



Strategic
Plan

2018-2020

**Public Foundation Fair and
Sustainable Development Solutions**

I. Executive Summary

Fair and Sustainable Development Solutions (FSDS) is a regional not-for-profit organization based in Kyrgyzstan and found in 2014. The organisation works for the inclusive society and fair economic development in the region. Aiming to find solutions to social, business and environmental problems, FSDS is leaning within its activity on business techniques and human rights respect, gained from the experience and knowledge of its strategic partner, ICCO Cooperation.

FSDS VISION:

A country without poverty with an open civil society where people assume their rights and duties and a sustainable economy providing fair income to households.

The **MISSION** of FSDS is:

To enhance the livelihoods of marginalized people in Kyrgyzstan and Tajikistan by promoting social inclusion and fair economic development.

Marginalized people are considered by FSDS as people with low income sources, without or limited access to public basic services (education, health and social protection) and benefits to be provided based on the vulnerable groups' special needs, socially isolated (fully or partially) from the community. Thus, all **FSDS's** efforts and interventions are focused on the following **TARGET GROUPS**:

- rural community members;
- youth and women led households and youth groups
- Internal and external (labor) migrants;
- children with disabilities (CWD) and their parents;
- local organizations / local NGO networks working in development area.

FSDS core operating VALUES:

The mission of FSDS is the pursuit of the following values:

- All people have equal rights;
- People with disabilities deserve the same opportunity to participate in their community as other people including equal access to transportation, education, jobs, medical care, recreation and housing;
- Well-trained and motivated staff makes a difference in the lives of people in need;
- Organizational support and services are designed first and foremost for people in need (e.g. children, women, poor and youth);
- Creating impact through social entrepreneurship;
- Creation of working places through bringing innovation, providing consultations;

FSDS APPROACH:

- develop practical, manageable and well tested solutions;
- offer tailor-made combinations of applied research, training, coaching and advice;
- work with national consultants from its network to contextualize solutions;
- combine thematic expertise with process facilitation experience;
- enable its partners and clients to make their results and impacts visible;

GEOGRAPHIC COVERAGE of FSDS includes communities in Kyrgyzstan and Tajikistan. The choice is based on the needs of vulnerable people and communities and good possibilities for strong partnerships with local CSOs/communities, local authorities and long-term engagement.

Program/Project Management

✓ **Migration**

The program "Central Asia on the Move" (CAM program) is a joint initiative of a big range of partners on an important theme – internal and external migration in Central Asian region. In 2012 Danish Church Aid (DCA), ICCO Cooperation and Fair and Sustainable Development Solutions (FSDS) launched a joint CAM program for 2012-2015 (Phase 1). CAM Partner Platform was set up with a coalition of more than 25 Civil Society Organizations (CSOs) from Kyrgyzstan, Tajikistan, Kazakhstan and Russia. The main results of the program include the creation of constructive working relationships with authorities in sending and receiving communities and building of community structures that enables migrant communities to articulate their needs and concerns in negotiations with authorities. The overall goal of the **CAM program's 2d phase (CAM-2, 2016-2018)** remains ensuring livelihoods of migrants and migration-affected communities. Within the 2d phase of the program, CAM Partner Platform continues to focus on lobby and advocacy work **to promote the rights of labor migrants from Kyrgyzstan and Tajikistan**. This includes the lobbying the simplification of state registration system, influencing local decision-making and budgeting to respond to the needs of migrant-workers and their families as well as linking potential migrants and VET schools, pre-departure awareness (on migration legislations, rights issues, access to basic services, etc.). One of the main components of the program is creating of alternatives for migration by contributing to job creation, self-employment and building favorable conditions for income generating activities.

✓ **Disability**

FSDS has been provided technical support to the platform "Janyryk" (28 parents associations and supporting NGOs) working for and with children with disabilities from the entire **Kyrgyzstan since 2015**. The provided focused support envisages assistance to the NGOs in their endeavors to unite efforts and become a single effective civic coalition for sake of fight social isolation of the children, fight against violation of human rights and reduction of stigma and discrimination, which is widespread in actual society. The main areas for building capacity of the platform "Janyryk" include financial management, advocacy/lobby, organizational development, gender sensitivity, fundraising/resource mobilization, best practices on childcare, autism, methodologies, rights promotion, parents' mobilization, etc.

