

**ITEM B.200**  
**FOR INFORMATION**

**Jinishian Memorial Program Strategic Plan**  
**2014-2019**

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Abbreviations:

GC	Governance Commission
JMP	Jinishian Memorial Program
LAC	Local Advisory Committees
PC(USA)	Presbyterian Church (U.S.A.)
PMAB	Presbyterian Mission Agency Board
USAC	United States Advisory Committee

## Background and Current Situation

Created by a \$9.2m bequest from Vartan H. Jinishian in 1966 in memory of his parents, the Jinishian Memorial Program (JMP) is an international relief and development organization administered by The Presbyterian Church (U.S.A.) [PC(USA)] that provides basic social services, grants for relief, developmental assistance, and spiritual uplift to poor and needy Armenians in Syria, Lebanon, Jerusalem, Turkey, the Republic of Armenia, Nagorno-Karabakh and Georgia. Nearly \$45 million has been expended in Armenia and the Middle East over 45 years.

JMP works in human development, which focuses on the social, psychological and economic aspects of development. It supports affordable housing, gives small loans, offers preventative and curative health care, and provides social assistance to the sick, elderly, and other socially vulnerable persons. It develops community-based and economic development projects that promote self-sufficiency and works with other Armenian and non-Armenian humanitarian organizations in a wide range of social problems. JMP uses highly qualified development specialists, licensed social workers, doctors, nurses, accountants, and business administrators to fulfill its goals.

Two program staff persons in the JMP management office in Louisville supervise seven operational sites in five countries: Armenia, Lebanon, Syria, Turkey and Jerusalem. At those sites JMP utilizes the services of over 55 employees, as well as about 50 volunteers from the local Armenian communities, to meet its strategic objectives. PC(USA), the parent organization of JMP, and JMP management gain advice and counsel from a self-perpetuating U.S. Advisory Committee (USAC), whose make-up and mandate are stipulated in the Jinishian Will (See Appendix B). The JMP Governance Commission carries out the governance responsibilities of the Presbyterian Mission Agency Board (PMAB), the official governing board of the PC(USA). The Commission is comprised of the five members of USAC and two additional members named by the PMAB. The Commission carries out the authority of the PMAB, subject to a process of review. JMP management uses email, telephone, fax and frequent on-site travel to communicate policies, guidance, and direction to the respective country programs, as well as to bring back reports and evaluative program information to the PC(USA). International audit firms are contracted to make annual reports to the PMAB audit committee.

In the past, JMP benefited from stable funding from the Jinishian endowment fund. Since 2004, JMP has been in the decline phase of its life cycle, due to a decrease in revenues received from the endowment fund's investments. As JMP seeks to circumvent the decline phase and move into a renewal phase, it undertook several fundraising initiatives to promote the work of JMP in North America and to involve more partners and contributors to the project funding. The initial steps have been taken during the last five years and the process moved forward, but more significant steps and efforts are needed to reach more organizations and individuals interested in JMP.

JMP's strengths are its dedicated staff, holistic approach to serving its beneficiaries, ability to form meaningful, ecumenical partnerships, and capacity to mobilize community members. JMP has identified opportunities to evolve as an effective development organization, attract volunteers committed to the mission, and implement a public relations campaign to enhance its strengths and to offset and overcome its weaknesses and threats. JMP recognizes the need for expanding lifelong learning opportunities for the Commission members, staff and volunteers, improving its internal and external communication mechanisms and increasing its understanding of the diverse contexts in which its beneficiaries live and program staff operates. JMP faces many challenging external factors adversely affecting its programs, staff and beneficiaries, such as political and economic instability in the countries it serves resulting in growing needs of larger numbers of impoverished Armenians.

Brief History of Armenians

From Serving the Least of These, by Rev. Sylvia Casberg Guinn-Ammons  
[http://www.pcusa.org/jinishian/resources/JinishianMemorial\\_book.pdf](http://www.pcusa.org/jinishian/resources/JinishianMemorial_book.pdf)

Armenians, an ancient people tracing their heritage back to one of the Aryan (INDO-EUROPEAN) tribes from the north, settled in a region occupied by the Urartians who lived on the Anatolian plateau in 1300 B.C. The first mention of the name Armenian appears in the Behistun inscription of the sixth century (521 B.C.). Behistun lands stretched from the Euphrates River in the west to regions near the Caspian Sea in the east, Lake Urmia in the south, and the Caucasus region in the north. According to Genesis 8:4, repopulation of the earth began when Noah's ark came to rest on Mount Ararat in historical Armenia. Considered by many to be the cradle of civilization, Armenia today makes up less than 10 percent of its historical territory. Through centuries of occupation and invasion, Armenians have preserved their identity through deep devotion to the Armenian Church and the Armenian alphabet and language.

