

Strategy of the Eastern Partnership Civil Society Forum Armenian National Platform for 2021-2022

Introduction

The Strategy of the EaP CSF Armenian National Platform will cover the 2021-2022 period.

The strategy outlines the major internal and external factors that will affect the work of the EaP CSF ANP in the described period, formulates the vision and mission of the EaP CSF and sets strategic goals, objectives and operational targets for 2021-2022. The Strategy also describes the major areas of activities contributing to each of the objectives and proposes tools and mechanisms allowing to effectively distribute responsibilities within the Platform and make thematic prioritisation.

Situation analysis

External context

The strategy implementation is influenced by various political, economic, social components reflecting and stemming from the new geopolitical reality in the region.

One of the major factors affecting the processes in the region is the last war in Nagorno - Karabakh with its range of consequences affecting vital areas of public welfare and foreign policy priorities of the country.

Perception by Armenian society of the role and values of EU has experienced a serious transformation after the recent events, the process yet not finished. The **political** context is characterized by the following trends:

- so far inadequate response by EU to security and defence challenges in the region
- insufficient support by action to human rights protection and declared priorities of arms control, countering terrorism, conflict prevention in the recent war demonstrated by EU, UN, CoE, OSCE and other international institutions has negatively impacted the public perceptions of democratic and human rights values promoted by these institutions
- growing internal counter-information activities towards EU efficacy and values (e.g. drawing equality lines between EU values and homosexuality)
- growing Russian influence in the region and growing Russian propaganda
- imminently increasing dependence of Armenia on Russia and its policy in the region
- no distinct government long-term direction evident and several possible scenarios as yet possible
- political and management crisis inside the country
 - renewed activity of old corrupt elements
 - cabinet reshuffle
 - performance of certain state agencies halted
 - possible government restrictive measures as retaliation to political instability
- formal mechanisms for CSO participation in policy development processes in the Government and the National Assembly are limited to the possibility of commenting on the draft legal acts posted at e-draft.am. Further limitations are conditioned by:
 - no formal working groups to consider specific draft laws
 - the National Assembly is not obliged to organize public discussions of the draft laws. Therefore, in most cases, the laws are being adopted without prior consultation with the public
 - as public discussion of the regulatory (secondary) acts are not mandatory, the state agencies have the discretion to decide which regulatory act is worth to present for public

discussion. Thus, many decrees are not disclosed to society until their adoption

- the few public hearings by parliamentary commissions that are held to discuss draft laws allocate the overwhelming majority of time to officials' speeches, thus are not efficient
- shortage of expertise in the National Assembly – problematic to effectively participate in the development of related legislation
- limited / no training on research/analysis or sector issues for NA staff (training only general issues)
- semi-voluntary participation of CSOs in expertise support for sector issues and legislative development for NA committees, funding issue (grant mechanism)
- monitoring responsibilities outside NA premises – gap not covered by NA staff (civil service regulations)
- Public Councils - participatory advisory mechanisms (CSOs and ministry representatives – up to seventeen ministry-related Public Councils, 250 CSOs participants (14 regional). However, the operation efficiency is limited due to formal functioning format, i.e. the meetings / sessions are not conducted periodically. The agendas are not discussed with CSOs beforehand and are being provided to CSOs two-three days before the sessions. CSOs do not even have an opportunity to participate in the drafting of the agenda, provide suggestions thereof. The same is true in the case of Councils headed by the Prime Minister.

The political processes have had their inevitable extension in the **economic** sector, which is characterised by

- post war economic crisis and market downsizing
- population purchasing power decrease due to lockdown and the war
- needs of refugees and the families of the victims of the last war presenting new pressure on the budget already weakened by war
- local currency devaluation
- small businesses being weakened by the lockdown, existence of some jeopardized
- General System of Preferences + (68 million export to EU in 2018 as compared to 135 mln Euro in 2017 – 100% fall)
- incoming financial and resource assistance for overcoming humanitarian catastrophe (incl. from EU and some European countries)
- shortage of technical expert resources and participation of quality project experts depending on remuneration advantage
- decreased donor financing on control and surveillance as compared to previous governments
- pandemic caused strain on healthcare system and the society
- Brexit possible straining effect on trade and EU financial flows minimized due to reached agreement
- giant NGO-s occupying much space in terms of received funding, operation of smaller NGO-s susceptible of negative strain (staff losses, etc.)
- lack of transparency in fund spending by some CSOs. Occasional malpractice of providing grants to NGOs without an open and pre-announced competition by the Government
- excessive alignment with donor needs at the expense of local financing needs and core values by some NGOs
- parallel similar projects by different NGOs undermine efforts and dilute funds
- growing employment in the NGO sector in recent years regardless of the economic downturn
- growing attractiveness of the sector promoting appearance of new potential players

- economic development in the EaP countries being significantly hampered by the class of illegally rich owners inherited from the former criminal-oligarchic system, their economic monopoly and corrupt judiciary. In order to eliminate the obstacles created by them to the development of the economy implementation of transitional justice prior to the evolutionary judicial reforms gains critical importance.

Social developments in the country reflect the present challenges in the security area and can be detailed as follows:

- humanitarian crisis implications for all levels of society calling for response and extensive political and management coordination
- security risks for the displaced population/refugees, some border adjacent areas population; challenges in healthcare, education and basic needs provision
- local administrations destabilized by the displacement of populations and presence of armed actors
- infrastructure destruction and environmental degradation in certain areas
- growing space for civil society activities, the role of which rises in the context of urgency and scope of humanitarian crisis challenges to be handled
- increased pro-activity from population, increased number of volunteers
- large part of the society being unaware of the CSOs, not understanding their role, services and value
- capacity in evidence-based research being not high across civil sector
- national level organizations that receive grants mainly use local organizations for implementation, two-way policy dialogue and collaboration being rare
- lockdown and online format of activity rendered graver by the war resulted in limited scope of operation across many industries

Technology being now deeply intertwined with policy, it is worth analysing the technological and **media** trends in the country with the view of raising ANP's efficiency. The media context calls for special attention in view of the latest developments in the country. The main trends are:

- no government control over media as compared to previous governments
- lower activity of official government communication channels (government - wider public) and decreased level of trust towards official media
- internet and online media have become pre-eminent information exchange channels
- growing popularity of Telegram channels with obscure (non-transparent) ownership, anonymity being a built-in feature of telegram
- fact-checking seriously hindered
- internet reach in Armenia 67% (as of 2018)
- social media – continually growing influence channel to mobilize for action by civic activists and opinion shapers
- as a result of the above (4) equal access to misinformation and propaganda; vulnerability of population to fake news
- lack of tolerance for alternate political voices – threat of transformation of debate into confrontation (especially in social media)
- dissemination of hate speech via the media, including TV, as well as the social media
- threat of self-censorship in social media to avoid confrontation and pressure from other users
- lack of capacity-building and financial support to investigative journalists to fight propaganda (both external and internal, including government)
- growing importance of independent media as counterweight to misinformation

- online media – the dominating channel to reach youth; video products – the most targeted instrument
- gaming and personalized digital content as a teaching-tool (i.e. for conflict analysis, collaborative problem solving, negotiation and decision-making)
- people accessing content in multiple places – not only PC (mobile version of the site, other platforms)
- Google Ad grants for Non-Profits (10 000 \$ monthly free advertising service for text based ads)
- access to standardized legal databases
- Access to professional information has certain limitations:
 - no free access to international LAW journals – access paid; need to allocate resources.
 - extra fee to gain information from the State Register of the Legal Entities of the Ministry of Justice of the Republic of Armenia (exception for journalists).

