants.

CHF activities contributed to the following USAID Strategic Objectives:

- *1.3 – Improve environment for the growth of small and medium enterprises; and*
- *2.1 – Strengthen democratic culture among citizens and targeted institutions.*

To contribute to the progress of the above mentioned USAID Strategic objectives, CHF developed the following program objectives:

- Develop a cadre of young entrepreneurs with the competitive professional and vocational skills to compete in the local and global marketplace;
- Provide young people a fair opportunity in skilled employment through public-private partnership incentives; and
- Build leadership skills among stakeholders to steward a stable local economic environment in target locations.

The final quarter of the ACT program demonstrated the fruits of the program. Both fiscal and administrative management of the EOCs was run independent of CHF staff. The program continued to bolster the AG's and EOCs' capacity in conflict prevention and mitigation through the delivery of the scheduled Conflict Identification, Prevention and Mitigation training. CHF also maintained and strengthened the sustainable business capacity of the EOCs and AGs through skills training in Governance and Leadership, Strategic Planning and Business Plan writing and Grant Writing. During this training course, Executive Committees and EOC Directors developed Final Revised Business Plans, receiving individualized support from the trainer. AGs accepted the business plans in the September meetings following presentations made by the Executive Committees and EOC Directors. To assist the EOCs in implementing the microfinance referral program established under ACT, staff and directors were trained in microfinance and loan officer responsibilities by CHF management and partner Microinvest.

ACT further expanded its skills development component by conducting a training session regarding Greenhouse Building and technical issues for correct growing of vegetables and citrus plants. This training, conducted in partnership with MEDA, was delivered to selected vulnerable women of Istaravshan District. The women were trained as trainers to continue to disseminate the knowledge in their jamoats, and greenhouses were successfully constructed.

As a result of ACT program activities, CHF achieved targets associated with the following USAID/CAR Intermediate results related to the Strategic Objectives above:

- Increased opportunity to acquire business information, knowledge and skills (IR 1.3.1);
- Increased implementation of laws and regulations (IR 1.3.3);
- Promoting stronger and more sustainable civic organizations (IR 2.1.1); and
- Increased availability of information on civic rights and domestic public issues (IR 2.1.2).

## 1 Accomplishments

### 1.1 Promote stronger and more sustainable civic organizations

#### 1.1.1 Economic Opportunity Centers

The primary accomplishment of the ACT program is the establishment of two independent Economic Opportunity Centers (EOCs) as locally registered NGOs in Isfara and Istaravshan. EOCs serve as the hub of program activities including the trainings and apprenticeship programs, as well as community outreach activities. Over the life of the program, EOCs adopted a number of additional roles including volunteer recruitment and community service activities. Beginning from scratch in 2004, CHF identified CSSC and Ittifok as Lead Implementing partners, and established infrastructure and operations for two EOCs. Within these two years, the EOCs held ceremonies commemorating their opening, anniversaries, and official establishment as independent entities.

CSSC and Ittifok were selected from multiple applicants based on pre-defined criteria that included: past demonstrated ability to provide community services and economic development services, presence of business plan, revenue history, and management capacity.

Daily management was in the hands of EOCs' Directors, supported by Lead Implementers, while CHF personnel provided technical assistance and results and quality monitoring. CHF worked hand-in-hand with EOC staff on activities such as annual workplan preparation. Each EOC received guidance from an Advisory Group (AG), a team of local stakeholders consisting of partners from the public and private sectors that maximizes the strengths of individual members while providing an example of cooperation between civil society, business, and local government. Local religious leaders also actively participated in the AGs. EOC staff engaged in regular cross visits to learn from each others' experiences.

Once the EOCs were solidly able to meet program objectives, the EOCs shifted from an incubation to an independence phase in which CHF focused on strengthening EOCs' independent capacity in order to ensure sustainability. CHF International provided the necessary technical assistance to guide the organizations through the legal registration process, identified and facilitated partnerships with other organizations, developed business and entrepreneurship programs for the EOCs, and supported community leaders, local business owners, the EOCs Advisory Groups, and other ACT program partners. Phase Two of EOC training also including the development of more effective administrative and financial policies/procedures, as well as improved reporting, monitoring, and evaluation of programs. EOC Directors also received training on Microfinance concepts, products, and practices in order to facilitate EOCs' partnerships with Microfinance Institutions. These skills improved the EOCs' abilities to compete for future international donor funding. Changes also were introduced in the second phase of the program to increase the EOCs' revenue streams in both the training and apprenticeship components. Lastly,

CHF assisted the EOCs in establishing bylaws detailing mission statements and articles to ensure transparent governance and protection of their assets.

Improving the business operations and grant competitiveness of the EOCs served as the primary mechanisms for promoting sustainability. Local government officials from both the Isfara and Istaravshan *Khukumats* also played a crucial role in fostering sustainability by permitting EOCs to use their current premises without cost.

In the final quarter of the program, EOCs' focused on strengthening administrative, programmatic, and financial procedures with the support of CHF Tajikistan Staff. EOCs revised their long term strategies and prepare for short term activities such as grant writing and submission to local donors. In a final handover ceremony, EOC management absorbed responsibility for all ACT activities. As dictated in their long-term plans, the EOCs will continue to deliver an Entrepreneurship Program with outreach to distant areas in the districts, allowing a greater participant pool and greater selectivity for the EOCs to choose participants from each community that are best suited and prepared for the program. Experts from Khujand and Dushanbe will be brought in for various trainings to meet the needs of the participants and courses will be held on-site at the EOC.

**Grant writing:** As a continuation of the retreat that took place in the third quarter of FY06, CHF held a grant writing training on August 12 and 13, 2006. Negmatov Timur from Dushanbe partnered with Vakhobov Aziz from Khujand to deliver the best possible training to the Executive Committee members, the EOC Directors, and two senior program staff. Participants learned about the project life cycle, needs assessments, formulation of project objectives and goals, preparation of log-frames, monitoring and evaluation, donors' requirements, and fundraising strategies. During subsequent meetings, EOC staff had access via e-mail to both trainers and received immediate feedback regarding a grant proposal final product. Final grant proposals were to be approved by the AG and submitted to Eurasia Foundation and SDC.

#### **Advisory Group:**

At the beginning of the program, focus groups were held to recruit and select "stakeholders in stability" who served on the Advisory Groups (AGs) of the Isfara and Istaravshan EOCs. Advisory Groups played a crucial role in guiding the program. For example, AG recommendations led to the introduction of discussion clubs and job hunting skills training. The AGs retained their own Charter, defining their mission and scope.

Advisory Groups met regularly with EOC staff and participated in some of the trainings offered to EOC staff as well, such as the Strategy and Business Plan trainings. In the final quarter of the program, local Sugd organizations and Dushanbe consultants were awarded the Strategy and Planning, Governance and Leadership and Grant Writing trainings to be conducted for Advisory Group members. This first phase of the Strategy and Business Plan training addressed theory. Phase II, delivered over a retreat on August 10-11 introduced the specific EOC data into the revised Business Plan. The Directors and members of the executive committee worked together to create a first draft. Over the following 15 days, the participants retained access to the trainer to assist them in revising the draft into a final product. The final version was presented by each EOC director to the Advisory Groups during the September 2006 meetings. Both Business Plans were approved by the AGs.

**Governance and Leadership:** Governance and Leadership trainings were held on June 20 and June 26 in Isfara and Istaravshan respectively. At this training, AG members discussed their responsibilities and determined their individual responsibilities within the group. Advisory Group members established an orientation package to provide necessary information to any new AG members. During the September 2006 meeting, AG members discussed and approved a "code of conduct," (English version attached.) and an "AG volunteer agreement" explaining the rights and responsibilities of any AG member. (English Version attached.)

At the September 2006 meetings, all AG members received a final package as agreed upon during the Governance and Leadership training. The package contained:

- 1.) Report of activities from February 2005 to September 2006, including important program statistics.
- 2.) A map of EOC outreach within each community.
- 3.) Financial reports of activities, and the current cash situation for each EOC, as well as projected cash flow for the next four months.
- 4.) A copy of signed Code of Conduct and Advisory Group volunteer agreement.

- 5.) A copy of Economic Opportunity Center Charter of Incorporation.
- 6.) All marketing materials (brochures, explanation of ACT components, etc.).
- 7.) Success stories for fiscal year 2006.
- 8.) Summary information of all members of the Advisory Group.

It was agreed that any new member would receive a similar package.

The Advisory Groups also participated in a training on **Conflict Mitigation** conducted by local NGO Ittifok that was delivered to the Isfara AG on June 30 and July 1, 2006 and to the Istaravshan AG on July 12 and 13, 2006. The goal of the training was to develop participants' potential to identify and prevent conflict, learn how to promote mediation and understanding, and familiarize themselves with existing advocacy initiatives in Tajikistan. Participants identified discrimination, shortage of natural resources, absence of information, and stereotypes as the main sources of tension and conflict in their environment. A small survey was taken to measure the knowledge acquired and the applicability to their current or future activities.

**Strategy and Business Plan** Phase I trainings were delivered to the Advisory Groups in Isfara and Istaravshan where delivered in the previous quarter.

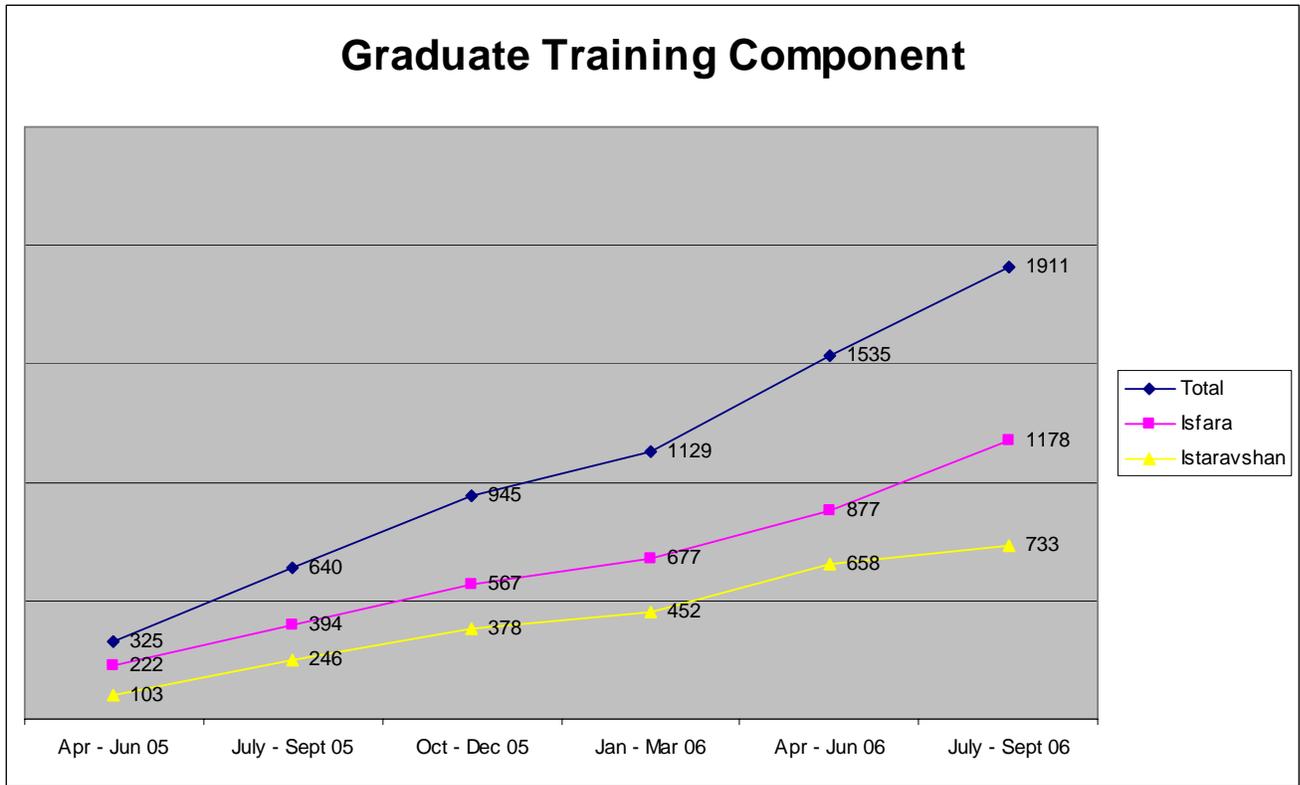
### 1.1.2 Training

In order to create a baseline expertise between all training graduates, ACT introduced a policy requiring all trainees to participate in a computer course and an introductory course in internet resources. Beyond this, trainings provided under the ACT program were divided into two categories: continuing education courses such as IT and English language, and Vocational trainings, based on participants' interest and industry demand. These specialized trainings were identified by a local employer as essential for the success of apprentice' future employment and included technical courses such as sewing, welding and woodcarving, and certification courses for drivers' licenses or vehicle maintenance. While continuing education curricula and modules were developed by the EOCs and offered in-house, most vocational courses were conducted in the facilities of the training provider contracted by the EOC. Upon satisfactory completion of their training course, youth participants in some vocational trainings were guaranteed acceptance into the apprenticeship program, leading to long-term employment. However, many students were able to find employment after graduating from the basic EOC training alone. Trainings were funded through ACT, beneficiaries, training providers, prospective employers, other organizations, and private persons.

