

Evaluating the Outcomes of People in Need's Two Projects for the Granted Organizations

Assessing Organizational Development and Sustainability of Granted Organizations
through People in Need's Regional two Interventions in 2020-2022

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1 Introduction

This report presents the findings from a survey conducted to evaluate the impact of two regional projects implemented by People in Need (PIN) in Armenia. The primary objective of the survey was to assess organizational development, effectiveness, and sustainability resulting from PIN's interventions, focusing on specific projects such as **"Civil Society Actors as Drivers of Change in the South Caucasus and Moldova" (15.01.2020-15.10.2022)** and the **"COVID-19 Solidarity Program for the Eastern Partnership" (01.07.2020-31.12.2022)**.

As organizations navigate an evolving landscape, understanding the positive changes fostered by PIN's initiatives is crucial. This survey aimed to capture the experiences of responders from different organizations, exploring the improvements observed in *beneficiary engagement, funding diversification, governance, stakeholder collaboration, and community outreach*. Moreover, the survey sought to identify any unintended consequences and broader impacts on community cohesion and behavior that emerged from these projects.

Through a series of structured questions, the survey also examined the sustainability of project outcomes, including the capacity of organizations to maintain engagement, secure ongoing resources, and adapt to changing circumstances. The responses will help illuminate the effectiveness of specific strategies employed within the projects, highlighting both strengths and areas for improvement.

The findings in this report are intended to inform stakeholders, guide future project design, and enhance collaborative efforts among civil society organizations. By evaluating the impacts of PIN's initiatives, this report aims to contribute to ongoing discussions on building resilient and effective organizations that can thrive in their missions while addressing the needs of their communities.

2 Surveyed NGOs

The following organizations participated in the survey to assess the impact of PIN projects on their operations and the communities they serve:

Table 1: Survey participants

English Name	Armenian Name
"Just Democracy" NGO	«Ուղղակի ժողովրդավարություն» ՀԿ
"NorArar" Educational NGO	«ՆորԱրար կրթական» ՀԿ
"Let's Enhance Our Villages" NGO	«Շենացնենք մեր գյուղը» ՀԿ
"With You" NGO	«Զեզ հետ» ՀԿ
"Kanani" Social-Psychological Center NGO	«Կանանի սոցիալ-հոգեբանական կենտրոն» ՀԿ
"MITQ" Educational-Youth Initiative NGO	«ՄԻՏՔ» կրթական-երիտասարդական նախաձեռնություն ՀԿ

"Fund for Armenian Relief", Berd branch Office	Հայ օգնության ֆոնդ, Բերդի գրասենյակ
"ASTGHAVARD" Association of Parents of Children with Disabilities	«ԱՍՏԴԱՎԱՐԴ» հաշմանդամ երեխաների ծնողների ՀԿ
"For Freedom" Legal NGO	«Հանուն Ազատության» իրավական ՀԿ
Revealing the Potential of Border Youth NGO	Սահմանափակ երիտասարդների ներուժի բացահայտում ՀԿ
"Support for Women and Children" NGO	«Աջակցություն կանանց և երեխաներին» ՀԿ

These 11 organizations play a vital role in fostering community development and implementing various initiatives aimed at improving the quality of life for their beneficiaries. So, their insights and feedback are invaluable in understanding the effectiveness of PIN's interventions and guiding future strategies. Additionally, a total of 34 NGOs was granted support within the mentioned both projects. Here are the organizations by the project, the remaining 6 organizations did not mention the project.

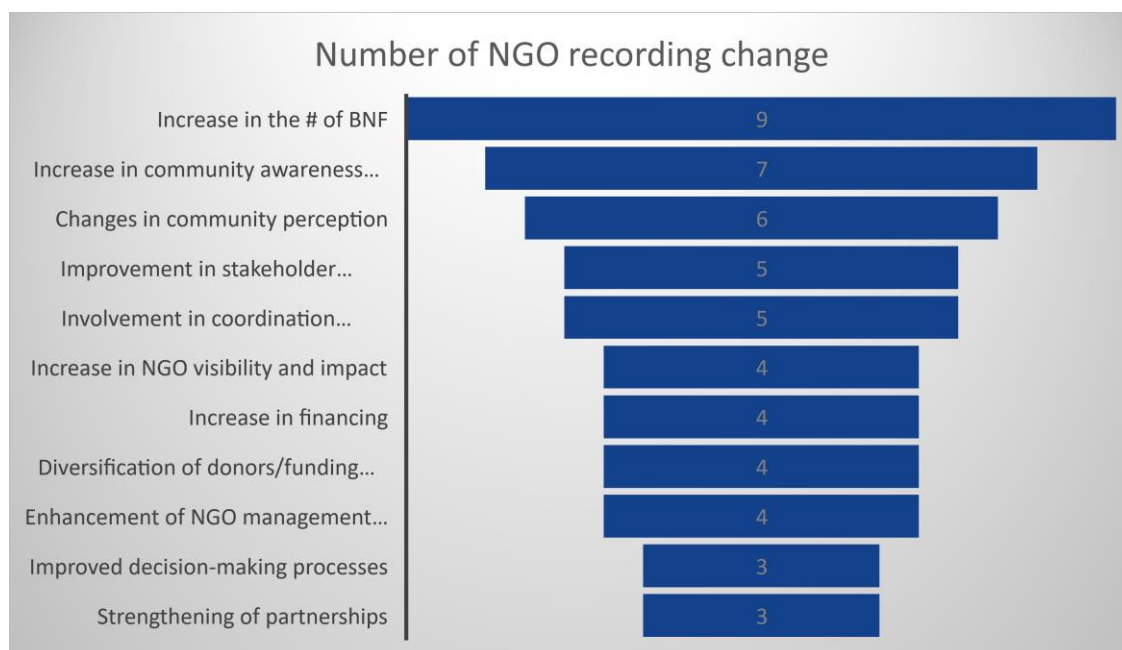
Table 2: CSOs by PIN project

"Civil Society Actors as Drivers of Change in the South Caucasus and Moldova"	"COVID-19 Solidarity Program for the Eastern Partnership"
Revealing the Potential of Border Youth NGO	"Support for Women and Children" NGO
"Just Democracy" NGO	"Fund for Armenian Relief", Berd branch Office
"MITQ" Educational-Youth Initiative NGO	"ASTGHAVARD" Association of Parents of Children with Disabilities
"NorArar" Educational NGO	"With You" NGO
"Kanani" Social-Psychological Center NGO	"Let's Enhance Our Villages" NGO
"For Freedom" Legal NGO	

3 Positive Outcomes of PIN's Two Projects on Community Engagement and NGO Effectiveness

As a result of PIN's project, several positive changes have been observed across various dimensions of community engagement and NGO effectiveness.

