



# DEVELOPMENT POLICY INSTITUTE ORGANISATION STRATEGY 2021-2025



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## Document Format

This short public version of the Development Strategy of the Public Association “Development Policy Institute” is based on the full actual version approved by the Supervisory Board of the organization. The full version contains a detailed description of the strategic areas for development, methods and risks of the Strategy implementation. The full version is available upon request, which can be sent to the email address [Ndobretsova@dpi.kg](mailto:Ndobretsova@dpi.kg)

DPI expresses its gratitude to employees, partners, consultants, members of the DPI Supervisory Board for a long-term cooperation and contribution to the development of this Strategy.

## Introduction

Development Policy Institute (DPI) is a non-profit non-governmental organization founded in August 2009 by experts on regional development with extensive experience in the sphere of local self-government (LSG) and communications.

In January 2020, DPI was re-registered into a new organizational form - a public association.

In 2021, the organization brings together a large number of permanent and associate employees - experts with many years of experience in various areas of lawmaking, reform of state and municipal governance, development of local self-government, communities and mass communications.

DPI continues to successfully implement the largest technical assistance projects in the local development in the Kyrgyz Republic (KR), financed by the World Bank, the Swiss Government (SDC), and the German Society for Technical Cooperation (GIZ), etc.

At the time of this Strategy preparation, DPI was established as a sustainable and influential organization with a wide network of cooperation and partners, enjoying a well-deserved authority in the government, non-profit and business structures.

In 2015, DPI adopted the organization's Development Strategy for 2015-2019. This document describes the follow-on development strategy of DPI for the period 2021-2025.

## DPI Major Achievements (external evaluation and self-assessment)

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|---|--|
| <ul style="list-style-type: none"> <li>❖ Strong team (qualified experts, consultants and trainers, cohesive professional team).</li> <li>❖ Sustainable commitment to corporate, professional and ethical principles.</li> <li>❖ Confidence of the municipalities represented by LSG bodies and local communities.</li> <li>❖ Leading position in expertise on local development issues recognized by both local government and non-government partners and international partners (donors).</li> <li>❖ In-depth knowledge of processes, environment at the community level and at the national level; good business relationships with government agencies and other partners; recognized contribution to the LSG development.</li> <li>❖ Continuous promotion of the experience sharing between communities and LSG; assistance to fostering of local leaders; training and education on local self-government.</li> </ul> | <ul style="list-style-type: none"> <li>❖ Practical nature and high applicability of knowledge transferred to LSG bodies and communities.</li> <li>❖ High level of legal expertise; recognition as a developer of an advanced legal framework in the sphere of LSG.</li> <li>❖ Revival and development of the Union of LSG, close interaction with the LSG Union (joint organization).</li> <li>❖ Regular publications as a constant source of useful analytical information for LSG bodies and local communities (Municipality magazine).</li> <li>❖ Flexibility and susceptibility to innovation, ability to analyze and find adequate solutions without turning them into dogmas.</li> <li>❖ Constant accumulation of data and knowledge.</li> <li>❖ Significant contribution to the state budget (as a taxpayer and as a grant operator).</li> <li>❖ Effective organizational approaches; significant promotion of financial management.</li> </ul> |
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## Organization's Vision, Mission and Strategic Goal



### Vision in the external environment

*DPI is a leading, influential<sup>1</sup> and in-demand organization in its sector trusted by citizens, municipalities, central authorities and development partners.*

### Vision in the internal environment

*DPI is a financially sustainable competitive expert organization capable of producing quality products, having a solid material base and cohesive motivated team.*



### Mission

*Assisting local communities and governments in exercising the human right to live with dignity.*



### The goal of the strategy

*Reach a high level of the organization's development through the systematic achievement of new results without losing those already achieved.*

## Strategic Areas for Development



### 1. Consolidation of successes in existing focus areas

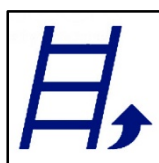
- ❖ Establishment of the Academy of Local Governance of Central Asia (ALGCA) (registration in 2021).
- ❖ Further development and support of the Portal of the LSG Best Practices [www.myktyaimak.kg](http://www.myktyaimak.kg).
- ❖ Maintenance of a high level of legal expertise.
- ❖ Promotion and development of implemented innovations.
- ❖ Assistance in creating favorable conditions for the development of NPOs.



### 2. Expansion of areas / sectors of interest

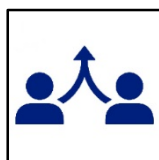
- ❖ Expansion of the civil society organizations' partnership on the issues of openness and accountability of these organizations towards their target audiences.
- ❖ New areas of research and innovation implementation.
- ❖ New approaches to strengthening personnel of the municipal and public service.
- ❖ Development of additional educational services: certified training for career growth in business areas close to the DPI activities specifics.
- ❖ Incorporation of IT technologies into the methods and tools of the DPI projects.
- ❖ Test new tools to influence target groups (youth, women, vulnerable).
- ❖ Scale up of geography, development of new markets.

<sup>1</sup> Influence - here to influence the situation through professional recommendations and public opinion



### 3. Advancement and expansion of professional expertise

- ❖ New types of expertise and advanced training for existing employees.
- ❖ Diversification of thematic expertise.
- ❖ Creation of regular information and analytical products.
- ❖ Development of local research contacts and access to their resources.



### 4. Strengthening influence (image, advocacy and political capital)

- ❖ Strengthen participation in the decision-making process.
- ❖ Expand partnerships with local NPOs.



### 5. Sustainable diversified financing

- ❖ Diversification of forms for recruiting expertise.
- ❖ Promotion of the institutional status of a consultant.
- ❖ Donations.
- ❖ Receive passive income.



### 6. Interaction with clients, image of the research center

- ❖ Strengthen relationships with regular clients and advance the image.
- ❖ Quality management policy.
- ❖ Branding policy.



### 7. Organizational strengthening and development

- ❖ Systematic transition from a project-oriented to thematic organizational structure.
- ❖ Analysis of strategic risks.
- ❖ Informatization of internal work processes.



### 8. Human resource management

- ❖ Engagement of young professionals.
- ❖ Strengthening corporate solidarity and culture (Team-building).
- ❖ Activities for employees on self-development and self-control
- ❖ System of material motivation.



### 9. Monitoring and evaluation of DPI including monitoring of the Strategy implementation

- ❖ Reorganization and redistribution of functions in the DPI monitoring system.
- ❖ Preparation of periodic reporting on the monitoring results of the Strategy implementation.
- ❖ External evaluation.
- ❖ Improved management of products and deliverables.

## Abbreviations

DPI – Public Association “Development Policy Institute”

KR – Kyrgyz Republic

LSG – Local self-government

Union of LSG – Association of Legal Entities “Union of Local Self-Governments of the Kyrgyz Republic”

ALGCA – Academy of Local Governance of Central Asia

NPO – Non-profit organization