In January 2016, FSDS, together with local partners, Public Organization (PO) "Ranginkamon" and Public Association (PA) "Parents of Children with Problems in Development" have implemented 3 year project entitled "Inclusive Community for all" on introducing Community-Based Rehabilitation (CBR) with a complex multi-stakeholder cooperation process in 4 target locations of Sughd region, in **Tajikistan**: Gafurov, Istaravshan, Khujand, and Chkalovsk. The main project goal is to ensure that the children with disabilities in Tajikistan have equitable and barrier-free access to all public services and opportunities, such as health services, education, poverty alleviation, social security, cultural events and to social relationships.

FSDS has recognized that civil society in Tajikistan working towards the disability inclusion is in need to unify and strengthen the fragmented Disable People Organizations and Parent Association towards building a strong civic society and unite their efforts to become a single effective civic coalition to fight social isolation of their CWD, neglect of human rights and reduce stigma and discrimination. **The EU funded project** "Empowerment and Parents leadership towards inclusive society for children with disabilities" (2017-2019) aims to work on the promotion and protection of the rights of Children with Disability (CWD), both girls and boys, **in Tajikistan** guided by both the UN Convention on the Rights of Persons with Disabilities (UN CRPD) and the United Nations Convention on the Rights of the Child (UN CRC).

The aim of the both programs will be to upscale to regional level further that will cover Kyrgyzstan and Tajikistan as one program.

✓ **Community Economic Development**

During 2013-2015 Local Market Development (LMD) Project has been implemented by consortium of ICCO Cooperation and HELVETAS covering target communities in Tajikistan and Kyrgyzstan. The project was aimed at assisting poor farmers to increase their income through value chain development in fruit and vegetable processing. The project worked as a facilitator along the entire value chain: "Farmer Groups – Processing Companies – Trading Companies – Local market/Export". **Starting from 2014**, the experience and knowledge memory of the **LMD project was delegated by ICCO Cooperation to FSDS** to assist the poor to experience the roles of market entrepreneurs, employees or consumers in Kyrgyzstan and Tajikistan. FSDS continues disseminating the relevant experience and approaches in value chain development within the existing and planned projects/programs.

ICCO Cooperation launched the **project "Organic Aymaks in Issyk-Kul"** in 5 pilot areas and **delegated** the mandate **to FSDS in January 2015**. Five pilot rural municipalities (Ayil Okmotu, AOs) were selected to start organic farming in accordance with the Participatory Guarantee System (PGS) approach. The key idea is to convert the whole farmer community to organic. Organic farming addresses the basic needs of rural farmers as it considers use of at hand and natural tools in farming. Organic farming contributes to the living standards of the rural population not only by higher prices for organic products and lower costs of inputs but also with improving environmental and health conditions of the farmers. The project is also aimed at certification and promotion of products of the selected villages. The main partner is Bio-KG Federation of Organic Development.

✓ **Disaster response and preparedness**

As a result of partnership with ICCO Cooperation, FSDS has a good capacity in helping people who are affected by disasters and/or conflict. As a part of ACT Alliance¹, ICCO Cooperation participates in providing fast and effective action in all countries where ACT Alliance has local partners and networks. **FSDS as local partner of ICCO Cooperation in Central Asia, has relevant knowledge in disaster response and preparedness** and together with other local partners of ICCO Cooperation – Rural Consultation Service in Jalalabad, Shoola-Kol in Issyk-Kul and ASDP Nau in Khudjand (Tajikistan) who are familiar with the local social, economic and cultural conditions are able to mobilize resources and provide technical support and humanitarian assistance in accordance with international standards for quality and accountability (HAP benchmarks and Sphere standards).