Chart 1: Positive changes recorded by CSOs



The survey results indicate that the most significant change reported by NGOs is the **increase in the number of beneficiaries (BNF)**, with 9 organizations noting this improvement. This change underscores the project's success in reaching and supporting a larger segment of the community, thereby enhancing the overall impact of the initiatives undertaken.

Another notable positive change is the **increase in community awareness and engagement levels**, reported by 7 NGOs. This change reflects a growing recognition among community members of the importance of participation in local development processes. For example, one NGO highlighted how community workshops facilitated by PIN have led to greater public involvement in local decision-making, resulting in more tailored and effective community programs.

Additionally, **changes in community perception** were recognized by 6 organizations. This shift indicates a more favorable view of NGOs and their role within the community, often leading to stronger community-NGO partnerships. One NGO shared an instance where community members began to see the value of NGO initiatives after participating in a local awareness campaign, leading to increased collaboration in local projects.

The survey also revealed improvements in **stakeholder engagement**, with 5 NGOs noting enhanced collaboration between various community actors. For example, an NGO reported that regular meetings initiated by PIN have fostered a platform for dialogue among local government, civil society organizations, and community members, thus improving coordination and joint efforts in addressing local issues. **Fund for Armenian relief mentioned, that** project has strengthened the advocacy capabilities and

management skills of the Berd office, contributing to a change in community perception, particularly regarding women as advocates.

Involvement in **coordination platforms** was similarly noted by 5 organizations, emphasizing the importance of collaborative efforts in achieving common goals. The establishment of such platforms has enabled NGOs to share resources and knowledge, ultimately leading to more efficient service delivery.

Furthermore, **increases in NGO visibility and impact**, as well as **financing**, were reported by 4 organizations each. These changes highlight the project's role in enhancing the profile of participating NGOs, leading to better access to funding opportunities and increased support for their activities. One of the NGOs mentioned that compared to the financial budget of 2020-2021, the budget for 2023-2024 has increased approximately threefold. Another example, FAR mentioned that a foundation has been established for the diversification of financial resources, which is being utilized in the activities of the Tavush Foundation, a successor of the FAR Berd office.

Other observed changes included **diversification of donors and funding sources**, **enhancements in NGO management**, and **improved decision-making processes**, each noted by 4 NGOs. These developments point to a more robust organizational framework that supports effective program implementation and strategic planning.

Lastly, the strengthening of partnerships mentioned by 3 NGOs, underscores the collaborative spirit fostered by the project. For instance, **NGOs mentioned straightened collaboration with various stakeholders**: Cooperation has been established with the Ministry of Labor and Social Affairs, the municipality, employers, and educational and health institutions. **Another NGO mentioned relationship** with the Ministry of Education, Science, Culture, and Sports has strengthened within the framework of the educational program, and the organization has become more visible due to its high-quality interventions.

In conclusion, the positive changes observed as a result of PIN's project are multifaceted, encompassing increased community engagement, improved organizational capacity, and strengthened collaboration among stakeholders.

3.1 Key Outcomes and Achievements in Collaboration with Target Groups

In response to the question regarding **Main outcomes or achievements of the project related to work with target groups, CSOs mentioned the following.**

1. **Development of Resources and Capacity Building:** Project contributed to the development of Social Media Marketing (SMM) resources and enhanced capacity for work with beneficiaries. Additionally, connections were established with donors (EU)
2. **Partnerships and Collaboration:** Due to the project memorandums of understanding were signed with several organizations, leading to the continued implementation of a variety of programs.
3. **Youth Empowerment:** After the completion of this project A group of youth from project beneficiaries formed a self-sufficient youth NGO, initiated two projects in different communities of the region. ("MITQ" Educational-Youth Initiative NGO)
4. **Women's Employment and Rights Awareness** ("Fund for Armenian Relief", Berd branch Office)
 - 25 women beneficiaries were informed about their labor rights and responsibilities according to the labor code and acquired the necessary skills to enter the job market.
 - An active group of six women on advocacy was established and is now functioning.
 - Research on the accessibility of state employment programs was conducted, with actions taken to ensure the programs' reach. A dedicated group monitors the implementation of these actions.
 - Five women gained employment in schools, kindergartens, and through self-employment initiatives (handicrafts, manicure services, and university applications).
5. **Capacity Building of Project Staff:** Staff capacity has been enhanced through training and development activities.
6. **Inclusion of People with Disabilities:** Due to project efforts people with disabilities acquired skills to present themselves in the job market and became aware of their rights.
7. **Resocialization and Decision-Making:** "For Freedom" Legal NGO mentioned that due to CSO efforts beneficiaries gained skills in resocialization and decision-making.
8. **Educational Training and Policy Update:** "Revealing the Potential of Youth in Bordering Areas" NGO mentioned the development of educational manuals, conducting pilot training sessions with 20 teachers, and receipt of a reference letter from the Ministry of Education. Organizational policies were also updated.
9. **COVID-19 Response:** 351 families were provided with COVID-19 information and preventive hygiene kits.

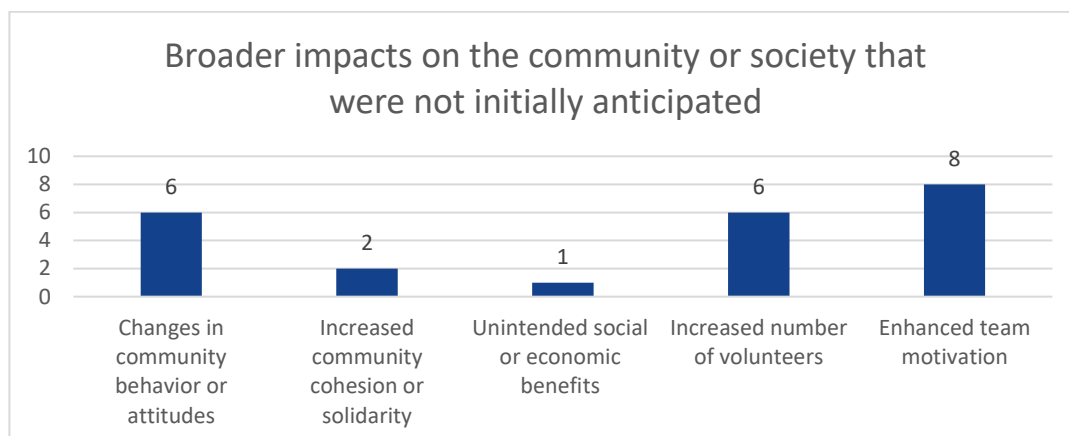
The table below presents measurable changes and examples of positive impacts observed in the target populations and communities as a result of the project activities conducted

Table 3: Changes observed in the target population or community as a result of the project activities