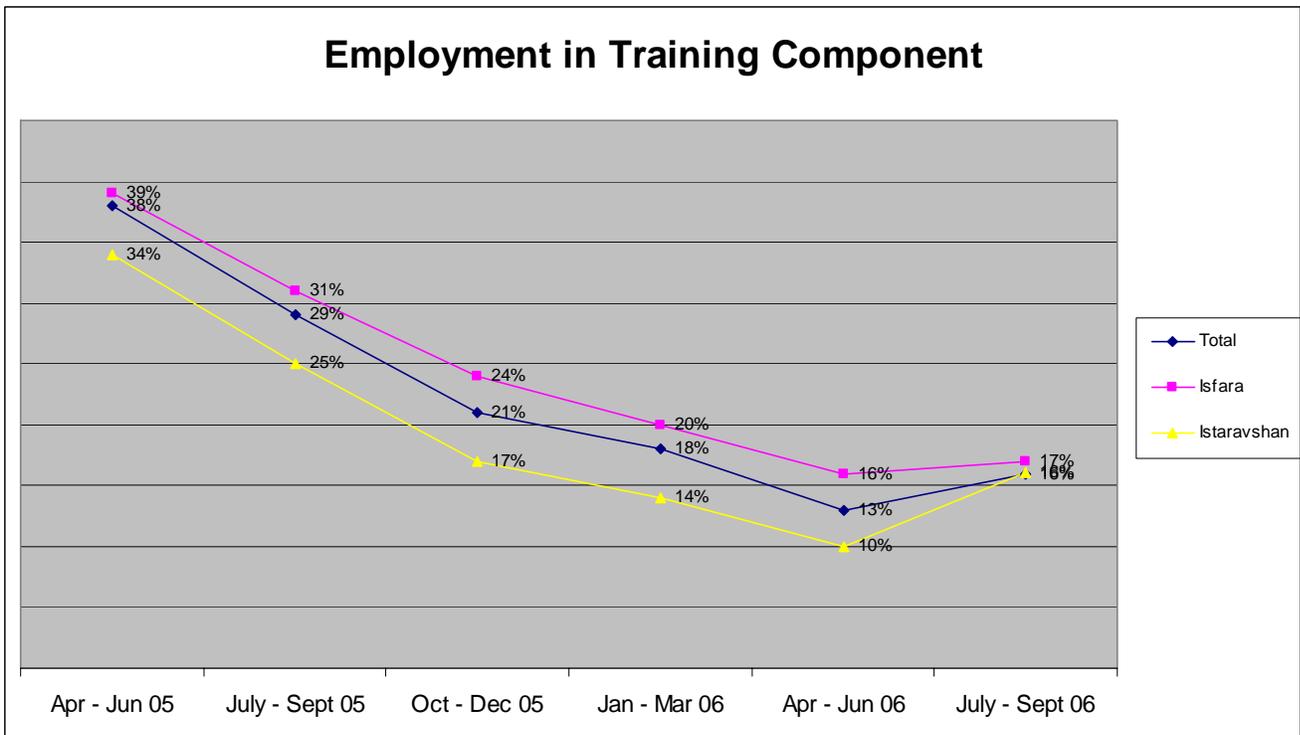
Continuing education courses in Russian and Accounting were added later in the program. To provide more demand-driven and sustainable services, as the program progressed, the focus shifted to offer more advanced courses in the subjects believed to most often lead to employment and for which participants were willing to pay competitive fees. Participation in the training programs remained high throughout, but demand shifted to language and computer skills. Of the two subjects, language skills courses proved less fruitful in generating employment. As a result, the percentage of graduates obtaining employment slightly declined under the new strategy. Nonetheless, demand remained high, providing revenue to the EOCs. Computer skills, on the other hand, were in high demand by employers, and therefore yielded greater employment opportunity.<sup>1</sup>

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<sup>1</sup> Refer to Appendix 3.1 for list of ACT program training sessions

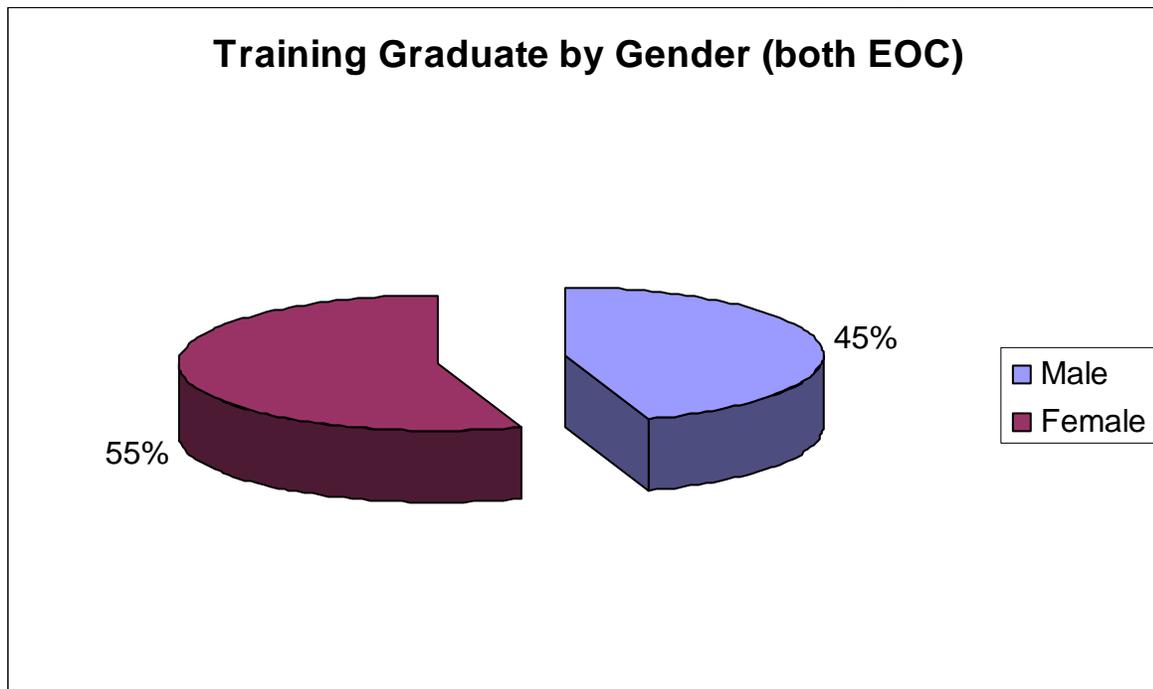


Graphic 1 - Training Graduates to September 2006



Graphic 2 - Employment in Training component to September 2006

It is important to note that trainings are especially important as a more gender inclusive component. Apprenticeship opportunities for women are limited, and women show special interest and appreciate access to trainings and education. To accommodate the relatively conservative environment, EOCs facilitated the provision of courses in a gender sensitive manner that increased women's participation. The ratio of women and men accessing trainings is detailed below:



By the end of the project, a total of 1911 young people had participated in the ACT program training component, with 1851 individuals completing their courses (216 in English/Russian, 812 in Computers, 18 in Accounting, 20 in PC Maintenance and Administration, 337 in Apparel Manufacturing, 18 in Hairdressing, 99 in Pastry Making, 5 in Pottery, 44 in Welding, 61 in Driving, 62 in Embroidery, 40 Video Editing Course, 20 Cooking Course, 19 Turnery and 21 House Painters, 12 Greenhouse Agricultural, 31 carpet making).

Graduation and certificate award ceremonies were regularly organized by the EOCs and used as an opportunity to share alumni success stories and promote the ACT program in the community. **A total of 305 youths, or 16% of participants, found employment following completion of the courses.**

CHF International encouraged the EOCs to maintain their regular activities despite the upcoming completion of the ACT program. However, ACT limited funding of activities to September 29, 2006, leaving the EOCs and partners responsible for funding future activities. Ensuring smooth continuance of activities through a strong exit strategy was critical to ensuring that community perceptions of EOC effectiveness remained positive despite the departure of ACT staff, and that EOCs felt empowered to act as independent organizations.

### 1.1.3 Apprenticeship and Job Placement

The ACT program's apprenticeship program was designed to fill a gap between employers and potential employees. Employers struggled to find employees with the relevant capacities and a prevalent lack of professional skills among youth posed significant obstacles in finding and sustaining employment. ACT worked with government and businesses' (e.g., coal mines, textile factories, chemical plants) employment agencies to find open positions. Apprenticeships lasted six to ten months, with the employer providing a job description, a mentor, and at least 50% of the apprentice's stipend.

The ACT program included the following types of apprenticeships:

