

Civic Development and Partnership Foundation

Strategic Plan

July 2009 – December 2012



Civic Development & Partnership Foundation
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BoT	Board of Trustees
CASP	USAID's Civic Advocacy Support Program
CBO	Community based organizations
CDPF	Civic Development and Partnership Foundation
CF	Community Foundation
CS	Civil Society
CSO	Civil Society Organization
EPF	Eurasia Partnership Foundation
FR	Fundraising
ISO	Intermediate Service Organization
HR	Human Resources
LSGB	Local Self-Governance Body
NGO	Non-Governmental Organization
OD	Organizational Development
USAID	United States Agency for International Development

The development of this Strategic Plan for July 2009 – December 2012, for the Civic Development and Partnership Foundation (CDPF) heralds a new development phase for the organization.

This Strategic Plan, the second since the establishment of the organization, represents the views of key stakeholders and staff of the organization. It is the culmination of an extensive consultation process occurring over several months, and is a formal step on the path to supporting Civil Society Development in Armenia.

Together, we have drafted our Mission, Vision and Value Statements and have agreed on the strategic objectives we believe will help us deliver person-centered services for the next three and a half years. The accomplishments of the past three years have laid the foundation for our current development. We have established new service models, revised our training and work services and invested in the training and development of our valued staff. Significant effort has been made to promote CDPF and its services and programs to a wide range of stakeholders.

We have identified exciting challenges for us individually and collectively, that form the basis of our Strategic Plan for the next three and a half years. It is a time of change. The next years will be a noteworthy chapter in the CDPF story. It is my sincere hope that the services and programs will continue to evolve and develop in their range of options and opportunities for those whom we serve.

While developing the Strategic Plan, we created a planning process that took full advantage of input from a number of sources including CDPF partners and grantees, the BoT, Staff and Volunteers as well as outside experts. The objective was to gather information and data from all those who shares our mission and vision for CDPF.

We agreed on a core set of principles to follow as the basis for the strategic objectives, which include:

- The strategic plan will be a living document and the process continuously reviewed and updated regularly from its current version, rather than being re-built each year.
- The plan will directly influence operational decisions and be a tool to use when making decisions, thus having some influence over the operations of CDPF. However, the plan focuses on defining strategic objectives, rather than dictating operational details and initiatives.
- Careful monitoring and measurement of progress against the strategic objectives are essential to the process. These will be set up and conducted by the staff and reported on regularly. Related metrics will be designed and incorporated into the PMP (spell out).
- The process encourages long-term thinking, creativity and careful consideration of “over the horizon” issues.

Finally, I would like to thank everyone who contributed to the development of this plan, the CDPF Team, and the Board of Trustees. This document belongs to all of us in CDPF; I hope we do it justice in the next three and a half years.



Zhirayr Edilyan
CDPF Director

CDPF Mission and Vision

Mission Statement

Civic Development and Partnership Foundation (CDPF) supports the further advancement of Civil Society in Armenia by promoting development opportunities and providing quality services to Civil Society Organizations (CSOs) and funding for CSO projects.

Vision

We envision well-established and prepared democratic institutions contributing to a flourishing Armenia. We aspire for the development of Civil Society by leading the third sector to further advancement.

One of the preconditions for a democratic and prosperous country is a developed civil society, which contributes to the protection of human rights, to civic participation, and to welfare of citizens. Hence, our activities are directed to the development and support of civil society, particularly organized civil groups, known as civil society organizations (CSOs).

We envision CDPF to be the leader in identifying needs, and bringing together a variety of resources and services to support the ongoing development of CSOs. This will ensure the advancement of civil society inclusion and participation. In particular CDPF:

- Facilitates collaboration of the donor community and development programs in Armenia;
- Provides direct cutting-edge, model services that meet identified shortfalls. All direct services provided are of the highest quality.
- Works closely with other high-quality service providers and development agencies;
- Implements initiatives which significantly transform the existing civil society culture.

Funding Sources: While donor resources are still a significant source of funding, CDPF has a robust and innovative fundraising program generating income from private sources including individuals and businesses.

Core Operating Values

The following core operating values shape the culture and public image of CDPF to operate as an effective local foundation serving a wide variety of CSOs and clientele.

Caring Attitude and Responsiveness

CDPF demonstrates attention and support to CSO development needs. We find solutions that meet the unique challenges and preferences of each organization.

Innovative Solutions

Our programs and services incorporate innovative methods and approaches to constantly increase performance efficiency and meet the developing needs of our clientele.