Organization Name	What measurable changes have you observed in the target population or community as a result of the project activities? (Examples may include changes in behavior, policy, or community dynamics):
"Just Democracy" NGO	-
"NorArar" Educational NGO	Measurable improvements in the quality of students' reading skills.
"Let's Enhance Our Villages" NGO	-
"With You" NGO	-
"Kanani" Social-Psychological Center NGO	Increased awareness of psychological violence (mobbing) among employees and employers.
"MITQ" Educational-Youth Initiative NGO	The active youth community has grown, with over 100 young people now participating compared to the previous 20-30. Participation of youth in programs and events has also increased.
"Fund for Armenian Relief", Berd branch Office	25 women have developed skills, and 5 women have been employed. Two years after the project ended, one beneficiary is now working in Tavush Foundation's "New Life" program, funded again by PIN.
"ASTGHAVARD" Association of Parents of Children with Disabilities	20+ people with disabilities and their family members have been informed about their rights. Community organizations helped resolve documentation issues for 12 people with disabilities.
"For Freedom" Legal NGO	A 27% shift in societal attitudes toward former prisoners has been observed.
Revealing the Potential of Border Youth NGO	We have observed an increase in knowledge and positive value changes toward the concept of "peace." The long-term impact has not yet been measured.

3.2 Broader impacts on the community or society that were not initially anticipated:

Chart 2: Broader impacts on the community



1. **Changes in Community Behavior or Attitudes:** Six CSOs reported changes in community behavior or attitudes. This includes shifts in how communities perceive certain issues, such as gender roles, employment rights, or inclusion, particularly through increased awareness and engagement with the projects.
2. **Increased Community Cohesion or Solidarity:** Two CSOs noted enhanced community cohesion or solidarity. **Unintended Social or Economic Benefits:** One CSO highlighted unintended social or economic benefits.
3. **Increased Number of Volunteers:** Six CSOs observed an increase in the number of volunteers. The project's visibility and positive outcomes encouraged more people to get involved in community initiatives, further amplifying its reach and impact.
4. **Enhanced Team Motivation:** Eight CSOs reported enhanced team motivation. The positive feedback from beneficiaries and visible changes in the community have energized project teams, driving them to work harder and be more committed to their goals.

The CSOs also brought examples of mentioned broader impact

1. **Increased Engagement Between Local Authorities and Youth:** Local government bodies have become more open to interacting with young people, who, in turn, are now actively initiating various projects. This marks a shift from their previously passive role.
2. **Enhanced Networking, Team Motivation, and Resource Mobilization:** The project led to increased networking opportunities, raised the motivation of staff, and facilitated the attraction of new resources, helping expand the reach and impact of activities.
3. **Improved Social Inclusion for People with Disabilities:** People with disabilities (PWDs) gained new friendships and skills to handle different situations. Individuals from various professional backgrounds also began volunteering with PWDs, fostering stronger community bonds.
4. **Greater Team Motivation and Increased Beneficiary Participation:** The organization's team became more motivated by the project's success, leading to the inclusion of new beneficiaries in their programs. The positive experience encouraged the team to continue working in this area for an additional three years, expanding the project's geographic scope, impact, and thematic coverage.

5. **Respectful Treatment and Growth in Volunteerism:** The project fostered a respectful environment, which contributed to an increase in volunteer participation, further strengthening community support and involvement.

3.3 Project Contribution to Long-Term Goals and Objectives:

The sustainability of project results is crucial for ensuring that positive impacts on target groups and the community endure beyond the initial project phase. This assessment evaluates the perceived sustainability of the project outcomes, as well as the key factors that could support ongoing success. Insights were gathered from 11 organizations involved in the project.

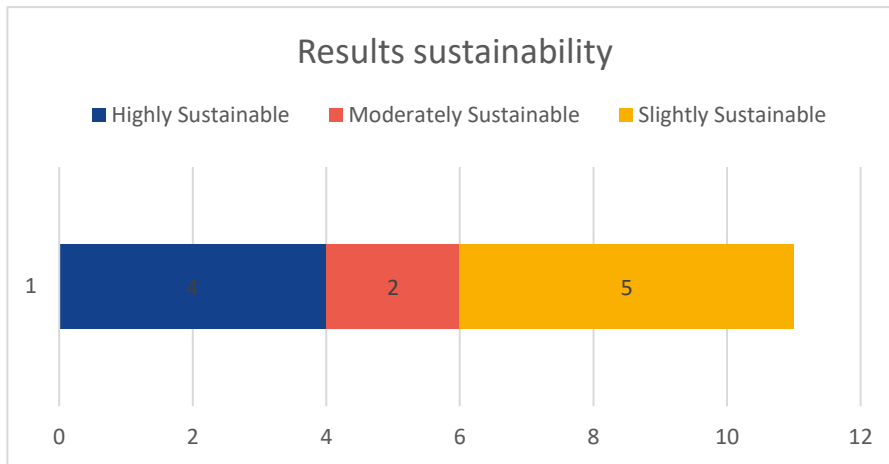
- **Significantly Contributed:**
 - **6 organizations (54.5%)** reported that the project has played a major role in advancing their long-term goals and objectives. These organizations highlighted that specific outcomes or strategic priorities have been directly impacted by the project, making it a key driver in their organizational development.
- **Moderately Contributed:**
 - **5 organizations (45.5%)** indicated that while the project had a noticeable impact on their long-term goals, it was not the sole or primary factor. These organizations noted that the project complemented other ongoing initiatives, contributing to their objectives in combination with other efforts.

3.4 Sustainability Assessment of Project Results:

The following section presents the results of a survey conducted to assess the sustainability of outcomes achieved through the project. The survey gathered insights from participating CSOs, focusing on their capacity to sustain project results, maintain partnerships, and continue delivering services beyond the project's conclusion.

- **Extent of Sustainability:**
 - **Highly Sustainable: 4 organizations (36.4%)** believe the results are highly sustainable, indicating strong confidence in the capacity of target groups to maintain engagement and the longevity of outcomes.
 - **Moderately Sustainable: 2 organizations (18.2%)** view the results as moderately sustainable, suggesting some concerns but also recognizing potential for ongoing impact.
 - **Slightly Sustainable: 5 organizations (45.5%)** consider the results to be slightly sustainable, highlighting challenges that may hinder the maintenance of outcomes.

