Community Partners International

Strategic Plan 2023-2025

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Empower communities. Transform lives.
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STRATEGIC DIRECTIONS

Summary

CPI’s intent through 2023 – 2025 is to expand with intention to meet the needs of local partners and communities who are at risk of being disregarded in a rapidly changing environment. We will do this without compromising program quality or financial sustainability.

Areas of Focus

Programming

1. Ensuring program quality through optimum technical staffing, utilizing technically sound interventions, and consistently adhering to protocols and policies.

2. Rapid response to the community’s needs in health, sustainable development, and emergency assistance

3. Growing core programs by expanding current project areas or establishing projects in new areas within major country programs.

4. Exploring and selectively implementing programs that address the social determinants of health such as education, livelihoods, gender equity, social welfare and emergency response.

5. Taking a more deliberate approach to applied academic and operational research to inform field programming priorities and methodologies and generate evidence for policy. Includes more formal relationships with local and international institutions and communities.

6. Being vigilant on CPI’s cross-cutting themes in designing and implementing various programs and always be attentive to the humanitarian-development-peace nexus approach.

7. Assessing and pursuing opportunities when appropriate for introducing new programs and entering new geographic areas beyond major country programs exploring new partnerships in addition to existing local and international networks.

Partnerships

1. Working with partners/communities to enable them to increasingly self-implement programs.

2. Strengthening existing partnerships with different stakeholders including ethnic groups, local CSOs, NGOs, and local administrations.

3. Seeking new partnerships across Myanmar, Bangladesh and Thailand particularly in areas with underserved communities.

4. Increasing direct engagement with communities to assess/address needs and quality of service.

5. Focusing on the long-term partnership and uninterrupted support to achieve the robust and prosperous organizational capacity of civil society organizations.

Operations

1. Growing both unrestricted funding and institutional grants with an effort to find donors who will pay adequate overhead support.

2. Aligning donor stewardship recognizing that organizational development both internally and for partners is an essential component of quality programs.

3. Ensuring efficient/effective information management systems are in place within CPI and partners.
4. **Reinforcing flexibility and responsiveness** to complex local conditions and at the same time, **being accountable** to partners and communities through effective and responsible use of resources.

5. **Enhancing CPI’s organization structure and staffing and setting clear robust roles and responsibilities.**

6. **Providing all employees with quality assignments, reward and recognition, career development opportunities** within a culture that values mutual respect and support, and compassion.

7. **Strengthening fundraising systems, policies, and procedures to support financial sustainability and growth**

**HIGH-PRIORITY STRATEGIC INITIATIVES**

CPI will pursue five distinct high priority initiatives that collectively address the organization’s strategic direction and areas of focus described above:

1. **Ensure equitable access to integrated health services for all.**
2. **Expand CPI’s sustainable development program in new geographic areas or in existing health program areas, in response to the needs of targeted communities.**
3. **Secure CPI’s financial sustainability and growth.**
4. **Enhance CPI’s program and operations systems to promote organization performance**
5. **Optimize the functions of CPI’s board of directors**

**Strategic Initiative Details**

**Strategic Initiative 1:** Ensure equitable access to integrated health services for all.

**Strategies/Activities:**

1.1 Implement CPI’s health projects in targeted areas to deliver integrated health services and entrench health systems strengthening activities in these projects

1.2 Integrate research activities and CLA (Collaborating, Learning and Adapting) approach into CPI projects for continuous quality improvement

1.3 Perform participatory research for generating evidences and facilitate evidence-based policy making process

1.4 Advocate key stakeholders for better health policies and legal frameworks to achieve universal health coverage (specifically for Myanmar)

1.5 Provide essential health, humanitarian and social services in emergency situations by innovative and agile means, in close collaboration with local stakeholders

**Strategic Initiative 2:** Expand CPI’s sustainable development program in existing program areas or in new geographic areas within Myanmar, Bangladesh, and Thailand, in response to the needs of targeted communities.

**Strategies/Activities:**

2.1 Identify community needs for sustainable community development such as social protection, education, social businesses and livelihood through deliberate consultations with partners and targeted communities

2.2 Explore and secure any opportunity to establish CPI’s operations in new geographical areas based on the mission of CPI as well as community needs
2.3 Implement health projects integrated with other thematic areas which contributes to the sustainable community development

**Strategic Initiative 3:** Intensify CPI’s financial sustainability and growth.

**Strategies/Activities:**

3.1 Strengthen and expand the pipeline of restricted funding from existing and new institutional donor sources for strategic, large-scale multi-year projects in CPI’s core program areas in Myanmar and Bangladesh.

3.2 Strengthen and expand the pipeline of unrestricted funding from existing and new private high-value donors’ sources to support special projects, emergency response, organizational growth and program innovation.

3.3 Build and strengthen key target audiences, their engagement and brand/impact awareness to expand CPI’s pool of potential donors (high-value and retail), and diversify CPI’s donor base, through digital marketing and advertising.

**Strategic Initiative 4:** Enhance CPI’s resource management and operations systems to promote organization performance.

**Strategies/Activities:**

4.1 Ensure organizational performance excellency and augment cooperation across different functional units and country programs within CPI

4.2 Strengthen CPI’s financial and grant management systems to administer grants seamlessly and to do better financial planning

4.3 Foster strategic human resource management systems, including staff professional development and training opportunities, to ensure organizational sustainability

4.4 Cultivate organizational culture and practices to promote communication, transparency, accountability, and responsiveness

**Strategic Initiative 5:** Optimize the functions of CPI’s Board of Directors.

**Strategies/Activities:**

5.1 Expand the Board to up to 10 members by identifying and filling gaps in skills, expertise and perspective

5.2 Assess and evaluate Board effectiveness and leadership in every 2-3 years, including collection of feedbacks/inputs about overall board effectiveness together with the productiveness of meetings and processes, and identification and cultivation of successors as needed

5.3 Use Board meetings to strengthen and broaden connections to CPI’s mission and staff, including inviting non-Board members to join the programmatic portion of meetings

5.4 Increase and leverage opportunities for Board members to serve as ambassadors and advocates of CPI’s work, including speaking at events and connecting their network to CPI