Armenia is the oldest Christian nation. St. Gregory the Illuminator converted King Trdat III in 301 A.D. and baptized the populace en masse, proclaiming Christianity the faith of the state 10 years before Rome did the same. The year 2001 celebrated 1700 years of Christianity in Armenia. Today there are three major Armenian denominations: the Armenian Apostolic Orthodox, the Armenian Evangelical, and the Armenian Catholic. April 24 is a day of mourning for all Armenians. On this day in 1915, more than 200 Armenian leaders were arrested in Constantinople (now Istanbul), taken to the interior of Turkey, and murdered. Thus began the systematic elimination of 1.5 million – 2 million Armenians who were citizens of the Ottoman Turkish State. Armenians were shot, hung, drowned, deported, and left to starve in the desert, but the world heard little of these atrocities. Nor was that the first time Armenians had been singled out for persecution. Earlier massacres had occurred in 1885 and 1886 in eastern Anatolia, where 100,000 perished, and again in 1909 in the district of Adana, claiming the lives of more than 50,000. U.S. ambassador to the Ottoman Empire Henry Morgenthau, acting on instructions from Secretaries of State William Jennings Bryan and Robert Lansing, organized and led protests. Representatives from other nations voiced their concerns, but the significance of the Armenian genocide was masked by the clouds of World War I gathering over Europe.

The Armenian Diaspora of more than 5 million is scattered around the world. The largest communities are in the United States, Lebanon, Syria, Iran, Canada, France, Russia, Argentina, and Australia, with smaller communities in Iraq, Bulgaria, Greece, Uruguay, Brazil, Turkey, and Cyprus. The dispersion extends into the rest of the world as well. All Armenians remember what is often referred to as “the forgotten genocide of the 20th century,” and their memories shape the way they recount their genealogy and the way they count their blessings. Vartan Jinishian remembered too. Tacked to a bulletin board in the JMP Beirut office is this short paragraph written by William Saroyan, Armenian-American author: “I should like to see any power of the world destroy this race, this small tribe of unimportant people, whose wars have all been fought and lost, whose structures have crumbled, literature is unread, music is unheard, and prayers are no more answered. Go ahead, destroy Armenia. See if you can do it. Send them into the desert without bread or water. Burn their homes and churches. Then see if they will not laugh, sing and pray again. For when two of them meet anywhere in the world, see if they will not create a New Armenia.”

Jinishian Memorial Program Mission Statement

JMP enables Armenians in need to move from poverty and despair to self-sufficiency and hope through relief, development and spiritual uplift. We commit ourselves to working ecumenically in the fulfillment of this mission.

Vision statement for 2014-2019

JMP helps diverse, vulnerable Armenian communities to achieve a dignified life through devoted excellence in service and compassionate leadership as it grows its network and resources.

JMP is committed to

Core Values

- Stewardship of the will and funds: being a responsible caretaker and carrying out the wishes of its benefactor and donors in the best ways possible
- Accountability: honesty and integrity in reporting achievements, organizational goals, budgets and financial statements, seeking input from stakeholders on programs, services and determining mutual responsibilities
- Inclusiveness: working in unity to achieve organizational goals and respecting the diversity and opinions of beneficiaries when making decisions and designing and implementing programs
- Compassion: recognizing and serving the diverse needs of beneficiaries, staff and volunteers with compassion and justice
- Transparency: communicating openly with internal and external stakeholders, yet respecting confidentiality where necessary
- Competency: providing professional development and striving to maintain an environment that encourages creative ways to improve our programs, services, knowledge and skills

Priority Issues

The following five priority issues are the concerns on which JMP needs to focus in order to reach its vision for 2019: JMP helps diverse, vulnerable Armenian communities to achieve a dignified life through devoted excellence in service and compassionate leadership as it grows its network and resources.