Internal context

During the last years the EaP CSF Armenian National Platform has managed to build a reputation of leader civil society platform trusted for its transparent policies and recognized as benefiting the society by promoting deeper EU - Armenia relationships and EU values and standards.

In view of the recent developments it is becoming important that the platform still more fully exploits its potential as a consolidator of the civil sector opinion by improving efficiency of its internal processes and functions, increasing motivation and covering gaps in capacity.

The detailed analysis of internal and external contexts, as well as implications and recommended actions are summarized in the SWOT section below.

SWOT EXTERNAL

THREATS	COUNTERACTION
<ul style="list-style-type: none"> • EU failing to articulate distinct assessment of the last events and not formulating distinct and coherent policy towards the region 	<p>Contribute to EaP agenda at formation stage to address these priority issues</p>
<ul style="list-style-type: none"> • Stagnation in European integration efforts by government/key political forces and subsequently loosened leverage in relations with country authorities for EaP CSF ANP • Threat of formal treatment of Armenia – EU previous agreements on behalf of the state (Ministry of Foreign affairs) – i.e. CEPA implementation roadmap 	<ul style="list-style-type: none"> • Target broader public. Refocus part of advocacy efforts to broader public. • Consider/assess using boomerang advocacy if possible to provide for going on with the previously confirmed agenda • Strengthen advocacy for EU level action to alleviate the consequences of failed hard action during the war • Apply to the Secretariat to facilitate EU level advocacy and help build/enhance advocacy capacity of ANP
<ul style="list-style-type: none"> • Non-fulfilment of the UN Memorandum provisions on Landlocked Countries by Turkey and Azerbaijan 	<ul style="list-style-type: none"> • Consider monitoring the implementation of the provisions and undertaking respective measures to alert on the possible challenges
<ul style="list-style-type: none"> • Relationships of pro-European NGOs with Armenian government might experience negative development • Discredited European democratic values in the society 	<ul style="list-style-type: none"> • Consider providing real “product” and delivering value to cover the skills gaps of the Government and state institutions to support the expert value • Invest into stronger EaP CSF ANP brand • Reconnect with the society, work to win over the citizenry, conduct explanatory communication work • employ independent media and reach out to grassroots activists/CSOs for communicating the true value and benefits, disseminate success stories and positive input
<ul style="list-style-type: none"> • Constructive partnership with certain EaP member countries will be complicated for Armenia in this post war context • Decreased importance of EaP multilateral track within civil society, public and government 	<ul style="list-style-type: none"> • The short-term and long-term agenda of EaP will presumably need reconsideration for ensuring effective operation in the region and restart of a new dialogue • Concentrate on internal agenda and reinforce international activity for 2021
<ul style="list-style-type: none"> • no distinct government long-term direction evident and several possible scenarios as yet possible <ul style="list-style-type: none"> ○ Political and management crisis inside the country performance of certain state agencies halted ○ growing reality of government restrictive measures as retaliation to political instability 	<p>Get ready for snap elections and the role EaP CSF ANP is to play in election observation.</p>
<ul style="list-style-type: none"> • Loss of personal contacts in government due to reshuffling / personnel changes, the already built relationships with state agencies might be threatened • agenda of the government might drift away from the agenda of civil society • Possibility of weakening willingness of the government to involve CSOs in policy shaping in politically sensitive areas • Absence of adopted strategy and cooperation plan on behalf of the State with non-governmental organizations 	<p>Enhance beforehand deployment of formal communication / interaction mechanisms (enrolment into more public councils with ministries, NA working groups participation, initiating more working meetings and discussions with the government, the NA, as well as the local self-governments)</p> <p>Consider developing respective proposals and justifications for the Government to initiate improving the legal climate for CSO operation in the country and for the State – Civil sector cooperation efficiency improvement</p>
THREATS	COUNTERACTION

Number of organizations in the sector attract larger pool of experts and outperform in delivering appraisals, analytical and research products, supporting “think tank” reputation	<ul style="list-style-type: none"> • Strengthen expertise, provide for possibility to attract external expertise. • Budget expert pool resources and ask for increased funding from EaP and / or ensure possibility to apply to 3rd party international donors
Impediments to transitional justice program implementation	Consider enrolment in proactive program support measures
<p>Organizations operating on the pretence of European values shape opinions in favour of the previous corrupt government (Republican Party) and combine undermining European values with getting support and recognition from international partners. For example, an organisation named Path of Law has a division of labour, whereby one co-founder is acting as a human rights lawyer sitting in meetings held by international partners, such as the Venice Commission, etc., applying to the ECtHR, whereas the other co-founder is actively spreading hate speech and advocating against the European values on social and other media.</p> <p>Negative competition for resources and repetitive use of non-ethical negative PR tools contributes to unhealthy competitive landscape, undermining the reputation of the sector and effectiveness of NGO activities</p>	<p>Disclose industry improper practices, including this in the newsletter for stakeholders and public. Face to face meetings can also be deployed</p> <p>Disclose ownership / management structure where relevant</p> <p>Upgraded positive self-PR program</p> <p>Before starting a project consider giving a press conference on the essence of the project, participants and site/media where the press can refer for the progress and published results. Control by the ANP of focal points for any information dissemination – press releases to be confirmed before being published</p>
Possible lockdown /limited format of activity affect negatively scope of operation, communication effectiveness and results	<p>Activity plan / processes need adaptation to online format in order to keep efficiency indices at planned level:</p> <p>Emphasis made on quantity and quality of statements/research findings/other content (visual) / products to be published /disseminated - to compensate for the lack of live event information on site /newsletter and keep traffic at planned level</p> <p>Working format reconsidered to include strict activity and result timeline with control point meetings (possibly live) and responsible persons.</p>
Shortage of expertise in the National Assembly and the Government– problematic to effectively participate in the development of related legislation	Support in professional research service to fill the NA and Government expertise gap and help with the legislative process – reinforcing ANP expertness
Renewed activity of old corrupt elements – not only locally. Previous government agents influence discreetly international organisations’ representatives to deepen the political crisis via building close relationships and informal meetings.	