¹ *Action by Churches Together Alliance (ACT Alliance) is one of the world's largest international disaster network.*

II. Strategy and Implementation Summary

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, FSDS pursues the following **STRATEGIC DIRECTIONS**:

1. Project/program management and consulting services provision for INGOs with/without presence in central Asia.
2. Capacity building and networking with local partner organizations in the region.
3. Development and provision of services in organizational and financial management and social inclusion for local civil society organizations, communities, SME and agri-businesses.

FSDS STRATEGIC OBJECTIVES

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, FSDS will pursue the following strategic objectives:

STRATEGIC OBJECTIVE 1. A more inclusive and equitable society in Kyrgyzstan and Tajikistan where vulnerable and marginalized groups can live with dignity built.

The disability program will continue an assessment of the disability sector and potential interventions in Kyrgyzstan and Tajikistan and it will include various components including lobby and policy, capacity building of the national CSO networks and their member organizations, and initiatives on income generation. Income generation will include facilitation to skill building, employment and supporting startups of small scale inclusive business models (e.g. greenhouse, cattle farming, sewing workshops, etc.).

Expected outcomes:

- 1) local partner NGOs/National Coalitions have strong institutional capacities and skills for the enforcement of social inclusion of vulnerable groups including people/children with disabilities
- 2) Political dialogues of local partner NGOs/national coalitions with duty-bearers at national and regional/local levels built
- 3) Societal stereotypes and stigma towards marginalized groups challenged and contribution to formation of positive attitudes in the society towards social inclusion made.

STRATEGIC OBJECTIVE 2. Effective mechanisms for community engagement in socio-economic and decision-making processes developed.

The key focus of the community engagement will be lobby and policy work related to political space and smallholder empowerment. Migration and shrinking political space for CSOs in Kyrgyzstan and Tajikistan will form the core of this strategic objective. Key interventions will include: 1) strengthening local partner NGOs' capacity on strategic advocacy and political analysis, 2) mainstreaming of gender analysis, 3) improved documentation and measurement of advocacy results for accountability and learning; 4) enhancing the use of social media and other communication tools in facilitating access to information in budget monitoring; 5) promoting dialogue building and constructive engagement of vulnerable groups. Inclusive market to the broader agricultural sector will be promoted as well and it will start with small-scale municipality level, socio-economic interventions that may include Interventions related to governance of local municipalities, agri-based business models, linking farmers to markets and skill building/self-employment.

Expected outcomes:

- 1) Vulnerable groups (including women, youth, labor migrants, etc) are aware of their rights and where to seek support if their rights are violated.
- 2) Public services are provided in compliance with needs and standards and needs of vulnerable groups/communities are reflecting in public budgets.
- 3) Mechanisms of intersectoral coordination regarding migration issues are institutionalized and introduced in cross-country co-operation.
- 4) The environment for increasing income of vulnerable groups (including migration affected families, potential and returning labor male and female migrants) is improved.

STRATEGIC OBJECTIVE 3. Sustainable, scalable solutions to economic development of communities promoted.

Investments in social business includes diversity and inclusion, economic empowerment and environmental sustainability. National/local and international enterprises aim to make positive contributions to community and country development. FSDS is committed to promoting sustainable, scalable solutions to economic development of communities. A strong civil society is a prerequisite for sustainable and inclusive growth - but sustainable solutions to complex development challenges cannot be achieved by the state or civil society alone.

Building on the understanding of mutually beneficial partnerships, FSDS will strengthen its focus on innovative, strategic partnerships with the private sector. FSDS will develop and make use of existing tools to facilitate a dialogue with relevant private and public stakeholders, addressing the need for responsible investment practices.

To assist poor farmers to increase their income through building their capacity in market entrepreneurship, FSDS will continue promoting and facilitating value chain development (“Farmer Groups – Processing Companies – Trading Companies – Local market/Export”) within new projects/programs. Overall, the focus will cover Kyrgyzstan only at this stage.

