



OPEN SOCIETY INSTITUTE
ASSISTANCE FOUNDATION-TAJIKISTAN
STRATEGY FOR 2014-2017

Revised

Tajiki



1. SUMMARY

The strategy submission has been substantially reconsidered and revised in light of early comments from OSF.

The overarching objective of the Open Society Institute Assistance Foundation Tajikistan (hereafter OSI Tajikistan) since 2011 has been to *increase the resilience of citizens and civil society actors in the face of a persistently dysfunctional state* – to enable them to fill functions which a democratic and competent state should itself be fulfilling, and to advocate for at least the critical minimal changes necessary to protect their rights and opportunities.

Across all of OSI Tajikistan's priorities, and in virtually every area related to open society, the "field" in Tajikistan is still relatively weak – where we believe critical work needs to be done we need to partner closely with the main players as they design strategies and propose budgets; in only a very few cases can we make relatively unrestricted core grants. More importantly, fields critical to open society still need to be developed. With this in mind, OSI Tajikistan 2014-2017 *fealty to fields* strategy focuses on the following:

- *Transparency & Accountability (Combating Government Corruption¹)*. The basic field elements – reliable NGOs with an understanding of fundamental strategies and with basic institutional capacities – need to be put in place;
- *Human Rights (Torture and Other Ill Treatment)*. We have reliable partners whom we will support as they pursue strategies to combat torture and bring legal representation to the victims of torture and their families;
- *Public Health (Challenging the health establishment to advance human rights)*. It is time for the main field players to wean themselves from reliance on the foundation and begin to determine themselves which initiatives, from many launched are liable to succeed, and which must be, reluctantly, abandoned at present;
- *Arts & Culture (Arts and Culture for Social Change)*, in which we intend to help the main actors develop the capacities necessary to survive in a harsh funding environment.
- *Early Childhood Education and Care (Investing in Early Childhood)* in which we will strengthen the capacity of existing actors and help the field move beyond its formative stages.

The foundation also intends to develop two major initiatives, for which OSF has already committed significant resources and in which we believe we can make significant gains over the strategy period:

- **INTEGRITY IN THE EDUCATION SYSTEM**, which is both important in itself and which may serve as a model for how other sectors can be made accountable and transparent. We will build upon the success of the National Testing Center initiative to lead a focused effort of parents, teachers, students and education reformers to bring reforms to all levels; and,
- **BRINGING FUNDAMENTAL DIGNITY TO THE RURAL POOR**. Given the resources committed by the OSF Emergency Fund, OSI Tajikistan sees an opportunity to focus government and donor attention on how fundamental economic opportunities and concomitant legal empowerment of the rural poor can be significantly improved.

OSI Tajikistan's staff will be reoriented so that each major initiative has a clear team leader. Staff with field-specific responsibilities will continue to oversee activities in these areas. As the

¹ In red color OSF fields

foundation exits programs and commitments not central to this strategy, staffing is likely to be reduced by as much as 20% in 2014, and by as much as 40% by 2016.

2. Foundation History & Context

This year Tajikistan celebrates 22 years of independence, and despite many years of concerted efforts and considerable assistance from the international community, Tajikistan still teeters on the edge of being a failed state, with massive corruption, lack of transparency, a large-scale and continuous brain drain driven by uncontrolled labor migration, widespread human rights abuses including systemic use of torture by law enforcement agencies, drugs trafficking and its destructive effect on public health and the rule of law, the deepening decay of social infrastructure and safety nets, weakening civil society, a growing and increasingly alienated young population, and an unstable economy. The foundation's role is recognize these conditions, design initiatives which allow citizens themselves to demand more from the government, and demonstrate to the state that meeting citizen demands is in fact feasible.

The Open Society Foundations started funding for Tajikistan in the mid 1990s, with grants to UNHCR, Relief International and Save the Children to help refugees of the Tajik civil war who had taken refuge in northern Afghanistan. OSI Tajikistan was registered as a national foundation in July 1996 under the OSI Central Eurasia Project, at a time when the civil war was still in progress. The hostage taking crisis in 1997 resulted in the evacuation of the Executive Director, along with many other expatriates from international organizations; full work only resumed ten months later. With the establishment of its first National Board in 1998, OSI Tajikistan was re-registered as branch office of Open Society Institute Assistance Foundation. Gradually, OSI Tajikistan evolved from an information center to an organization supporting grass root NGOs with small grants, implementing OSI network projects with more strategic and clear outcomes and acting as a facilitator of necessary policy and advocacy efforts.

In 1999 a discussion paper on *Women and Drugs* was published, highlighting issues related of postwar violence against women and leading to the creation of a strong partner organization, the League of Women Lawyers. It also prompted discussion about issues of torture and the death penalty. OSI Tajikistan and its partners raised a public campaign against the death penalty and in 2004 the government announced a moratorium on executions. OSI Tajikistan also gradually introduced Tajik society to critical methods of analysis, strategic thinking and understanding of ways to build a more open society.