Integrity and Accountability

CDPF has the highest level of integrity in its administrative, service, and program activities. These activities are directly tied to our mission, and we maintain and report our records accurately.

Partnerships

CDPF works with a wide variety of partners to strengthen our quality of service and programming through inclusiveness.

Financial Sustainability

CDPF anticipates their work as a service provider to be needed for many years in the future. Therefore, we strive to accomplish our mission with thoughtful strategic choices that ensure sufficient financial resources.

Professionalism and Teamwork

A professional team is the strength of our organization. CDPF practices high performance standards for its experts/staff and cares about their professional development. We emphasize teamwork to ensure better impact and growth.

Summary of the most important points in the 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.

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 developed for the period of 2009 – 2012 by the Strategic Planning Team:

- CSO Institutional Development: CDPF will continue developing efforts aimed at building institutional capacities of local nonprofit organizations and groups. CDPF BoT, professional staff and experts will focus on developing the institutional knowledge-base of beneficiaries and partners as well as improving the environment for CSO performance efficiency. Additionally, resources will be developed to provide grant-funding to local entities.
- Social Enterprise: We will continue introducing and providing new services to address the development needs of our clients and partners. Within this strategy, existing services with proven success as well as new innovative ones will be introduced and promoted to the public. We believe that these efforts will significantly contribute to financial sustainability of the organization.
- Efficient Partnership: Cultivation of existing and development of new partnerships is essential to the success in support of Civil Society development programs. CDPF will combine efforts to promote institutional partnerships both national and issue-based as well as in broader regional perspectives.
- CDPF Institutional Development: CDPF will invest in building its organizational capacities and human resources to provide quality services and programs. This includes improving public ownership of CDPF programs as well as developing new sustainability practices.

SG 1. Support CSO Institutional Development

Institutionally strong, well organized and managed institutions are essential in ensuring efficient performance of Armenian Civil Society in general. Development of CSO capacities has been targeted by programs implemented by various development agencies, both locally and internationally. However, our research shows that a majority of active CSOs still lack a variety of basic knowledge and skill sets to insure effective operations and impact on the targeted areas. This Strategy takes that into consideration and continues its efforts in supporting CSO institutional development.

The following Strategic Objectives and approaches address this Goal.

SO 1.1. SCO Knowledge and Skill Development

- 1.1.1. Provide institutional development support to CSOs
 - Customized training and consulting support to CSOs at various development stages
- 1.1.2. Support existing and emerging CSO networks
- 1.1.3. Provide institutional support to Advocacy CSOs
- 1.1.4. Provide information assistance to CSOs
 - Consolidation and dissemination of CSO success stories and other publications
 - Periodic development events for CSOs and grantees

- News support for related Armenian CSOs
- 1.1.5. Implement specific projects to foster CSO development

SO 1.2. Support Improvement of CSO Environment

- 1.2.1. Mobilize youth for civil society, publicize concepts of volunteerism
- 1.2.2. Develop Culture of Giving in Armenia
- 1.2.3. Develop new mechanism and models for Armenian Civil Society: community foundations, social enterprise, corporate social responsibility, etc.

SO 1.3. Provide Grant Funding to CSO projects

- 1.3.1. Fundraise for new GM programs
- 1.3.2. Develop new GM practices and approaches
- 1.3.3. Provide scholarships and develop new relationships with scholarship programs

SG 2. Social Enterprise

To assist in the development of CSOs, CDPF will continue its efforts in the development and provision of quality services to the local community.

This area of CDPF activities significantly contributes to ensuring the sustainability of the organization. By efficiently planning and implementing fee-for services, CDPF will continue acting as one of the best service providers in the Armenian Training and Development industry.

The following Strategic Objectives together with corresponding approached have been identified to address this Goal.

SO 2.1. Fee-For Services

- 2.1.1. Provide of fee-for services to the CSO community
 - training
 - consultation
 - event organization and facilitation
 - assessment
 - team building events
 - research and study
 - monitoring and evaluation
- 2.1.2. Promote customized services to business and government entities
- 2.1.3. Promote CDPF services to international organizations and development agencies
- 2.1.4. Conduct periodic market research on competitors
- 2.1.5. Cultivate relationships with existing and new clientele
- 2.1.6. Implement efficient PR/Marketing approaches for CDPF services

SO 2.2. Develop New Service Packages

- 2.2.1. Design new service packages and introduce to the market
- 2.2.2. Develop customized services for Business and Government entities

- 2.2.3. Develop and institutionalize standards for CDPF trainings and consultation
- 2.2.4. Develop sound service assessment mechanisms
- 2.2.5. Conduct periodic CSO needs assessment for development of further services

SG 3. Build Efficient Partnerships

CDPF values efficient partnerships for CSO development efforts. Only through the promotion of joint efforts can we ensure cost-efficient and sustainable impact for our programs. Building on existing and developing new partnerships will be emphasized.