Expected outcomes:

- 1) Business entities encouraged to act ethically and consider the social and environmental impacts of their business over the communities.
- 2) Trust between the business companies and local communities built and maintained.
- 3) Socially responsible businesses contribute and promote professional development of local community members.
- 4) Local farmers from target communities are able to develop and get benefits from entire value chain.

STRATEGIC OBJECTIVE 4. Favorable conditions for improved and diversified food production in Kyrgyzstan and Tajikistan is created.

Improved and diversified food production, its’ processing as well as increased knowledge on healthy and balanced dietary are the key food interventions that FSDS will promote by involving and supporting marginalized groups of society. To ensure sustainability of its intervention and improvement of overall food and nutrition in Kyrgyzstan/Tajikistan, especially for the vulnerable groups (children, women, poor), FSDS will be also involved in the policy level lobby and advocacy for pro-poor legal amendments.

Expected outcomes:

- 1) Target community members are supported to improve and diversify their food production, thus enhancing family nutritious status and income.

- 2) General public knowledge on healthy and balanced cooking/eating is raised by the nutrition awareness campaigns.
- 3) Food/nutrition stakeholders and duty bears are supported for improved food/nutrition infrastructure, strategies and policy framework.

Strategic Objective 5. Organizational Sustainability strengthened and diversification of financial resources ensured to invest in quality program/project management and/or providing consulting services.

Achieving the organization's strategic objectives it requires a multi-faceted approach that leverages all of the resources, talents, and relationships meaning that FSDS must build upon its current internal strengths and capabilities, organizational infrastructure, resources, and culture. For next three years, FSDS will support a high performance culture, ensuring its staff are clear on what success looks like and tracking all key performance indicators in a transparent manner. Special attentions will be paid for seeking diversified funding and strengthening the downward accountability of FSDS's projects/programs. As part of program management, a priority will be given to synergy development between FSDS's thematic programs (e.g. disability and migration) that can take various forms: geographical overlap; common methodologies; cooperation with the same partners contributing to different programs; or thematic complementarity.

Expected outcomes:

- 1) Governing body actively engaged in FSDS's strategic planning and management
- 2) FSDS is well known at the different stakeholders' platforms
- 3) FSDS's staff performance and engagement in strategic and operational management improved
- 4) Financial Sustainability of FSDS and diversification of funding sources are ensured

PROSPECT AREAS for next three years will also include:

✓ **Consulting Services**

FSDS staff shares a deep commitment to working with CSOs towards their success in effective response on beneficiaries needs. The existing experience of FSDS allows deeply assess CSOs and develop sound recommendations for their further development. FSDS team is able to provide wide scale technical assistance in form of consultancy, workshops, exchange visits, mentoring, study tour, etc.

Below the list of products and services that were identified:

- Design and implementation of (multi-stakeholder) program/initiatives on civic education, community development, economic development;
- Grant program administration of international and national organizations and private sector;
- Surveys, context analyses;
- Capacity building of NGOs in financial and organizational sustainability (including effective financial management)
- Monitoring and evaluation of projects/programs implemented by local NGOs
- Financial consulting services for local NGOs;

FSDS has the ambition to offer consultancy services in agro technology, organic farming through assisting poor farmers to increase their income through value chain development in fruit and vegetable processing. This component of FSDS organizational service profile will be strengthened by forming consultants' pool and building capacity of key staff, intellectual/knowledge basis, and market analysis (demand and supply).