THREATS	COUNTERACTION
<ul style="list-style-type: none"> • Brexit - a straining effect on trade and EU financial flaws and eventually on EaP CSF ANP funding • Emerging terrorism fighting agenda (in France), events in Belarus and the issue of migration reform in EU might condition weakened attention to Armenian context 	<ul style="list-style-type: none"> • Consider possibility of attracting additional funding from international donors • Increased effort at EU level advocacy, voicing the regional problems before EU commissions • Exploit direct communication possibility with EU policy makers (EU Commission, EU parliament)
<ul style="list-style-type: none"> • Post-war economic crisis • Population purchasing power decreased due to lockdown and the war • Refugees' and victims' families', as well as disabled soldiers needs new pressure on the budget already weakened by war • Local currency devaluation 	<ul style="list-style-type: none"> • developing and coordinating mid-term local economic recovery strategies • monitoring and evaluation system on local service delivery in order to identify immediate gaps and plan long-term capacity development
Small businesses weakened by the lockdown, existence of some jeopardized	Consider projects in SME direction – to help businesses refocus on digital presence and apply for support to corresponding institutions
<ul style="list-style-type: none"> • Parallel similar projects by different NGOs undermine efforts and dilute funds 	<ul style="list-style-type: none"> • Initiate innovative joint projects, consolidate NGOs around them. Support this by • proper and timely internal and external communication to garner due high expertise participation and added value to the image/influence of ANP as coordinator and the participants
<ul style="list-style-type: none"> • Lack of transparency in fund spending by some CSOs 	<ul style="list-style-type: none"> • Adherence to EaP CSF ANP high transparency standards, be and sustain a standard setter mode of action
<ul style="list-style-type: none"> • Excessive alignment with donor needs at the expense of local needs and core values by some NGOs 	<ul style="list-style-type: none"> • Set up EaP CSF ANP local agenda targeted at serving local society paramount needs. Prioritize such projects screening them against alignment criteria with EaP deliverables / strategic directions
<ul style="list-style-type: none"> • Giant NGO-s occupy much space in terms of received funding, operation of smaller NGO-s susceptible of negative strain (staff attrition) 	<ul style="list-style-type: none"> • Encourage international partners to amend the funding policies in order to channel funding directly to medium-size and smaller NGOs rather than try to support them via giant NGOs, which do not distribute resources evenly but have a network of 'favourite' partners, regardless of the effectiveness of the projects they implement; • Encourage international partners to allocate funding in a more equitable and objective manner taking note of the effectiveness and achievements of the organisations rather than regularly supporting the same 'donor favourites', regardless of their achievements.
Lowered activity of official government communication channels (government - wider public) and lowered level of trust towards official media	To be counteracted by development of independent media
Pandemic caused strain on healthcare system	

THREATS	COUNTERACTION
Counter-information activities in the media targeted at EU values and pro-European NGOs and their members who are opinion makers among the public	Plan proactive communication campaigns in media Create positive info causes for campaigns Educate on EU and EaP values – CSF potential members, wider public Take legal action in some outrageous cases
<ul style="list-style-type: none"> False information dissemination in media, biased and contaminating information landscape in the country (financed by former regime powers) Fact checking seriously hindered Vulnerability of population to fake news, misinformation and propaganda Lack of support to investigative journalists to fight propaganda (both external and internal, including government) Some fact checking sites biased 	<ul style="list-style-type: none"> Need for tools for critical assessment of information, fact apps and fact checking sites. Consider the possibility of importing external expertise /success tools and launching educational campaign on the matter Mobilize grassroots watchdog groups?? Support ANP team (communication function) and possibly CSF members’ teams reps Social Media Management skills development to attract more readers to ANP and members information channels and away from biased sources speak out on challenges related to implementation of the FOI law Consider support to investigative journalists and journalist exchange programs Journalists’ skills training, including fact checking and investigative reporting – also will make input to developing media relations Taking legal action against dissemination of fake news and hate speech; since human rights defenders are targeted most, mobilise action in support of human rights defenders, including by exploring the existing legal channels and working with the Government and the parliament to suggest improvements in the existing legal instruments
Lack of tolerance for alternate political voices – threat of transformation of debate into confrontation (especially in social media) Threat of self-censorship in social media to avoid confrontation and pressure from other users	Trainings related to digital security
Large part of the society unaware of the CSOs, does not understand their role, services and value	<ul style="list-style-type: none"> Plan proactive communication campaigns in media Employ positive info causes to build communication to wider public Educate on EaP and civil sector valuable input to the society well-being
<ul style="list-style-type: none"> Capacity in evidence-based research not high across civil sector National level organizations receive grants and mainly use local organizations for implementation, two-way policy dialogue and collaboration are rare 	<ul style="list-style-type: none"> Capacity-building Diversify support Strengthen dialogue and collaboration by involving NGOs in ANP policy making and implementation

OPPORTUNITY	IMPLICATION
Incoming international financial and technical assistance for overcoming humanitarian catastrophe	<ul style="list-style-type: none"> • Develop high quality programming, to be able to offer best-practice solutions and forms that meet international standards and ensure additional funding: <ul style="list-style-type: none"> - either develop and apply for funds - or support government institutions in working them out & thus reinstate ANP expertness and practical value • If there is need for facilitator in government - donor (EU) interface, consider participating in the process / acting as platform for ongoing bilateral dialogue • When deploying experts monitor /assess the applicability of offered complex public management practices in local circumstances / assess transaction costs vs benefits
Fact-checking and monitoring of programs for NA sought from members of civil society.	opportunity to exploit - to reinstate expertise if relevant areas can be found
<p>Use insufficiency / absence of training on research/analysis and other sector issues for NA staff and government staff to reinstate ANP expertness and practical value provider</p> <p>+ foster informal government - CSF ANP links</p>	<p>e.g. through joint training on sector issues for CSOs and counterpart NA and government staff * will also be beneficial for the subsequent advocacy process</p> <p>e.g. short trainings on research/analysis/writing; examples of good research/policy analysis documents (in Armenian); and short (Armenian language) how to videos</p> <p>Fund external experts, consider joint trainings for Secretariat, ANP members, Government and NA staff - e.g. communications, SMM training , training on FOI procedures (freedom of information)</p>
<ul style="list-style-type: none"> • Enhance use of formal advisory mechanisms employment for relationships with the government mechanisms and policy development processes in the National Assembly • Some NA committees rely on NGOs to compensate for expertise on sector issues and legislative development 	<ul style="list-style-type: none"> • Participation in more Parliament commissions working groups for specific draft laws • optional public hearings by parliamentary commissions to discuss draft laws • Public Councils - increase number of working meetings
E-draft.am (2 weeks comment period)	Apply / speak out on prolonging the comment period
General System of Preferences + (however, 68 million export to EU in 2018 as compared to 135 mln Euro in 2017)	Educate SME on the benefits

(e.g. Union of Informed Citizens –train 30 government press secretaries and spokespersons on communications skills; Freedom of Information Center Armenia - workshops for the heads of government information departments; NGO Center - trains local government on participatory governance, development planning, leadership) (funding – Government, intern-I Donors)

OPPORTUNITY	IMPLICATION
<ul style="list-style-type: none"> growing employment in the NGO sector in recent years regardless of the economic downturn growing attractiveness of the sector attracts new potential players 	Awareness & image + large scope and membership base constitutes strong entrance barrier to compete with ANP. New entrants can be considered as potential additional members. Exploit this to grow membership base.
<ul style="list-style-type: none"> Growing space for civil society activities, the role of which rises in the context of urgency and scope of humanitarian crisis challenges to be handled Increased pro-activity from population, increased number of volunteers 	
<ul style="list-style-type: none"> Internet and online media have become pre-eminent information exchange channels Social media – continually growing influence channel to mobilize for action by civic activists and opinion shapers 	Launch internet campaigns, using campaign targeting & other tools of Social Media & FB
Online media – the dominating channel to reach youth. Video products – the most targeted instrument.	Consider budgeting production of video content for the site (e.g. educational / problem raising and solving series)
People accessing content in multiple places – not only PC (mobile version of the site, other platforms)	Adapting site for mobile version + better organization of info & visualization
Gaming and personalized digital content as a teaching-tool (i.e. for conflict analysis and resolution, collaborative problem solving, negotiation and decision-making)	Consider using technology innovations as advantage to develop stronger educational tools and attract & engage youth audience
Google Ad grants for Non Profits (10 000 \$ monthly free advertising service for text based ads)	Exploit to promote projects & the brand to wider public
Infographics and data visualizations easier to create due to new tools such as Canva, Datawrapper and Tableau Public.	Involve relevant specialist/train staff