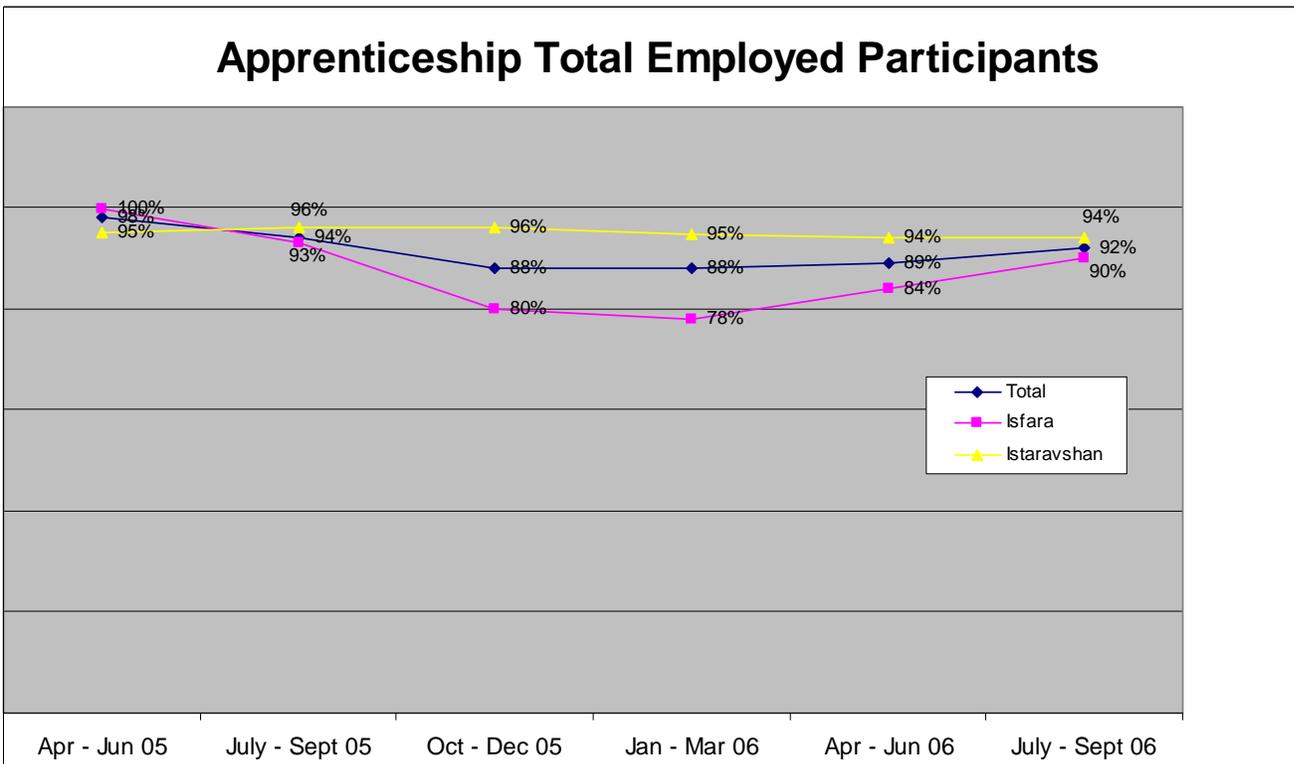
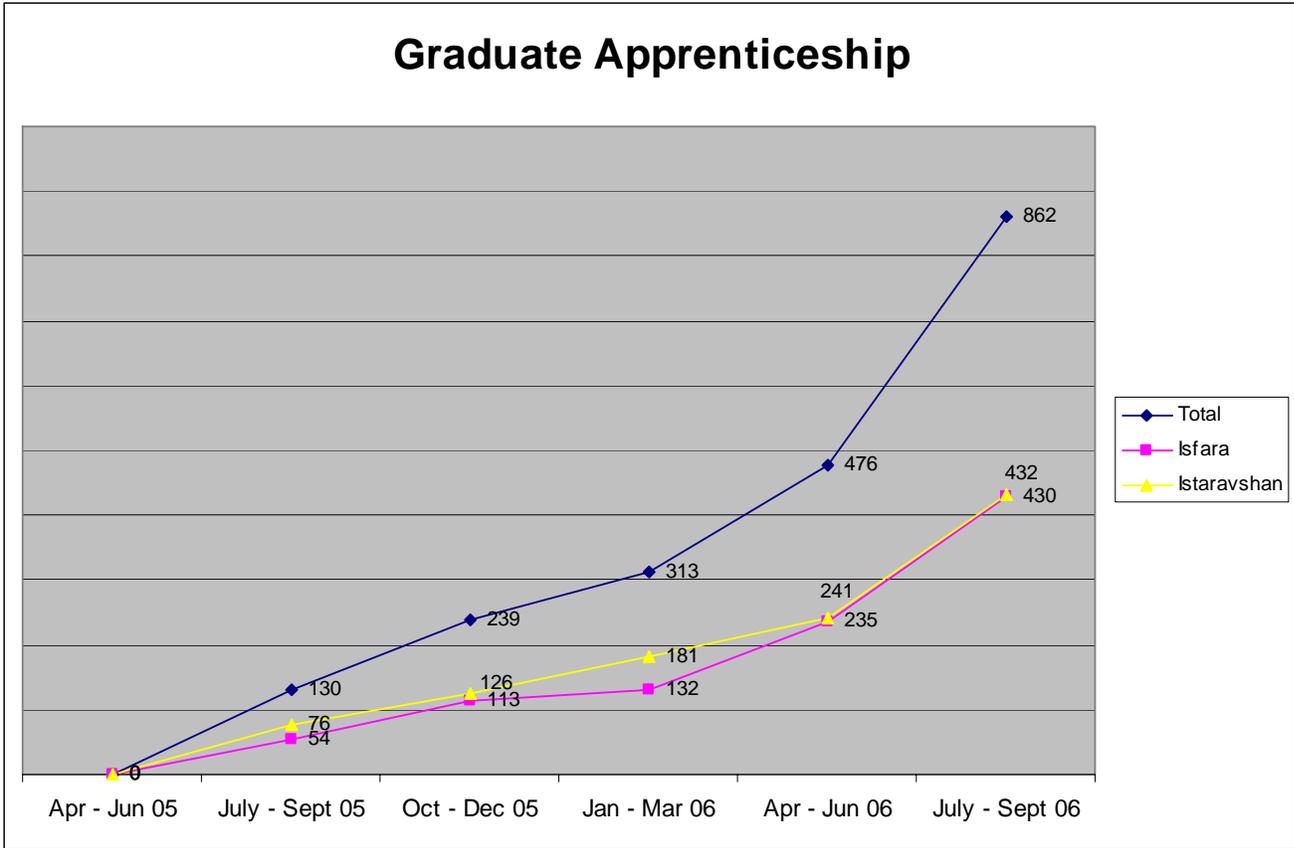
- immediate apprenticeship: employee offers direct, on the job training leading to permanent employment.
- post-training apprenticeship: initial theoretical or safety training is required prior to beginning apprenticeship.
- competitive apprenticeship: number of future employment opportunities is slightly smaller than number of apprenticeship participants.

Even in cases when apprenticeships did not lead to employment with the apprenticeship provider, the participant completed the apprenticeship with valuable skills to find work within the open market.

Towards the end of the program, the following changes were implemented in the immediate, post-training, and competitive apprenticeships in order to increase EOC revenues and sustainability:

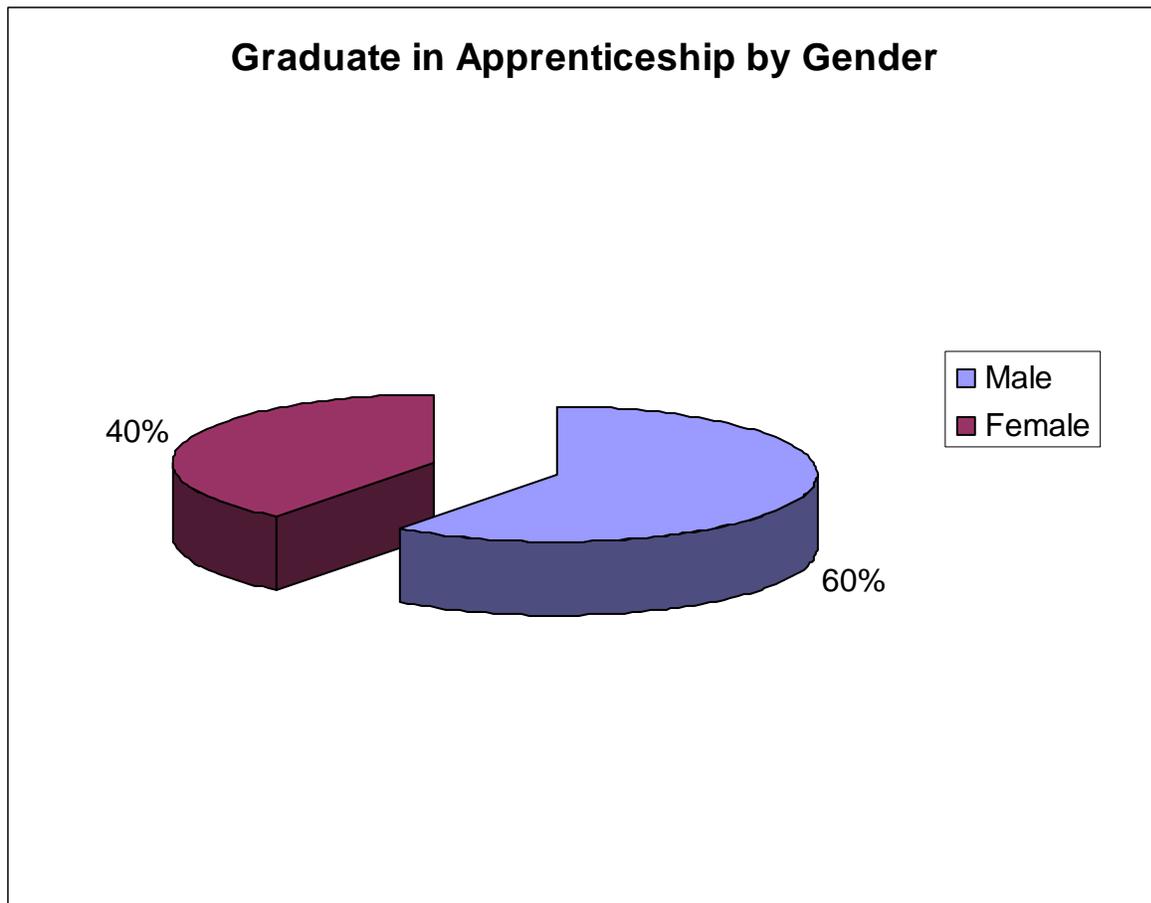
- If the apprenticeship opportunity yielded high probability of long-term employment and training was required to learn basic skills, EOC staff was able to submit project proposals including a fee based training phase, followed by the apprenticeship period.
- Originally, some apprenticeships included ACT's contribution of the 50% stipend and necessary start-up tools or material kits. As the program progressed, EOC staff was encouraged to motivate apprentices to invest in their own start-up tools and materials. Ownership of materials increased apprentices' future employment opportunities, and this approach supported entrepreneurship among the apprentices.
- While originally EOCs regularly covered 50% of stipends, later, the proportion of coverage was negotiated between the EOC and the potential partner. This initiative motivated the EOC staff to be more aware of budget management and improve negotiation skills.
- Later in the program apprenticeship participants paid a "job finding fee" equal to 5% of the stipend they received during the trainings period. This initiative facilitated the public's ability to recognize the value of services provided by the EOC.

Despite the changes in implementation, the apprenticeship component continued to grow thanks to the intensive outreach activities of the EOCs in the different district Jamoats, especially during the last two quarters. Reaching out to remote areas, such as Vorukh, enabled the EOCs to support small, growing businesses that employed more women, such as carpet knitting, ice cream production, and sewing. Likewise, the greenhouse, vegetable, and citrus growing apprenticeship/trainings focused on vulnerable women from adjacent villages. As a result these efforts, the apprenticeship component changed from being 28% female, 72% male participation in June 2006 to 40% female and 60% male participation in September 2006.



Of the 705 participants who had completed apprenticeships by the end of the program, 654 secured employment with the provider, 3 found employment in the open market, and 5 opened their own businesses.

By the end of the program, a total of 705 youths completed various ACT program facilitated apprenticeships and 157 continued their apprenticeship finishing between November and December 2006. As in the training component, CHF International encouraged the EOCs to continue their regular activities despite the upcoming completion of the ACT program.<sup>2</sup>



The table below indicates the average cost per participant for each component of the ACT program. The numbers are influenced by the changes in the products throughout the implementation of the program, such as:

1. Initially all trainings were free or charging a minimal symbolic cost. The move to provide only sustainable trainings was implemented after January 2006.
2. The apprenticeships went from 50% contribution to *up to* 50% contribution. Post-apprenticeship employment rates with small businesses remained steady after implementing this change.
3. Participants paid a 5% "job finding fee" deducted from their stipend in the apprenticeship component. This "investment" by the participants not only reduced donor costs, but increased the participants' motivation to work hard and compete for full time employment.
4. Given the lack of a concrete result after the courses (as opposed to acquiring a concrete vocational skill) entrepreneurship trainings were difficult to promote. The ACT program delivered the courses to 320 students. This course can increase in popularity when more success stories can be incorporated into the marketing strategy as examples. This means this product must be sustained for at least one more year to ensure sustainability.