1. Adapt to meet current needs of Armenian communities. Rationale: JMP commissioners and staff recognize that indigenous leadership and flexibility in the face of changing populations, politics, economies and conflicts has been JMP's greatest strength over the past couple of years. The ongoing priority is to remain nimble and to identify at the grassroots level how to assist the most vulnerable, working in active partnership with other long-standing and new regional agencies. These partners represent the ecumenical demographics of diverse Armenian communities. This approach also balances the twin emphasis on relief and development, allowing for emergency aid in crisis while maintaining the focus on long-term, empowering, non-dependent impact. JMP leadership aims to continue the successful advances made over the past five years as an effective development organization. Within this scope, health-related care is the core operation, reflecting the emphasis of Jinishian's will and the expertise of our JMP staff.
2. Retain and equip best qualified staff. Rationale: Devoted excellence in service requires ongoing maintenance of professional expertise and internal communications. Management aims to foster an organizational culture of compassion and collegiality so that all staff is equipped to serve their constituents drawing on best practices and regional and international exchange. Professional development will provide the staff with training and education to gain valuable skills to enhance their job performance and positively respond to changes in responsibilities; give them the opportunity to reach their full potential as individuals; boost their self-efficacy and motivation level; increase productivity; and build commitment to the JMP mission. Organizational structure and job responsibilities also need to reflect primary goals and objectives. Because of finite resources, all staff development activities and human resource decisions must be strategically aligned with priority issues.
3. Expand communication and networking. Rationale: Responsive expertise and continuous delivery of relief and development services requires a sustainable source of funding, which begins with a network of informed and inspired supporters. Armenian-American communities need to hear JMP success stories so that they have the opportunity to become partners. This is currently an underutilized potential resource, and JMP must be strategically placed and prepared to reach out to others who care about the plight of Armenians across the globe and who recognize the distinctive assets JMP has to bring hope and self-sufficiency in the face of poverty and despair.
4. Achieve long-term financial stability and growth. Rationale: While JMP's income from investments declines and budgets are cut, its ability to address higher costs and the growing number of impoverished Armenians weakens, as Armenians in the Middle East and Armenia are faced with continuous political and economic instability. In order to sustain and adapt programs to address the current situation and remain faithful to the JMP mission, JMP must build up its fundraising capacity and diversify its funding sources.
5. Maintain effective governance. Rationale: The key to an effective organization is in governance. In order to provide the insight, wisdom, responsiveness and responsible guidance needed in complex times within a multi-dimensional organization, board leadership must remain closely connected to the field through evidence-driven reporting and first-hand witness. Building strong board-staff relations and focusing on financial and support-raising priorities enhances JMP's unity of focus and community profile so that JMP can continue to fulfill its mission.

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Priority	Goal	Strategies	Indicators
1. Adapt to meet current needs of Armenian communities	<ul style="list-style-type: none"> <li>50% of the projects lead to positive change and long- term impact</li> <li>50% of services are developed to eliminate dependency on assistance</li> <li>To alleviate critical needs of most vulnerable in a timely and efficient manner, prioritizing health assistance among relief activities</li> </ul>	<ul style="list-style-type: none"> <li>Empower youth to take active role in development of their community/country</li> <li>Improve health care systems</li> <li>Provide health assistance</li> <li>Offer microloans</li> <li>Develop technical and professional skills</li> <li>Utilize alternative sources/methods to support the needy</li> <li>Incorporate a developmental approach that would foster skills for independent living</li> <li>Provide an educational aspect along with relief</li> <li>Provide emergency assistance in times of crisis</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of projects having impact longer than 3 years</li> <li>Number of new initiatives</li> <li>Percentage of returning /non- returning beneficiaries</li> <li>Number of delinquent loans</li> <li>Number of impact assessments conducted</li> <li>Number of beneficiaries in each area of support</li> <li>Identify alternative sources of support (individuals, partner organizations)</li> </ul>
Priority	Goal	Strategies	Indicators
2. Retain and equip best qualified staff	<ul style="list-style-type: none"> <li>To enhance professional expertise of staff to best fulfill assigned responsibilities</li> <li>To improve quality and effectiveness of internal communication</li> </ul>	<ul style="list-style-type: none"> <li>Implement exchanges among staff and organizations (internal and external)</li> <li>Identify new training and self-development opportunities</li> <li>Prioritize areas of professional development that are most urgent and respond appropriately</li> <li>Assess and develop human resources capacity</li> <li>Perform annual evaluations and develop follow-up plan for each staff member</li> <li>Conduct annual senior staff meetings</li> <li>Enhance organizational culture</li> <li>Host field volunteer/interns</li> </ul>	<ul style="list-style-type: none"> <li>Number of international exchanges</li> <li>Number of trainings attended</li> <li>Percentage of staff evaluated annually</li> <li>Staff consistently meets performance goals</li> <li>Number and structure of staff appropriately corresponds to operational needs</li> <li>At least one senior staff meeting annually</li> </ul>
Priority	Goal	Strategies	Indicators
3. Expand communication and networking	<ul style="list-style-type: none"> <li>To tell story of JMP mission to 10,000 potential partners</li> </ul>	<ul style="list-style-type: none"> <li>Expand JMP potential partner database</li> <li>Sustain effective communication with current donors/partners</li> </ul>	<ul style="list-style-type: none"> <li>Number of individuals/organizations receiving communications: direct mail recipients, web and electronic users</li> </ul>