SWOT INTERNAL

	STRENGTH	WEAKNESS	IMPLICATIONS
Unique industry specific skills / resources <ul style="list-style-type: none"> • Legislative skills • Security and civil protection • Civil Society Monitoring • Education in post conflict context • Legislation Governing Refugee Problems • International humanitarian law • Business climate convergence assessment • SME development strategies • Environmental Assessment & responses to climate change • Energy security/renewable sources 	EaP CSF is perceived as leader possessing the skills in-house (among its member NGOs)		For narrow technical skills external experts can be attracted
Resources / skills within management / administration team on <ul style="list-style-type: none"> - fundraising - project/program management - communication/PR - relationship building 	High efficiency of country coordinator due to enthusiasm, personal skills, large scope of networking activities and relationship building efforts	Limited resources in project management and communication/PR	<ul style="list-style-type: none"> • Add advocacy//project officer and to reflect the new reality of passing from reputation mainly > to real product deliverables model • Full time communications officer indispensable • Strengthened PR function needed to face the negative PR undermining efforts from certain circles •
Staffing capacity	Motivation and efforts of Secretariat staff	Needs enhancement	<ul style="list-style-type: none"> • Job descriptions and staffing plan need reconsideration to match present challenges • communication and PR, project management, SMM and website management – at least 1 position per each (the latter can be outsourced, needs to be budgeted) • Remuneration (at least as hygiene factor at for WG Coordinators)

	STRENGTH	WEAKNESS	IMPLICATIONS
Financing - access to capital Funding for outsourced expert service		<ul style="list-style-type: none"> Limited - needs enlargement Insufficient operating and project budget 	<ul style="list-style-type: none"> administrative support and travel expenses compensation for regional NGOs needed WGs coordinators remuneration re-granting amounts – needs considerable growth Expert financing budget article needs to be introduced / expanded
Tangible / intangible assets office location and equipment Enough computers, office space, access to databases		Need in financing for procurement of meeting/working space and facilities for WGs	to be budgeted
Clear strategic direction	Strategic plan aims at this for 2021-22		in process
Clear distinction / differentiation What does ANP do better than others. Clear understanding inside the management team and with the Target Audiences.	Perceived by CSOs ANP main value - information exchange panel + access to skills Differentiation: <ul style="list-style-type: none"> democracy and transparency of processes High reputation for transparency and democratic internal policies (open contest for external experts; certain level of independence for the members – increases attractiveness for existing and potential member CSOs)		The leading consolidator of the Civil Sector role will be sustained and further strengthened
Planning capacity	Financed for 2021-22 / outsourced		In place
Digital, SMM		Needs establishing / enhancement	To be established

	STRENGTH	WEAKNESS	IMPLICATIONS
Communication capacity and PR	Communication strategy	Needs enhancement – full time staff rate + function Media mailing list needed	<ul style="list-style-type: none"> • Communication function detailing • TA-s specified per strategic direction, goals for each TA to be set, action plans set up and implemented • Instruments at hand – up to date mailing lists and databases, key gatekeepers contact list, etc. Upgraded newsletter format content and dissemination channels • PR function needs to be set up, responsibility for PR detailed in job description
Values and Image Perception of EaP CSF ANP and its values		<ul style="list-style-type: none"> • EU values that ANP represents are disrupted after the war • Image with broader public is deteriorated 	<ul style="list-style-type: none"> • Image reinforcing initiatives to be carried out
Awareness recognition among <ul style="list-style-type: none"> • civil sector CSOs • General public % of target audience aware of the ANP, its activities and achievements	Sufficient awareness in the capital, government structures	<ul style="list-style-type: none"> • Low regional brand awareness • low level of understanding of values/benefits of EaP CSF ANP in the regions within civil sector 	<ul style="list-style-type: none"> • brand awareness / perception measurement would be beneficial • educational campaign / awareness building efforts to be undertaken
<ul style="list-style-type: none"> • Number of member CSOs 	Leader by CSO number largest membership base by total number	<ul style="list-style-type: none"> • Little presence in the regions (inclusion of regional CSO's) • Low regional brand awareness / understanding of the scope of activity and membership benefits of EaP by regional CSOs (the Name needs explanatory communication, which is now lacking) 	<ul style="list-style-type: none"> • EaP CSF ANP to be positioned as • The strongest voice of Armenian civil society • Capitalize on this + credibility, legitimacy • to retain / build on influence • use these to develop communication campaign • Enlarge regional membership • Improve motivation and organizational processes

	STRENGTH	WEAKNESS	IMPLICATIONS
Relationships of EaP CSF ANP with government agencies <ul style="list-style-type: none"> meetings easily set and conducted on ANP request EaP CSF ANP voice is heard, recommendations adopted/taken into account) Invitations to participate in relevant initiatives by state are often Requests for opinion are often, on all relevant topics 	<p>Good relationships with</p> <ul style="list-style-type: none"> RA NA Standing Committee on European Integration, Standing committee on Foreign Affairs, Commission on Constitutional Reforms governmental interdepartmental commissions (on CEPA) invitations to ANP members for discussions by government (sporadic) 	<p>Communication needs to be improved for successful operation with the following:</p> <ul style="list-style-type: none"> Government, especially the MFA, MoJ, Ministry of Economics, Ministry of Nature Protection, and other line ministries The NA 	<p>Top 5 priority TARGET GROUPS (enumerated previously) that need additional effort to be targeted with respective communication and relationship building initiatives</p>
Media and Promotion relationships with media <ul style="list-style-type: none"> number of active contacts in TOP media press releases published free-of-charge invitations for interviews/public talk trust towards ANP disseminated info/opinion ability to initiate discussion on desired topics in the media 	<ul style="list-style-type: none"> Media – only statements on resonant events covered. The informational cause matters (EaP only processes / events not enough for coverage) use of Press club list for major events (not often) Statements - main communication instrument 	<ul style="list-style-type: none"> (20 contacts in own mailing list) Online media – main channel No press releases and other instruments employed 	<ul style="list-style-type: none"> Media coverage & opinion needs to be continuously measured Media relationships need development Positive information causes created Invitation of speakers from State (to elicit media interest) Number of contacts / own list to be enlarged Instruments enriched
Website and SMM		<ul style="list-style-type: none"> Low traffic FB followers number lower than sector average Poor structure and visual organization WordPress subdomain used FB page needs development 	<ul style="list-style-type: none"> Introduce own root domain Optimize structure and visual organization – base structure on thematic platforms, create clear departments (taking into account different TA groups – state, civil sector, wider public) Set regular update timeline Plan traffic generating activities Budget systematic SMM activities / outsourcing Introduce FB page promoting activities

Summary of sector relevant strategic and operational aspects

Aspects to pay attention to / develop

<ul style="list-style-type: none">• Distinct positioning• Joint initiatives and capitalizing on joint results and expertise• Events with state and international participants / influential speakers• Educational materials on site• Gaming apps targeting youth	<ul style="list-style-type: none">• Project development & management expertise• Online presence – online portals for major initiatives• Funding• Standard setter image• MEDIA / video materials• Conceptual projects - tools / schools• Working with youth• Site clearly structured, easy to navigate + grow traffic	<ul style="list-style-type: none">• Awareness• Work with media sector• Regional influence• Content and quality of programs
--	---	---