In 2007, the foundation, along with many other NGOs, had to go through the process of re-registration under a new Law on Public Organizations that was adopted in Tajikistan as in a number of countries of the former Soviet Union following the hysteria around the "color revolutions" in Georgia and Ukraine. Unlike the National Democratic Institute and Freedom House, OSI Tajikistan was successfully re-registered, but this has highlighted the degree to which the government views democracy-oriented NGOs suspiciously.

In 2009 the foundation started dealing with issues related to transparency, by conducting policy research and organizing regional conferences such as *Corruption in Higher Education Institutions in Central Asia*. OSI Tajikistan's recommendation to create a system to minimize corruption resulted in the development of a concept paper on transparency in university admission, which was then adopted as policy by the Government of Tajikistan. This led directly to the establishment of the National Testing Center with government and World Bank funding and OSF technical assistance. This experience taught us that, where we can lead the process of

analysis and piloting, we can in fact count on government and major donors to adopt and implement appropriate initiatives.

From 2002 to the present, in addition to OSF network funding, OSI Tajikistan has received major funding and co-funding from USAID, the EU Democracy Fund, Asian Development Bank, DFID, the World Bank, EBRD, the Swiss Agency for Development and Cooperation OSCE, the Dutch Humanitarian Institute for Cooperation and others. It implemented projects in the field of harm reduction, drug demand reduction fields, Step-by-Step and PEAKS - education reform, economic empowerment of women and local budget transparency as well as supporting arts and culture projects. These projects have in general been highly rated by external evaluators.

OSI Tajikistan's 2014-2017 strategy reflects a number of lessons learned to date:

- the government does respond to pressure from its major lenders and international supporters to adopt new practices and deliver better services, once it has been shown how it can do so (witness the National Testing Center);
- there are still few fields in which nongovernmental actors are strong enough to take the lead in designing and implementing initiatives; OSI Tajikistan is still required to be actively involved in design and implementation if initiatives are to be successful;
- there are critical areas in which the foundation itself is "the field" (e.g. critical thinking) and if these are important to us, then we ourselves need to be engaged in delivery;
- Tajik elites, in government, the private sector and among intellectuals, as well as many private citizens, can see the dangers of further state disfunctionality – they can see both Afghanistan and Uzbekistan as examples of directions the country does not wish to go; OSI Tajikistan can generally find implementation allies for carefully designed initiatives; and,
- Change takes time, and a four year strategy horizon is extremely useful to the foundation and its activities.

3. FEALTY TO FIELDS & PLACES

"Out beyond the idea of right thinking and wrong thinking there is a field... I will meet you there..." Rumi

Across all of OSI Tajikistan's priorities and in virtually every area related to open society, with the exception of a very few relatively strong institutions, "fields" in Tajikistan are still weak. This is in part because Tajikistan's post-Soviet transition was marked immediately by civil war, followed by one-family rule, because the country never benefited from significant donor funding, because large parts of the country are difficult to access, because rural poverty is so deep, and because for the past decade Tajikistan's young and its educated have been leaving in search of opportunity abroad. We recognize that civil society development in Tajikistan is still significantly behind its development in Central Europe and even in Russia, Ukraine and the Caucasus. This does not mean that the sector is not still critical to the country's transition to stable democracy, just that progress has been slow. In essence, we are still challenged to develop the major constituencies of the field – NGOs, NGO leaders, analysts, advocates – and transmit basic concepts in most of the areas which are priorities for open society; in very few areas can we currently count on established players to take the lead in designing initiatives and putting together realistic budgets and implementation plans.

We have identified five priority areas.

3.1 Transparency and Accountability *(Combating Government Corruption)*

The field is just developing in the country and civil society capacity to hold government and the private sector to account is still extremely limited. Citizens are just beginning to understand that they have a right to information, and that democratic governments are supposed to be held accountable. There has been important progress at the state level: the Government of Tajikistan has joined the Extractive Industries Transparency Initiative and the Ministry of Finance has publicly announced a serious commitment to the Open Budget Initiative. To date neither government nor major donors are making serious attempts to engage civil society in decision-making processes, but the core third sector institutions have been formed. They include the Consumer Union of Tajikistan/EGI, focused on consumer rights; Transparency for Development Coalition, established with the assistance of OSI Tajikistan and focused on budget monitoring and extractive industries; Public Fund Civil Internet Policy Initiatives, focused on access to information and Internet policy development. These institutions have received funding from the World Bank, UNDP, Germany's GIZ and OSF's CEP in addition to OSI Tajikistan.