<sup>2</sup> Refer to Appendix 3.2 for list of ACT Program Apprenticeships

Average cost per participant during ACT program	Total Training or Apprenticeship cost	CHF International Share	Partner or community contribution	Partner or community contribution (%)
Training (EOC Isfara)	\$42.00	\$23.00	\$19.00	45.24%
Training (EOC Istaravshan)	\$32.00	\$26.00	\$6.00	18.75%
Apprenticeship (EOC Isfara)	\$153.00	\$74.00	\$79.00	51.63%
Apprenticeship (EOC Istaravshan)	\$211.00	\$70.00	\$141.00	66.82%
Trainings (overall)	\$37.00	\$24.50	\$12.50	33.78%
Apprenticeship (overall)	\$182.00	\$72.00	\$110.00	60.44%

#### 1.1.4 Distance Learning Courses

The U.S. based organization 'Easy Learning' donated licenses for their courses to the ACT program to enhance the training component. Over the course of the program, ACT participants expressed a preference for training materials in Tajik. EOC leaders took this opportunity to reach out to university students, who were interested in having access to the courses at their universities. CHF International initiated discussion with the Ministry of Education for the approval of the 'Easy Learning' courses by the universities. At the end of the program, both EOCs received audited lists of 4500 course codes (each), with sample agreements for potential partners and students as well as manuals and marketing materials to promote this resource to private organizations or directly to students in the community.

#### 1.1.5 Business Development Services

##### Loan Facilitation:

As part of the EOCs' Business Development Services, CHF International executed two agreements with **MicroInvest Fund** for the facilitation of loans through the EOCs. The non-exclusive agreements were:

- 1.) **Loan facilitation:** EOCs referred potential clients for their current products to MicroInvest Fund. The EOCs received 10% of the interest income generated by the loans as long as the clients' account was not delinquent.
- 2.) **Syndicated loan facilitation:** EOCs referred potential start up credit clients to MicroInvest Fund. While the other parameters of the existing products applied, start up loans were only extended to EOC clients. The total capital was funded in a 50/50 split and each organization (EOC/MicroInvest) earned interest income generated by the loan. Furthermore, EOCs received a 1.5% commission for each syndicated loan facilitated.

It is important to note that only EOC Entrepreneurship Program graduates or apprenticeship business partners qualified for referrals.

The above agreements were formally transferred to the EOCs, which will continue to work with Microinvest.

IMON and Eshkata Bank also expressed their interest in executing similar agreements with CHF International after the completion of negotiations. However, CHF management, in consultation with the USAID CTO, decided not to proceed with these contracts. This decision was based on the belief that EOC staff should learn products and procedures from one microfinance organization at a time to guarantee successful delivery of loan facilitation services. For this reason,

consideration to new agreements should be given at a later time. This initiative, however, was constrained by the ACT implementation timeframe.

In the final quarter of the program, the EOC staff completed the Microfinance Trainings with MicroInvest. Graduates from the first phase of the entrepreneurial courses, implemented in partnership with Junior Achievement, were scheduled for interviews and evaluations of their business plans were conducted to assess their potential to serve as clients for MicroInvest.

## Entrepreneurship Program Phase 2

Phase II of the Entrepreneurship Program was organized for 200 participants. The goal of the program was to give youth knowledge regarding financing, general administration, management of business activities, and steps to starting their own businesses. The trainings were delivered by experienced trainers from NGO "EHIO" and private trainers working for Microfinance organization IMON.

The initial recruitment of the program was very difficult since participants were not willing to pay for a training with an "abstract" result. The fees collected did not cover the cost of the training but remained symbolic. The trainings were open to all in the community and a very strong advertisement campaign took place via print and television advertisements as well as through local businesses.

The training was divided into three phases:

- I-phase: source of financing/microfinance
- II-phase: business administrating
- III-phase: business planning

The main subjects covered in these trainings were:

- Definitions of "market economies", the main economic terms and notions, specific particularities of market economies in the condition of modern Tajikistan, entrepreneurs and enterprises
- Spheres of activity in enterprises
- Motivation and resources
- Process of an entrepreneurial activity
- Organizational/legal forms of enterprise
- Expense and income: Profit and loss
- Calculation of product prime cost
- Practical calculation of enterprise activities
- Sources of business financing
- Required start-up capital
- Notion of the credit and its main principles
- Methods of lending and five factors of credit analysis
- Micro lending and its status in Tajikistan
- Tips for registration of the enterprise activities
- Forms of taxation and the main tips for tax management
- State organizations involved in control of enterprise activities

The Trainings were delivered as follows:

### August 15- August 26, 2006:

Isfara- Jamoat Kulkent: 25 participants (This jamoat was chosen due to the lack of accesibility to resources and education. CHF International and the EOC coordinated all necessary logistics to deliver the program on site.)

Istaravshan- EOC Istaravshan. 25 participants

### August 18- September 6, 2006:

Isfara- Jamoat Voruh: 25 participants (This jamoat was chosen due to the lack of accessibility to resources and education. CHF International and the EOC coordinated all necessary logistics to deliver the program on site.)

Istaravshan- EOC Istaravshan. 25 participants

August 31-September 11, 2006:

Isfara- EOC Isfara. 50 participants (2 groups)

Istaravshan- EOC Istaravshan. 50 participants (2 groups)

### Greenhouse building and crop growing Training of Trainers for Women

In partnership with MEDA, CHF International implemented a Training of Trainers geared towards women of the villages surrounding the Istaravshan city. The purpose was to train twelve participating vulnerable women in growing vegetables and citrus crops in greenhouses as well as basic communication skills to impart lessons to community groups.

The first step in the project was to conduct a preliminary survey of soil and climatic conditions of the locality so as to identify more suitable micro zones for growing vegetables and citrus crops in greenhouses. The second task was to select a group of women participants from different Jamoats according to predefined criteria, which would build greenhouses or hotbeds by themselves and in turn impart the skills and knowledge garnered through the program to other women wishing to occupy themselves with greenhouses.

The training was implemented according to the following workplan:

Objectives	Activities	Dates	Remarks
8 days ToT for 12 women	1. Training module and handouts preparation	July 24	MEDA Trainers
	2. Selection of participants	July 21	Committee of CHF/EOC – MEDA
	3. Trainings with practice and field visits	July 26 – August 21	MEDA Trainers
	4. Pass exam. To fill up test form	August 25	MEDA Trainers
Greenhouses construction with 3 practical visits-consultations	1. Greenhouses construction in trainers households	July 31 - August 18	At least 10 training participants should built greenhouses at home Monitoring by CHF/EOC – MEDA
	2. Crops	August 21 – 28	
Trainings provided by women-trainers	1. Informing	August 7 – 14	At least 4 prepared trainers should conduct trainings on greenhouse for 30 rural women Monitoring CHF/EOC – MEDA
	2. Conducting trainings	August 15 – 31	
	3. Greenhouses construction and crops	August 21 – September 04	
<b>Report for 1 phase</b>		September 15	CHF/EOC – MEDA
Follow up agro trainings-consultations		September – December	MEDA Consultants under MEDA supervision will continue monitoring per agreement

Examples of topics included in the trainings were:

- Growing vegetables, flowers and citruses in green houses
- Types of Greenhouses
- Factors for healthy crop growth and its management
- Growing vegetable sprouts into paper cup feeders
- Growing lemons
- Plant diseases
- Pesticides

- Individual consultations on theory learnt
- Tools and behavior of a good trainer

The results of the program were:

- 12 women trained under this program.
- 32 women trained in five seminars held by five program graduates. (Monitored by Consultants)
- Average grant received by each of the 12 women for building of greenhouse: \$120
- Average contribution by each woman for the building of the greenhouse: \$173
- Average expected revenue on first harvest : \$646
- Average expected profit on first harvest: \$314
- Incorporated vulnerable women from villages (head of household, large families, spouses of migrant workers) into practical economic growth opportunities
- Sustainable continuation via training of other women in the same villages by graduates



*Participants in the Greenhouse training*

## 1.2 Increased availability of information on civic rights and domestic public issues

### 1.2.1 Consultation with Stakeholders and Target population

EOCs aggressively reached out to jamoats underserved by education or business development services. EOC Program Officers organized community meetings coordinated with local government representatives to assess the community knowledge of the opportunities available through the EOCs and also to evaluate and initiate negotiations for potential new initiatives. During this reporting period the EOCs held meetings in the following jamoats:

- 1.) Javkandak (Istaravshan): 28 participants
- 2.) Frunze (Istaravshan): 30 participants
- 3.) Leninobod (Istaravshan): 19 participants
- 4.) Poshkent (Istaravshan): 21 Participants
- 5.) Nefteobod (Isfara): 17 participants
- 6.) Kim (Isfara): 16 Participants
- 7.) Nijony (Istaravshan): 25 participants

To date, EOC Isfara has implemented projects in 10 *Jamoats* while EOC Istaravshan has implemented projects in 9 *Jamoats* including in the district of Ganchi.

Isfara Communities: Lakkon, Kulkent, Chorkuh, Neftobod, Navgilem, Vorukh, Shahrak, Shurob, Sokhsky, Kim

Istaravshan Communities: Pravda, Frunze, Kommunizm, Gulisurkh, Javkandak, Ganchi, Leninnobod, Poshkent, Nijony



### 1.2.2. Discussion Clubs

Discussion Clubs were included in the program as a means of preventing and mitigating conflict by giving participants an opportunity to talk about their concerns in an open forum, thereby increasing participants' ability to discuss controversial topics. Discussions regarding pre-defined topics were held with both adults and youth participants, along with a facilitator.

The discussion group methodology was based on the focus group discussions of 15 people each in Isfara and Istaravshan conducted by the experienced local NGO Ittifok with the following goals:

- Determine the types of local conflicts faced by youth in the region
- Determine the youth attitudes and involvement on conflict resolution
- Obtain proposals from local youth regarding EOCs potential contribution to support local conflict resolution

Government space was provided to hold the Discussion Clubs and participants in the radio component were encouraged to use the discussions to develop their radio programming content.

Discussion clubs were open to the public and averaged 15 attendees, often including local government and NGO participants, representative of the Youth Committee, students, ACT alumni, CRI participants, and representatives of the mass media.

#### *Discussion clubs organized during current reporting period:*

"Drug addiction, the disease of the Century", July 20, 2006, Isfara: 15 participants including the district clinic head doctor. The main goal was to disseminate to young participants the resources available in the community to obtain confidential treatment and advice.

"Unemployment", August 30, 2006, Istaravshan: 15 participants including representatives from the Youth Committee and unemployment agency. The radio program prepared by CRI participants was used as an introduction to the topic. The Discussion Club was filmed and aired in TV station "Avshin" free of cost.

"Health and Nutrition", August 4, 2006, Isfara: 12 participants led by the head surgeon of the Polyclinic.

"Young women problems in modern society", August 23, 2006, Isfara: 15 participants ages 17 to 25 years old led by deputy physician Boboeva Gulrabo (AG member) including the director of the *khukumat* Youth department and the director of the presidential office Agency for Drug Control.

"Culture and adapting through times", September 13, 2006, Istaravshan: 20 participants led by the head of the Youth department and a teacher of the pedagogical institute. The participants discussed the resources such as community radio for culture dissemination and viewed the EOC film "The voice of the community radio". Participants discussed tolerance, the need for learning about national culture, the history of the Aryan inheritance and culture influence in politics, economy and civic society. The program was filmed and aired in the TV station "Avshin" on September 14, 2006.

### 1.2.3. EOC Public Outreach

At the onset of the program, CHF conducted a widespread outreach campaign including TV advertisements, print media, and volunteer canvassing. During program implementation, the EOCs produced printed materials such as brochures and FAQ sheets, and EOC staff visited local leaders to spread awareness regarding the program. Targeted advertising was also conducted in market centers and sporting events where unemployed youth were known to spend time.

