

# **CDPF 2010-2012 Strategic Plan**

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## Acronyms

AG	Advisory Group
BoT	Board of Trustees
CBO	Community Based Organizations
CDPF	Civic Development and Partnership Foundation
CF	Community Foundation
CS	Civil Society
CSO	Civil Society Organization
EPF	Eurasia Partnership Foundation
HR	Human Resources
ISO	Intermediate Service Organization
LSGB	Local Self-Governance Body
NGO	Non-Governmental Organization
OD	Organizational Development
PMP	Performance Monitoring Plan
USAID	United States Agency for International Development

## Foreword

Taking into consideration the changes in the external environment and organization's present development phase, in June 2010 the decision was made to review and revise the 2009-2012 strategy.

During the review of the Strategic Plan the knowledge, experience, viewpoints, as well as success and lessons learned by CDPF Board, staff, partner organizations and other stakeholders from previous years were taken into consideration.

Based on the gathered information the CDPF Board and the staff jointly revealed a number of challenges and amended organization's mission, vision, values, as well as those strategic goals which will help the organization to overcome these challenges and serve for the further development of civic society and provide future development of the foundation.

We agreed on a core set of principles laid behind the planning process that are:

- Strategic Plan is a living document regularly reviewed and updated.
- Strategic Plan respond issues present in the civil society and based on the external and internal situation.
- The Plan directly influences decision-making in CDPF. However, this plan focuses on defining strategic objectives, rather than operational details and initiatives.
- Strategic Plan's progress should be monitored, evaluated and reported by the staff regularly.

In conclusion, we would like to thank everyone who contributed to the development of this plan.

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Vahan Bournazian,  
CDPF Board Chair

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David Chityan  
CDPF Director

## Mission Statement

Civic Development and Partnership Foundation (CDPF) supports the development of Civil Society by serving Civil Society Organizations (CSOs), particularly through capacity building assistance and grant management.

## Vision

The further development of civil society supports greater democracy and a more prosperous country through the protection of human rights, civic participation, and welfare of citizens. Hence, our activities are directed to the development and support of civil society, particularly civil society organizations (CSOs).

We envision CDPF to be a leader in identifying civil society challenges and responding to them by bringing together a variety of resources and services, and providing the development of CSOs, and their inclusion and participation. In particular CDPF strives to:

- Provide high quality services that are responsive to the development needs of CSOs and which meet the identified shortfalls in the field.
- Implement initiatives aimed at significantly improving the culture of civil society and the standards of service provision.
- Contribute to the partnership of various organizations and sectors in Armenia by developing and introducing different mechanisms of collaboration and serving as an example in their application.
- Develop our own capacities and self-sufficiency through diversifying our financial resources

## Core Values

### **Accountability and Transparency**

CDPF openly shares information about its plans, projects, activities and achievements.

### **Integrity**

CDPF adheres to the highest ethical standards.

### **Impartiality**

CDPF is guided by its mission and objective criteria.

### **Tolerance**

CDPF respects and encourages a diversity of views and opinions on issues of importance to civil society.

### **Professionalism**

CDPF ensures that its staff, experts, board and volunteers perform to the highest professional standards.

### **Partnership and Collaboration**

CDPF values and encourages collaboration among different organizations and institutions.

### **Self-Sustainability**

CDPF strives to ensure for itself sufficient human, financial and material resources to implement its mission.

## Summary of environment

The number of registered non-profit organization in Armenia is over 4'500 according to the State Registry. Informal statistics show that roughly 25% are actively providing services. Those which remain active face multiple challenges in developing and implementing programs and services. Our survey shows the majority of functioning entities lack the organizational capacity to develop and implement programs effecting positive sustainable changes.

Limited collaboration both within the CSOs and with other sectors is considered an issue that contributes to the reduction of productivity and performance of the non-profit organization. CSOs struggle with weak reputations and a lack of appreciation both within the general public and government entities. CSOs most often do not possess the understanding and skills to address those developmental needs. Moreover, the culture of self-development and building organizational capacities is not present, which puts the CSOs performance under further risk.