Over the course of the strategy period, OSIAF intends to:

- Provide the major institutions with capacity building grants and technical assistance, based both on their stated needs and on our assessment of their organizational capacity-building needs;
- Fund them in particular in developing and providing the kinds of products and services which will be useful to citizens, to other civil society actors, and to government reformers, so that they demonstrate their value and advance their prospects for sustainability.

Within the OSF family, we plan to involve EITI, the Open Government Partnership and the Open Budget Initiative. We plan to approach the field's current supporters (see above) to coordinate support when possible.

3.2 Human Rights *(Torture and Other Ill Treatment)*

The field is reasonably well developed in Tajikistan, though, like most NGOs in the country, the main actors suffer from lack of reliable funding. Over the strategy period the foundation is primarily concerned about the capacity of the field in combating torture. Currently, an established NGO coalition against torture is in place, with well structured strategies and implementation plans, funded by multiple partners, including OSCE, Amnesty International and the U.S. Embassy. The coalition includes the Independent Center for Human Rights (which has authored a report on torture in pretrial detention centers), the League of Women Lawyers (an initiator of discussion on domestic violence and the death penalty, and which also works on legal aid for victims of torture and their families), Nota Bene (the coordinator of the anti-torture Coalition), the Child Rights Center (which works on legal aid for youth and authored a report on torture in juvenile prison) and the Bureau of Human Rights and Rule of Law (author of a report on ill-treatment in mental hospitals), and other stakeholders. The coalition operates the website www.notorture.tj.

OSI Tajikistan intends to continue working with the OSF Justice Initiative and Brussels Office, the International Human Rights Policy Group and others to fund for at least the next two years the coalition's initiatives and its efforts at capacity building, including in particular strengthening the ability to use forensic tools more effectively in examining victims of torture and getting evidence considered during pretrial hearing and in court. Expected partners in providing technical assistance will include Physicians for Human Rights and the Central Asian Litigation Resource Center.

3.3 Public Health *(Challenging the health establishment to advance human rights)*

The field of public health in Tajikistan of necessity covers a wide range of previously neglected problems. Of most importance to the Foundation are those which focus on the most vulnerable and marginalized segments of society, including people with mental health issues, people with life threatening disease and those in chronic pain, substance abusers, sex workers, and people living with HIV/AIDS. Because thinking about the human rights dimensions of public health problems is so new, OSI Tajikistan in the past followed the lead of the OSF Public Health Program in determining where new concepts might be introduced and new approaches demonstrated. The strategy has had some success, as the *“National Strategy for Health of the Population of the Republic of Tajikistan for the Period of 2010-2020”* includes mental health and palliative care in its top priorities.

There are a number of new and still fragile organizations working in the field. These include associations of parents of children with autism (“Iroda”), Downs Syndrome (“SiDa”) and disabilities (mainly cerebral palsy) and organizations focused on de-institutionalizing care of those with mental health issues (“Ranginkamon” and others). Particularly important at present are the Association of Nurses & Midwives and the Association of Oncologists who are championing initiatives on palliative care and prepared to undertake projects to demonstrate low cost approaches which can be adopted and expanded.

These NGOs have received limited funding from Project HOPE, the Global Fund for HIV/AIDS and the Abilis Finland Fund. However, all are still essentially in their formative phases. OSI Tajikistan’s goal is to significantly strengthen their fundamental delivery capacities over the next four years, leaving behind at least a critical minimum of third-sector institutions with monitoring, advocacy and mobilization skills. The foundation plans to make capacity building grants available, provide technical assistance across parameters of institutional effectiveness and sustainability, and provide project funding which enables them to develop and demonstrate delivery capacities. We will also support the work of the Judicial Training Center under the Council of Justice, who are working to develop understanding of human right issues in patient care.

3.4 Arts and Culture *(Arts and Culture for Social Change)*

The field of arts and culture is deteriorating in Tajikistan, since government support is limited and focused on “artists” who reflect nationalist narratives, and since there is little informed or sustained private sector support. Artists are increasingly abandoning the country to work in Russia as labor migrants. The few international donors who work in the area of culture do not have reformist or creative funding agendas. OSI Tajikistan support is still critical in promoting tolerance of different views and traditions and limiting the brain drain of cultural activists. The foundation conceives of the field as including activities which promote intellectual life, critical thinking and social engagement by young people.

The main institutions include the culture centre “Art Ground”, which is the only player in the field of contemporary art, “Didor”, an NGO focused on interregional exchange of good cinema which organizes festivals across Central Asia, and “Nigohi Nav”, a youth initiative focused on innovative theater by young actors. They need significant assistance developing better financial and overall management skills, better outreach and fundraising, and better planning skills to help them cope with an uncertain and challenging funding environment.