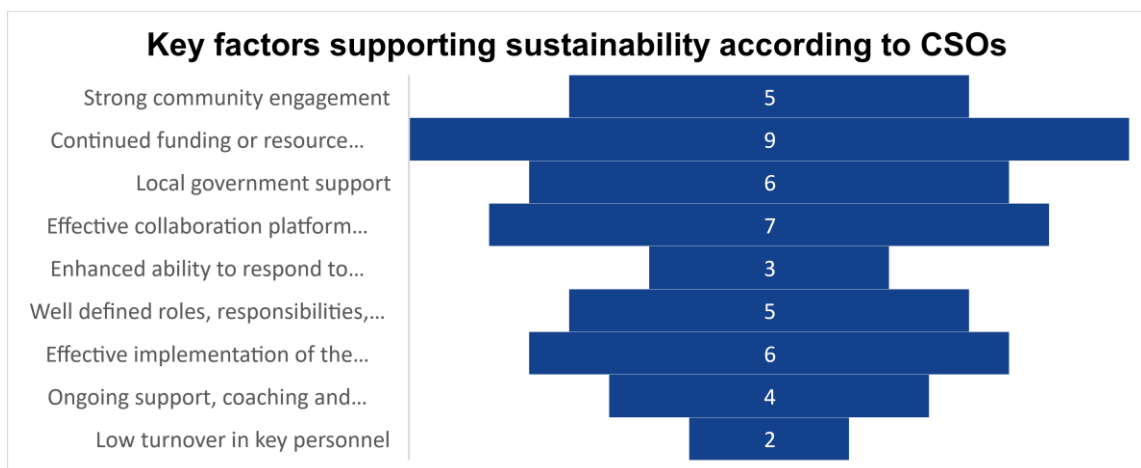
Chart 3: Sustainability of outcomes achieved through the project



3.5 Factors Supporting Sustainability (multiple responses)

This section highlights the key factors that have contributed to the sustainability of project outcomes, as reported by the participating CSOs.

Chart 4: Key factors supporting sustainability according to CSOs



1. **Continued funding or resource allocation:** 9 responses (81.8%)
2. **Effective collaboration platform among CSOs:** 7 responses (63.6%)
3. **Strong community engagement:** 6 responses (54.5%)
4. **Local government support:** 6 responses (54.5%)
5. **Effective implementation of the Strategy and development action plans:** 6 responses (54.5%)
6. **Well-defined roles, responsibilities, and decision-making processes:** 5 responses (45.5%)
7. **Ongoing support, coaching, and mentoring:** 4 responses (36.4%)
8. **Enhanced ability to respond to changing contexts and emerging opportunities:** 3 responses (27.3%)
9. **Low turnover in key personnel:** 2 responses (18.2%)

This assessment illustrates that while there is a mixed perception of the sustainability of the project results, there are several key factors identified by the organizations that could enhance sustainability, particularly the importance of continued funding and effective collaboration among civil society organizations (CSOs).

The survey aimed to evaluate the various aspects of PIN project, each contributing to our overall effectiveness and impact. The assessment reflects our commitment to strengthening Civil Society Organizations (CSOs) through targeted interventions such as sub-granting, strategic development, and capacity building. Notably, the highest scores were observed in sub-granting and the development of CSO strategies, indicating strong collaborative efforts and successful outcomes.

4 Unintended Negative Consequences

The survey also aimed to identify any potential negative outcomes resulting from the project. Only one respondent (9.09%) reported unintended negative consequences of participating to **“Civil Society Actors as Drivers of Change in the South Caucasus and Moldova” project**. The issue was related to the term "Peacebuilding Education," which sparked disagreements in certain circles and received negative media coverage.

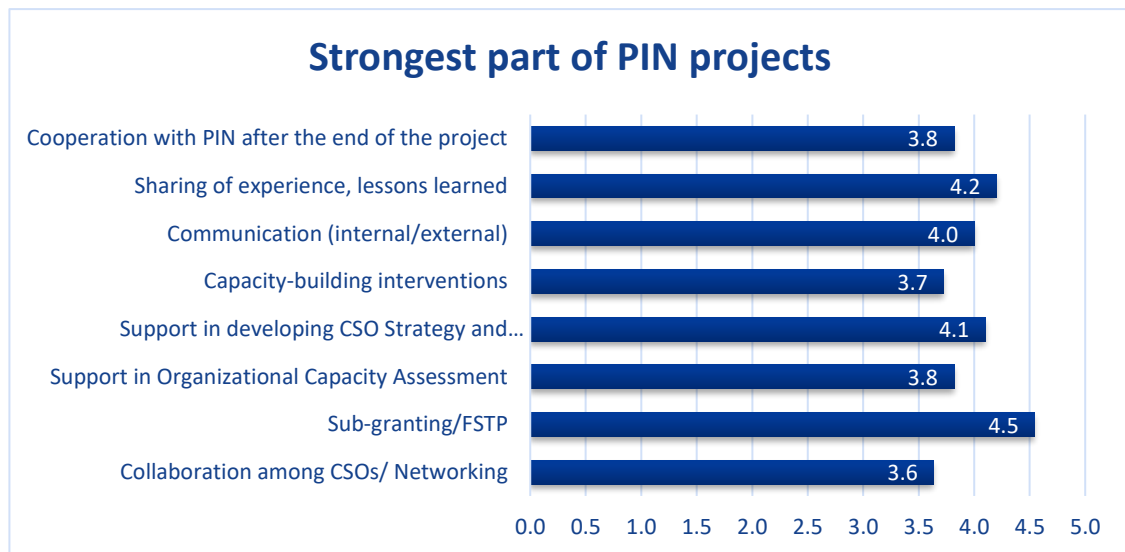
This highlights the need for careful consideration of language and framing when addressing sensitive topics in complex environments.

5 Assessment of PIN’s Two Initiatives

In the pursuit of improving program outcomes, the **Evaluation of Project Effectiveness** serves as a critical tool for assessing the impact of various strategies and interventions implemented throughout the project lifecycle. To achieve this, a comprehensive set of questions was developed, focusing on key aspects such as collaboration, financial support mechanisms, strategic planning, and capacity-building efforts. This evaluation aims to identify strengths, weaknesses, and areas for improvement by gathering insights from stakeholders, including CSOs. By systematically measuring these dimensions, the evaluation seeks to provide actionable recommendations that enhance the project's overall effectiveness and sustainability.

In evaluating the effectiveness of the project, it is essential to identify the key strengths that contributed to its overall success. This section outlines the most impactful areas, reflecting both qualitative feedback and quantitative ratings from stakeholders. The findings reveal that sub-granting mechanisms, strategic support for Civil Society Organizations (CSOs), and effective communication practices have been pivotal in driving project outcomes. By examining these strengths, we can better understand the factors that facilitated collaboration, enhanced capacity, and fostered a culture of learning among stakeholders.