Another aspect of CSO development is ensuring sustainability of implemented efforts. The great majority of non-profits in Armenia are financially dependent on donor funding, which is increasingly becoming more and more competitive. While some minor NGOs have developed partnerships and receive some funding from State and Municipal budgets, these practices are not well developed or widespread, and tend to be biased. Non-profit legislation is not in favor of providing financial support to CSOs either. Additionally, the culture of giving, participation and volunteerism remains a major obstacle amongst the general public. Developing new partnerships and networks as well as cultivating and implementing new fundraising approaches is becoming vital for CSOs future performance and sustainability.

Another issue CDPF dealt with in recent years is improvement of non-profit legislation and particularly working in close collaboration with a network of non-profits and international organizations, as well as negotiating with state bodies (government and National Assembly) on the new draft of NGO law. Further improvement of CSO legal environment is set as one of the long-term tasks of CDPF.

Since its establishment in 2006, CDPF has made significant efforts in building partnerships with its core partner ISOs, other development agencies and local entities:

- In collaboration with the Counterpart International CAPS program, CDPF funded and monitored 54 advocacy initiatives and 32 national and local election projects for local entities.
- CDPF partnered with ISOs to initiate and implement several projects aimed at promoting increased development opportunities and capacity building of local non-profits.
- In partnering with a variety of development agencies and donors; Government of Norway; Embassy of the United States in Armenia; WINGS Global Fund for Community Development; European Partnership for Development Foundation, etc, significant program implementation experience was developed.

These efforts as well as collaboration with both local and international organizations will be increased to benefit CSO capacity development.

During the recent years, CDPF was supported by CASP to plan and implement an “Organizational Certification Process”, which is scheduled to be completed by September 2009. Being certified by Counterpart International in accordance with USAID Grant Administration and Management standards will create new opportunities for CDPF to further perform as a local grant-making organization and build new partnerships with international development agencies and foundations.

CDPF has accumulated valuable expertise in service provision to both local CSOs and international organizations. A ‘Local Expert Pool’ was created to address various emerging needs of our clients and beneficiaries. Among others, the following services were offered:

- 108 training programs were provided in various fields to 1490 people from 563 organizations. These trainings offered development on skills and capacities in CS and CSO management areas.

- Collaborative projects were developed with a number of institutional clients, such as WCC Armenian Round Table Foundation, Academy for Educational Development, Jinishian Memorial Foundation and others.
- Research and analysis projects were successfully completed at the request of Eurasia Partnership Foundation and the Peace Corps.
- Administered to a scholarship process in partnership with the US based Armenian Educational Foundation.

As the major area for CDPF financial resource diversification and sustainability, this expertise creates new opportunities for further research into new fields of service provision and expanding our services to new markets and clientele.

The CDPF professional staff and Board of Trustees needs to further develop both internal and external practices and approaches to better meet our beneficiary and client development needs. Development of new and better usage of available web resources and introducing more efficient Marketing/PR and Fundraising practices are other aspects to be focused on during the upcoming period.

## Strategic Goals and Objectives

To address the CDPF mission and vision, four strategic goals were adopted for 2010-2012.

- CSO Institutional Development: CDPF will continue developing efforts aimed at building institutional capacities of local CSOs and channeling funds for CSO activities.
- Improvement of CSO Environment: improvement of the environment and CSOs image became one of the most important activities for CDPF during the last years and it will continue its works in this area.
- Efficient Partnership Development: CDPF will continue promoting intersectoral and CSOs partnerships at local and national levels.
- CDPF Institutional Development: only strong and sustainable organization can serve as example for and support other CSOs thus CDPF continuously develop its organizational capacities and human resources, elaborate and implement new high-quality services and programs, develop its partnerships, and enhance its reputation.

### SG1. CSO Institutional Development

Institutionally strong, well-organized and managed institutions are essential in ensuring efficient performance of Armenian Civil Society in general. Our experience and research show that a majority of active CSOs still lack a variety of knowledge and skills to ensure effective operations and to impact on target areas. The following Strategic Objectives and approaches address this Goal.