The following Strategic Objectives and corresponding approaches have been identified to address this Goal.

SO 3.1. Cultivate Existing Partnerships

- 3.1.1. Develop and implement joint projects with partner ISOs
- 3.1.2. Improve collaboration and increase involvement levels of current partners and clients in CDPF programs
- 3.1.3. Develop institutional basis of relationship with donor organizations

SO 3.2. Develop New Partnership

- 3.2.1. Develop collaboration with new partners on CDPF programming
- 3.2.2. Develop CDPF regional network
- 3.2.3. Promote efficient usage of CDPF databases

SG 4. CDPF Institutional Development

Acting as a local foundation model with a mission to support the development of CSOs, CDPF greatly emphasizes the building of 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.

SO 4.1. Insure CDPF Financial Sustainability

- 4.1.1. Develop collaboration with European donors and foundations
- 4.1.2. Develop collaboration with local donors
- 4.1.3. Diversify fundraising approaches

SO 4.2. Organizational Certification Process

- 4.2.1. Complete the OCP process
- 4.2.2. Promote the OCP completion, results and benefits

SO 4.3. Participate in Professional Networks

- 4.3.1. Promote CDPF membership in international networks/associations
- 4.3.2. Attend international network events

SO 4.4. Develop CDPF Resources

- 4.4.1. Secure CDPF office space and technical equipment
- 4.4.2. Continue CDPF BoT development
- 4.4.3. Train and develop CDPF professional staff; recruit new staff and volunteers
- 4.4.4. Develop internal budgeting, planning and implementation supervision approaches

SO 4.5. Develop Public Relations

- 4.5.1. Develop and promote CDPF website
- 4.5.2. Publicize CDPF mission and vision, promote CDPF values
- 4.5.3. Develop associations with Mass Media; encourage media coverage of CDPF events
- 4.5.4. Implement PR strategy and plan
- 4.5.5. Develop CDPF Marketing Package

Strategic Action Plan

The following is a summary of the anticipated major focus of activities in accordance to the Strategic Goals for CDPF BoT and Staff for each year of the strategic plan.

SG 1. Support CSO Institutional Development				
SO 1.1. SCO Knowledge and Skill Development	2009	2010	2011	2012
1.1.1. Provide institutional development support to CSOs				
1.1.2. Support existing and emerging CSO networks				
1.1.3. Provide institutional support to Advocacy CSOs				
1.1.4. Provide information assistance to CSOs				
1.1.5. Implement special projects to foster CSO development				
SO 1.2. Support Improvement of SCO Environment	2009	2010	2011	2012
1.2.1. Mobilize youth for civil society, publicize concept of volunteerism				
1.2.2. Develop Culture of Giving in Armenia				
1.2.3. Develop new mechanism and models for Armenian Civil Society				
SO 1.3. Provide Grant Funding to SCO projects	2009	2010	2011	2012
1.3.1. Fundraise for new GM programs				
1.3.2. Develop new GM practices and approaches				
1.3.3. Provide scholarships and develop new relationships with scholarship programs				
SG 2. Social Enterprise				
SO 2.1. Fee-For Services	2009	2010	2011	2012
2.1.1. Provide fee-for services to CSO community				
2.1.2. Promote customized services to Business and Government entities				
2.1.3. Promote CDPF services to International Organizations and Development Agencies				
2.1.4. Conduct periodic market research on competitors				
2.1.5. Cultivate relationships with existing and new clientele				
2.1.6. Implement efficient PR/Marketing approaches for CDPF services				
SO 2.2. Develop New Service Packages	2009	2010	2011	2012
2.2.1. Design new service packages and its introduce to the market				
2.2.2. Develop customized services for Business and Government entities				
2.2.3. Develop and institutionalize standards for CDPF trainings and consultation				
2.2.4. Develop sound service assessment mechanisms				
2.2.5. Conduct periodic CSO needs assessment for development of further services				