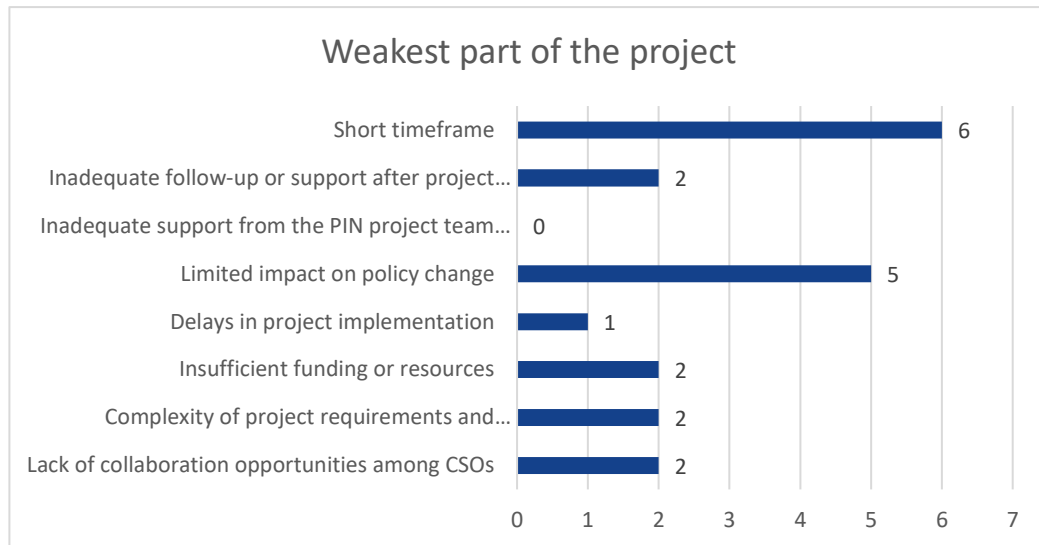
Chart 5: Strengths of PIN projects



1. **Sub-granting/FSTP: 4.5** - This aspect is the strongest, indicating significant success in collaboration and financial support mechanisms.
2. **Support in developing CSO Strategy and Development Action Plan: 4.1** - A strong rating shows effective assistance in strategic planning for CSOs.
3. **Sharing of experience, lessons learned: 4.2** - This reflects a robust culture of learning and sharing among stakeholders.
4. **Communication (internal/external): 4.0** - Effective communication has been established, facilitating better engagement and transparency.
5. **Capacity-building interventions: 3.7** - Indicates a solid but slightly lower impact in building capacities compared to others.
6. **Support in Organizational Capacity Assessment: 3.8** - Reflects a decent level of support in assessing organizational needs.
7. **Collaboration among CSOs/Networking: 3.6** - A bit lower, suggesting there may be opportunities for improvement in networking and collaboration efforts.
8. **Cooperation with PIN after the end of the project: 3.8** - Indicates ongoing engagement but suggests potential areas for deeper cooperation.

This ranking highlights the areas where the project performed best, particularly in sub-granting and strategic support, while also identifying opportunities for enhancing collaboration and networking among CSOs. If you'd like to dive deeper into any specific area or discuss ways to improve certain aspects, let me know!

Chart 6: weaknesses of PIN projects



The survey highlights that the **short timeframe** (6 votes) and **limited impact on policy change** (5 votes) were the most significant weaknesses of the project. Other areas for improvement include **lack of collaboration among CSOs**, **complex project requirements**, **insufficient funding**, and **inadequate follow-up** (each with 2 votes). **Delays in project implementation** were a minor issue.

5.1 Effectiveness of Strategies and Approaches

The chart presents a ranking of strategies or approaches based on their perceived effectiveness in the project:

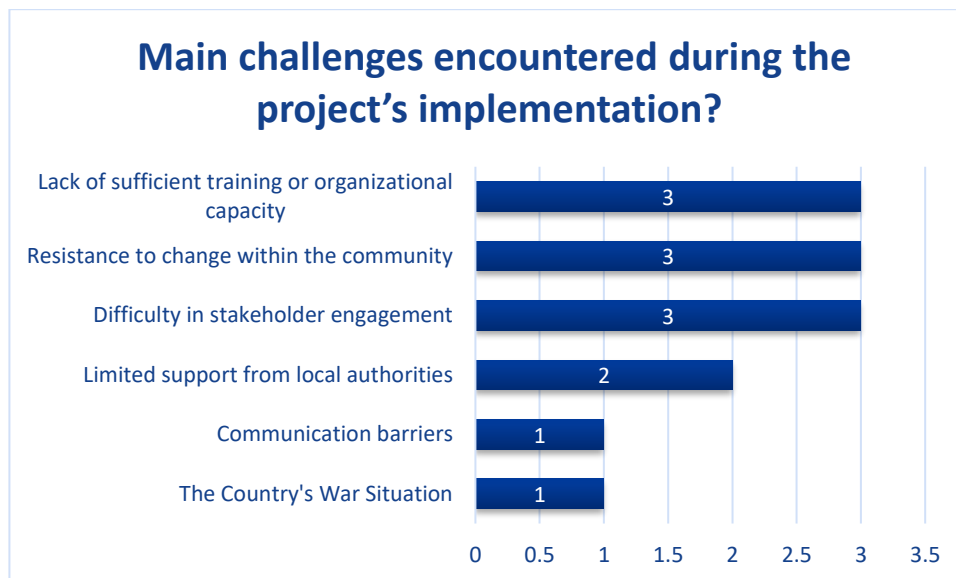
Chart 7: Effective strategies used in PIN projects



- **Development Action Plan Formulation and Project Implementation Grant:** Considered the most effective approaches, with **9 CSOs** finding them particularly useful. This suggests that both planning and direct financial support are highly valued for project success.
- **Strategy Development and Operational Grant:** Following closely, with **6 votes each**. These approaches emphasize higher-level planning and operational funding, indicating that participants value strategic thinking and financial sustainability.
- **Organizational Capacity Assessment Tool (OCAT):** This tool, designed to evaluate strengths and growth areas within organizations, received **5 votes**, reflecting moderate value.
- **Specific Activities for Improving Skills and Competencies:** Viewed as somewhat effective (4 votes), suggesting that while important, they may not have as immediate or broad reaching an impact as funding or strategic plans.
- **Grant Campaign and Unconference, Peer-to-Peer Education Approaches:** Each received **3 votes**, indicating niche effectiveness in advocating for funding and promoting collaborative learning.
- **Mentoring and Coaching:** Rated lowest (2 votes), possibly due to their more individualized focus or perceived lower impact on broader project goals.

In summary, the most effective strategies are those related to concrete financial support (grants) and structured planning (development plans). Capacity-building activities, while valued, are seen as secondary to direct grants and strategic frameworks.

