



DOMINGOS ANTONIO ARMANI

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02/08/1957, Brazilian.

1. CURRENT POSITION

Domingos Armani Consulting

Owner and Executive Director (since 1997) of consultancy firm, based in Porto Alegre/RS, Brazil.

2. HIGHER EDUCATION

- ✓ Doctorate (PhD) in Philosophy and Social Policy, London School of Economics and Political Science (LSE), University of London/UK – 1994-1996 (incomplete).
- ✓ Master of Political Science (MSc), Universidade Federal do Rio Grande do Sul (UFRGS), Porto Alegre/RS, Brazil, 1991. Dissertation on the Strategic Role of NGOs in Social Change.
- ✓ Bachelor of Science in Social Sciences (BS), Universidade Federal do Rio Grande do Sul (UFRGS), Porto Alegre/RS, Brazil, 1984 (not completed).
- ✓ Bachelor Degree in Geology(BS), Universidade Federal do Rio Grande do Sul (UFRGS), Porto Alegre/RS, Brazil, 1980.

3. KEY QUALIFICATIONS

Over forty years (1978-2021) of experience in processes of social change and institutional development. A know-how which grew from voluntary work in a Church linked to social associations in the 1970s and 1980s to coordinating and managing CSOs between the 1980s and the 1990s. It also involved being a member of the staff of an international development organization (Christian Aid, in the 1990s), and finally, becoming an independent consultant to a wide range of CSOs since the late 1990s.

From 1997 to 2021, it has been almost 25 years developing a diverse spectrum of consultancy commitments focusing on the institutional development of CSOs, mainly on: capacity building, governance, organisations design, project and institutional evaluation, strategic thinking and planning, monitoring, evaluation and learning systems, project elaboration, institutional sustainability and resource mobilisation, knowledge production (case studies and systematisation of information, writing and editing) and strategic thinking for social movements, CSOs, international cooperation agencies, religious and ecumenical institutions and corporate foundations.

4. EMPLOYMENT RECORDS

✓ **DOMINGOS ARMANI CONSULTING**

Executive Director, Porto Alegre/RS, BRAZIL, since 1997.

✓ **CHRISTIAN AID, London/UK.**

Programme Officer for Brazil, London, 1991 – 1997.

✓ **UNISINOS – Universidade do Vale do Rio dos Sinos, São Leopoldo/RS, BRAZIL.**

Sociology teacher, Sociology Department, São Leopoldo/RS, BRAZIL, 1989 – 1991 and 1998 - 2001.

✓ **CAMP, NGO based in Porto Alegre/RS, BRAZIL.**

Volunteer (1983-84), social educator (1984-1986), Executive Director (1986-1989), advisor (1990-91) and board member (2005 - 2013).

5. CONSULTANCY EXPERIENCE (recent examples only)

Strategic thinking and strategic planning

- CONTAG, Brasília, 2021.

Strategic planning workshops resulting in the 2021-2025 plan.

- AÇÃO EDUCATIVA, São Paulo, 2021/2022.
Strategic planning for the 2022-2025 institutional plan together with Luciano Padrão).
- CBC, Rio de Janeiro, 2021.
Workshops for strategic planning.
- Episcopal Anglican Church of Brazil (IEAB), P. Alegre, 2018-2021.
Supporting systemic assessment of ten Brazilian dioceses and a Province, followed by workshops on strategic planning. Giving advice on M&E process during 2020.
- CAMI, São Paulo, 2018/2019.
Supporting strategic planning and institutional development of CAMI – Centro de Apoio e Pastoral do Migrante in São Paulo.
- FETAPE, Recife, 2019.
Implementing strategic planning in Federação Pernambucana de Trabalhadores Rurais.
- GLOBAL PLATFORM FOR THE RIGHT TO THE CITY (GPR2C), 2017.
Providing OMT assessment followed by facilitation of three strategic planning workshops (São Paulo, New York, and Nairobi).
- CONTAG – Brasília, 2017.
Facilitating the strategic planning process at CONTAG 2017-2021 along the annual operational plan 2017-2018, the largest national federation for small farmers in Brazil.
- ADRA, Luanda/Angola, 2016-2017.
Facilitating a series of strategic planning workshops for ADRA (about 50 hours), the biggest Angolan NGO dealing with rural development, supported by BfdW/Germany.
- OXFAM Brazil – São Paulo, 2015.
Facilitating a participatory process (Oxfam BR and 4 partners NGOs) for the formulation of the programme “Inequality and Urban Youth”, and implementing a strategic planning for the period 2016-2020.
- C&A INSTITUTE - São Paulo, Brazil, 2008-2016.
Providing permanent consultancy on strategic thinking and planning, monitoring & evaluation system, facilitation of meetings and workshops.