SG 3. Build Efficient Partnerships

SO 3.1. Cultivate Existing Partnerships	2009	2010	2011	2012
3.1.1. Develop and implement joint projects with partner ISOs				
3.1.2. Improve collaboration and increase involvement levels of current partners and clients in CDPF programs				
3.1.3. Develop institutional basis of relationship with donor organizations				
SO 3.2. Develop New Partnerships	2009	2010	2011	2012
3.2.1. Develop collaboration with new partners on CDPF programming				
3.2.2. Develop CDPF regional network				
3.2.3. Promote efficient usage of CDPF databases				

SG 4. CDPF Institutional Development

SO 4.1. Insure CDPF Financial Sustainability	2009	2010	2011	2012
4.1.1. Develop collaboration with European donors and foundations				
4.1.2. Develop collaboration with local donors				
4.1.3. Diversify Fundraising approaches				
SO 4.2. Organizational Certification Process	2009	2010	2011	2012
4.2.1. Complete the OCP process				
4.2.2. Promote the OCP outcome, results and benefits				
SO 4.3. Participate in Professional Networks	2009	2010	2011	2012
4.3.1. Promote CDPF membership in international networks/associations				
4.3.2. Attend international network events				
SO 4.4. Develop CDPF Resources	2009	2010	2011	2012
4.4.1. Secure CDPF office space and technical equipment				
4.4.2. Continue CDPF BoT development				
4.4.3. Train and develop CPDF professional staff; recruit new staff and volunteers				
4.4.4. Develop internal budgeting, planning and implementation supervision approaches				
SO 4.5. Develop Public Relations	2009	2010	2011	2012
4.5.1. Develop and promote CDPF website				
4.5.2. Publicize CDPF mission and vision, promote CDPF values				
4.5.3. Develop associations with Mass Media; encourage media coverage of CDPF events				
4.5.4. Implement PR strategy and plan				
4.5.5. Develop CDPF Marketing Package				

Performance Objectives

The following performance objectives were designated as milestones to guide CDPF management and staff as well as to monitor annual Strategic Plan implementation.

SG 1. Support CSO Institutional Development	
SO 1.1. SCO Knowledge and Skill Development	Indicators and Milestones
1.1.1. Provide institutional development support to CSOs	<ul style="list-style-type: none"> ▪ Implement a minimum of 10 training programs per year ▪ Provide development assistance to a minimum of one professional network ▪ Provide technical assistance to advocacy CSOs ▪ Issue a minimum of one new publication ▪ Organize a minimum of 4 annual exchange events for CSOs ▪ Issue bi-monthly CSO news bulletin starting in Sept 2009 ▪ Launch a minimum of two new project per year
1.1.2. Support existing and emerging CSO networks	
1.1.3. Provide institutional support to Advocacy CSOs	
1.1.4. Provide information assistance to CSOs	
1.1.5. Implement special projects to foster CSO development	
SO 1.2. Support Improvement of SCO Environment	Indicators and Milestones
1.2.1. Mobilize youth for civil society, publicize concept of volunteerism	<ul style="list-style-type: none"> ▪ Implement a minimum of one project per year addressing volunteerism and youth participation issues ▪ Implement special projects to promote the culture of giving in Armenia ▪ Develop and publicize Community Foundation model ▪ Provide institutional development support to a minimum of 5 CF ▪ Launch new projects on corporate social responsibility, and develop new partnerships as a result.
1.2.2. Develop Culture of Giving in Armenia	
1.2.3. Develop new mechanism and models for Armenian Civil Society	
SO 1.3. Provide Grant Funding to SCO projects	Indicators and Milestones
1.3.1. Fundraise for new GM programs	<ul style="list-style-type: none"> ▪ Develop a minimum of one new partnership on GM per year, starting in 2010. ▪ Develop and execute comprehensive GM manual ▪ Implement annual scholarship program
1.3.2. Develop GM practices and approaches	
1.3.3. Provide scholarships and develop new relationships with scholarship programs	

