

STRATEGIC PLANNING

2019-2023

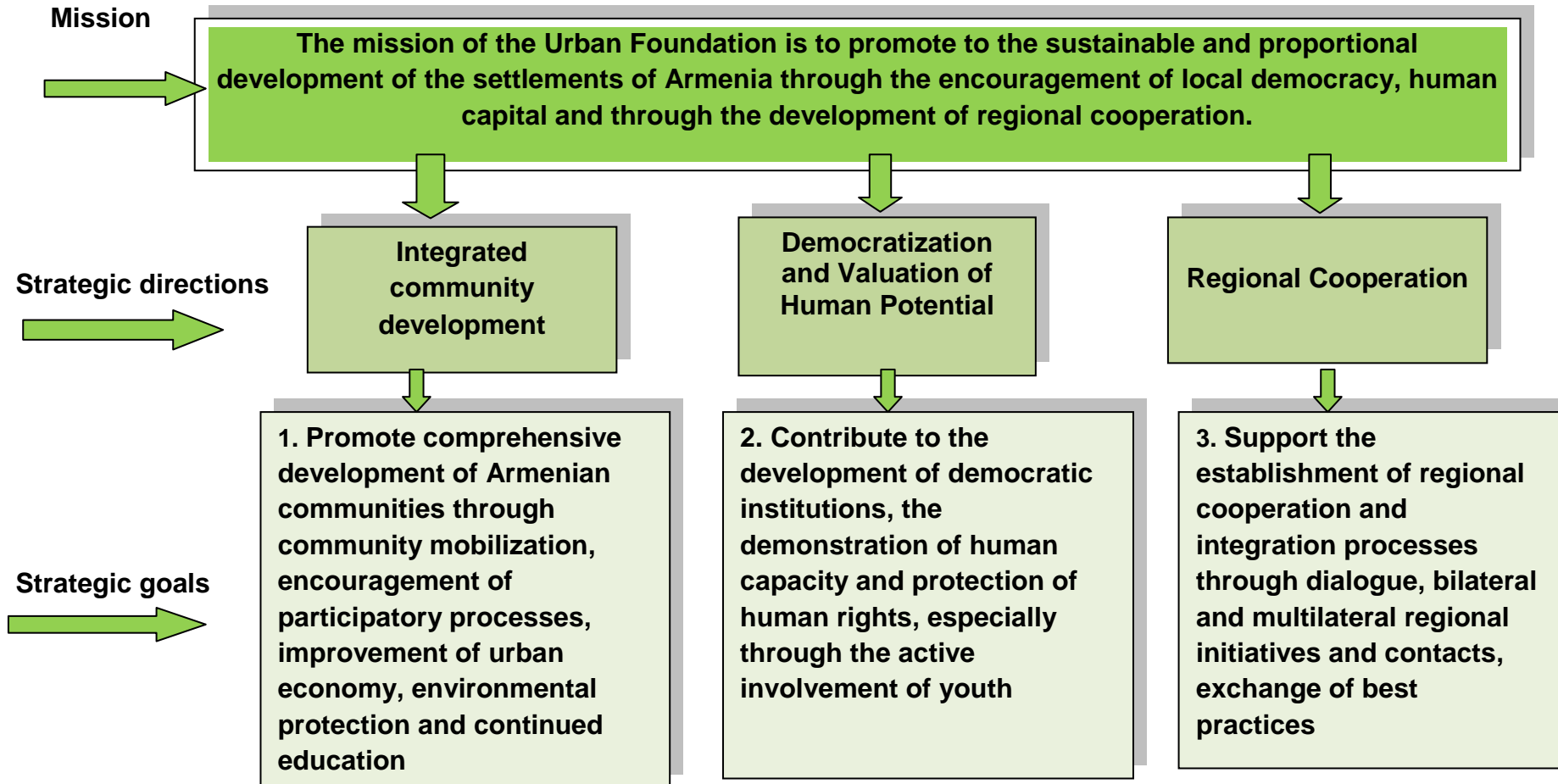
The Urban Foundation for Sustainable Development

YEREVAN 2019

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1. The Urban Foundation mission, strategic goals and further development directions



2. Strategic goals and objectives

No.	Strategic goals	Strategic objectives
EXTERNAL		
Integrated community development		
1.	Promote comprehensive development of Armenian communities through community mobilization, encouragement of participatory processes, improvement of urban economy, environmental protection and continued education	<ul style="list-style-type: none"> • Promoting community mobilization by activating and engaging citizens of the community and focusing on gender mainstreaming in addressing community problems. • Supporting the reforms of local government and decentralization. • Promoting the establishment of harmonious urban environment for the population to meet their housing, social, environmental, historical and cultural needs. • Fostering public-private partnerships in the communities as a way to economic development. • Supporting the cooperation among communities.
Democratization and Valuation of Human Potential		
2.	Contribute to the development of democratic institutions, the demonstration of human capacity and protection of human rights, especially through the active involvement of youth	<ul style="list-style-type: none"> • Assisting local government authorities to improve their capacities in shaping and instilling the culture of participatory management. • Fostering the women engagement in local governance. • Contributing to strengthening and cooperation among the civil society structures in the regions (marzes) • Deepening and expanding the networking cooperation. • Promoting the dissemination and reinforcement of the good governance principles. • Fostering human rights protection through the engagement of women and the youth.
Regional Cooperation		
3.	Support the establishment of regional cooperation and integration processes through dialogue, bilateral and multilateral regional initiatives and contacts, exchange of best practices	<ul style="list-style-type: none"> • Participating in regional initiatives in line with the Foundation's goals through the dialogues, bilateral and multilateral projects, networking and joint actions as well as through the exchange of best practices. • Expanding the involvement in civil society and in professional networks that foster regional cooperation.
INTERNAL		
Institutional Development		

4.	Achieve the continuity of human resources by providing the organization with professional staff and human resources committed to the values of the organization. Increase and expand their capacities by encouraging the involvement of the youth and volunteers.	<ul style="list-style-type: none"> • Developing (continuously) the capacities of human resources. • Expanding the network of volunteers, knowledge transfer and reaching the institutionalization of volunteer culture.
5.	Continuously increase the organization's financial capacity through expanding the scope of international and local donors, partners and the scope of provided services, as well as through attracting donations.	<ul style="list-style-type: none"> • Expanding the scope of international and local donors. • Initiating crowd funding. • Increasing the list of services provided by the foundation as well as expanding the scope of potential clients in Armenia and abroad through the awareness and advertisement. • Establishing and expanding the public-private partnership. • Attracting donations. • Establishing a business unity to contribute the sustainability of the organization.
6.	Pursue the proper implementation of the Foundation's internal policies and procedures and ensuring consistent integrity.	<ul style="list-style-type: none"> • Reviewing regularly the Foundation's strategic plan, policies and procedures. • Updating stakeholder mapping. • Ensuring a non-discriminatory work environment.
7.	Maintain a positive reputation of the organization among the population, civil society, state, local government, donors and among private sector.	<ul style="list-style-type: none"> • Reporting to the public and stakeholders. • Presenting the position of the Foundation's mission in the local and international arenas. • Strengthen external relations. • Ensure visibility of the organization's activities.

3. The strengths, weaknesses, opportunities and the challenges of the Urban Foundation

The strengths	The weakness
<ul style="list-style-type: none"> • The workplace and the equipment • A clearly defined mission and the field of activity • An effective value system/organizational culture • The availability of financial resources in the form of grants • Reputation • Administrative management • Skilled employees with clear roles and job descriptions • A right coverage of implemented activities by the staff • Informative and user friendly website • Clear and detailed definition of strategic directions 	<ul style="list-style-type: none"> • The absence of own office • The lack of entrepreneurial strategy • The lack of knowledge management mechanisms • The only source of funding are grants • The absence of financial stability strategy • The lack of co-financing/ fundraising planning
Opportunities	Challenges
<ul style="list-style-type: none"> • Improvement of local government capacity and management skills • Development of the CSO sector • Development means of communication • Opportunities to provide services in the former soviet area • Collaboration with other international donors 	<ul style="list-style-type: none"> • Limitation of financial sources • Lack of support from the State budget • Insolvency of local partners to invest community development projects • Lack of managerial skills of local governments • Continuous inflation

4. The main stakeholders of the Urban Foundation

Individuals/ Organizations	Communities and civil society	The Government (local/central)
The Urban Foundation Employees	Citizens	Local Government
The Urban Foundation consultants	CSOs	Ministries
The CEO of The Urban Foundation	Media	
Chairman of the Board of Directors of The Urban Foundation		
Members of the Board of Directors of The Urban Foundation		
CSOs		
International organizations/embassies		

5. The work plan and monitoring

The planning of the organization's activities is carried out according to strategic goals. To address the strategic issues of the organizations, the director of the organization submits recommendations to the Board on its annual work.

To monitor the activities of the Urban Foundation, it is planned to establish a unified reporting system. Every quarter, the employees submit the reports on the works done.

The Monitoring of the activities is carried out by the Board.

Below is the 2019-2023 predictions of the Urban Foundation work plan.

No	Activities	TIMELINE				
		2019	2020	2021	2022	2023
Institutional development						
1	Human Resource Capacity Building					
2	Benchmarking					
3	Coaching					
4	Studying/Improving English and French					
5	Improving Computer skills/ Design (Excel, Powerpoint)					
6	Development of project and management tools					
7	Strategic planning					
8	Coverage of the organization's activities					
-	The upgrade and improvement of the Website					
-	Annual reports: Printing and distribution					
-	Development and distribution of PR packages					
9	Provision of organization's financial resources					
-	Fundraising, involving financial means					
10	Engaging volunteers and creating and updating volunteer databases					
11	Organizing internships in the Urban Foundation					
12	Implementation of community and regional projects					

13	Programs aimed at decentralization of and strengthening of local government					
14	Implementation of energy efficiency projects					
15	Research and evaluation of community infrastructures					
16	Operation and maintenance of multi-apartment buildings					
17	Environmental education					
18	Local democracy programs (public participation, election monitoring, human rights, etc.)					
19	Increasing the role of women and youth in Local Government					
Networking cooperation						
20	Active use of social networks					
21	Expansion of the links with the ALDA network					
22	European Network of Training Organization					
23	Participation in international conferences					
24	Engagement in an information exchange and cooperative projects among Eastern Partnership countries.					
25	Promoting community cooperation in RA					
26	Strengthening and expanding partnerships with civil society organizations					
27	Advocacy network (WPAN), National Assembly					
28	Participate in professional discussions and events					
29	Strengthening the relationship with academic institutions					
30	Creating and strengthening a network of trained youth in the communities					
Creation and expansion of public relations, positive reputation						
31	Website upgrade and improvement					
32	Development of PR package and dissemination					

33	Preparing the objects with organization's logo					
34	Annual reports, including info graphics, printing and dissemination					
35	Implementation of special events					

Consulting and Paid Services						
36	Consultations on LG operational areas					
37	Benchmarking					
38	Local Government Legislation					
39	Strategic planning					
40	PR and Communications					
41	LG programmatic budgeting					
42	Procurement Prag and European					
	Property Management					
43	Municipal services					
44	Consultations for consolidated communities and newly elected councilors					
45	Leadership and Management					
46	Financial and technical management of donor programs					
47	Participatory management					
48	Public-Private Partnership					
49	Corporate Social Responsibility					
50	Translations					
51	Organization of events					
52	Accounting					
53	Legal support					
54	Fundraising, involvement of financial means					
55	Development of project and management tools					