#### *SO 1.1. Develop CSO capacities*

- 1.1.1. Provide specific non-for-fee training and consulting to CSOs
- 1.1.2. Provide information and resources to CSOs
- 1.1.3. Implement specific projects to foster CSO development
- 1.1.4. Adopt/Incubate new models for civil society development

#### *SO 1.2. Support implementation of CSOs initiatives and projects*

- 1.2.1. Promote alternative funding opportunities among CSOs
- 1.2.2. Provide funding for CSO initiatives
- 1.2.3. Link/Mediate donor funding and local CSOs initiatives and projects

### SG2. CSO Environment Improvement

#### *SO2.1. Promote civil society concept*

- 2.1.1. Improve CSO image among the population and main stakeholders
- 2.1.2. Promote civic participation and volunteerism

#### *SO2.2. Develop Culture of Giving in Armenia*

- 2.2.1. Develop and promote local philanthropy

#### *SO2.3. Contribute to the improvement of CSO legislation*

- 2.3.1. Develop and advocate CSO legislation improvement concept

### SG3. Effective Partnership Development

One of the main aspects of CSO development is effective networking. Joint efforts can ensure cost-efficient and sustainable impact for CSOs programs. Thus CDPF will promote enhancement of CSO collaboration. Additionally, we strive to promote CSO collaboration with state, business and donor organizations in order to join development efforts and enlarge opportunities for CSO activities. The following Strategic Objectives have been identified to address this Goal:

### ***SO3.1. Develop collaboration among CSOs***

- 3.1.1. Provide platform for CSOs information and experience exchange and partnership
- 3.1.2. Promote networking and collective actions

### ***SO3.2. Support development of CSOs partnership with other stakeholders***

- 3.2.1. Promote collaborative approach between stakeholders (governmental bodies, business, IOs, donors) and CSOs

## **SG4. CDPF Institutional Development**

Acting as a local foundation with a mission to support the development of CSOs, CDPF greatly emphasizes building its own institutional capacities to ensure good governance and efficient programming. We are committed to mobilizing available resources to constantly develop CDPFs performance and the impact we have on civil society development. The following Strategic Objectives were identified to address this Goal.

### ***SO4.1. Ensure CDPF financial sustainability***

- 4.1.1. Raise funds for CDPF operational and programmatic costs
- 4.1.2. Improve budgeting, forecasting and funds management in CDPF

### ***SO4.2. Develop and promote CDPF Services<sup>1</sup>***

- 4.2.1. Periodically customize CDPF services based on the market needs
- 4.2.2. Maintain and develop an effective service provision system
- 4.2.3. Enhance and promote CDPF GAM-related services
- 4.2.4. Promote CDPF services to CSOs, international community, business and state

### ***SO4.3. Develop CDPF Human and Material Resource /Management***

- 4.3.1. Ensure sufficient space, human and material resources for CDPF operational and programmatic needs
- 4.3.2. Continue CDPF BoT and staff development
- 4.3.3. Enhance efficient usage of MIS

### ***SO 4.4. Develop CDPF External Relations***

- 4.4.1. Increase involvement of partners and clients in CDPF programming
- 4.4.2. Develop and institutionalize partnership with ISOs
- 4.4.3. Develop CDPF local, regional and international networking
- 4.4.4. Develop and use effective PR tools
- 4.4.5. Develop collaboration with Mass Media

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<sup>1</sup> Trainings, consultations, events organization and facilitation, assessments, team building events, researches, studies, monitoring and evaluation

# Activities

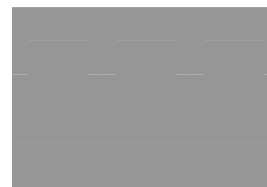
2010 2011 2012

## SG1. CSO Institutional Development

### SO1.1. Develop CSO capacities

#### 1.1.1. Provide specific non-for-fee training and consulting to CSOs

- 1.1.1.1. Conduct periodic need assessments to explore CSO needs
- 1.1.1.2. Develop specific non-for-fee training and consulting packages for CSOs
- 1.1.1.3. Provide non-for-fee training and consulting to CSOs



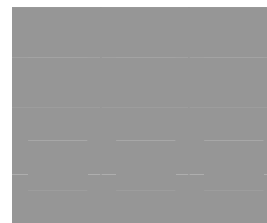
#### 1.1.2. Provide information and resources to CSOs