In addition, EOCs utilized Information Boards as a Public Outreach technique. Both EOC information boards were located in the town centers to maximize community access and also offer directions to the EOC. Examples of Information Board listings included:

- AGA KHAN FOUNDATION International Scholarship Program
- Conference on “Youth and education: priority, tendency and it’s perspectives”
- “How do you contribute to solving community problems?” International Essay Competition.
- Grant proposal information for “Vostok-Vostok” Program supporting projects directed to creation of cultural and scientific collaboration, rights and improvement of relationship among different ethnic groups.
- Central Asian Youth camp “Participation of youth in the development of country and region” Kazakhstan, Alma-Ata – World Bank
- New Global Health fellowship – Scholarship: Harvard Law School
- Public Administration MA, Scholarship: University of Twente, Netherlands
- Advertisements and announcement from [www.lega-club.tj](http://www.lega-club.tj) and [www.jobclub.tj](http://www.jobclub.tj)
- Post-War recovery studies MA, Scholarship: Open Society Institute/University of York
- Agricultural Issues information from [www.kishovarz.tj](http://www.kishovarz.tj)

**Community Cooperation Activities:** EOCs facilitated community cooperation activities. These activities were always co-facilitated and financed by partners in the community, reinforcing the involvement of EOC and ACT participants in their community and cooperation with local authorities and local organizations. These initiatives were used to stress the importance of volunteering. The activities to date, including internships, expanded the volunteers' social skills by building self-esteem, encouraging open-mindedness, strengthening confidence, and instilling trust. Activities facilitated in the final quarter included:

July 7-10, 2006 – EOC Isfara: Graduate participants of plastering course volunteered to improve a local cemetery. Materials were donated by the participants. The work was monitored by the course mentor. The community gave a thank you dinner to all participants and praised the quality of the work.

July 19, 2006 – EOC Isfara: The EOC coordinated a meeting between the head of the local Business Association and the head of the khukumat economic relations committee looking to obtain waivers or privileges for new businesses in order to motivate them to register as businesses. Unfortunately, it was concluded that these allowances could only be approved by parliament.

August 20, 2006 – EOC Isfara: A chess competition was organized and led by EOC Volunteers, drawing 35 participants including children, junior and senior citizens.

#### 1.2.4. Innovative Partnerships

CHF International formed numerous partnerships over the life of the program to enhance the impact of EOC services. Partnerships with international and local NGOs, as well as finance institutions, supported the goals of both organizations.

In the final quarter, ACT's partnership with MEDA resulted in the Greenhouse pilot activity discussed above. MEDA staff continued monitoring of participants progress and participation until December 2006.

#### **Junior Achievement Business Training Courses:**

CHF International expanded the ACT program's business training component by partnering with Junior Achievement to develop a customized curriculum and course materials in Tajik. The business training included the following three modules: Principles of Microeconomics, Business Planning/How to start a Business, and Basics of Microfinance. The trainings encouraged participants to engage with the local business community through activities such as meetings with successful business owners and visits to various private businesses. Participants received step by step guidance for creating a business plan and an evaluation of their final plan; awards were distributed for the best business plans. The Junior Achievement course

was available only to ACT participants and partners with a proven skill and knowledge relevant to the business field of their interest.

### **Community Radio Initiative**

The ACT program partnered with the international NGO partner Equal Access to implement the Community Radio Initiative in both Isfara and Istaravshan. Equal Access selected the local NGO, Fourth Power, as its counterpart organization for the program. Participants were selected from the communities and attended a series of workshops in media development.

CRI Isfara participants completed four radio programs and CRI Istaravshan completed five programs lasting approximately 25-30 minutes each. Given the limitations of access to public or private radio stations, select programs were disseminated using loud speakers in the markets of each city, during particularly busy days.

#### Istaravshan:

"Youth Employment Problems and Rights and Obligations of Migrants Programs" aired at the central market with the support of the market directors Mr. Isoev and Mr. Bharidin.

"Youth and Unemployment" was aired in the TV channel "Avshin" on September 2, 2006

"Cultural Tolerance" was aired in the TV Channel "Avshin" on September 14, 2006

#### Isfara:

"Rights and Obligation of Migrants" was aired via loud speaker in the central Bazaar. On September 27, it was aired on local cable radio.

The community gave feedback regarding the programs via the EOC volunteers, concluding that the programs provided useful resources and updated data on the issues. Members of the community approached the EOCs for further information.

EOC volunteers and alumni took part in the OSCE, and Junior Achievement organized an Entrepreneurship and Business summer camp. The participants took the opportunity to prepare a radio program, using the EOC equipment and resources, to inform the community about the event and the impact in the youth. This was especially important because this event served as the first opportunity for youth from Kyrgyzstan, Turkmenistan and Tajikistan to participate together.

## 2 Lessons learned

### 2.1 Economic Opportunity Centers

- a) Given the time and effort necessary to build the local capacity for the management of two new organizations, the management, trainings and set up should be handled directly by CHF International. The use of local organizations as "middle man" for the original set up caused delays and administrative issues as these organizations often lack the necessary knowledge and management skills to administer new organizations. For a two-year program, all efforts should be focused on the new organizations rather than existing organizations that currently fail to function as "business minded" NGOs. This is the most difficult concept to build in local NGO management.
- b) Prior to the end of the program, the lead organization should gradually increase the level of functional independence of the new organizations from the supporting international organizations (CHF, USAID) A well-planned exit strategy is critical not only to a smooth transition to self-sufficiency for the EOC, but also necessary to foster community support for the new organization.
- c) Cross trainings between EOCs management and staff improve products and strategies.
- d) The local registration of the EOCs should take place as soon as possible to allow them to learn to work independently as sub-grantees earlier in the implementation process. This provides them with ample time to improve their administrative and financial management skills.
- e) The VSATs and the community Radio were "marketed" to the communities and local governments as certain sources of considerable income. Given the local costs and lack of access to licensing, etc., this was not the case. As a result, communities were disappointment and CHF had to make special effort to regain credibility and trust in the eyes of the community and local government.. Greater care must be given to do a very careful and detailed assessment of the use and real possibilities of VSATs and access to radio in countries where monopolies over and censorship of mass media are a reality.

### 2.2 Training, Apprenticeship and Business Components

- a) The use of "symbolic" charges in trainings from the onset of the program limited the possibilities of evaluating what the market was ready and able to pay for such services. Without this knowledge, EOCs faced greater challenges in creating and refining sustainable services and establishing practical fees later. While this could be a good tactic to recruit participants during the initial stage as the center works to gain recognition, the fees should be marketed as "introductory special fees", to facilitate community acceptance of the transition to higher fees.
- b) Apprenticeships proved to be a great source for employment generation and support to grow small businesses. Training the EOC staff at program onset to evaluate a business and its capacity to successfully "negotiate" the percentage that the business will receive as support will help greatly to improve the business analytical skills of the staff and reduce the financial burden on the EOCs. Once the EOC staff learned this process, the results were surprisingly successful, not only in increasing apprenticeship placements, but also in using EOC resources more effectively. This was a true turning point for the EOCs in changing from a charity to a business-minded mentality.
- c) Credit facilitation is a great resource both for income generation and to support new and small businesses. However, in a two-year program the strategy, training and clarification of the EOCs' role must be very carefully defined from the beginning. This is a delicate and lengthy process that should be closely monitored for its success. During ACT, the implementation of this component was delayed, limiting the possibilities of mentoring and monitoring the staff in a longer term.

- d) Involving the local business association and creating products tailored for their needs is key for the development of true market oriented products. This approach was limited by the lack of available skilled trainers locally and the time to establish these products properly.
- e) The close involvement of the local government and local government agencies was pivotal for the success of the program. These agencies did not view the EOCs as competition but rather as partners, and proved to help them resolve community issues, which they could take partial credit for.

### 2.3 Community Radio Initiative

Any component involving radio should be carefully evaluated, given the limitations and censorship in the former Soviet Union. Depending on the focus of the program, this component may take resources and time away from other components with greater chances for success. In the case of ACT, the CRI served an important role in addressing conflict resolution.

### 3 Appendices

#### 3.1 ACT Program Trainings

##### Completed trainings of September 30, 2006

###### EOC Isfara

Projects Code	Participants	Projects Name	Start Date	End Date
A-bkt-001	93	Basic Computer Classes	2005-02-01	2005-05-31
A-vct-001	22	Chorkuh Driving Course	2005-03-01	2005-05-05
A-vct-003	25	Lakkon Sewing Course	2005-03-14	2005-06-14
A-bkt-002	38	English for Beginners	2005-03-15	2005-05-31
A-vct-004	23	Chorkuh Sewing Course	2005-03-17	2005-05-17
A-vct-005	20	Isfara Welding Course	2005-04-01	2005-06-30
A-vct-006	6	Isfara Hairdressing Classes	2005-04-05	2005-09-10
A-vct-002	27	Isfara Sewing Course	2005-04-05	2005-09-30
A-bkt-003	18	Isfara Accounting Course	2005-04-08	2005-07-08
A-bkt-005	25	English for Intermediate Students	2005-06-01	2005-07-31
A-bkt-004	20	Advanced Computer Course	2005-07-01	2005-08-31
A-bkt-006	76	Basic Computer Classes - 2	2005-07-01	2005-08-31
A-vct-009	25	Lakkon Sewing Course - 2	2005-07-15	2005-11-15
A-vct-008	78	Isfara Pastry Classes	2005-07-15	2005-11-30
A-vct-007	30	Kulkent Sewing Course	2005-08-01	2006-02-15
A-vct-010	30	Kulkent National Robe Sewing	2005-09-01	2005-11-30
A-bkt-007	40	English for Beginners - 2	2005-09-01	2005-12-31
A-bkt-008	60	Kulkent Basic Computer Classes	2005-09-01	2006-02-28
A-bkt-009	60	Vorukh Basic Computer Classes	2005-09-15	2006-04-15
A-vct-011	29	Isfara Sewing Course - 2	2005-09-15	2006-04-15
A-vct-013	20	PC System Administration and Technical Maintenance	2005-11-15	2006-03-15
A-vct-012	40	Isfara Video Editing Course	2005-11-18	2006-04-17
A-bkt-011	57	Computer Courses in Navgilem	2005-12-15	2006-07-15
A-bkt-010	32	English Courses in EOC Isfara	2005-12-16	2006-05-16
A-vct-014	20	Embroidery course in Zumradshoh community	2006-01-16	2006-06-05
A-vct-015	19	Turnery Course in Heftoobod	2006-02-17	2006-06-16
A-bkt-012	42	Training project on Computer education in Chorku	2006-02-17	2006-07-17
A-vct-016	31	Carpet-Maker Course in Shahrak	2006-04-24	2006-08-24
A-bkt-013	40	English for Beginners	2006-04-24	2006-09-24
A-bkt-014	19	Advanced Computer Course	2006-04-24	2006-09-24
A-bkt-015	53	Computer Course	2006-04-24	2006-09-24
<b>Total:</b>	<b>1118</b>			

###### EOC Istaravshan

B-bkt-002	54	Basic Computer Classes	2005-03-16	2005-05-16
B-vct-001	19	Driving Courses	2005-03-11	2005-05-31
B-vct-002	30	Istaravshan Sewing Courses	2005-03-22	2005-05-31
B-bkt-001	10	English for Beginners	2005-04-07	2005-07-06
B-bkt-004	51	Basic Computer Classes - 2	2005-07-19	2005-08-19