Chart 8: **Main challenges encountered during the project’s implementation?**

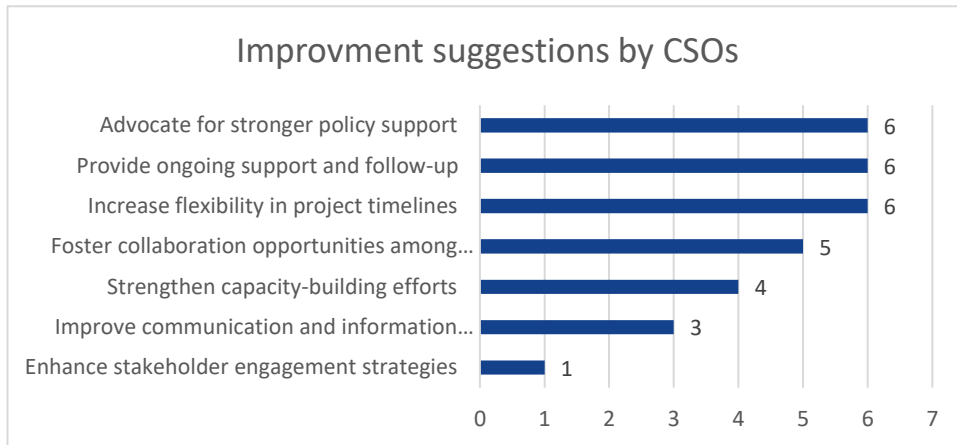


The analysis reveals various challenges faced in the project, including:

- **Difficulty in Stakeholder Engagement, Resistance to Change Within the Community, and Lack of Sufficient Training or Organizational Capacity:** Each of these received **3 votes**, highlighting significant barriers. Interestingly, while trainings were not emphasized as effective strategies, this contradiction may indicate a need for better alignment with CSOs' actual needs.
- **Limited Support from Local Authorities:** Noted by **2 votes**, suggesting an additional area for improvement.

- **Country’s War Situation** and **Communication Barriers**: Each received **1 vote**, indicating they are lesser but notable concerns.

Chart 9: Improvement suggestions by CSOs



To

enhance project impact, CSOs frequently suggested several improvements:

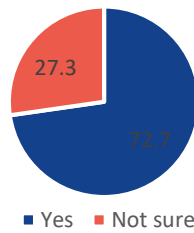
- **Increasing Flexibility in Project Timelines, Providing Ongoing Support and Follow-Up, and Advocating for Stronger Policy Support**: Each received **6 votes**, emphasizing a need for more adaptable and sustained efforts.
- **Fostering Collaboration Among CSOs**: Highlighted by **5 votes** as a key area for improvement.
- **Strengthening Capacity-Building Efforts**: Emphasized by **4 votes**, while **Improving Communication and Information Sharing** (3 votes) and **Enhancing Stakeholder Engagement Strategies** (1 vote) were mentioned less frequently, indicating they may not be viewed as the most pressing issues.

5.2 Scalability and Future Recommendations

When asked about the potential to expand or replicate the project, **72.7% of respondents answered "Yes,"** reflecting strong support for scalability. Conversely, **27.3%** responded with "Not sure," indicating some uncertainty regarding applicability in different contexts.

Chart 10: Perception on Scalability of PIN projects

Perceptions on the Scalability of the Project



The analysis of recommendations for future activities reveals several key areas for improvement:

Securing Additional Funding Opportunities for Small-Scale Initiatives: This suggestion received **7 votes**, emphasizing the need for financial resources to support expansion and sustainability.

- **Integrating Digital Tools and Platforms:** Supported by **6 votes**, this aligns with enhancing the project's reach and efficiency.
- **Community Outreach and Engagement Activities, Peer Learning and Exchange Programs, and Increased Focus on Sustainability Planning:** Each received **4 votes**, reinforcing the need for a strategic approach to scaling the project.

Interestingly, there was little emphasis on **more Targeted Capacity-Building Workshops** and **Strengthened Partnerships with Local Authorities** (both received **0 votes**), suggesting these activities may not be viewed as critical in the context of expansion.

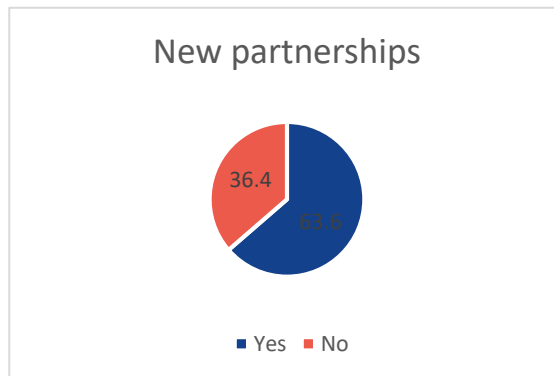
6 Organizational Capacity and Funding Opportunities

This section explores the support landscape for civil society organizations (CSOs) involved in the PIN project, highlighting the extent of additional funding sources and the establishment of new partnerships. While a significant majority of participants reported relying solely on the PIN project for their initiatives, a notable minority indicated access to supplementary funding from various organizations, such as the European Endowment for Democracy and the Global Fund for Community Foundations. Additionally, the data reveals the project's effectiveness in fostering collaboration, as over 63% of respondents reported forming new partnerships as a result of their involvement. This section also examines changes in organizational structures and capacity-building outcomes, with a focus on the participants' perceived ability to secure future funding opportunities. Together, these insights illustrate the dynamic environment in which CSOs operate and the critical role of funding and collaboration in enhancing their missions and sustainability.

When asked if there were other projects or funding sources supporting their mission alongside the PIN project, **72.7%** of participants reported **"No,"** indicating that they did not have additional support. In contrast, **27.3%** responded **"Yes,"** ("Kanani" Social-Psychological Center, Revealing the Potential of Border Youth, "Support for Women and Children" NGO) suggesting that a smaller portion of respondents had access to other resources.

For those who indicated they had additional funding sources, organizations such as **EED (European Endowment for Democracy)**, **GFC (Global Fund for Community Foundations)**, and **PCSC (Public Committee for Social Change)** may have been mentioned. This finding underscores that while most organizations relied solely on the PIN project for their initiatives, a few benefited from these supplementary funding sources, which could enhance their overall capacity to achieve their missions.

Chart 11: New partnership established after PIN projects



Additionally, when participants were asked if they had established new partnerships or collaborations as a result of the project/program, **63.6%** answered "Yes," indicating a positive outcome in fostering connections and collaboration among stakeholders. One example of an established partnership mentioned by FAR was with **Berd Culture House** and the **Tavush Coalition**, although it was noted that both have not been actively working.

In contrast, **36.4%** responded "No," suggesting that a significant minority did not experience new partnerships through the project. This further highlights the project's effectiveness in promoting networking and collaboration within the community, which can enhance collective efforts and resource sharing in future initiatives, even in the absence of external funding sources for many organizations.

The responses to the question of whether the organizational structure changed after the project/program reveal that **4 participants** (approximately **36.4%**) reported "Yes," indicating some level of structural change, while **7 participants** (approximately **63.6%**) responded "No," suggesting that the majority did not undergo any changes.