Aspects to capitalize on

- Large membership base
- Networking and contacts
- Strong practical skills (e.g. legislative)
- Transparency of processes – build and further strengthen legitimacy on this

Implications of present challenges for EaP CSF ANP operations

HUMANITARIAN AND SECURITY

- Re-building shared values and societal trust – need to enact people’s thinking and behavioural change
- Challenges associated with multiple coordination structures and information management to handle refugees / internally displaced persons, victims’ families, etc.
- Need to make agreements faster, more flexible and adaptable to the evolving understanding of needs and priorities

MEDIA

- CSOs might be targeted by media as not fulfilling their social role, not having transparent policies etc.
- Strain on the organization’s capacity to proactively present its policies, procedures, values and outcomes to secure positive perception

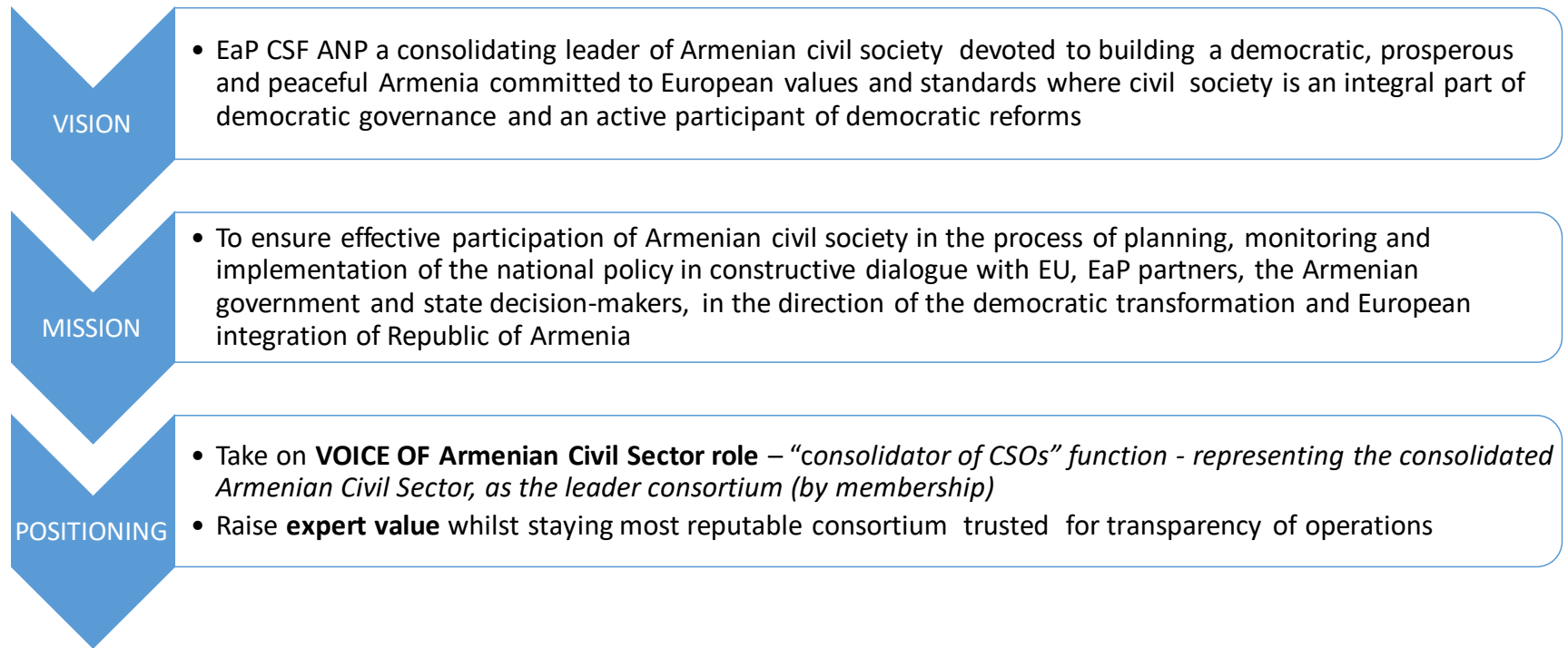
ORGANIZATION EFFICIENCY

- Preserving ANP role and value in the new reality - reach the authorities and stay an opinion shaper
- CSF ANP success in influencing Armenian government policy
- Contributing to Forum policy formation
- Staying a trusted partner for EU

Key success factors

1. Adaptation of EaP to new geopolitical context to mitigate the already rising Euroscepticism:
 - distinct position on situation in the region. Fare assessment – coherent with the principles of fundamental rights protection
 - formulated strategic deliverables relevant to the context and influencing positively security in the region
2. Ability to sustain influence on government policy & relationships with major players
3. Ability of EaP CSF ANP to adapt its processes to new reality
 - proactive communication function & media relations
 - strong program management
 - success in the organizational change to face the present challenges
4. Adequate funding to provide for the above
5. Good knowledge of key target groups needs
6. Clearly set strategic directions that are well connected with target stakeholder priorities
7. Sustaining and developing leadership in membership and ability to capitalize on it

Vision, Mission, strategic directions of the EaP CSF ANP for the period 2021-2022 and positioning



The positioning as the **voice and consolidator of the civil sector** encompasses the following benefits:

- + better leverage to make voice heard and sustain influence
- + higher public trust
- + larger impact

while it will also entail the need for additional time & resources for coordination of consolidated activity and communication.

Raising expert value whilst staying most reputable consortium, trusted for transparency of operations will

- + strengthen competitive position
- + increase sustainability

and will raise the need for larger investments in capacity enhancement.