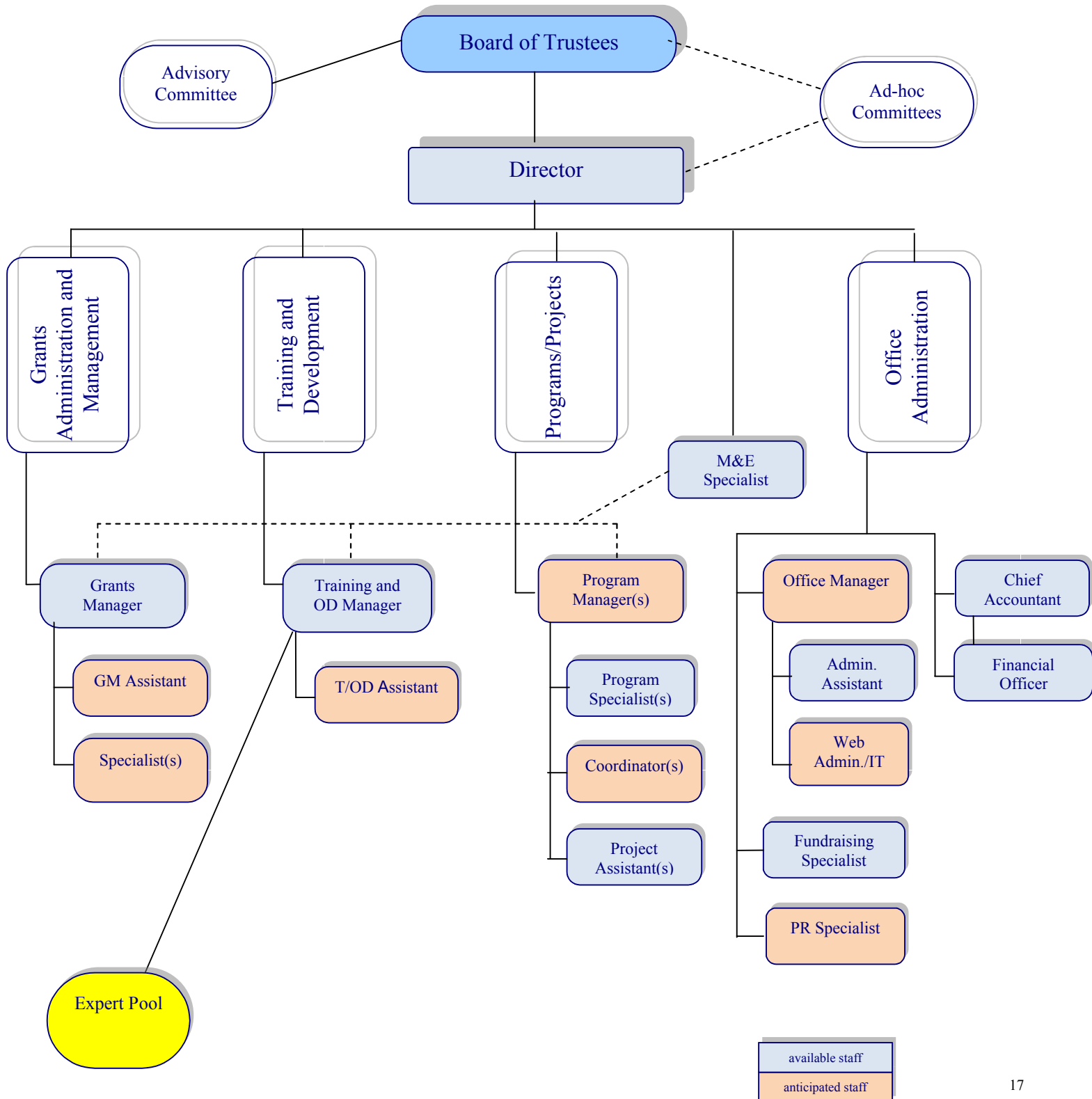
SG 2. Social Enterprise

SG 2. Social Enterprise	
SO 2.1. Fee-for Services	Indicators and Milestones
2.1.1. Provide fee-for services to CSO community	<ul style="list-style-type: none"> ▪ Provide a minimum of 6 services client organizations each year ▪ Add a minimum of one new business and/or government client each year ▪ Provide services to a minimum of one new IO/DA was served each year ▪ Conduct an annual market research on competitors ▪ Develop and implement an annual PR/Marketing plan
2.1.2. Promote customized services to Business and Government entities	
2.1.3. Promote CDPF services to International Organizations and Development Agencies	
2.1.4. Conduct periodic market research on competitors	
2.1.5. Cultivate relationships with existing and new clientele	
2.1.6. Implement efficient PR/Marketing approaches for CDPF services	
SO 2.2. Develop New Service Packages	Indicators and Milestones
2.2.1. Design new service packages and introduce to market	<ul style="list-style-type: none"> ▪ Develop at least two new services each year ▪ Develop at least one customized service for business and/or government client each year. ▪ Develop standards for CDPF training services in 2009, and for consulting services in 2010 ▪ Develop and put into practice CDPF service assessment mechanisms ▪ Implement annual CSO needs assessment
2.2.2. Develop customized services for Business and Government entities	
2.2.3. Develop and institutionalize standards for CDPF trainings and consultation	
2.2.4. Develop sound service assessment mechanisms	
2.2.5. Conduct periodic CSO needs assessment for development of further services	
SG 3. Build Efficient Partnerships	
SO 3.1. Cultivate Existing Partnerships	Indicators and Milestones
3.1.1. Develop and implement joint projects with partner ISOs	<ul style="list-style-type: none"> ▪ Implement a minimum of at least one new program each year ▪ Institutionalize a minimum of at least one new partnership per year
3.1.2. Improve collaboration and increase involvement levels of current partners and clients in CDPF programming	
3.1.3. Develop institutional basis of relationship with donor organization	
SO 3.2. Develop New Partnerships	Indicators and Milestones
3.2.1. Develop collaboration with new partners on CDPF programming	<ul style="list-style-type: none"> ▪ Secure funds from a minimum of one new donor fund each year ▪ Develop CDPF regional and local networking ▪ Periodically update CDPF database to serve partners' needs
3.2.2. Develop CDPF regional and local network	
3.2.3. Promote efficient usage of CDPF databases	