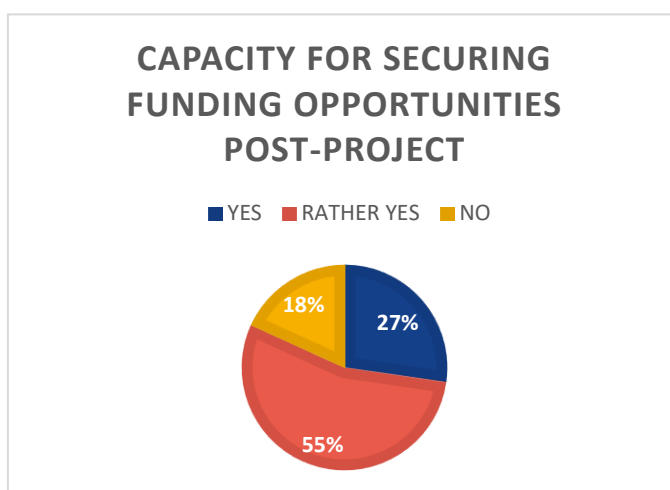
Chart 12: Improvements of organizational structures



Among those who reported changes, notable developments include the establishment of a new foundation, specifically the **Tavush Foundation** by FAR, and the formation of an organizational council.

Chart 13: Capacities for fundraising

The responses to the question about whether participants feel they have acquired sufficient capacity to seek and apply for funding opportunities as a result of their involvement in the project show a generally positive trend. Specifically, **27.3%** of respondents answered **"YES,"** indicating that they feel fully equipped to pursue funding opportunities. Additionally, a significant **54.5%** responded **"RATHER YES,"** suggesting that they have gained some capacity but may still have areas for improvement.



In contrast, **18.2%** of participants answered **"NO,"** indicating that they do not feel adequately prepared to seek and apply for funding. This minority could point to gaps in skills or resources that need to be addressed to enhance their funding acquisition capabilities.

Overall, the data reflects a strong positive sentiment regarding the capacity-building aspect of the project, with over **81.8%** of participants expressing confidence in their ability to pursue funding opportunities. However, the presence of a small percentage who feel unprepared highlights an area where additional support or training may be beneficial to ensure all organizations can effectively secure funding for their initiatives.

6.1.1 Donors and Funding Organizations mentioned by CSOs

CSOs have actively engaged with a diverse range of donors and funding organizations, listed below, to enhance their capacities and further their missions in Armenia.

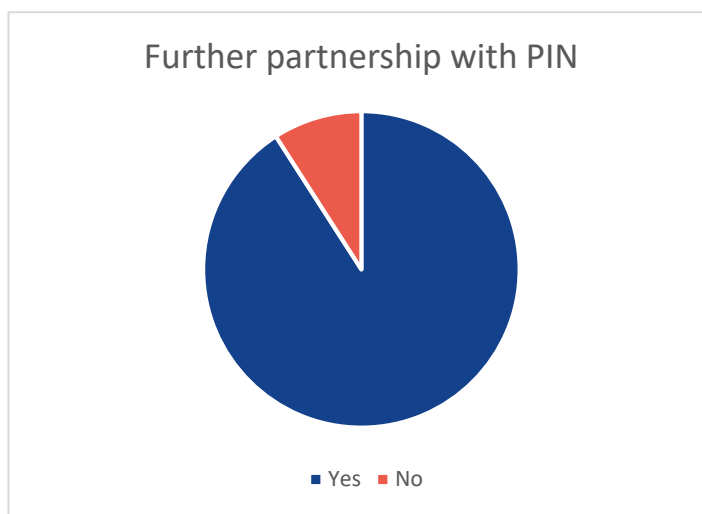
1. UNDP (United Nations Development Programme)
2. GIZ (German Corporation for International Cooperation)
3. UNICEF (United Nations Children's Fund)
4. FAO (Food and Agriculture Organization)
5. PIN (People in Need)
6. Ministry of Labor and Social Affairs and Ministry of Education, science, culture and sport of the Republic of Armenia
7. Community for Local Democracy
8. Counterpart International
9. NEF Belgium (New Economic Foundation) - Prosperous Future in the New Community
10. Kvinna till Kvinna (Women to Women)
11. IWPR (Institute for War and Peace Reporting)
12. Eurasia Partnership Foundation
13. EED (European Endowment for Democracy)
14. GIZ Armenia
15. Oxford Armenia Foundation
16. EU (European Union)
17. Hovnanian Foundation
18. DI VI VI International
19. Gishyan Foundation

- 20. All-Armenian Fund
- 21. Netherlands Helsinki Committee's "COVID-19 Solidarity Program"
- 22. STRIVE Program

7 Envisioning Future Collaborations with PIN

The survey results indicate a strong preference for continued collaboration with PIN, with **10 respondents** expressing a willingness to collaborate further, compared to just **1 respondent** who opted against it, specifically mentioning **Revealing the Potential of Border Youth NGO** without specifying the reason for their decision. This suggests a high level of satisfaction and positive experiences among the participants regarding their interactions with PIN.

Chart 14: Further partnership with PIN



When asked about the preferred format for future collaboration, the majority of respondents (7 out of 10) expressed interest in **sub-granting**, indicating a desire for financial support that allows for flexibility and independence in implementing projects. This format may provide organizations with the necessary resources to enhance their initiatives while maintaining alignment

with PIN's objectives.

Additionally, **2 respondents** mentioned a preference for a **partnership**, reflecting a willingness to engage in collaborative efforts that leverage shared expertise and resources.

Overall, these findings underscore the potential for ongoing collaboration between PIN and the participating organizations, with a clear preference for sub-granting as a key mechanism for supporting future initiatives. This relationship could enhance the capacity of local organizations while furthering the mission of PIN in the region.

8 Strengths of CSOs for Potential Collaboration

The survey results highlight the diverse sectoral expertise of the participating Civil Society Organizations (CSOs) that could be valuable for future partnerships with PIN. The data indicates a strong emphasis on **skills in ensuring an inclusive environment**, with **8 respondents** identifying this area as a strength. This suggests that the CSOs are well-equipped to promote inclusivity, particularly for children and minorities, which aligns with current priorities in community development.

In addition, **7 respondents** noted their expertise in **youth engagement** and **gender equality and social inclusion**, indicating a commitment to empowering vulnerable groups and

addressing systemic inequalities. This expertise can be instrumental in designing and implementing programs that effectively address the needs of marginalized populations.

Skills in community development and mobilization were cited by **5 respondents**, showing that these organizations can effectively engage local communities and mobilize resources to enhance community well-being. Meanwhile, **6 respondents** indicated a focus on **education and training**, which can facilitate capacity-building initiatives and improve overall educational outcomes.