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	<ul style="list-style-type: none"> <li>To develop cooperation with at least ten organizations and 50 individuals</li> </ul>	<ul style="list-style-type: none"> <li>Sustain ecumenical collaboration</li> <li>Relocate JMP office to be better connected with Armenian-American philanthropic community</li> <li>Attend gatherings and events to build relationships with like-minded organizations and potential partners</li> <li>Organize meetings with leaders of like-minded organizations and potential partners</li> <li>Organize events to engage individuals and donors in JMP work</li> <li>Establish professional internships in development and public relations efforts</li> </ul>	<ul style="list-style-type: none"> <li>Number of individuals/organizations actively connected</li> <li>Number of long-term partnerships established</li> <li>Number of events attended</li> <li>Number of events organized</li> </ul>
<b>Priority</b>	<b>Goal</b>	<b>Strategies</b>	<b>Indicators</b>
4. Achieve long-term financial stability and growth	<ul style="list-style-type: none"> <li>Donors increase to 100 individuals and organizations</li> <li>Fundraising revenue constitutes 20% of the overall budget</li> </ul>	<ul style="list-style-type: none"> <li>Contract fundraising professional</li> <li>Build major donor partnerships</li> <li>Diversify sources of revenue</li> <li>Seek out co-funding opportunities</li> <li>Monitor Foundation management of endowment</li> </ul>	<ul style="list-style-type: none"> <li>Number of major donors with longstanding commitment</li> <li>Number of private donors</li> <li>Number of organizations donating</li> <li>Amount of money raised</li> </ul>
<b>Priority</b>	<b>Goal</b>	<b>Strategies</b>	<b>Indicators</b>
5. Maintain effective governance	<ul style="list-style-type: none"> <li>To continue seeking guidance and connection with the JMP Commission</li> <li>To make responsible decisions that are appropriate for the multi-dimensional program needs in their respective contexts</li> <li>To provide the best evidence from the field to inform USAC and Commission decisions</li> </ul>	<ul style="list-style-type: none"> <li>Organize JMP board and commission regular visits to country programs</li> <li>Organize quarterly meetings between coordinator and USAC chair</li> <li>Conduct annual senior staff meeting</li> <li>USAC/Commission meet twice a year</li> <li>Revise and maintain reporting structure at all levels</li> <li>Review JMP Guidelines to adjust them to current needs</li> <li>Conduct annual audit of country programs</li> </ul>	<ul style="list-style-type: none"> <li>Each board member visits a country program at least once within five years</li> <li>Updated JMP Guidelines</li> </ul>

### Monitoring and Evaluation Plan

\*Indicators relating to this section are included in chart above.

Each year an annual operational plan will be created that focuses on immediate strategies and action steps for the coming year. In addition, the plan will include task accountabilities, metrics and milestones, as well as indicate resources needed to accomplish goals and strategies.

The JMP commission will meet at least twice a year to hold strategic conversations about its progress according to the strategic plan, the oversight responsibilities of the commission, and the identification of new strategies to be employed if necessary, to address environmental shifts affecting the organization and its programs. The spring meeting should be to thoroughly review the previous year's progress, as well as the first quarter of that year. The second meeting in fall will review the current year's progress and set operational plans for the following year.

At least quarterly, a report from the JMP Coordinator to the Commission will be submitted that is formatted to the goals of the strategic plan. The Commission will also receive quarterly reports from the associate and country program directors or advisory committee chairs (Turkey and Jerusalem) to monitor the progress of strategic plan throughout the year.

Annual Louisville staff performance goals will be created and derived directly from the strategic plan during year-end performance appraisals. At least quarterly, performance conversations with each Louisville staff member will be held to review their goals from the strategic plan and manage any individual adjustments to be made. Annual country programs' staff performance goals will be created and derived directly from the country programs' strategic plans that are in line with the global strategic plan. At least quarterly, performance conversations with each country program staff member will be held with their direct supervisor to review their goals from the strategic plan and manage any individual adjustments to be made.

Louisville management will touch base on a monthly basis with all country programs to review the overall progress of the strategic plan, in each area; providing opportunities for others to offer adjustment insights. Twice a year, senior staff will meet as a team to discuss progress of the strategic plan.

During site visits by Louisville management informal and formal interactions with beneficiaries will be held throughout the planning process to measure progress and adjust or change strategies as necessary to address priority issues and accomplish planned outcomes.

Louisville staff will have quarterly reviews of the financial statements with the finance department to track the financial performance of the Presbyterian Foundation and JMP budget allocation of resources to the strategic plan so appropriate adjustments can be made. Information will be shared with Commission members in the quarterly reports. Country programs will submit monthly financial statements to Louisville Management.

Annual reports from all country programs will be circulated throughout the organization. The annual reports will be formatted to the goals of the country program strategic plans that are in line with the global strategic plan.

JMP will have a yearly budget process that takes into account strategies of the plan that were achieved either more quickly than anticipated, or that will require additional time – all of which have a budgeting impact on the coming year. The process should also take into account strategic conversations of the



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Commission, which may have reprioritized strategies or which may have created new strategies in response to staff and beneficiary input and the changing environment that must be incorporated into the financial plan.

Monitoring and Evaluation Chart

JMP Commission	<ul style="list-style-type: none"><li>• Annual spring meeting – review progress on S.P.</li><li>• Annual fall meeting – review progress on S.P. &amp; develop operational plan for coming year</li></ul>
Louisville Management	<ul style="list-style-type: none"><li>• Periodic site visits throughout the year</li><li>• Monthly management meeting to monitor operational plan and review progress on strategic plan</li><li>• JMP Coordinator touch base monthly with Country Directors</li><li>• JMP Coordinator sends quarterly reports to Commission</li><li>• JMP Coordinator sends quarterly reports to Commission</li><li>• Hold quarterly performance conversations</li><li>• Annual performance appraisals</li><li>• Quarterly finance reviews with F&amp;A</li><li>• Bi-annual senior staff meetings</li><li>• Draft annual operational plan for fall Commission meeting</li><li>• Yearly budget process</li></ul>
Country Program Directors	<ul style="list-style-type: none"><li>• Submit monthly financial statements to Louisville</li><li>• Directors send quarterly program reports to JMP Coordinator</li><li>• Quarterly performance conversations with JMP Coordinator</li><li>• Bi-annual senior staff meetings</li><li>• Annual performance appraisals with JMP Coordinator</li><li>• Annual reports</li></ul>
Turkey and Jerusalem	<ul style="list-style-type: none"><li>• Submit monthly financial statements to Louisville Management</li><li>• JMP Coordinator touch base periodically with Jerusalem and Turkey programs</li><li>• Annual reports</li></ul>

### Assumptions

The strategic plan document was created based on a few assumptions, which need to be taken into account during the implementation period of the plan. JMP is assuming a certain amount of humility on the part of all its staff and commission members – recognizing room for growth – and that all internal stakeholders have a willingness and openness to respect the diverse environments in which JMP operates and consider new possibilities to achieving its vision. JMP believes individuals and congregations share its values and have an interest in supporting the work it does (financially and through volunteer efforts). JMP also presumes that the political and economic instability in countries where it works will persist, which will likely result in a migration of Armenians from the Middle East. Continuing or worsening political circumstances will also result in increased need to continue providing a certain level of emergency relief in the countries of Middle East, while increasing its work in development in Armenia. Nevertheless, sustainability of the projects impact should still be a focus and all the projects should be shaped to achieve the highest efficiency and sustainability.

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Appendix A: Strategic Planning Team Philadelphia, PA  
October 17-18, 2013

**Retreat Participants**

- |                            |  |
|----------------------------|--|
| 1. Eliza Minasyan          | JMP Executive Director                 |
| 2. Cara Taylor             | JMP Administrative Assistant, Recorder |
| 3. Armen Hakobian          | Armenia Director                       |
| 4. Pauline Pamboukian      | Lebanon Interim Director               |
| [Excused] Talin Topalakian | Syria Director                         |
| <br>Commission Members:    |  |
| 5. Vicki Chopourian Gehrt  | USAC Chair                             |
| 6. Michael Haratunian      | USAC Member                            |
| 7. Mark Momjian            | USAC Member                            |
| 8. Amgad Beblawi           | USAC Member, World Mission, PCUSA      |
| 9. Greg Allen-Pickett      | USAC Member, World Mission, PCUSA      |
| 10. Martin Lifer           | Governance Commission Chair, PMAB      |
| 11. Jack Hodges            | Governance Commission, PMAB            |
| <br>Other PCUSA Staff:     |  |
| 12. Beth Basham            | PCUSA Director of Strategic Management |