- Cáritas Brasileira – Brasília, Brazil, 2003 - 2013.
Providing regular consultancy on strategic planning, monitoring & evaluation system, institutional sustainability and context analysis, and strategy.
- CONIC – National Council of Christian Churches, Brasília/DF.
Facilitating strategic planning in July 2013.
- CESE – Coordenadoria Ecumênica de Serviço, Salvador/BA, Brazil, since 1998.
Managing several consultancy commitments comprising strategic planning, institutional evaluation, programme design, etc.
- ADRA, Luanda/Angola, January – April 2011.
Facilitating participatory and strategic planning with the support of BfdW/Germany.
- ICCO, The Netherlands, March – June 2010.
Drafting a country context analysis as part of the elaboration of ICCO´s policy paper on Brazil.
- ORAM, Moçambique, July – December 2005.
Training participatory strategic planning with the support of BfdW/Germany and NOVIB/The Netherlands.
- Federal Justice/RS, Brazil, September 2008 – December 2009.
Training strategic planning of the Administrative Area of the Judiciary Section of the 4th Region.

Evaluation (examples)

- ASSESOAR, Curitiba, 2021.
External institutional evaluation for BfdW (Germany).
- AÇÃO EDUCATIVA, São Paulo, 2021.
- External institutional evaluation for BfdW (Germany), together with Isabel Pato.
- UBÍQUA, Teresina, 2021.
External evaluation of the project supported by Brücke Le . pont (together with Cristiane Felix).
- CESE, Salvador, 2020/2021.

External evaluation of the resource mobilization strategy between 2011 – 2021; parto of the Build Programme/Ford Foundation (together with Daiane Dultra).

- MISSION ALIANCE, Norway/Brazil, 2019.
Coordinating external evaluation of Brasil ´s Mission Aliance work and institutional development.
- FASE NACIONAL, Brazil, 2018/2019.
Coordinating external evaluation of FASE ´s work throughout Brazil.
- POLIS, São Paulo, 2018/2019.
Monitoring institutional evaluation of Polis Institute for the period 2016-2018 with the support of BfdW.
- ABIA, Rio de Janeiro, 2018.
Monitoring institutional evaluation of the Brazilian Interdisciplinary AIDS Association, 2016-2018 Plan supported by Germany.
- PAD, Brazil, 2017/2018.
Coordinating strategic evaluation of the Dialogue and Networking Process (PAD) in Brazil. A network involving dozens of Brazilian CSOs together with BfdW/Germany, HEKS/Switzerland, and Christian Aid/UK.
- HEKS/PAD, Brasil, 2018.
Facilitating internal evaluation of the Project "Lobby and Advocacy in the Cerrado Region" with Rede PAD.
- ADRA, Luanda/Angola, September – December 2016.
Coordinating external evaluation of the 5 years Strategic Plan (2012-2016).
- DIACONIA, Recife/PE, Brazil, 2015-16 until March 2017.
Monitoring mid-term evaluation of the Decennial Plan 2010-2019 and giving advice to the institutional restructuring process.
- ELO, Salvador/BA, Brazil, November 2012 – March 2013.
Implementing evaluation of Conviver Project developed by ELO with the support of Petrobras.
- ECOA, Campo Grande/MS, Brazil, September – December 2012.
Coordinating external evaluation of ECOAs projects and its relation with IUCN-NL e Both Ends.
- ALOP, México, August 2010 – March 2011.
Implementing evaluation of the Latin American NGO network.
- Fundación ACLO, Sucre/Bolivia, May – September 2010.

Coordinating the international evaluation team.

- OXFAM-GB, Recife, Brazil, 2004-2005.
Monitoring external evaluation of Oxfam's programme on Piauí emergency appeal in March 2004.
- EUROPEAN UNION, Brussels, 2000.
Being a member of the international evaluation team in charge of the evaluation of the Co-financing programme of the EU, focusing on Brazil.