III. Monitoring and evaluation plan

Strategic objectives	Expected outcomes	Key Indicators	Means of verification (sources and methods)	Frequency of data collection	Responsible
SO1. A more inclusive and equitable society in Kyrgyzstan and Tajikistan where vulnerable and marginalized groups can live with dignity built	1) local partner NGOs/National Coalitions have strong institutional capacities and skills for the enforcement of social inclusion of vulnerable groups including people/children with disabilities 2) Political dialogues of local partner NGOs/national coalitions with duty-bearers at national and regional/local levels built 3) Societal stereotypes and stigma towards marginalized groups challenged and contribution to formation of positive attitudes in the society towards social inclusion made	– Number of partner NGOs/National Coalitions with strong institutional and advocacy capacities and skills – Number of decision making made by duty-bearers in favor of target groups – % of community members presented positive attitudes towards social inclusion.	Project narrative reports, Project evaluation reports, Media coverage, Interview with project and NGO partners' team, survey among community members, MoUs signed	Annual	Project/ program and financial staff
SO2. Effective mechanisms for community engagement in socio-economic and decision-making processes developed	1) Vulnerable groups (including women, youth, labor migrants, etc.) are aware of their rights and where to seek support if their rights are violated. 2) Public services are provided in compliance with needs and standards and needs of vulnerable groups/communities are reflecting in public budgets.	– % Vulnerable groups (including women, youth, labor migrants, etc.) able to seek support their rights are violated. – % vulnerable groups/communities have positive opinions about public services	Project narrative reports, Project evaluation reports, Media coverage, Interview with project and NGO partners' team, survey among community members,	Annual	Project/ program and financial staff

	<p>3) Mechanisms of inter-sectoral coordination regarding migration issues are institutionalized and introduced in cross-country co-operation.</p> <p>4) The environment for increasing income of vulnerable groups including migration affected families is improved</p>	<ul style="list-style-type: none"> - % communities with allocated funds in public budget for the needs of vulnerable groups - Number of Networks of representatives from public and private sector - Number of recommendations adopted and implemented by public local authorities on improving the environment for increasing income 	reports on project events		
<p>SO3. Sustainable, scalable solutions to economic development of communities promoted.</p>	<p>1) Business entities encouraged to act ethically and consider the social and environmental impacts of their business over the communities</p> <p>2) Trust between the business companies and local communities built and maintained.</p> <p>3) Socially responsible businesses contribute and promote professional development of local community members</p> <p>4) Local farmers from target communities are able to develop and get benefits from entire value chain</p>	<ul style="list-style-type: none"> - Number of successful cases of partnership between business and local communities - Number of local community members employed by local businesses - Number of successful cases of farmers who developed and gained from value chain 	Annual report, Media coverage, Interview with FSDS's partners, survey among community members, reports on events	Annual	Executive director, Project/ program and financial staff

<p>SO4. Emergency adaptability (including livelihood development) of the communities in Kyrgyzstan and Tajikistan increased.</p>	<p>1) Target community members are supported to improve and diversify their food production, thus enhancing family nutritious status and income.</p> <p>2) General public knowledge on healthy and balanced cooking/eating is raised by the nutrition awareness campaigns.</p> <p>3) Food/nutrition stakeholders and duty bears are supported for improved food/nutrition infrastructure, strategies and policy framework.</p>	<ul style="list-style-type: none"> - % community members applied improved and/or new technologies to improve food production and incomes - % of community members (including % of women) practiced their knowledge on rights to food - Number of local governments implemented right-based food security strategies - Number of policy and decisions made by local authorities on right to food issues 	<p>Project narrative reports, Project evaluation reports, Media coverage, among community members, reports on project events</p>	<p>Annual</p>	<p>Project/ program and financial staff</p>
<p>SO5. Organizational Sustainability strengthened and diversification of financial resources ensured to invest in quality program/project management and/or providing consulting services.</p>	<p>1) Governing body actively engaged in FSDS's strategic planning and management</p> <p>2) FSDS is well known at the different stakeholders' platforms</p> <p>3) FSDS's staff performance and engagement in strategic and operational management improved</p> <p>4) Financial Sustainability of FSDS and diversification of funding sources are ensured.</p> <p>5) FSDS identified its compliance with service market and provided needs-based services.</p>	<ul style="list-style-type: none"> - Number of strategic decisions of FSDS's governing body on applied - Number of FSDS's strategic partners increased - Number of initiatives by FSDS staff's regarding the organization's development/improvement - Financial sources of FSDS diversified and increased for 30% - Number of service types provided 	<p>Project narrative reports, Project evaluation reports, Media coverage, Interview with project and NGO partners' team, survey among community members, reports on project events</p>	<p>Annual</p>	<p>Executive director, Financial director, Communication specialist</p>