SG 4. CDPF Institutional Development

SG 4. CDPF Institutional Development	
SO 4.1. Insure CDPF Financial Sustainability	Indicators and Milestones
4.1.1. Develop collaboration with European donors and foundations	<ul style="list-style-type: none"> ▪ Secure funds from a minimum of one new donor fund each year ▪ Develop and implement annual CDPF Fundraising plan
4.1.2. Develop collaboration with local donors	
4.1.3. Diversify Fundraising approaches	
SO 4.2. Organizational Certification Process	Indicators and Milestones
4.2.1. Complete the OCP process	<ul style="list-style-type: none"> ▪ Successfully complete the OCP in 2009 ▪ Utilize OCP outcomes to cultivate new partnerships
4.2.2. Promote the OCP completion, results and benefits.	
SO 4.3. Participate in Professional Networks	Indicators and Milestones
4.3.1. Promote CDPF membership in international networks/associations	<ul style="list-style-type: none"> ▪ Join a minimum of 4 international networks ▪ Attend international network events
4.3.2. Attend international network events	
SO 4.4. Develop CDPF Resources	Indicators and Milestones
4.4.1. Secure CDPF office space and technical equipment	<ul style="list-style-type: none"> ▪ Secure permanent CDPF office by May 2010 ▪ Conduct Annual BoT and Staff Retreats ▪ Develop CDPF BoT Advisory Committee by 2010 ▪ Provide professional development initiatives and trainings to CDPF staff ▪ Develop and implement internal budgeting, and planning practices
4.4.2. Continue CDPF BoT development (annual BoT-Staff retreats, improved financial supervision, Advisory Committee, etc)	
4.4.3. Train and develop CDPF professional staff; recruit new staff (FR, PR, experts) and volunteers	
4.4.4. Develop internal budgeting, planning and implementation supervision approaches	
SO 4.5. Develop of Public Relations	Indicators and Milestones
4.5.1. Develop and promote CDPF website	<ul style="list-style-type: none"> ▪ Launch fully operation CDPF website ▪ Develop two new web resources ▪ Obtain media coverage for 80% of CDPF public events ▪ Develop and implement PR plan and measure development of CDPF image and reputation ▪ Develop a comprehensive portfolio by December 2009 and periodically update.
4.5.2. Publicize CDPF mission and vision, promote CDPF values	
4.5.3. Develop associations with Mass Media; encourage media coverage of CDPF events	
4.5.4. Implement PR strategy and plan	
4.5.5. Develop CDPF Marketing Package	

CDPF Organizational Chart



CDPF 2012! ...Where will we be?

Three and a half years is a very short time but a lot can be achieved if the will and motivation is there. Our previous experiences have proved that there is a willingness to embrace change.

If we succeed in our objectives, CDPF will be a unique local Armenian nonprofit entity committed to providing quality services to our clients and partners. While working in partnerships we can develop and introduce innovative models and approaches aimed at the further advancement of Civil Society. CDPF will become the number one choice for local clientele in our field of service provision.

Through public awareness, civil society will see CDPF as a dynamic model in CSO development support. Partners will feel as a valued part of a broader development culture and enjoy a spirit of kinship through participation in various networks and forums launched and supported by CDPF.

Staff will feel equally valued as well-trained professionals who are supported in their role as facilitators and envoys for CSO development.

There is a consensus that CDPF, with its vision and goals is the future path for civil society development in Armenia.