3.5 Early Childhood Education and Care *(Investing in Early Childhood)*

The field of early childhood development is weak in Tajikistan. Parents lack access to knowledge about child development and their children’s rights and the state struggles to provide

adequate basic education and care especially for children in poor, rural areas. There is a present opportunity to significantly strengthen the field in the context of a Global Partnership for Education allocation of \$16.2 million for Tajikistan over the next three years. OSI Tajikistan's main concern is to see that NGO advocating on behalf of the most vulnerable families are active participants in the Global Partnership for Education initiative and emerge from it with sustained capacity to advocate for their interests. The most important NGO currently is "Multikid" in Dushanbe, created in 2000, which has worked with the foundation on early childhood development (and previously with Step-by-Step) and programs such as design and development of books for preschool children. They are currently focused on piloting low-cost and sustainable community-based centers for ECEC. Other potential field actors are the NGOs "Firuza" in the north, and "Fidokor" in the south. The foundation intends to allocate funds to provide for basic capacity building, advocacy and advocacy training, as well as limited co-funding for pilot projects and other initiatives which give these NGOs experience in delivering programs and services.

4. FOUNDATION CONCEPTS & INITIATIVES

Over the strategy period, the foundation proposes to develop two major initiatives.

4.1 Integrity in the Education

Tajikistan is one of the most corrupt states globally, ranked 157th out of 174 on Transparency International's Index. Education is one area in which public disgust with corruption is high and where few deeply entrenched powerful interests have a direct stake: it is the area we believe is ripest for reform. In recent years, OSI Tajikistan has actively supported two major national reforms in the education system: the introduction of a policy on inclusive education, and the establishment of the National Testing Centre (www.ntc.tj), together with the associated single university entrance examination and common admissions process. Both these initiatives have been widely praised by concerned educators and education reform advocates, and have been carried out with active government and international donor participation. In agreeing to establish the NTC (see Attachment A), the government tacitly admitted that education sector corruption was an issue, that parents had a right to expect reform and that nongovernment organizations had a role to play in effecting change. We see a clear opportunity to use this opening to drive a significant wedge into the problem of corruption, and by doing so successfully in education we hope to demonstrate that it can be done in other sectors.

Big Idea. OSI Tajikistan will assemble and lead a coalition of reform-minded institutions and individuals which either significantly reduces corruption in education or significantly increases the costs – in public exposure, shaming, active protests and legal action – to those engaged in corrupt practices.

Specific Outcomes:

- The National Testing Center will have received rigorous technical support, intensive capacity building and support for the management and policy issues, particularly in relation to the new University Entrance Examination system. Mechanisms (such as a hotline) will be in place to expose fraud or tampering during the preparation, distribution, and administration of the test;
- NTC's activities, effectiveness and integrity will be being monitored continuously by one or more independent NGOs, with the skills and capacities to do so;

- A nation-wide network of Parent-Student-Teacher associations will have been created to monitor the extent to which reforms are implemented and to continuously advocate for improvements to the quality of education;
- A sustained public awareness campaign will have been conducted, exposing the most egregious failings in education, the most damning examples of corruption and any attempts to undermine the effectiveness of the NTC or other reform initiatives;
- At least one strong independent NGO will be providing sustained professional analysis and advocacy for education reform and will be actively engaged with local, regional and national authorities in championing reform and quality improvements; and,
- At least one strong independent NGO will be regularly advocating for, monitoring and reporting on efforts to include marginalized children in the formal education system.

Each of these outcomes should be clearly assessable, as framed.

Partners, beneficiaries and tools. Implementation partners will include the existing parent-teacher-student organizations and NGOs such as the Education Reform Support Unit “PULSE”, which focuses on education policy recommendations and innovations, the Tajik Association of Critical Thinking, which focuses on introducing innovative courses promoting critical thinking, and the Association of Parents of Children with Disabilities which focus on inclusion of children with different disabilities in mainstream education. Our funding will allow them to develop important analytical, advocacy and monitoring capacities, and to seek and manage third party funding in support of their work.

Where critical institutional actors do not yet exist – for example in combating corruption and promoting accountability and quality in the sector – we will support their establishment or work with existing NGOs to take on these responsibilities. We have allies in the Ministry of Education, schools and universities and in local authorities who share our commitment these reforms, and who will work with us in this monitoring process. We will seek the active engagement of the World Bank, already a partner in NTC, PULSE, and the Association of Parents of Children with Disabilities. Over the course of the implementation period we expect the foundation, generally through its NGO partners, to take the lead in activities which expose specific corruption and specific failures and build constructively on citizen outrage. We will seek co-funding from less bold funders for support of analytic work and technical assistance; however, should this co-funding not be available, the foundation believes it can marshal the resources for these activities as well.