B-vct-003	20	Traditional Embroidery Courses	2005-05-30	2005-08-29
B-vct-004	21	Pastry Courses	2005-05-30	2005-08-29
B-vct-007	12	Hairdresser's Classes	2005-06-01	2005-08-31
B-vct-005	5	Pottery Classes	2005-07-01	2005-09-30
B-vct-006	24	Welding Course	2005-07-01	2005-09-30
B-bkt-006	30	Basic Computer Classes - 3	2005-08-15	2005-11-15
B-bkt-003	20	Russian Classes	2005-07-15	2005-11-20
B-vct-008	40	Istaravshan Sewing Courses - 2	2005-08-01	2005-11-30
B-vct-010	22	Embroidery Course	2005-09-05	2005-12-04
B-vct-009	20	Driving Course	2005-09-01	2005-12-15
B-bkt-005	24	English for Beginners - 2	2005-09-12	2006-01-12
B-bkt-008	30	Basic Computer Classes - 4	2005-11-15	2006-02-15
B-vct-011	20	National Sewing Istaravshan	2005-09-15	2006-02-15
B-vct-012	20	Cookery and Solate Making Classes	2005-12-15	2006-04-15
B-vct-013	20	Sewing course in Javkandak	2005-12-15	2006-04-15
B-vct-014	21	Training on preparation of 20 house painters	2006-01-16	2006-04-15
B-bkt-011	47	Computer Course	2006-02-15	2006-05-15
B-bkt-009	72	Hazrati Shoh Computer Classes	2005-11-15	2006-06-15
B-bkt-012	26	Russian Language Classes-2	2006-02-15	2006-06-15
B-bkt-010	15	English for Beginners	2006-02-15	2006-07-15
B-vct-015	12	Greenhouse project partnership with MEDA	2006-07-25	2006-08-20
B-bkt-013	19	Advanced Computer training for 20 young people	2006-06-16	2006-09-15
B-bkt-014	20	Basic Computer Course	2006-06-16	2006-09-15
B-bkt-015	9	Advanced Computer Course for 9 people with partnership URBAN Institution	2006-07-17	2006-09-17
<b>Total:</b>	<b>733</b>			

**Grand total:** 1851

**Ongoing trainings as of September 30, 2006**

**EOC Isfara Projects**

Code	Participants	Projects Name	Start Date	End Date
A-bkt-016	20	Arabic Language Course	2006-06-16	2006-10-16
A-bkt-017	40	Vorukh Basic Computer Course	2006-07-17	2006-12-17

**Grand total:** 60 1911

**TOTAL TRAINING PARTICIPANTS TO September 30, 2006: 1911**

### 3.2 ACT Program Apprenticeships

#### Completed apprenticeships as of September 30, 2006

##### EOC

##### Isfara

A-cpa-001	39	Khojai Alo Plastering Apprenticeship	2005-05-15	2005-11-15
A-ima-001	4	Kodirov Barbershop Apprenticeship	2005-02-05	2005-07-31
A-ima-002	5	Wood Carving Apprenticeship	2005-02-01	2005-07-31
A-ima-003	8	Electronic Devices Repair	2005-04-01	2005-09-30
A-ima-004	9	Navgilem Carpentry Apprenticeship	2005-09-01	2006-02-28
A-ima-005	10	Nek Fruit Processing Apprenticeship	2005-09-15	2006-03-15
A-ima-006	6	Hairdressing Apprenticeship	2005-11-18	2006-04-17
A-ima-007	10	Wood Carving Apprenticeship - 2	2005-11-18	2006-06-06
A-ima-008	14	Construction and House Repair Apprenticeship	2005-11-18	2006-04-17
A-ima-009	10	Dry Fruit Packaging and Processing	2005-12-15	2006-04-15
A-ima-010	10	Repairing of car frame and painting	2006-01-16	2006-06-16
A-ima-011	10	Sewing and Repairing of footwear	2006-01-16	2006-06-16
A-ima-012	4	Car seat cover Apprenticeship	2006-02-17	2006-06-17
A-ima-013	12	Tin making Apprenticeship	2006-02-17	2006-06-17
A-ima-014	6	National Tandir Making Apprenticeship	2006-04-24	2006-08-24
A-ima-015	11	Painter Apprenticeship	2006-04-24	2006-08-24
A-ima-016	10	Plastic Apprenticeship	2006-04-24	2006-08-24
A-ima-017	15	National Sewing Apprenticeship	2006-04-24	2006-08-24
A-ima-018	12	Ice Cream and Pastry Production Apprenticeship in Vorukh	2006-05-24	2006-09-24
A-ima-019	20	Farming Course	2006-05-24	2006-09-24
A-ima-020	20	National Sewing Apprenticeship	2006-06-16	2006-09-16
A-ima-021	8	Confectionery Apprenticeship	2006-06-16	2006-09-16
A-ima-022	12	Ice Cream Production	2006-06-16	2006-09-16
A-pta-001	37	Shurob Coal Mine Apprenticeship	2005-02-28	2005-08-31
A-pta-002	20	Isfara Auto Mechanics Apprenticeship	2005-06-01	2005-10-31
A-pta-003	21	Plastering Carpentry Apprenticeship	2006-02-17	2006-06-06
<b>total:</b>	<b>343</b>			<b>430</b>

##### EOC Istaravshan

B-ima-001	36	Rishta Textile Apprenticeship	2005-03-01	2005-08-30
B-ima-002	21	Furniture Apprenticeship	2005-03-01	2005-08-30
B-ima-003	10	Packaging Apprenticeship	2005-06-01	2005-08-31
B-ima-004	9	Brick Plant Apprenticeship	2005-07-01	2005-09-30
B-ima-005	10	Wood Carving Apprenticeship	2005-09-01	2006-02-28
B-ima-006	14	Ganchi Nursing Apprenticeship	2005-09-01	2006-02-28
B-ima-007	10	Construction Apprenticeship	2005-09-01	2005-12-31
B-ima-008	4	Khrum-Khrum Apprenticeship	2005-09-15	2006-01-15
B-ima-010	6	Khrum-Khrum Macaroni Apprenticeship	2005-09-15	2006-02-15
B-ima-011	20	Neksoz Sewing Apprenticeship	2005-08-01	2005-10-31
B-ima-012	20	Neksoz Carpentry Apprenticeship	2005-08-01	2005-10-31
B-ima-013	5	Hairdressing Apprenticeship	2005-10-20	2006-01-16
B-ima-014	10	Dusti Sewing Apprenticeship	2005-10-20	2006-04-17
B-ima-015	25	Knitting Apprenticeship	2005-11-15	2006-04-15

B-ima-016	11	Sewing Apprenticeship	2005-11-15	2006-02-15
B-ima-017	4	Apprenticeship "Sambusapazi"	2005-12-15	2006-04-15
B-ima-018	6	Otaboev Olim's Bakery Shop	2005-12-15	2006-05-15
B-ima-019	5	National Shoemaking Apprenticeship at Yahoev shoe shop	2006-01-16	2006-03-15
B-ima-020	8	Photographer Apprenticeship	2006-02-15	2006-07-15
B-ima-021	15	Farmers' Apprenticeship at Jura Sarkor's farming land for 15 young people	2006-02-15	2006-06-15
B-ima-022	6	Shoes sewing Apprenticeship in LLC "Alians-LTD"	2006-02-15	2006-06-15
B-ima-023	10	Poligrapher Apprenticeship	2006-03-15	2006-07-15
B-ima-024	5	Foreign Cars Decoration Apprenticeship	2006-03-15	2006-07-15
B-ima-025	10	Mechanic Apprenticeship for 10 unemployment youth people	2006-04-15	2006-08-15
B-ima-026	6	Handmada Apprenticeship for 6 unemployment women in LLC 'Neksoz'	2006-05-14	2006-09-15
B-ima-027	14	Sewing Apprenticeship for 14 unemployment women in LLC 'Neksoz'	2006-05-15	2006-09-15
B-ima-028	12	Carpentry Apprenticeship for 13 unemployed youth	2006-06-16	2006-09-20
B-ima-029	13	Sewing Apprenticeship for 13 unemployed women	2006-06-16	2006-09-15
B-ima-030	13	Pastry Apprenticeship Courses	2006-06-16	2006-09-15
B-ima-031	10	Carpet Knitting post-apprenticeship at Hamdamov A	2006-06-16	2006-09-15
B-ima-032	5	Tandir Maker Apprenticeship	2006-06-16	2006-09-15
B-pta-001	9	Post-Apprenticeship project at LLC "Mashrik"	2006-04-15	2006-08-15
<b>total:</b>	<b>362</b>			
Grand total:	<b>705</b>			

**Ongoing apprenticeships as of September 30, 2006**

<b>EOC Isfara</b>				
A-ima-023	5	Multi Colored Apprenticeship	2006-07-17	2006-11-17
A-ima-024	16	National Furniture Apprenticeship in Isfara	2006-07-17	2006-11-17
A-ima-025	8	Apprenticeship for Sewing Cotton Wool production	2006-08-16	2006-12-16
A-ima-026	20	Apprenticeship for Flour processing	2006-08-16	2006-12-16
A-ima-027	13	Pastry Apprenticeship	2006-08-16	2006-12-16
A-ima-028	25	National Sewing Apprenticeship	2006-08-16	2006-12-16
<b>total:</b>	<b>87</b>			

<b>EOC Istaravshan</b>				
B-ima-033	8	Apprenticeship project on preparation of 8 water-servicemen Construction Apprenticeship in distant village of Istaravshan called Nijomi	2006-07-15	2006-11-15
B-ima-034	12		2006-07-15	2006-11-15
B-ima-035	6	Detergent Packaging Apprenticeship for 6 people	2006-07-15	2006-11-15
B-ima-036	20	Apprenticeship for food tin making production	2006-08-15	2006-12-15
B-ima-037	9	Socks knitting Apprenticeship for 8 young people in LLC "Khojakalon"	2006-08-15	2006-12-15
B-ima-038	10	Knife making Apprenticeship for 10 young people	2006-08-15	2006-12-15
B-ima-039	5	Bakery Apprenticeship for 5 young people in bakery "Lola"	2006-08-15	2006-12-15
<b>total:</b>	<b>70</b>			

Grand  
total:

157

862

**TOTAL APPRENTICESHIPS PARTICIPANTS to September 2006: 705**

### 3.3 Table 1: Summary of Indicators

#### Summary of Indicators

Task	Activities	Targets	Indicators	This Reporting Period	Total to Date	Comments CHF DATABASE manager AND CD Section Only
Economic Opportunity Centers Formed in Target Communities	Drawing of independent Non-Commercial (NGO) bylaws	Minutes from Founding Group approving Bylaws	NGO Bylaws setting up Executive Committee management body from Advisory Group, inclusion of ACT program related activities and protection of assets, in coordination with lead implementers	n/a	Bylaws finalized, conducted "Founders' Meeting", defined members of AG and Executive Committees	Minutes signed and approved January 2006
	Official registration of both EOC with Ministry of Justice	Registration Certificate allowing activities of NGO per approved Bylaws	Registration Certificate allowing activities of NGO per approved Bylaws			EOC Istaravshan was registered on April 06, 2006 EOC Isfara was registered on April 10, 2006
	Income generating activities developed	\$5000 generated in revenue by month 18	Creation of income generating activities including trainings, business services facilitation, credit facilitation, Internet service for participants, etc.		\$5,377	\$2,752- EOC Isfara \$2,625 -EOC Istaravshan
	Revision of EOC Business plan and long term strategy	Revised Business plan reflecting new activities identified and revised income generating activities projected and initiated	EOC Management and Advisory Group with special close cooperation of Executive Committee participates in series of sessions and develop new revised Business Plan.	Both Executive Committees completed the Business Plan Trainings and developed Final BP	Final Revised BPs completed	Both EOCs prepared Final Business Plans and were submitted and presented to Advisory Groups on September 26, 2006
Advisory groups established within EOCs and strengthening of NGO management capacity	Continue capacity building and leadership trainings for advisory group members	6 advisory group members trained in each community and 4 EOC management members	Trainings conducted in each community in governance and leadership, strategic and business planning, conflict identification prevention and mitigation	Conflict ID and Mitigation delivered Leadership and Governance Trainings delivered Business Planning delivered	All Trainings Completed	June 30th-July 1st: Training in conflict identification prevention and mitigation delivered to Advisory Group and EOC staff in Isfara. Training conducted by Ittifok local NGO. In July 12-13 Training in conflict identification prevention and mitigation delivered to Advisory Group and EOC staff in Istaravshan. Training conducted by Ittifok local NGO. Training in governance and leadership 20 July in