Knowledge Production

- ABONG, São Paulo/SP, 2018 – 2020.
Teaching and producing content and for two editions of the distance learning course "Resource mobilisation for CSOs" by Abong – Brazilian Association of NGOs, 60h each with the support of the European Union – Brazil Delegation.
- INSTITUTO SUSTENTABILIDADE, São Leopoldo/RS, 2018.
Producing content on CSO sustainability and resource mobilisation for the distance learning course "Sustainability and Resource Mobilisation", by the Sustainability Institute for Latin America and the Caribbean.
- GIFE – Group of Institutes, foundations and companies, São Paulo/SP, Brazil, 2014.
Giving seminars and workshops and writing the publication "Investimento Social Privado – Para o fortalecimento e autonomia das organizações da sociedade civil".
- ANDI – Rights and Communication, Brasília/Brazil, January – July 2013.
Providing consultancy focused on the analysis of media coverage of SCOs 2006-2012, including a 60 page paper on CSOs in Brazil.
- C&A INSTITUTE, São Paulo/Brazil, April – August 2011.
Carrying out analysis of CSOs' institutional development scenario in Brazil.
- TERRE DES HOMMES SUISSE – TdH S, Salvador/BA, Brazil, May – August 2011.
Studying opportunities and challenges for resource mobilization by the TdH-S in Brazil and its Brazilian partners.

Institutional development

- OAK FOUNDATION, May 2020 – April 2024.
A four-year programme of institutional development support to seven CSOs based in Recife, which are part of the Transition Fund of OAK Foundation in Brazil
- BRÜCKE LE .pont, Teresina, 2021.
A full year programme of advice and support on resource mobilization to seven organizations of the Rede Ponte, a group or local partners of BLP in Teresina/Piauí (in partnership with Daiane Dultra).
- FUNDAÇÃO ITAÚ PARA A EDUCAÇÃO E A CULTURA, São Paulo, 2021.
Development of a full online training programme on strategic planning.
- C&A INSTITUTE, August 2017 – Dec 2020.
Developing and implementing programme “Percurso Formativo” – an 18 month institutional development support programme, comprised of seminars, assessments, field visits, and consultancy focusing on seven partners from CSOs.
- EUROPEAN UNION – BRAZIL DELEGATION, Brasília, 2017-18.
Managing a two-year consultancy contract around CSOs and local authorities Logical Framework training, public calls formulation and gender analysis, and case studies.
- FORD FOUNDATION, Brazil, 2018/19.
Becoming an accredited consultant for the application of the OMT, organisational development tool.
- iCS/AOK F., Brazil, 2018.
Applying for the OMT – Organizational Assessment Tool, to eleven partner organizations in Recife and São Paulo.
- ACS – American Cancer Society, Atlanta, May 2011 - July 2013.
Monitoring a two-year institutional development support project for six Brazilian breast cancer partners of ACS in Brazil.
- FUNDACIÓN CLARITAS, Buenos Aires, Argentina, September – October 2012.
Teaching with Diana Garcia, Director of F. Claritas, a distance learning training course for Latin America, named Resource Mobilization.

6. PUBLICATIONS

Armani, Domingos. **O relojoeiro cego: sentido e método na ação social.** Texto de reflexão sobre os paradigmas vigentes no campo dos projetos sociais (available in Spanish and English).

_____. Pensar e compreender: OSCs – Escolas: um encontro pela educação. In: Lomonaco, Beatriz; Brunsizian, Izabel. **Organização da Sociedade Civil e escola pública: uma parceria que transforma.** Coordenação Camila Feldberg Macedo Pinto e Nazira Arbache. São Paulo: CENPEC; Fundação Itaú Social, 2015, p. 35-40.

_____. Organizações da sociedade civil no Brasil: a relevância dos atores. In: Ana Lúcia Suárez Maciel e Érica Bomfim Bordim (orgs.). **A face privada na gestão das políticas públicas** [recurso eletrônico]. Porto Alegre: Fundação Irmão José Otão, 2014.

_____. (org.). **Investimento Social Independente: para fortalecimento e autonomia das Organizações da Sociedade Civil.** São Paulo: GIFE, 2014. Publicação para leitura ([aqui](#)) e impressão ([aqui](#)).

_____. **A situação atual da abordagem de mobilização de recursos no Brasil.** Revista Eletrônica Portas, v. 5, n. 5, março 2014.

_____. **Organizações da sociedade civil: protagonismo e sustentabilidade.** Recife: Instituto C&A, 2013.

_____. **OSCs no Brasil: a relevância dos atores.** In: Armani, Domingos (org.). **OSCs: protagonismo e sustentabilidade.** Recife: Instituto C&A, 2013, pp. 13-33.

_____. O desenvolvimento institucional como chave de leitura das organizações. In: Armani, Domingos (org.). **OSCs: protagonismo e sustentabilidade.** Recife: Instituto C&A, 2013, pp. 61-77.

_____. **Sustentabilidade das OSCs: a difícil arquitetura da autonomia.** Relatório de Pesquisa da FGV sobre Arquitetura Institucional de Apoio às OSCs no Brasil [Considerações finais]. Julho 2013.

_____. Organizações da sociedade civil: por que a sociedade precisa delas. Documento produzido para a ANDI – Comunicação & Direitos, no âmbito do projeto Mídia e OSCs. Porto Alegre, julho 2013.