- 1.1.2.1. Periodically collect and update information on recent developments and trends in civil society field
- 1.1.2.2. Periodically update CDPF library and e-resources
- 1.1.2.3. Make available existing information and resources to CSOs



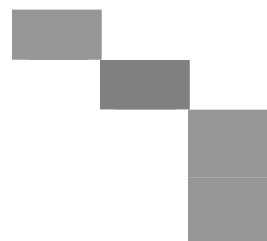
#### 1.1.3. Implement specific projects to foster CSO development

- 1.1.3.1. see 1.1.1.1.
- 1.1.3.2. Develop proposals to cover explored needs
- 1.1.3.3. Find donor and/or development agencies to fund developed proposals
- 1.1.3.4. Implement CSO development projects



#### 1.1.4. Adopt/Incubate new models for civil society development

- 1.1.4.1. Develop and publicize Community Foundation model CF model piloting
- 1.1.4.2. Provide institutional development support to Community Foundations
- 1.1.4.3. Develop partnership with CSOs involved in social enterprise and endowment concept development



### SO1.2. Support implementation of CSOs initiatives and projects

#### 1.2.1. Promote alternative funding opportunities among CSOs

- 1.2.1.1. Collect and periodically update information on local funding opportunities
- 1.2.1.2. Provide information and consultation to CSOs on fundraising
- 1.2.1.3. Collect and periodically publish information on successful local fundraising initiatives



#### 1.2.2. Provide funding for CSO initiatives

- 1.2.2.1. Develop CDPF grant budget pool
- 1.2.2.2. Develop and implement new GM programs



#### 1.2.3. Link donor funding and local CSOs initiatives and projects

- 1.2.3.1. Provide CSOs with information on available funding and/or donors interested in local projects
- 1.2.3.2. Periodically inform donor community on situation and developments in CSO field in Armenia
- 1.2.3.3. Support CSOs in finding and contacting respective



## **SG2. CSO Environment Improvement**

### ***SO2.1 Promote civil society concept***

#### **2.1.1. Improve CSO image among the population and main stakeholders**

- 2.1.1.1 Periodically publish and disseminate materials on CSO activities and successes
- 2.1.1.2 Conduct periodic events to present CSO activities to wide public and Media

#### **2.1.2. Promote civic participation and volunteerism**

- 2.1.2.1. Conduct annual Civil Society Day
- 2.1.2.2. Implement activities promoting volunteerism and civic participation

### ***SO2.2 Develop Culture of Giving in Armenia***

#### **2.2.1 Develop and promote local philanthropy**

- 2.2.1.1. Promote funding of CSO activities by private sector
- 2.2.1.2. Implement special activities to promote local philanthropy among population
- 2.2.1.3. Conduct promo fundraising events

### ***SO2.3 Contribute to the improvement of CSO legislation***

#### **2.3.1. Develop and advocate CSO legislation improvement concept**

- 2.3.1.1 Initiate and coordinate works of CSO Legislation Improvement Working group
- 2.3.1.2 Develop CSO legislation improvement concept
- 2.3.1.3 Advocate for concept approval by government

## **SG3. Effective Partnership Development**

### ***SO3.1. Develop collaboration among CSOs***

#### **3.1.1. Provide platform for CSOs information and experience exchange and partnership**

- 3.1.1.1. Organize periodic experience exchange events for CSOs
- 3.1.1.2. Develop and disseminate periodic newsletter on CSOs activities

#### **3.1.2. Promote networking and collective actions**

- 3.1.2.1. Collect and publish success stories on effective partnership among CSOs

### ***SO3.2. Support development of CSOs partnership with other stakeholders***

#### **3.2.1. Promote collaborative approach between stakeholders (governmental bodies, business, IOs, donors) and CSOs**

- 3.2.1.1. Develop CSOs skills and approaches in dealing with governmental bodies, business and donor community
- 3.2.1.2. Explore and promote new CSO-Stakeholder partnership strategies
- 3.2.1.3. Collect and publish success stories on cross sectoral partnership