Other areas of expertise, such as **working with people with disabilities** (4 respondents) and **policy advocacy and lobbying** (3 respondents), demonstrate the CSOs' ability to address specific social issues and influence policy changes.

Table 4: CSOs' expertise

	Expertise in environmental management	Knowledge in education and training	Skills in community development and mobilization	Skills in youth engagement	Skills in working with people with disabilities	Skills in ensuring an inclusive environment (for children, minorities, etc.)	Experience in policy advocacy and lobbying	Experience in gender equality and social inclusion
"Just Democracy" NGO			V					V
"NorArar" Educational NGO		V				V		V
"Let's Enhance Our Villages" NGO	V	V	V	V		V		V
"With You" NGO		V			V	V		
"Kanani" Social-Psychological Center NGO				V		V		V
"MITQ" Educational-Youth Initiative NGO				V	V		V	
"Fund for Armenian Relief", Berd branch Office		V	V	V	V	V	V	V
"ASTGHAVARD" Association of Parents of Children with Disabilities				V	V	V		V
"For Freedom" Legal NGO		V	V		V	V		V
Revealing the Potential of Border Youth NGO		V		V				
"Support for Women and Children" NGO	V					V		V

Overall, these findings suggest that PIN has access to a rich pool of expertise within the participating CSOs, particularly in areas related to inclusivity, youth engagement, and gender equality. Leveraging this expertise could enhance the effectiveness of future initiatives and foster impactful collaborations in addressing social challenges.

In response to the question **"How has your organization's capacity to deliver services or manage programs improved (please describe any newly adopted systems, processes, or tools)?"** several improvements were noted by 4 CSOs. The organization's capacity has been enhanced through the development and implementation of internal governance and program management procedures. Staff have also developed their abilities to work effectively with individuals across different age groups. This growth has resulted in an increase in both the variety and number of services and programs offered. Furthermore, one organization mentioned conducting an annual self-assessment (OCAT) and regularly reviews existing policies and procedures, placing greater emphasis on establishing and enhancing institutional memory. However, 7 participants indicated that there have not been any substantial changes.

Meanwhile The responses indicate a strong positive outcome regarding the impact of PIN project trainings on staff experience and skills. With 72.7% of respondents affirming that training has improved their skills, it suggests that the training programs implemented by the organization have been effective and well-received. Particularly, CSOs mentioned, that the development of knowledge acquired through training has significantly impacted the organization's capacity for effective program management, with continuous monitoring and evaluation activities being implemented satisfactorily. Additionally, the organization has improved its strategic planning and strategic communication capabilities. By applying the knowledge gained from training, staff members are now better equipped to engage in strategic planning processes, ensuring that organizational goals are aligned with the needs of the communities they serve. Furthermore, enhanced communication strategies have been established, facilitating better engagement with stakeholders and promoting transparency and accountability in all organizational activities.

8.1.1 Additional Comments and Concerns

Several respondents expressed the transformative impact of PIN on the current staff's mindset at. They highlighted the importance of developing relationships with donor organizations due to PIN support and the opportunity to familiarize themselves with best practices that can be applied within their organizations.

9 Conclusion

The survey results highlight the significant positive impact of PIN's projects on the participating NGOs and the communities they serve.

Overall, the positive changes observed as a result of PIN's project are multifaceted, encompassing increased community engagement, improved organizational capacity, and strengthened collaboration among stakeholders. These developments reflect the project's commitment to enhancing the capabilities of Civil Society Organizations (CSOs) through targeted interventions such as sub-granting, strategic development, and capacity building. The project has also successfully empowered youth and women, increased awareness of rights, and fostered inclusive practices for people with disabilities.

However, the sustainability of these outcomes remains a critical consideration. The assessment indicated a mixed perception regarding the longevity of project results, with organizations identifying several key factors that could support ongoing success. Continued funding, effective collaboration among CSOs, strong community engagement, and local government support are essential to maintaining the positive impacts achieved. The project has shown that the relationships built among stakeholders, coupled with a shared commitment to common goals, can lead to enduring benefits for the community.

In summary, while the project has yielded significant positive changes across various dimensions of community engagement and NGO effectiveness, ongoing support and collaboration will be vital in ensuring these impacts are sustained in the long term. The lessons learned from this initiative can guide future efforts to further strengthen community resilience and capacity, ultimately contributing to a more engaged and empowered society.

9.1.1 Recommendations

Based on the findings from the survey and the positive outcomes observed, the following recommendations are proposed to further enhance the impact and sustainability of PIN's interventions:

- **Establish a Sub-Granting Program:** Given the strong preference among respondents for sub-granting as a preferred format for future collaboration, PIN should consider developing a structured sub-granting program. This program should offer financial support that allows CSOs the flexibility and independence needed to implement their projects effectively. By providing tailored funding options, PIN can empower local organizations to enhance their initiatives while maintaining alignment with its objectives.
- **Facilitate Collaborative Partnerships:** In addition to sub-granting, PIN should promote opportunities for collaborative partnerships among CSOs. Encouraging organizations to share expertise and resources can leverage the diverse strengths identified in the survey, particularly in areas such as youth engagement, gender equality, and inclusivity. Facilitating joint projects or co-hosted events could foster stronger relationships and enhance the overall impact of community development efforts.
- **Enhance Capacity-Building Initiatives:** The survey highlights the positive impact of PIN's training programs on CSO staff skills and experiences. To further bolster this development, PIN should continue to offer capacity-building initiatives focused on key areas such as program management, strategic planning, and

communication strategies. By tailoring training to the specific needs and expertise of CSOs, PIN can help ensure that organizations are well-equipped to meet the challenges they face in delivering services effectively.

- **Support Knowledge Sharing and Best Practices:** As organizations implement new systems and processes, PIN can facilitate knowledge sharing among CSOs. This could involve creating platforms for CSOs to share their experiences, best practices, and lessons learned. Regular forums or workshops could provide valuable opportunities for organizations to exchange insights, fostering a culture of continuous improvement and innovation.
- **Regularly Assess Sustainability Factors:** Periodically evaluate the factors contributing to sustainability, ensuring that support mechanisms are in place to address challenges and leverage opportunities for continued impact.
- **Strengthen Follow-Up and Support Mechanisms:** To maximize the impact of training and resources provided, PIN should implement a robust follow-up mechanism to support CSOs after training sessions. Regular check-ins and mentorship opportunities can help organizations apply their new-found knowledge effectively.
- **Encourage Policy Advocacy and Engagement:** Since several respondents noted limited impact on policy change, PIN should assist CSOs in developing advocacy strategies that align with local needs. This could include training on policy engagement and collaboration with local authorities to amplify their voices in decision-making processes.

By implementing these recommendations, PIN can further enhance the effectiveness of its projects, ensuring that the positive impacts observed are sustained and amplified for the benefit of future generations.