Risks:

- We are relying on nongovernmental organizations and associations to provide quite sophisticated monitoring of quality improvement and corruption. It will be challenging to develop the necessary technical capacity and keep talented individuals engaged long enough to build up real third sector capacity. We believe a four-year time frame allows us to do both;
- Exposing corruption, and systemic inefficiency will lead to opposition from elements who stand to lose in reform. The coalition members needs to prepare from the outset for how they will respond to attacks;
- Given the degree to which corruption is entrenched, and the desperation of parents to obtain advantage for their own children, even a four-year effort may not be sufficient. However, we believe global experience in combating corruption in education, from OECD’s efforts in

Serbia to the forthcoming Transparency International “*Global Corruption Report: Education*” provides examples of how we can achieve significant results in our timeframe.

4.2 Bringing Fundamental Dignity to the Rural Poor

Addressing rural poverty across the board in Tajikistan is a challenge which the government and its major donors will be addressing for the foreseeable future; most Tajik citizens will be poor for many more years to come. The element of rural poverty which most concerns the foundation is the way in which the departure of the main breadwinners can reduce families and individuals into abject and vulnerable poverty – where women are forced into drug trafficking and sex work, where the elderly lack food and basic care, where children can no longer go to school. *Households where the main breadwinners are either already abroad as migrant workers or intending to go abroad because of lack of local opportunities (and these are the vast majority of households), present a focused target group where OSI Tajikistan can partner with major donors to pilot cost-effective approaches to reduce economic and legal vulnerability.* Two circumstances provide a window of opportunity for a comprehensive approach appropriate to the foundation’s resources. Firstly, the World Bank and Tajikistan’s donors are committed to a strategy promoting the growth of private enterprise in the country and significant small and medium enterprise funding is available, including \$775,000 (see Attachment B) from the Soros Emergency Fund. Secondly the Government of Tajikistan has formally requested assistance from OSI Tajikistan in drafting a strategy for legal empowerment focused on the rural poor.

Big Idea: Within this window, *the foundation intends to show that the economically disadvantaged in Tajikistan can themselves develop entrepreneurial solutions, create small businesses, employ their neighbors and strengthen the rural economy, with only modest investments of capital and training, and provided they are empowered to demand and defend basic legal rights.*

The concept will be initially developed in the seven remote districts previously identified under the Emergency Fund program (Aini, Panjakent, Shaartuz, Kabodiyon, Djillikul, Bokhtar and Kumsangir), where poverty is endemic, traditional economic opportunities are few, large numbers of households are headed by women or the elderly, and where younger and more entrepreneurial individuals look at migration as their likely path.

Specific outcomes:

Fundamental understanding:

- The country’s opinion leaders, officials charged with mitigating the impact of poverty and advocates for the interests of the poor will understand and be able to articulate the human rights dimensions of poverty;
- Critical international research, innovative approaches, best practices and the like will be accessible to individuals charged with or motivated to reduce poverty (major documents available in Russian; critical shorter documents in Tajik and Uzbek). Tajikistan will be fully integrated into the global dialogue on poverty reduction.

Economic empowerment:

- Potential entrepreneurs – of whatever age, gender or background – will be receiving appropriate, low-cost assistance in developing realistic business plans, through a network of trained coaches and technical advisors specifically focused on the challenges facing them;

- OSF Emergency Fund-underwritten loans are being channeled to entrepreneurs with well-developed and particularly innovative plans. Other microfinance loans are also financing well-developed (if more conservative) plans;
- The usefulness of business development facilitation and training is understood by local government authorities and they demonstrate willingness to themselves underwrite costs associated with maintaining this capacity. The model is attractive enough to potential larger scale funding from IFIs and the government; and,
- Businesses created through this process are significantly more successful than comparable initiatives created otherwise, after a reasonable period (initial estimate, 5 years). They employ significantly more local individuals and result in a measurable rise in economic stability for their initiators.

Legal empowerment:

- A legal framework and national strategy for empowerment of the poor will have been shaped with significant international expertise and local civil society participation;
- In the target regions an effective and low cost model of legal empowerment will be operational, whether based on paralegals, legal aid clinics, or some other model;
- The most effective legal empowerment model(s) piloted will be under serious consideration for adoption by the government and international supporters, with a view to replication across the country; and,
- A network of local experts will exist, funded by multiple partners, focused on advancing the cause of legal empowerment of the poor across the country and capable of high level monitoring and advocacy.

Beneficiaries, partners and tools. Clearly the most immediate beneficiaries are those entrepreneurs in the target regions who would otherwise not have been empowered to advance business ideas and have them funded, as well as employees, family members and other who benefit from enhanced economic security. Over time we expect beneficiaries to reach beyond the initial target regions and to include those who benefit from legal options as well as economic ones. OSI Tajikistan's most important implementation partners by category are likely to be:

- Loans: Micro-finance Institutions in the target regions, including Rushdi Vodii Zarafshon, Chilu Chor Chashma and Vakhshmicrofin all of whom were funded by UNDP and DFID.
- Technical assistance/Advice: Free Market Center of Tajikistan, Soros Economic Development Fund, and providers of consultancy to SEDF and other OSF-supported initiatives.
- Legal empowerment: Depending on their capacities in specific regions, the Women Crisis Centers, Human Rights Center and Association of Pamir Lawyers.
- Fundamental understanding: We intend to engage global peers, including representatives of BRAC (Pakistan), the UN High Commission on Human Rights, World Bank and USAID in identifying critical lessons and sharing these locally.
- Co-funders: We intend to seek co-funding and technical assistance from OSJI, the OSCE, the Embassy of Finland, the European Commission Delegation in Tajikistan and UNDP.