						Isfara, 26 Istaravshan.
	NGO Management capacity building for Executive Committee and EOC management members	2 Executive Committee members and EOC management trained in each community	Trainings conducted on strategic and business planning and grant writing skills.	Executive Committees participated in "retreat" for Grant Writing and Business Planning Phase II	All Trainings Completed	9-13 August 9 advisory group members trained in each community and 4 EOC management members
Developed technical and business management skills for youth and improving their access to capital.	Provide demand-driven business, vocational and technical trainings to unemployed youth: IT training (including Easy Learning software, ); computer and business English courses; accounting, Entrepreneurship Program and business law and others.	Over 900 youth participate in year 2.	Demand-driven technical and business skills training provided through EOCs.	317	1851	All finished ACT Participants except apprentices (Please, note that we also didn't include participants of supplementary courses like IT core course participants)
		70% of ACT participants participate in computer acquaintance and basic web search course.	ACT participants required to participate in an IT core class customized to both introduce them to computer usage and address sites of interest to their ACT training or apprenticeship field.		53%	Finished IT courses - 612 Finished IT Core courses - 592 Total Finished IT - 1204  ACT participants: Training 1851 Apprenticeship 705 Total 2556 Percentage IT - 1204/2556
	Assist youth entrepreneurs to improve existing businesses or support establishment of new businesses including small enterprises and e-businesses.	50 existing businesses assisted.	Businesses receive relevant training, and business development services including linkages to existing resources offered through local government and other local and intl. NGOs.	9	43	Asri X - Wood Carving (participate twice) Garant - Electronic Devices Repair Kodirov A - Barbershop (participate twice) PB "Mukhtorov" - Construction TechService - Auto Mechanics Sabohat Alimova - Sewing Furniture Production - Furniture Production Isroil Rahimov - Wood Carving Macaroni Production - Food Production (participate twice) Neksoz - Carpentry (participate twice) Rishta-2004 - Cotton Yarn Production Detergent Packaging - Packaging Shurob Coal Mine - Coal Production NEK - Fruit Processing Sharopov Ch - Imkon - Fruit Processing Olim Otaboev -

						<p>Tolibjonov Akbar - Saidhojaev M - Education Akhmedov M - Footwear Repairing Polvonov M - Tin making Services Saidov O - Mechanic Service Pochoeva Mavluda - Hairdresser Dusti - Sewing KORVON - Foreign Cars Decoration Matbuoti Uroteppa - Poligrapher Industry Zaripov Murod - Photographer Saydulloev Khairullo - Car seat sewing Akhmedov - Footwear recover Saidkhojaev - Painter Abduvohidov - Plastic Production NGO "Khidoyat" - Sewing service Safarov M - Ice cream and Pastry production Rustamov Ziyorat - Sewing Cooperative Vorukh - Agro Yakhyoev - Shoemaking shop Gafurov Gadoiboi - Tandir Making Alians-LTD - Shoemaking shop Hismagusor - Mechanic</p>
		30 new businesses established including 6 IT businesses		13	49 (6 IT businesses)	<p>Sharifjon Kodirov - Barbershop Abdumutalib Musoev - Barbershop Khaidarkhuja Usmonkhujiev - Barbershop Khikmatjon Khakimov - Barbershop Alifina Yuldasheva - Trade Sabur Kobilov - IT Suhrob Sharipov - IT Umed Asrorov - IT Firuza Juraeva - Trade Anvar Raupov - Trade Hurshed Shukurov - Taxi Servi Anvar Azimov - Taxi Servi Nasim Kudratov - Taxi Servi Khursand Asrorova - Sewing Munavara Alimova - Hairdresse Zamira Abdulazizova - Sewing Khushnuda Akhmedova - Sewing Vazira Shokirova - Sewing</p>

					<p>Rabbimi Rozikzod - IT</p> <p>Nigora Kayumova - Sewing</p> <p>Gulshan Amidjanova - Sewing</p> <p>Parvina Usupova - Education</p> <p>Mirzohuja Toshboev - Musical gr</p> <p>Abduvosit Nabiev - IT</p> <p>Nabuvat Oripova - Education</p> <p>Gavharkhon Ibragimova - Confection</p> <p>Murodjon Nosirov - Welder</p> <p>Murod Tukhtaev - Trade</p> <p>Akram Munavarov -</p> <p>Ozoda Kosimova -</p> <p>Zulaikho Khalimova - Sewing</p> <p>Makhfirat Ziyodullaeva - Sewing</p> <p>Rukhshona Ashurova - Sewing</p> <p>Nargis Mukhtorova - Sewing</p> <p>Omina Juraeva - Sewing</p> <p>Farukh Mulloev - IT</p> <p>Firuz Mirziev -</p> <p>Zylaykho Baizoeva - Greenhouse</p> <p>Zulfiya Sultanova - Greenhouse</p> <p>Musharaf Kholikova - Greenhouse</p> <p>Karomat Kobilova - Greenhouse</p> <p>Ludmila Iskandarova - Greenhouse</p> <p>A Attalloeveva - Greenhouse</p> <p>Zulfia Ziyodinova - Greenhouse</p> <p>Sh Nazarova - Greenhouse</p> <p>Munavar Sukhrobova - Greenhouse</p> <p>Bashorat Abduvakhobova - Greenhouse</p> <p>S Boboev - Greenhouse</p> <p>Z Nurmatova - Greenhouse</p>
Conduct business plan competitions to reward potentially successful entrepreneurship ventures from JA Business Training courses participants	120 JA Business Training courses participants	Through partnership with Junior Achievement, deliver customized Business Training courses in Tajik language addressing basic economics, business planning and microfinance . Participants chosen by		120 youth finished JA courses	Attendance List submitted to Information Department
	Award 8 successful youth developed business plans in each community.			Award 4 successful youth developed business plans in each community. 2 participants awarded at	Award 4 successful youth developed business plans in each community, 2 at regional level competition. total 10 awards delivered

			committee based on business initiative and/or proven success		regional level in JA competition	
Provide Entrepreneur Program with business planning, business start up legal frame and microfinance trainings to ACT youth potential entrepreneurs.	200 Entrepreneur Program Participants	ACT Participants interested in entrepreneurial activities have access to a comprehensive course to support them in accessing credit opportunities and referrals		200 Entrepreneur Program Participants	100- EOC Isfara 100- EOC Istaravshan	Attendance List submitted to Information Department
Develop partnerships with local microfinance providers, creating a credit brokerage income generating activity for the EOC while facilitating access to credit to identified potential successful entrepreneurs from ACT participants.	Establish at least 2 partnerships	EOC staff learn and broker partner organization products according to the participant needs and capacity to qualify.			EOCs staff pass training organized by MFI Microinvest. (Per agreement with CTO, CHF did not enter into agreements with more than one organization despite acceptance (IMON and ESKHATA Bank)	in training participate : from EOC Isfara Narziev Okilkhon, Jabborov Amrullo, Fakhrudinov Maruf from EOC Istaravshan Shorajabov Asror, Turdiev Dilshod, Umarov Shavkat
	At least 320 of ACT clients trained in how to access microfinance.				320	200-Entrepreneur Program Participants 120-JA courses Participants
Provide linkages to existing microfinance resources available in the communities; assist Partner Micro Finance organizations to distribute loans to youth owned enterprises.	Over 200 businesses receive referrals.	Existing microfinance organizations identified, and agreements signed addressing start up credit facilitation. EOC establishes credit brokerage procedures.			146	55-EOC Isfara reviewed all business plan with MicroInvest associate 91 -EOC Istaravshan reviewed all business plan with MicroInvest associate
	30% of ACT Entrepreneurship Program participants gain access to existing credit facilities.				6	6 Participants gained credit with organizations other than Micro Invest. Referral procedure only initiated in last quarter, no credits had been awarded by the close of ACT.
Negotiate start up business credit facilitation with microfinance partners	80% of start up credit recipients working within one year	Microfinance partners create start up product by sharing risk or supported by EOC referral.				Referral procedure only initiated in last quarter, no credits had been awarded by the close of ACT.

Need-based vocational training programs developed and linked to apprenticeship structures to guarantee immediate use of skills.	Identify existing education and vocational training opportunities in target communities and determine capacities to receive EOC applicants; develop linkages with appropriate organizations. These may include the Ministry of Education business English courses, business law trainings by ABA/CEELI or others.	10 existing opportunities identified.	Identify existing opportunities in each community, share information and create agreements with these organizations.		11	DOSAAF - Education NGO Shafaq - Computer Services PTS Shurab - Education Isfara Technological College - Education Employment Center - Employment Agency Training Module and Business Facilitation Center - Education PTS10 Neftebod - Education Gonchi PTS-Education Konibodom Pedagogical Colledge-Education Istaravshan PTS14 - Education Consumer Union - Local NGO
		Agreements signed with at least 50% of these.		0	72.70%	DOSAAF - Education NGO Shafaq - Computer Services PTS Shurab - Education Isfara Technological College - Education Employment Center - Employment Agency Training Module and Business Facilitation Center - Education PTS10 Neftebod - Education Consumer Union - Local NGO Agreements signed -8 Existing opportunities -11 8/11 = 72,7%
	Develop need-based vocational trainings to complement existing services in the community; including creating partnerships with local businesses to train apprentices and employees to better meet their needs.	Vocational Trainings developed in 8 target sectors	Based on findings from Employment Needs and Market Assessment and ongoing input from ACT clients, appropriate sectors are chosen.	2	21	greenhouse national robe sewing carpet-maker painter turnery cooking video editing accounting construction pottery pastry embroidery language hairdresser welding sewing driving auto service coal mine plastering PC system administration

		25% of vocational training graduates secure job six months after leaving EOC program			32.22%	Vocational training Graduates - 751 Total employed Vocational - 242 Employment Percentage - 242/751
Improved the employability of 1000+ youth through matching with apprenticeship opportunities in local businesses	Determine selection criteria for youth based on lessons learned through the CHF funded KEY program in Uzbekistan and feedback from CHF economic and conflict analysis.	90% of apprentices complete apprenticeship.	Selection criteria developed based and applied in interviews for each group of youth apprentices. Each group of apprentices is trained in basic job skills.		98.46%	Affiliated apprentices - 716 Graduated apprentices - 705 Dropped_out_apprentices - 11 Percentage graduated - 705/716
	Committee of CHF and EOC staff identify group of youth apprentice participants. Train youth apprentices in basic job skills, and determine interest in future training topics.	80% of apprentices find permanent employment or start their own business.			92.77%	Graduated apprentices - 705 Employed apprentices - 654 Percentage employment - 654/705
	Determine selection criteria for businesses based on lessons learned through the CHF funded KEY program in Uzbekistan and feedback from CHF economic and conflict analysis.	80% of participating businesses complete the apprenticeship period.	Selection criteria developed and continuously applied in interviews with new business partners.		100%	No records about failure
		75% of businesses hire apprentices full time following their apprenticeship.			100%	No records about failure
	Committee of CHF and EOC staff continuously identify business partners in the community.	385 ACT apprenticeship participants in year 2 (total program target: 680)	Group of youth apprentices chosen in each community.	229	705	Finished apprentices/Database
	Draft memoranda of understanding with business partners in the apprenticeship program outlining roles and responsibilities of business partners to provide funding, and mentoring for youth apprentices.	20 MoUs signed for apprenticeships during Year 2	MoU created with all businesses; all businesses agree to pay 50% of apprentice salary for the duration of the required training	13	71	MoUs are kept in EOC. Please refer to Apprenticeship and Training Tables for the list of all 71 apprenticeships.
Educate business managers on the purpose of the apprenticeship program and introduce apprentice monitoring mechanisms.	100% of business managers participate in training.	Business leaders are provided demand-driven management training.		100%	71/71 = 100%	