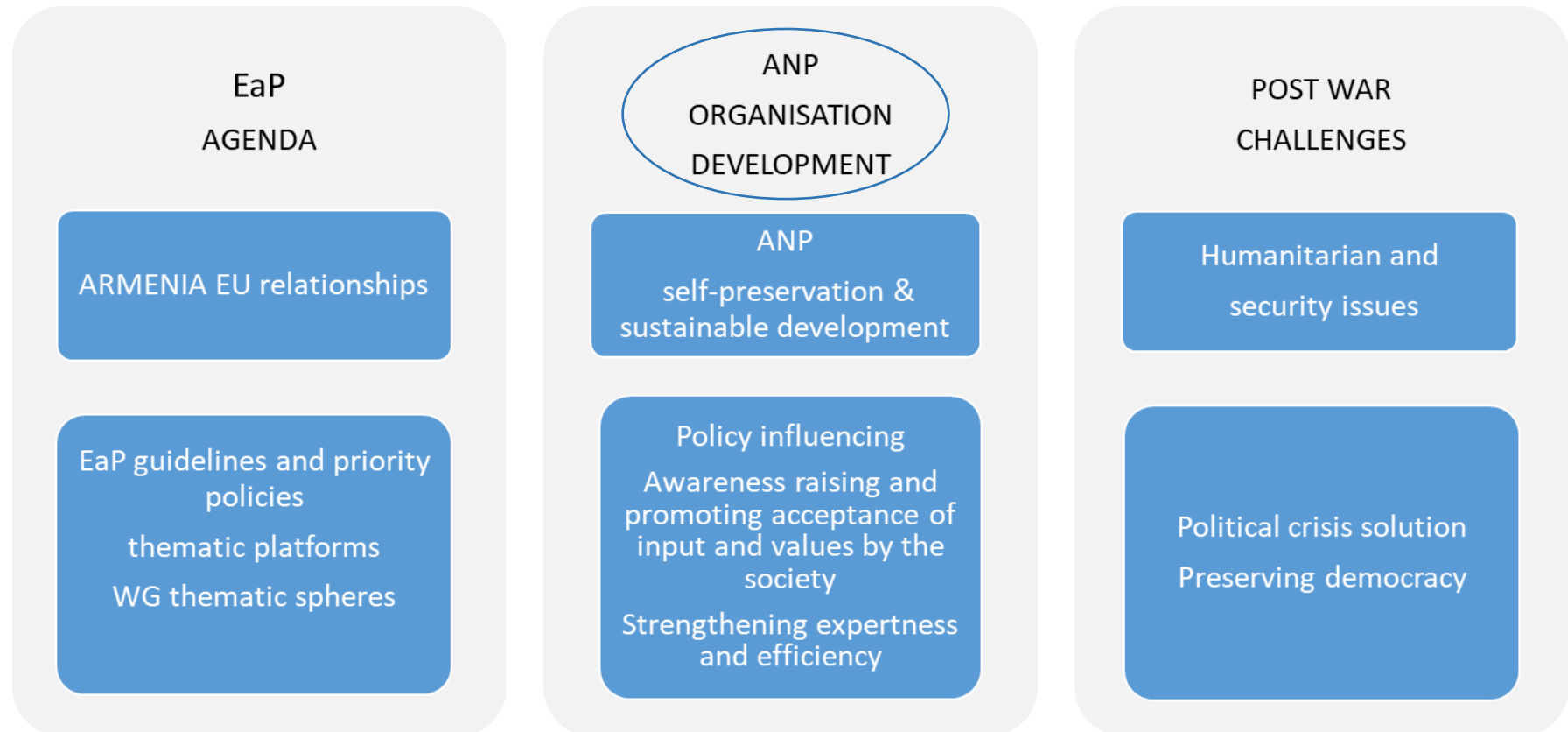
Projects	New	Project Development 2021 Thematic expansion new projects (e.g. for RA government agencies) Better meet existing needs of stakeholders and the society <ul style="list-style-type: none"> • Real product offers to state agencies • Increased expert quality • New innovative solutions • Invest in expert quality and research • Better merge resources with other NGOs (within membership) 	Diversification
	Existing	Penetration 2021 Better and extended coverage of stakeholder groups in RA Better coverage of existing target audiences <ul style="list-style-type: none"> • Increase promotion & communication / raise awareness • Develop regional coverage 	Expansion 2022 Expand geographically Lead new international joint projects
		Existing	New

Penetration Cover larger quantity of beneficiaries in Armenia, by initiating higher number of projects successful in the past and /or within same core competence scope. Improve presence in the regions & rationalize membership by quality

Expansion by developing joint international projects

While **diversification** - taking new scope of expertise projects to new regions is as yet not relevant.

Operational axes for 2021 - 2022



It is of importance to preserve balance between locally born activities of CSOs and EaP agenda driven priorities and to have clear division and understanding at the planning stage of activities focused on internal agenda and activities directed toward the EU.

Strategic goals, operational goals and operational targets of the EaP CSF ANP for the period 2021-2022

Strategic goals 2021-2022

Strategic Goal 1

To provide for implementation of the EaP agenda in Armenia through active participation of Armenian civil society organisations with focus on strengthening dialogue mechanisms - between Armenian government and the civil society, and between the EU, Armenian government and civil society

Strategic Goal 2

To strengthen the role of the EaP CSF ANP in the policy development and implementation in Armenia

Strategic goal 3

To provide for the mitigation of post war crisis through contribution in the spheres of human rights protection, including strengthened protection of human rights defenders, security, justice, and law enforcement in the region.

Strategic goal 4

To strengthen EaP CSF ANP – Forum relationships, strengthen cooperation with the Secretariat and better exploit Forum potential to contribute to EaP policy formation with reference to the priorities in the region.

Strategic Goal 5

To monitor and advise on consistent implementation of Comprehensive and Enhanced Partnership Agreement (CEPA) by the government of Armenia and act as institutionalised civil society partner with regard to fulfilling the bilateral commitments of the Agreement.

Operationalizing the strategy

The effective implementation of the strategy needs dedication from all constituent parts of the organization and will be ensured by due distribution of duties among the Secretariat, the Executive Body and the Working Groups. The strategy will be implemented via the following instruments:

- Development of the WG annual work plan
- Development and implementation of the ANP annual operational plan, including advocacy strategy, monitoring programs and communication strategy
- Development of CSF ANP annual budgets and fundraising plans
- Implementation of the internal reform of the EaP CSF ANP
- Conducting the review and upgrade of the EaP CSF ANP internal procedures

The latter will include development of the gender equality roadmap to ensure implementation of the gender mainstreaming strategy within all structures of the organization.

Operational goals 2021- 2022

- Keep and develop EaP CSF ANP leadership by member base, growing it by 5% in 2021-22
- Increase number of active member CSO's by 20% in 2021-22
- Raise awareness of EaP CSF ANP among regional CSOs. Provide for delivering information on ANP advantages and activities among _20_ regional NGOs in _5_ regions in 2021-22
- Improve public perception of EaP CSF ANP brand and values by building positive perception of organization and its activities with Armenian population (50 % of active population, age range 20-60 in overall Armenia)
- Attract sufficient funding – at least 200 000 Euros for 2021 and 200 000 Euros for 2022, providing for strategy implementation and objectives' achievement –through increasing funding from EaP Forum or/and by diversifying funding streams
- Consider possibility of initiating joint projects as project lead with selected National platforms (e.g. collaboration in media independence, policy dialogue and raising awareness, judiciary) or European NGOs in 2022