Our main implementing tool will include loan underwriting, implementation and capacity-building grants, technical assistance, grants for dissemination of findings and models, support for advocacy efforts aimed at keeping the government engaged and delivering on legislation, funding and other forms of support.

Risks:

- Loan recipients may not be able to create sustainable businesses, either because technical assistance was weak, loan conditions were punitive, outside opportunities were too compelling or local economic conditions too dire. OSI Tajikistan accepts that a percentage of ventures will fail, and will attempt to structure assistance and loans in such manner that fewer initiative-supported efforts fail than would have been predicted. We will also be ensuring, for example, that loan applicants know how to evaluate the effect of higher interest rates on business viability.
- The model will not be effective or low cost enough to extend beyond the target regions or without ongoing OSI/OSF support. The foundation will attempt to ensure that key government agencies and their international donors are fully engaged in implementing the pilot program.
- The government will not enact laws which support legal empowerment, or legal assistance will prove ineffective in empowering would be entrepreneurs to run their businesses successfully. Insisting that the process of law-drafting is transparent and inclusive of important stakeholders is one strategy to address this.
- The human rights dimensions to poverty may prove too subtle for local opinion leaders and officials to grasp; Tajikistan elites, like elites elsewhere, may come to accept abject poverty as a normal feature of the social landscape. We intend to persuasively make the case for a human rights approach and that significant progress is in fact possible.

5. SHARED FRAMEWORKS

We do not have enough information so far on the status of shared frameworks to make any informed decisions on participation. The foundation is interested in being part of shared frameworks on Inclusive Education, Migration, Torture, and Transparency and Accountability.

6. OTHER SIGNIFICANT COLLABORATIONS

At present the foundation plans significant collaborations with the CEP, OSJI, Human Rights Initiatives and foundations in Kazakhstan and Kyrgyzstan addressing torture, extractive industries monitoring and initiatives which focus on combating ruling elites hiding assets abroad, should any of these come into being. We anticipate strong collaboration with IMI and Russia program on issues related to Labor migration.

OSI Tajikistan will continue close collaboration with Early Childhood Program on early childhood development, the Education Support Program on issues related to integrity to education system, NTC and inclusive education. For international advocacy in Europe and US we will continue our work closely with OSF DC and Brussels offices.

7. INTERNAL ORGANIZATIONAL PLANS

In light of new strategy OSI Tajikistan staff roles will need restructuring. Support for each field will need to be overseen by a staff person with adequate understanding of the critical issues and an ability to monitor implementation, and each major initiative will need clear high level staff leadership. While it is too early to make accurate calculations, overall staff numbers are likely to be reduced by as much as 20% - 30% in the first year and progressively thereafter to perhaps 40% of current numbers.

2014 WORK PLAN FOR OSI AF IN TAJIKISTAN

Fealty to Field or Place. (In RED - OSF fields)