Youth at the highest risk for involvement in conflict enterprises and engagement in violent activity identified and sourced for participation in ACT apprenticeship program and related activities.	Outreach campaign developed in each community to identify "high risk youth" and encourage them to participate in ACT programs. Definitions of high risk based on analysis in ACT economic and conflict assessments.	70% participation in ACT program of "high risk" youth.	"High risk" youth participate in all components of ACT program.		97%	Report: 49% of women, 36% from rural areas, 11% invalids, 3% graduated 5-10 years ago, 97% ages 16-35
	Monthly consultations with target population to ensure activities are meeting their immediate needs.	50% decrease in violent and/or destructive behavior.	Participation in violence and/or destructive behavior decreases among ACT youth participants.		220 Consultations ( Violent behavior indicator may be obtained from Rick Hill's department assessment of ACT)	EOC Isfara 9 April.06-participants 13 25 April.06-participants 14 22 May.06-participants 20 15 June.06-participants 26 21 June.06-participants 17 24 July.06-participants 17 Total participants -107 EOC Istaravshan 05 June.06 - participants 30 14 August.06 participants 28 25 August.06-participants 30 18 September.06-participants 25 Total participants 113
	Identify existing recreational opportunities in target communities and determine capacities to receive EOC applicants; develop linkages with appropriate organizations. These may include local sports clubs, PSI youth clubs or others.	10 existing opportunities identified in each community.	Identify existing opportunities in each community, share information and create agreements with these organizations.	0	8	Khojai Alo - Mosque Repair Khojai Alo - School Repair Istaravshan - Macaroni and Pop corn delivery for low-income Istaravshan - Kindergarten and Blind School pastry delivery Istaravshan - Lunch for retirees and disabled people Kulkent - Training participants prepared school ties an Istaravshan Orphanage school - 50 pupil's provide with shoes Istaravshan - Basketball tournament
		Agreements formed with 50% of these.		0	50%	Agreements signed or appreciation letters received from: - Mosque - School - Istaravshan Khukumat - Orphanage School
Public awareness campaigns to sensitize public to controversial issues linked to ACT target population.	Consultant from ACT partner Equal Access trains selected youth interested in radio and television production in the development of	25 youth trained in media content development and production.	Based on findings of Conflict Assessment and ongoing input from ACT clients appropriate subjects for media content determined and	Continues January-February 06	30 youth trained	Fourth Power Report

	<p>program content focused on issues relevant to youth such as conflict, crime, migration, trafficking, drug use/abuse, alcoholism, domestic abuse and suicide.</p>	<p>60 ideas for conflict radio programs identified by ACT participants</p>	<p>incorporated into trainings.</p>	<p>0</p>	<p>43</p>	<ul style="list-style-type: none"> <li>- School uniform necessity</li> <li>- HIV and issues around safer sexual practices especially in the context of information available to young people</li> <li>- Health especially reproductive health and family planning</li> <li>- Crime amongst youth as an outcome of lack of livelihood and lack of employment opportunities</li> <li>- Issues of drug abuse and needle exchange programs at the community level</li> <li>- Issues of unorganized labor and migration especially to Russia often leading to unsafe and hazardous circumstances for youth</li> <li>- Unemployment and issues arising due to closure of local enterprises</li> <li>- Issues of water shortage and infrastructure challenges at the community level</li> <li>- Land issues and issue of ownership</li> <li>- Conflict issues at the Kyrgyz and Tajik border that impact people's lives on a daily basis</li> <li>- Suicide</li> <li>- Family violation</li> <li>- Non-attendance schools</li> <li>- High market prices</li> <li>- Unwillingness join army</li> <li>- Information vacuum</li> <li>- Gambling</li> <li>- Alcoholism</li> <li>- Low economic level</li> <li>- Terrorism and extremism</li> <li>- Low education level</li> <li>- Misunderstanding</li> <li>- Ignorance of Legal rights</li> <li>- Traffic</li> <li>- Prostitution</li> <li>- Corruption</li> <li>- Low income</li> </ul>
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						<ul style="list-style-type: none"> <li>- Lack of playgrounds</li> <li>- Ecological problems</li> <li>- Low knowledge level of foreign languages</li> <li>- Low quality of medicine service in childbed</li> <li>- Bad condition of roads</li> <li>- Lack of habitat</li> <li>- High price for commodity</li> <li>- Infringement of human rights</li> <li>- Lack of qualified specialists</li> <li>- Lack of school books</li> <li>- Bad condition of schools</li> <li>- Drug traffic</li> <li>- Lack of modern equipment</li> <li>- Low pensions</li> <li>- Lack of electricity</li> <li>- Choose profession</li> </ul>
		2 EOC staff trained			2 EOC staff trained	Marufjon Faxriddinov (Program Officer), Nigora Aslonova (IT Specialist)
Public awareness raising campaigns held presenting issues identified above (and from ACT conflict analysis) in conjunction with community groups, schools, religious, local government, and civil society organizations.	80% increase in awareness of conflict issues	Based on findings of Conflict Assessment and ongoing input from ACT clients appropriate subjects for public awareness raising campaigns relevant to youth determined.			78.2% measured within Advisory Group members survey in training only. Any other indicator may be obtained from Rick Hill's department assessment of ACT	Monthly meetings held with volunteers and alumni. However this venue did not provided information to properly measure this indicator. Therefore surveys were prepared to be filled by ACT alumni. As a motivation to fill up surveys on anniversary celebrations alumni will participate in raffle. This will be used as mid-term baseline complemented by initial conflict assessment. In August 2006 the same survey exercise will be done to measure actual % change in issues addressed. Please refer to FY06 work plan: indicator "revisited in August 06". This is a difficult indicator to measure in a monthly or quarterly basis. The participation of all ACT alumni in August will reinforce its accuracy.

		50 stakeholders in stability engaged in developing/distributing ACT related public awareness materials		63	63	<p>May: both EOCs: Press Conference on Migration issues: Stakeholders: 8</p> <p>May: both EOCs: IFDC meeting with local farmers and head of Jamoats: Training and opportunities including fertilizer and Tajik Association of Agrobusiness: 4</p> <p>June: EOC Istaravshan: Discussion Club: "The measures against HIV" : 4</p> <p>June: EOC Istaravshan: NGO Jakhon: "Election rights of citizens and participation of women": 5</p> <p>June: Both EOCs: NGO "Consumer Union" : "Consumer rights" TOT : head of mahalas and local leaders, local authority, journalist and CRI participants: 16</p> <p>June: both EOCs: Discussion Club: "Fight against Drugs": 7</p> <p>May: EOC Isfara volunteers: Veteran house clean up with support of local government. reps: 2</p> <p>May: both EOCs: Local Employment Center: Job Fair: 6</p> <p>April: EOC Isfara: with Flex and local Govn. : Volunteer Activity at orphanage: 2</p> <p>May: EOC Isfara: Trainings on Volunteering; Impact in Community : 2</p> <p>May: EOC Isfara: with govnmnt officials and volunteers: "celebration 50 day of youth": different issues disused: 3</p> <p>May: EOC Isfara: Movie week: Ecological, migration : 4</p>
"Hard-to-Reach" stakeholders in stability (government officials, opposition party representatives, religious leaders) are identified and sourced for participation in EOC Advisory Groups and community trainings on Conflict Identification and Mitigation.	20 stakeholders in stability identified in each target community	Based on findings of Conflict Assessment and ongoing input from ACT clients appropriate target "stakeholders in stability" targeted for inclusion in ACT advisory group activities.		23	<p>Government representatives: 6</p> <p>Religious leaders: 3</p> <p>Opposition party reps: 3</p> <p>Total stakeholders: 23</p> <p>Percentage participation: 12/23</p>	
	40% participation of "hard-to-reach" stakeholders in each advisory group.		Thru September 2006	52,17%		

	Community activities addressing conflict prevention initiated and organized by EOC participants	5 Self initiated conflict prevention activities designed and implemented in each community	Scripts, plays, cultural events, sport events, awareness campaigns, etc.		10	EOC Participants participate in PSI HIV awareness campaigns (not "self initiated"). Participated in Basketball game in April 2005 (not self initiated). Presented "ACT as alternative to unemployment" skid in December Khukumat City New Year celebration (ACT volunteers), and presented skids in Istaravshan ceremony Dec 05 (Both with over 400 audience each). ILO ILO script used in play at EOC Isfara anniversary ceremony April, 2006. EOC Istaravshan volunteers self initiated play "unemployment and crime"
EOC Advisory Groups ability to promote dialogue and positively impact conflict dynamics improved.	EOC Advisory groups are trained in conflict identification, prevention and mitigation.	10 groups perceived to be a source of tension identified strategies for approach developed.	EOC Advisory groups promote dialogue with groups perceived to be a source of tension within the community (tax authorities, customs agents, informal economy warlords, extremist religious leaders etc.) in each community. Members are involved as conflict me		Isfara: Training on Conflict ID and mitigation	AG members ability and willingness to actively pursue strategies with "groups" perceived as sources of tension will be determined by Ittifok facilitator post trainings.
		5 local conflicts mediated.				AG members did not actively participated in conflict mitigation other than in EOC organized discussion clubs.
	EOC Advisory Group continuously submits recommendations and referrals to EOC management for program implementation	At least 60 recommendations or referrals from Advisory group	Through the bi-monthly Advisory Group referrals EOC director systematically document and follow up on recommendations and referrals received.	0	18	AG Recommendations and Referrals form is submitted to Information Department. AG recurrently addressed the same social issues: related to unemployment, education, migration and health.
	EOC Advisory groups positively impact conflict dynamics in the community, particularly those related to economic circumstances or unemployment.	Perception of capacity to intervene increases by 50%.	EOC Advisory groups' perception of their abilities to capacity to intervene effectively to solve conflicts increases.	78.2%	78.2%	18/23=78,2%
	EOC Advisory groups collaborate with stakeholders in stability from other regions of Tajikistan with similar sources of conflict.	At least 2 conflict related issues addressed with national level community advocates and/or policy makers.	EOC members work with a national level coalition of community advocates to leverage resources to change national policy on conflict			AG members trained in Conflict ID and mitigation trainings including "Advocacy". Facilitator in Ittifok advised that their experienced was still limited to be involved at a national level.

			related issues.			
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3.4 Table 2: Annual Benchmarks

Annual Benchmarks contributing to the Strategic Objective level indicators - Tajikistan

		Benchmark	ACT Results to September 30, 2006
Targeted Communities Reporting Lessened Tension through Increased opportunities for Youth Development(15-25 age)	number of young people actively engaged in civic organizations or CBOs (including local economic development councils, user associations)	40	28
	number of young people who find long-term employment through USAID programming	200	745
	number of youth who receive additional skills training targeted towards local labor market	500	1073
Targeted Communities Reporting Lessened Tension through Increased Participatory Processes	number of public hearings/public meetings held in targeted communities between LG officials and community-based organizations(budget hearing or hearings concerning a social issue)	15	11
	number of LG officials activity engaged in USAID supported community based organizations (local economic development councils, etc)	15	7
	% of contribution from public expenditures towards USAID infrastructure and social projects in targeted communities (may be calculated as assets or funds)	25%	
Targeted Communities reporting Lessened Tension through Increased Economy Opportunities	number of new information channels in targeted communities created with collaboration between LG and members of community-based organizations	3	6
	number of community members who choose not to seek work outside of their country because opportunities are present in their community /cluster/country	200	287
	number of new businesses started or existing business expanded resulting from local economic development strategic planning programs	15	92
	number of long-term jobs created through USAID programs including from local economic development strategic planning programs	200	1054

number of economic -based infrastructure projects which have a direct impact on business/job expansion in the targeted communities	<b>10</b>	<b>N/A</b>
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