## **SG4. CDPF Institutional Development**

### ***SO4.1. Ensure CDPF financial sustainability***

#### **4.1.1. Raise funds for CDPF operational and programmatic costs**

- 4.1.1.1. Develop and promote project concepts within CDPF mission area
- 4.1.1.2. Develop and incubate new local fundraising approaches
- 4.1.1.3. Cultivate relationships with existing and potential donors
- 4.1.1.4. Develop relationships with private sector
- 4.1.1.5. Increase CDPF fee-for services revenue

#### **4.1.2. Improve budgeting, forecasting and funds management in CDPF**

- 4.1.2.1. Periodically re-train CDPF responsible staff on budgeting and financial management
- 4.1.2.2. Conduct quarterly, semi-annual and annual budget analysis and forecasting
- 4.1.2.3. Periodically conduct CDPF asset assessment

### ***SO4.2. Develop and promote CDPF Services***

#### **4.2.1. Periodically customize CDPF services based on market needs**

- 4.2.1.1. Conduct periodic research on market needs and competitors
- 4.2.1.2. Design new service packages and introduce to the market
- 4.2.1.3. Develop customized services for Business and Government entities

#### **4.2.2. Maintain and develop an effective service provision system**

- 4.2.2.1. Develop and institutionalize standards for CDPF trainings and consultation
- 4.2.2.2. Develop and implement sound service assessment mechanisms

#### **4.2.3. Enhance and promote CDPF GAM-related services**

- 4.2.3.1. Periodically review and update CDPF GAM system
- 4.2.3.2. Establish and develop partnership with donor agencies on sub-granting

#### **4.2.4. Promote CDPF services to CSOs, international community, business and state**

- 4.2.4.1. Cultivate relationships with existing and new clientele
- 4.2.4.2. Develop and implement efficient marketing approaches for CDPF services (promo, bonuses, webinars)

### ***SO4.3. Develop CDPF Human and Material Resource /Management***

#### **4.3.1. Ensure sufficient space, human and material resources for CDPF operational and programmatic needs**

- 4.3.1.1. Ensure existence of necessary space, furniture and technical equipment
- 4.3.1.2. Ensure staff envisaged by CDPF chart
- 4.3.1.3. Improve volunteers recruitment and management system

#### **4.3.2. Continue CDPF BoT and staff development**

- 4.3.2.1. Increase BoT and AC involvement in CDPF fundraising and PR activities

- 4.3.2.2. Further develop BoT-staff relations
- 4.3.2.3. Maintain effective and up-to-date HR policies and procedures
- 4.3.2.4. Maintain BoT and staff professional development effective system



**4.3.3. Enhance efficient usage of MIS**

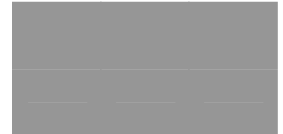
- 4.3.3.1. Maintain effective and up-to-date MIS, including databases, filing and archiving systems, information channels
- 4.3.3.2. Launch new IT facilities for more effective MIS



**SO4.4. Develop CDPF External Relations**

**4.4.1. Increase involvement of partners and clients in CDPF programming**

- 4.4.1.1. Involve partners and clients in periodic assessments and strategic decision-making
- 4.4.1.2. Develop and implement joint projects, initiatives and events



**4.4.2. Develop and institutionalize partnership with ISOs**

- 4.4.2.1. Develop and implement MoU with NGOC and P&T
- 4.4.2.2. Continue Trainers' Group initiative
- 4.4.2.3. Develop and implement joint projects, initiatives and events



**4.4.3. Develop CDPF local, regional and international networking**

- 4.4.3.1. Establish and maintain partnership with state and private sectors
- 4.4.3.1. Extend CDPF membership in local, regional and international networks/associations
- 4.4.3.2. Develop CDPF membership in professional networks



**4.4.4. Develop and use effective PR tools**

- 4.4.4.1. Develop, periodically update and disseminate printed PR materials
- 4.4.4.2. Develop CDPF staff PR skills
- 4.4.4.3. Improve use of existing PR e-tools (web, social media, etc.)
- 4.4.4.4. Incubate new PR tools



**4.4.5. Develop collaboration with Mass Media**

- 4.4.5.1. Develop and cultivate contacts with Mass Media
- 4.4.5.2. Ensure media coverage of CDPF activities