STRATEGIC GOALS	OBJECTIVES	ACTIONS
<p><u>Strategic Goal 1</u></p> <p>To provide for implementation of the EaP agenda in Armenia through active participation of Armenian civil society organisations with focus on strengthening dialogue mechanisms - between Armenian government and the civil society, and between the EU, Armenian government and civil society.</p>	<p><u>Objective 1.1</u></p> <p>To strengthen mechanisms of dialogue on the democratic reforms and the implementation of the EaP and to provide civil society expertise to the decision-makers at national level for ensuring effective implementation of democratic development agenda in frames of the EaP outlined priorities</p> <p><u>Outcome 1.1</u></p> <p>Expertise provided by EaP CSF ANP in the form of reports, assessments, recommendations, participation in live and online sessions and is taken into account by the relevant state agencies and EU institutions.</p>	<p><u>Actions 1.1.</u></p> <ul style="list-style-type: none"> • To ensure expert representation of the EaP CSF ANP at the policy formation official events • To offer timely expert input to the consultation procedures • To provide quality input to the policy-making relevant for the EaP agenda by voicing the CSF ANP position based on quality research and analysis • To develop high-quality EaP CSF ANP products providing for added value • To strengthen institutionalised sectoral dialogue aimed at ensuring effective participation of ANP in the process of planning and implementation of reforms initiated in the framework of CEPA and beyond at the national level. • To establish working mechanisms of communication (coordination meetings, joint awareness raising activities, etc..) between ANP and other civil society players for the synergy in joint awareness raising and advocacy efforts.
	<p><u>Objective 1.2</u></p> <p>To develop, formulate and communicate the expertise of ANP to monitor the reforms and fill in the expertise gaps within the aforementioned agenda.</p> <p><u>Outcome 1.2</u></p> <p>ANP is able to develop and advocate for activities prioritised by the present challenges in the country; ANP expertise is acknowledged as facilitating asset for Government reform agenda implementation both by state agencies staff and the civil society.</p>	<p><u>Actions 1.2</u></p> <ul style="list-style-type: none"> • To allocate a part of the EaP CSF re-granting to identification of such priorities and gaps and to filling them in through expert support - both via development of products, as well as conducting relevant trainings (e.g. for NA staff) and advocacy and communication of those priorities to the relevant stakeholders. • To promote initiatives of individual CSF members developed as a result of analysis of present challenges in the country, even if beyond the official EaP agenda • To support implementation of joint activities within the ANP membership base by two or more EaP CSF ANP Working Groups that would tackle cross-platform challenges providing for synergetic effect to increase projects' impact and maximize outputs generated by member CSOs within the projects.

<p><u>Strategic Goal 2</u></p> <p>To strengthen the role of the EaP CSF ANP in the policy development and implementation in Armenia</p> <p><i>To sustain its influence and successfully perform its role the ANP should be able to deliver value propositions at national level in frames of overcoming political crisis, ensuring democracy support and development in the country. For that in addition to strong and quality expert resources (both in-house and outsourced) the organization should be strong institutionally, with high motivation and sense of internal solidarity among its members, and work effectively with national authorities, the EU and the Forum.</i></p> <p><i>The ANP needs to possess effective mechanisms that will allow it to promptly react to the dynamic situation in the region by developing policy positions, rigorous communication and advocacy and have active membership.</i></p>	<p><u>Objective 2.1</u></p> <p>To improve EaP CSF ANP technical, financial and organisational capacities allowing it to fully utilize its expertise in the process of the internal policy formation at the national level and implementation, as well as in monitoring the reforms.</p> <p><u>Outcome 2.1:</u></p> <p>Sufficient funding is provided, quality pool of experts is secured, staff skills are strengthened, communication function is strengthened, internal communication mechanisms, effective distribution of duties among the ANP structures for augmented ownership and motivation among the member organisations are in place</p>	<p><u>Actions 2.1</u></p> <ul style="list-style-type: none"> • To build institutional capacities of the EaP CSF member organizations aimed at increasing their effectiveness in monitoring, advocacy, policy analysis and awareness raising. • To strengthen the membership base by upgrading internal communication, reinforcing values and undertaking measures to augment engagement • To improve communication processes within the EaP CSF structures (WG-WG, Secretariat-WGs, Executive Body – Secretariat) • To grow efficiency by redefining and providing for clear division of responsibilities within the organization (Secretariat). • To build institutional capacities, to strengthen the Secretariat. • To build capacities of EaP CSF member organisations based on better needs assessment and jointly identified priority areas • To augment Monitoring efficiency by establishing the necessary pool of experts and applying to the Forum for providing trainings, sharing monitoring methodology and if necessary report samples and templates. • To strengthen external communication and promote better relationships with media <p>More detailing on actions related to this objective is provided in Working Groups, Membership, Secretariat, Media sections of the strategy.</p>
<p><u>Strategic goal 3</u></p> <p>To provide for the mitigation of post-war crisis through contribution in the spheres of human rights protection, including protection of human rights defenders, security, justice, and law enforcement in the region</p>	<p><u>Objective 3.1</u></p> <p>Improve organizational capacities for full-fledged participation in providing necessary expertise for oversight over and ensuring sustainable functioning and further reformation of justice system, security institutions and for monitoring of human rights in the region.</p> <p><u>Outcome 3.1</u></p> <p>EaP CSF ANP is effectively contributing to the mitigation of post-war crisis in the country by providing timely expertise in relevant areas</p>	<p><u>Actions 3.1:</u></p> <ul style="list-style-type: none"> • To ensure consistency in reforming and institutional rebuilding of justice system and law enforcement institutions • To establish civilian oversight over formal security sector institutions, i.e. (Ministry of Defence) • To undertake registering the violations of human rights and war crime cases committed during the war • To consider initiatives for building capacity of cyber-security institutions (by joining cyber-dialogue initiatives) • To request scholarships funding on yearly basis for mid-career security, defence, intelligence and law-enforcement personnel from Armenia and coordinate distribution of them in frames of an open contest held by ANP • To conduct security assessment <p>More detailing on thematic directions and initiatives pool is provided in the respective subsections of EU 2020 deliverables Annex and in the Security Action of the strategy</p>

<p><u>Strategic goal 4:</u></p> <p>To strengthen EaP CSF ANP – Forum relationships, strengthen cooperation with the CSF Secretariat and better exploit Forum potential to contribute to EaP policy formation with reference to the priorities in the region.</p>	<p><u>Objective 4.1:</u></p> <ul style="list-style-type: none"> • To utilize full potential of the Forum and the Secretariat for • making contribution to EU security policy, which is crucial to the Eastern Partnership future • contributing to EaP agenda formation with reference to the priorities in the region <p><u>Outcome 4.1</u></p> <ul style="list-style-type: none"> • EaP CSF ANP contribution is heard and taken into account by EaP at policy formation stage 	<p><u>Actions: 4.1</u></p> <ul style="list-style-type: none"> • To increase activity of the EaP CSF ANP in the Forum’s activities, contributing to better understanding of the country’s challenges and regional critical issues by the Forum and enabling provision of timely and effective mechanisms of fast response to recent developments in Armenia and the regional humanitarian crisis • To strengthen the advocacy activities of the Steering Committee members on behalf of the EaP CSF in the context of regional priorities • To apply to the Secretariat for facilitating EaP CSF ANP contribution possibility to selected EaP, EU Neighbourhood policy, European Commission, EU Parliament working sessions / meetings relevant for the regional policy development • organize Advisory Mission to Armenia in the context of security agenda to strengthen the resilience and risk-mitigation capacities of local civil society • To formulate request for EaP CSF Monitoring Mission to Armenia based on the present security challenges faced by the country • Use Steering Committee participation to deliver policy concerns to the Partnership at the inter-governmental level
<p><u>Strategic Goal 5</u></p> <p>To ensure consistent implementation of Comprehensive and Enhanced Partnership Agreement (CEPA) by the government of Armenia and act as institutionalised civil society partner with regard to fulfilling the bilateral commitments of the Agreement.</p>	<p><u>Objective 5.1</u></p> <p>To establish framework for regular dialogue on continuous and consistent implementation of the Agreement commitments by respective Government bodies</p> <p><u>Outcome 5.1</u></p> <p>Expertise is regularly provided by EaP CSF ANP and recommendations are taken into account by the respective Government bodies, information for progress monitoring is regularly provided</p>	<p><u>Actions 5.1.</u></p> <p>Coordinate the establishment of the CEPA civil society platform by holding elections of CSO members of this platform</p> <p>Set agenda for meetings between the RA NA Standing Committee on European Integration and the CSOs active in the issues related to CEPA implementation</p> <p>Set checkpoints and feedback channels for providing necessary assessment and consultations</p> <p>Set monitoring framework – instruments and timeframe to oversee the implementation</p> <p>Provide for high quality expertise for assessments and recommendations development</p> <p>Conduct regular monitoring of the compliance with the GSP+ commitments</p>

Operational goals

OPERATIONAL GOALS	ACTIONS
Keep and develop EaP CSF ANP leadership by member base, growing it by 5% in 2021-22	<ul style="list-style-type: none"> • Consider including more employee/employer associations, professional unions in the ANP. • Enlarge regional representation
Increase number of active member CSO's by 20% in 2021-22	Detailed actions in MEMBER engagement section
Raise awareness of EaP CSF ANP among regional CSOs Provide for delivering information on ANP advantages and activities among 20 regional NGOs in 5 regions in 2021-22	<ul style="list-style-type: none"> • Target broader public. Refocus part of advocacy efforts to broader public. • Launch public awareness campaigns in line with advocacy campaigns and objectives • Carry out campaigns promoting understanding of values and membership benefits of EaP CSF ANP in the regions within civil sector • Consider undertaking brand awareness / perception measurement
Improve public perception of EaP CSF ANP brand and values by building positive perception of organization and its activities with Armenian population (50 % + of active population, age range 20-60 overall Armenia)	<ul style="list-style-type: none"> • communicate with the society at large and add visibility to ANP work and results • Include grassroots activists in certain initiatives: <ul style="list-style-type: none"> - grassroots activists can bring fresh views - grassroots groups tend to have a stronger link with the citizens living in both the capitals and the regions
Attract sufficient funding – at least 200 000 Euros for 2021 and 200 000 Euros for 2022, providing for strategy implementation and objectives' achievement –through increasing funding from EaP Forum or/and by diversifying funding streams	<p>Attract resources from FORUM (bilateral support, sub-granting) and relevant EU Member States' programmes</p> <ul style="list-style-type: none"> • Include detailed accounted for budget in the strategy in line with the recommendations • Ask directly for increased ANP funding • Use FORUM SECRETARIAT human/administrative resources to advocate for ANP needs <p>Attract external funding / grants</p> <ul style="list-style-type: none"> • Address EaP Forum to make respective amendments to allow for additional funding from external donors
Consider possibility of initiating joint projects as project lead with selected National platforms (e.g. collaboration in media independence, policy dialogue and raising awareness, judiciary) or European NGOs in 2022	Readdress the goal after June 2021

Operational targets

TARGETS	DETAILING	ACTIONS
<u>Organisational</u>	Online working format constraints	<ul style="list-style-type: none"> • Activity plan / processes need adaptation to online format in order to keep efficiency indices at planned level • Emphasis made on quantity and quality of statements/research findings/other content (visual) / products to be published /disseminated - to compensate for the lack of live event information on site /newsletter and keep traffic at planned level • Working format reconsidered to include strict activity and result timeline with control point meetings (possibly live) and responsible persons
	Managing incoming international assistance for mitigating crisis consequences	<ul style="list-style-type: none"> • Develop high quality programming, to be able to offer best-practice solutions and forms that meet international standards and ensure additional funding: <ul style="list-style-type: none"> - either develop and apply for funds - or support government institutions in working them out & thus reinstate ANP expertise and practical value • If there is need for facilitator in government - donor (EU) interface, consider participating in the process / acting as platform for ongoing bilateral dialogue • When deploying experts monitor /assess the applicability of offered complex public management practices in local circumstances / assess transaction costs vs benefits
	Technical expertise	<ul style="list-style-type: none"> • outsource experts to strengthen the technical capacity where needed to provide for the high quality of products • enhance staffing capacity to support transition from reputation mainly > to quality expert product deliverables model
	Budget	<p>Budget to include reassessed re-granting amounts and to provide for (in addition to traditional articles):</p> <ul style="list-style-type: none"> • expert financing budget article needs to be introduced/ expanded to cover technical experts resource pool • communication and PR annual program (for 2021 and 2022 separately) with monthly distribution of activities • enhanced project funding pool to allow for at least 3 joint yearly campaigns • Remuneration for WG Coordinators (rationale detailed in WG section) • Rent /where necessary/ of meeting/working space and facilities for WGs working sessions • travel expenses compensation for regional NGOs' (at least WG members) meeting participation
	Gender Equality	<ul style="list-style-type: none"> • Appointing a gender focal point within ANP and requesting additional training and expertise support from the Forum Secretariat • Sharing the respective values with member CSOs • Attracting new members active in gender equality • Planning gender trainings (organized / supported by EaP CSF) for member CSOs • Budgeting the respective capacity building costs • Planning the first gender audit in 2022 and working out implementation action plan based on the findings • Supporting project(s) that focus on gender equality <ul style="list-style-type: none"> • Incorporating the gender equality principles in the planned events, panels and on all organizational levels.

TARGETS	DETAILING	ACTIONS
<u>Communication</u> <u>Technology</u> <u>Brand strengthening</u>	Activities / campaigns	<ul style="list-style-type: none"> • Launch internet campaigns, using campaign targeting & other tools of Social Media & FB to exploit the potential of social media as growing opinion shaping and action generating channel • Consider budgeting production of video content for the site (e.g. educational / problem raising and solving series) employ video products for social media targeted campaigns to reach distinct target audiences, video being the best for the youth • Consider using gaming and personalized digital as educational tools to raise youth engagement • Apply for Google advertising grants for Non Profits (10 000 \$ monthly free advertising service) to promote projects & the brand to wider public
	Messages	<ul style="list-style-type: none"> ➤ Plan proactive communication campaigns in media & create / exploit positive info causes for campaigns, educate on EaP and civil sector valuable input to the society well-being ➤ To target broader public use public debates on independent radio/TV channels (economic development / business environment / democracy and human rights / fight against corruption / justice reform) ➤ technical skills / strengths to be capitalized on and used in communication to stakeholders (government, civil sector, public) – to build the image of consolidator AND expert leader ➤ ANP value as <ul style="list-style-type: none"> • access to timely information and innovative instruments + access to skills reinforcement • high reputation for transparency and transparent democratic internal policies - differentiating factor • other strengths formulated after member NGOs survey analysis to be used in building communication for regional awareness raising ➤ Image reinforcing to be launched in line with rebuilding positive perception of EU values that the brand represents
	Communication Function	<ul style="list-style-type: none"> • Communication function revision to include present challenges • Target Audience to be specified and divided into distinct groups with description of communication channels, goals for each TA to be set, communication programs per each to be set up and implemented • Instruments at hand evaluated and upgraded – up to date mailing lists and databases, key gatekeepers contact list, etc. • PR function needs to be set up, responsibility for PR detailed in job description <p>(More details in Secretariat section for function descriptions, WG and Members sections for instruments)</p>

TARGETS	DETAILING	ACTIONS
<u>Communication Technology Brand strengthening</u>	Website	<ul style="list-style-type: none"> • Introduce own root domain • Optimize structure and visual organization – base structure on thematic platforms, create clear departments (taking into account different TA groups – state, civil sector, wider public) • Provide for easy navigation • Adapt site for mobile version to respond to the audience accessing content in multiple places / from different gadgets set regular update timeline • Plan traffic generating activities • