

The Urban Foundation for Sustainable Development (the Urban Foundation), established in 2004, is a leading Armenian non-profit dedicated to sustainable, inclusive, and people-centered community development. Guided by the vision of ensuring a decent life in a healthy environment, the Urban Foundation strengthens local democratic governance, environmental stewardship, and community resilience -empowering citizens, municipalities, civil society, youth, and vulnerable groups across rural, urban, remote, and border communities in Armenia. Over 22 years, The Urban Foundation has built a trusted track record partnering with USAID, the EU, World Bank, Council of Europe, OSCE, and UN agencies.

VISION

A decent life in a healthy environment for every Armenian community.

MISSION

To strengthen local democratic governance, environmental stewardship, and community resilience, empowering citizens, municipalities, civil society, youth, and vulnerable groups to actively shape their communities.

STRATEGIC DIRECTIONS

Integrated, climate-resilient community development
Democratic, participatory local governance
Regional cooperation and knowledge exchange
Institutional strength and financial resilience

CORE PROGRAM AREAS

Local Governance and Participation

Housing and Infrastructure

Environment and Climate Action

Water Resources Management

Civil Society and Youth Empowerment

Regional Knowledge and Policy Impact

Strategic Goals and Objectives

7 GOALS · 2024–2028

EXTERNAL-COMMUNITY AND REGION

01 Integrated Community Development

- Strengthen institutional capacity for resilient, climate-responsive, citizen-centered local service delivery.
- Promote safe, inclusive, climate-resilient urban and rural environments and foster local economic development.

03 Regional Cooperation

- Promote cross-border cooperation and lead regional initiatives on resilience, climate, and governance.
- Expand engagement in civil society, professional, and academic networks across the region.

02 Democratization and Human Potential

- Enhance local authorities' capacity for participatory, transparent, and accountable governance.
- Advance protection of human rights through inclusive engagement of women, youth, and vulnerable groups.

INTERNAL - INSTITUTIONAL STRENGTH

04 Human Capital Development

- Strengthen professional, technical, digital, and leadership capacities to meet emerging challenges.
- Institutionalize volunteer and internship programs for structured knowledge transfer.

06 Good Governance

- Regularly review the strategic plan, policies, and procedures for relevance and effectiveness.
- Maintain stakeholder mapping and a safe, inclusive, non-discriminatory workplace.

05 Financial Sustainability

- Diversify and expand the portfolio of international and local donors and partners.
- Develop income-generating and social-enterprise initiatives for long-term resilience.

07 Visibility and Strategic Positioning

- Ensure transparent reporting and accountability to communities, partners, and donors.
- Enhance visibility through effective communication, digital platforms, and knowledge.

NOTABLE INITIATIVES

Housing Certificate for Vulnerable Groups

Armenia's first housing certificate program, piloted by UFSD and now adopted by Government.

Circular Economy and Innovation

Local recycling model: turning plastic waste into construction materials to improve public infrastructure.

Local Governance and Democratization

Trained local officials and CSO representatives in transparency, ethics, and citizen engagement.

SWOT → Strategic Priorities Matrix

TOP PRIORITIES BY QUADRANT

S × O

Strengths × Opportunities

Leverage strengths to capitalize on opportunities

- Position the Urban Foundation as national leader in resilient, climate-smart local development
- Expand donor and program portfolio in climate, resilience, and governance

S × T

Strengths × Threats

Use strengths to buffer external threats

- Strengthen program resilience and adaptability to shocks
- Deepen partnerships with municipalities and CSOs

W × O

Weaknesses × Opportunities

Use opportunities to address internal weaknesses

- Develop a financial sustainability and business development strategy
- Institutionalize knowledge management and learning systems

W × T

Weaknesses × Threats

Minimize weaknesses to reduce risk exposure

- Reduce dependency on single funding streams
- Strengthen organizational resilience and continuity planning

STRATEGIC RISK SNAPSHOT

Financial

RISK: Donor funding volatility; limited co-financing

MITIGATION: Diversify funding sources; develop paid services

Institutional

RISK: Overdependence on key personnel; office infrastructure gap

MITIGATION: Strengthen succession planning and organizational continuity

External / Climate

RISK: Rising climate and disaster exposure in vulnerable communities

MITIGATION: Mainstream DRR and climate-risk analysis across programs

2024–2028 IMPLEMENTATION FOCUS AREAS

A

Institutional Development and Organizational Resilience

Governance systems, HR capacity, digital transformation, and continuity planning.

C

Networking, Regional Cooperation and Knowledge Exchange

Peer networks, academic partnerships, cross-border collaboration.

E

Consulting, Advisory and Paid Services

Financial sustainability through income-generating services.

B

Community Development, Resilience and Climate Action

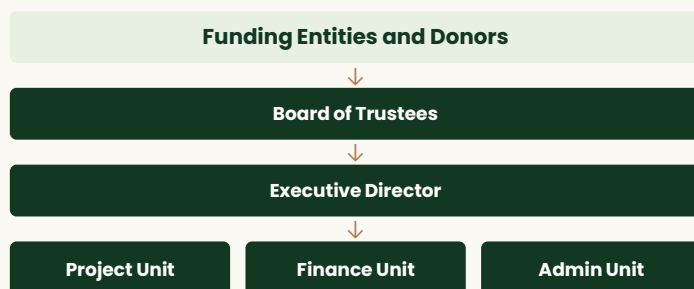
Participatory local development, DRR, water and infrastructure programming.

D

Visibility, PR and Organizational Reputation

Digital platforms, communications, and public accountability.

GOVERNANCE STRUCTURE



KEY STAKEHOLDERS

Central and Local Government

Citizens and Communities

CSOs

Private Sector

Media

International Donors and Embassies

The Board of Trustees provides strategic oversight and policy approval; the Executive Director leads programmatic, financial, and administrative operations. Two-way communication is maintained with government, municipalities, CSOs, the private sector, and communities throughout implementation of projects.