Fields or Places	Primary Beneficiary	Amount	Supporting Staff	Significant deviations in case of High or Low budget approval
Transparency and Accountability (Combating Government Corruption)	Consumer Union of Tajikistan; Transparency for Development NGOs Coalition, Public Fund CPI, Public organisation Khoma, Public Fund Internet, Group of Policy Analysts Policy Group	5 Grants to support of (\$280,000; Q1, Q2): PO Khoma: Development of Guidance on Digital Advocacy tools in national language. Improving Technological Skills of citizen activists on using of data and support of consultancy. Consumer Union of Tajikistan: Civic engagement in decision making processes on hydro electricity to demand accountability. Transparency for Development Coalition: Awareness raising campaign on budget and extractive industries transparency at 12 districts of 3 regions. Public Fund CPI: Information campaign on access to public services in 6 big towns. Public monitoring on accessibility and quality of public services. Public Fund Internet: Support of 2 open data workshops for stakeholders. Integration of open data standards into public services portal 2 skills-building trainings for core T&A partners (\$40,000; Q1, Q2) Policy Group: Policy papers and documents on Good Governance and Democratic Practice initiatives	Program Director- 0.75 Full Time Equivalent (FTE) Program Coordinators 3.5 FTE	Transparency for Development Coalition: High - Awareness raising campaign on budget and extractive industries transparency at 15 districts of 4 regions. Low - Awareness raising campaign on budget and extractive industries transparency at 10 districts of 2 regions. Public Fund CPI: High - Information campaign on public services and public monitoring on accessibility and quality of public services in 8 big towns. Low - Information campaign on public services public monitoring on accessibility and quality of public services in 4 big towns. 1 skills-building training
Human Rights (Torture and Other Ill Treatment)	Members of NGOs Coalition Against Torture (http://notorture.tj/en), including Bureau of Human Rights and Rule of Law, Independent Center for Human Rights Protection, Human Rights Center	3 Grants (\$87,000; Q1-3). 3 trainings for advocates documenting torture cases (Q2,3) • Strengthen capacity of sector to combat torture - drafting new Coalition's strategy; study tour to Kyrgyzstan and Regional Resource Center, as was discussed with OSI • Assist in adoption of effective forensic tools through specialized trainings and workshops based on Istanbul Protocol - external partner Physicians for Human Rights • Support efforts to see that forensic evidence is accepted in pretrial hearings and in court by initiating dialogue with Ministry of Justice	Program Director - 0.25 FTE Program Coordinator - 0.5 FTE Program Assistant - 0.5 FTE	We will give 1 more grant in a High Budget Scenario . We will have 1 less grant in a Low Budget Scenario .
Early Childhood Education and Care (Investing in Early Childhood)	"Multikid", "Fidokor", Association of Parents of Disabled Children and Community Based Centers - Early Childhood Development NGOs;	5 Grants (\$120,000; Q1). Skill-building workshops (Q2, Q3) • Initial meetings with local field actors, Global Partnership for Education Initiative and others to map out OSI Tajikistan added value in field (Q1). • Fund capacity development where needed to ensure local NGOs can play (Q3-4) significant roles in Global Partnership for Education Initiative. • Support "Multikid" and "Fidokor" in designing and seeking funding (including OSI Tajikistan support) for appropriate pilot program on ECEC (Q1-Q3).	Two program Coordinators (JK/ZK) + local mentor coordinators/parent-facilitators	We will support 4 skills-building workshops and mini-seminars in a Low Budget Scenario . We will add mentoring visits out in the regions at the community based centers and local NGOs in a High Budget Scenario .
Public Health (Challenging the health establishment to advance human rights)	PO "Markazi Nur", "Ranginkamon", "Zdorovye", Parents Organisations of children with Autism, Down syndrome, Association of the social workers, Republican clinical research cancer center, Association of nurses and midwives, Association of oncologists, Cancer Center of GBAO, Association of pediatricians, Hospital of infectious diseases of Dushanbe, Police academy, Judges Training Center under the Council of Justice.	For high budget 12 Grants (\$210,500;), 3 skill-building workshops + cost analyses research (\$88,000;), M&E- (1500 \$); program admin cost (\$90,000) • Public will be better informed about existing legal tools that can be used to remedy abuses in patient care and how to protect basic rights in the delivery of health services. • Model curriculums for social workers and law enforcement on PC will be developed. • Normative regulatory documents, particularly clinical protocols will be developed. • Research - cost analyses on PC will be conducted to be used as advocacy tool for development of PC in country • International expertise will have been identified in assisting conducting cost analyses research for palliative care • Models on PC services operating • Local communities will have better understanding on rights of children with special mental health needs.	Two program staff + one senior staff	1/ In case of high budget approval we will implement all planned activities, 3 trainings, one research and 12 grants for NGOs/organisations 2/ In case of medium budget we will support 8 organizations and conduct 3 trainings and one research. 3/ Low budget: fund for 7 organizations in and skill buildings 2 trainings.
Arts and Culture (Arts & Culture for Social Change)	NGO Art Group; NGO "Didor", Youth Initiative Group "Nigohi Nav", underrepresented communities, students and young intellectuals, filmmakers, artists, cultural activists	3 Grants (\$73,000; Q1 and Q2) Capacity building training and monitoring visits - \$4,000 Create art spaces for discussion of social issues and public engagement, public presentations on contemporary arts and social theories and movements, exhibitions, artists' talks, performances based on social issues, regular film screenings, and open lectures for underrepresented communities, young intellectuals, artists, cultural activists)	A&C Program Coordinator - 1 FTE	In case of high budget approval we will support 3 NGOs with 3 grants and cover 4 regions of the country and do 2 capacity building training for partner NGOs. In case of low budget we will support 3 NGOs with reduced budget and activities and have smaller coverage for the regions from 4 to 2 and have 1 capacity building training.

2014 WORK PLAN FOR OSI AF IN TAJIKISTAN

Own Concept or Initiative

Goals	2014 Milestones	Activities	Supporting Staff & Main Collaborators	Deviations High or Low
<p>OSI Tajikistan will assemble and lead a coalition of reform-minded institutions and individuals which either significantly reduces corruption in education or significantly increases the costs – in public exposure, shaming, active protests and legal action – to those engaged in corrupt practices”.</p>	<ul style="list-style-type: none"> The National Testing Center will have received rigorous technical support, intensive capacity building and support for the management and policy issues, particularly in relation to the new University Entrance Examination system. Mechanisms (such as a hotline) will be in place to expose fraud or tampering during the preparation, distribution, and administration of the test; NTC’s activities, effectiveness and integrity will be being monitored continuously by one or more independent NGOs, with the skills and capacities to do so; A nation-wide network of Parent-Student-Teacher associations will have been created to monitor the extent to which reforms are implemented and to continuously advocate for improvements to the quality of education; A sustained public awareness campaign will have been conducted, exposing the most egregious failings in education, the most damning examples of corruption and any attempts to undermine the effectiveness of the NTC or other reform initiatives; At least one strong independent NGO will be providing sustained professional analysis and advocacy for education reform and will be actively engaged with local, regional and national authorities in championing reform and quality improvements; and, At least one strong independent NGO will be regularly advocating for, monitoring and reporting on efforts to include marginalized children in the formal education system. 	<ul style="list-style-type: none"> OSI carries on with the trainings and technical assistance through its global partners (Anglia Assessment and Hawker Associates) Recruit/establish appropriate “steering committee” for overall initiative. Present expected outcomes and proposed program; revise on basis of expert advice Meetings with central NTC and its regional branches to outline OSI Tajikistan objectives on public relations and advocacy campaign. Test Design public awareness materials and dissemination strategy. Test materials with appropriate audiences. Design and test hotline for exposing fraud or tampering. Train monitors in how to expose & report. Plan, in advance, response strategy for use if/when fraud detected Identify lead NGOs to strengthen as part of overall initiative (monitor NTS, provide independent professional analysis and advocacy, inclusive education, PSTA training...). Agree on coordination mechanisms for NGOs involved. Negotiate terms of services. Identify potential PSTAs champions. Ensure they fully understand options, best practices. Identify institutions to lead in providing technical assistance. Negotiate terms of services. 	<p>Two staff and an assistant working with the pre-existing consultancy firms: Anglia Assessment and Hawker Associates (Q1-Q4)</p>	<p>High budget: Continue to work with the two consultancy firms: Anglia Assessment and Hawker Associates.</p> <p>Low budget: target the pre, during and post actual examination in 2014.</p>
<p>Bringing Fundamental Dignity to the Rural Poor (Legal and Economic Empowerment of the Poor and Marginalized)</p>	<ul style="list-style-type: none"> Potential entrepreneurs receiving appropriate assistance in developing realistic business plans, through a network of trained business facilitators Underwritten loans are being channeled to entrepreneurs with well-developed and particularly innovative plans. Business development facilitation and training is understood and institutionalized <p>A legal framework and national strategy for empowerment of the poor will have been shaped (based on laws drafted by the government and supported by OSI: Law on Legal Aid, Law on Advocatura, and Law on Mediation);</p> <p>In the target regions an effective and low cost model of legal empowerment will be operational;</p> <p>A network of local community advisers will exist, focused on advancing the cause of legal empowerment of the poor across the country and capable of sufficient level monitoring and advocacy. The scope of their involvement will be defined by the Law on Legal Aid. The local community advisers will assist rural poor with their legal issues concerning common economic, social, and civil rights.</p>	<ul style="list-style-type: none"> Issue 1 project grant to local NGO to provide assistance in the development of business ideas among rural poor and build the pool of business consultants in the regions. Hire a international consultant for independent assessment of likelihood success. To enroll an international consultant Piotr Korynski suggested by the Soros EDF for independent assessment of project success likelihood. Expend the geography of the project to 2 more districts. <p>Initial studies on effective models of legal empowerment in similar environments will have been assembled, analyzed, translated and disseminated.</p> <p>Local implementers will have been identified; terms for initial grants/ contracts will have been agreed (to run pilot model in 4 local community advising Centers);</p> <p>Conduct 2 Workshops to develop new Strategy for empowerment of the poor (Detailed plan will have been developed);</p> <p>Local network of community advisers on legal empowerment of the poor will be in place and fully committed to initiative;</p>	<p>Program Director - 1 FTE Program Coordinator - 1.5 FTE Program Assistant - 0.5 FTE</p>	<p>High budget: Expend the geography of the project to 3 more districts.</p> <p>Low budget: Expend the geography of the project to 1 more district.</p> <p>High budget: Fund 1 more Center to run a pilot model in regions and have an international expert to conduct independent model assessment.</p> <p>Low budget: Fund 1 less Center to run a pilot model in regions.</p>

Shared Frameworks

SF	Goals	2014 Milestones	Activities	Supporting Staff & Main Collaborators	Deviations High or Low