- _____. Mobilizando a captação de recursos. Revista eletrônica Portas, v. 3, n. 3, set. 2013.

- _____. O Desafio da Complexidade. Portal do CAMP, agosto 2011. <http://www.camp.org.br>.

- _____. A democracia como vetor de mudança social. Salvador: CESE, 2011.

- _____. A difícil sustentabilidade das organizações sociais. Revista Novo Olhar. São Leopoldo: IECLB, julho-agosto 2011.

- _____. Organizações da Sociedade Civil: sustentabilidade e democracia. In: Domingos Armani e Rubén Pecchio (orgs.). Novos desafios à luta por direitos e democracia no Brasil
- Sustentabilidade das Organizações da Sociedade Civil e mobilização de recursos. Recife: Aliança Interage, 2010.
- _____. *Mobilização de recursos – um desafio para a organização e a gestão*. Comunidade de Reflexão Política do Portal Mobilizar (<http://portalmobilizar.cesar.org.br>), março 2009.
- _____. *Sobre as lutas sociais na Democracia*. CAMP - Curso de Formação de Agentes de Desenvolvimento, Apostila nº 4, "O desenvolvimento local na perspectiva da transformação social". CAMP: Porto Alegre, novembro 2008, p.15-17.
- _____. *Ongs: sujeitos políticos democratizantes*. CAMP - Revista comemorativa dos 25 anos. CAMP: Porto Alegre, 2008.
- _____. *Mobilização de recursos: uma abordagem singular*. Comunidade de Reflexão Política do Portal Mobilizar (<http://portalmobilizar.cesar.org.br>), setembro 2008.
- _____. *Mobilizar para Transformar – A Mobilização de Recursos nas Organizações da Sociedade Civil*. São Paulo: Peirópolis; Recife: Oxfam, 2008.
- _____. *O Sentido do planejamento na mobilização de recursos*. In: Mobilizar – a experiência do programa de formação em mobilização de recursos da Aliança Interage. Recife: Aliança Interage, 2008.
- _____. *Monitorando e avaliando mudanças*. Revista Eletrônica Portas, v.2, n.2, jun. 2008.
- _____. *O desenvolvimento institucional e a mobilização de recursos como condições de sustentabilidade das entidades da sociedade civil*. In: A Sustentabilidade Institucional de Entidades da Sociedade Civil Brasileira. Recife: EQUIP e CCFD, 2008, p.11-26.
- _____. *Da Mobilização de Recursos à Sustentabilidade Institucional*. Mimeo, 2007.
- _____. *As Redes da Vida*. Revista Cáritas, Ano 25, Edição Especial 50 Anos – Outubro 2006, p.41.
- _____. *Além do Trivial*. In: O Fio da Meada: de onde vem a mudança? Reflexões sobre o Desenvolvimento Local. Maristela Bernardo e Lidiane Melo (orgs.). São Paulo: Peirópolis, 2005, p. 81-92.
- _____. *A Sustentabilidade das Ações Sociais*. Revista Cáritas, Ano 24, nº 75 – Outubro 2004, p. 9.
- _____. *Sustentabilidade: desafio democrático*. IN: Hans-Jürgen Fiege, ONGs no Brasil: perfil de um mundo em mudança. Fortaleza: Fundação Konrad Adenauer, 2003, pp.141-152.

* [Também publicado em: Sustentabilidade: aids e sociedade civil em debate. Secretaria de Vigilância em Saúde, Coordenação Nacional de DST e Aids. Brasília: Ministério da Saúde, 2004, p. 09-14].

- _____. *Em Busca do Público: um olhar externo sobre a experiência de gestão da TVE e da RÁDIO CULTURA*. Porto Alegre: mimeo, outubro de 2002.

- _____. *O Desenvolvimento Institucional Como Condição de Sustentabilidade das ONGs Brasileiras*. In: AIDS e Sustentabilidade: sobre as ações das organizações da sociedade civil. Coordenação Nacional de DST e Aids do Ministério da Saúde. Brasília: 2001.

* [Também publicado em: Steil, Carlos Alberto (org.). "Projetos Sociais". Humanas – Revista do Instituto de Filosofia e Ciências Humanas/UFRGS, vol.24, Nº 1/2. Porto Alegre: 2001, p.56-70].

- _____. *Como Elaborar Projetos? Guia Prático para a Elaboração e Gestão de Projetos Sociais*. Porto Alegre: Tomo Editorial, 2000.

6. Language Skills

Portuguese Mother tongue.

English Fluent with good oral and written skills.

Spanish Fluent with advanced oral and written skills.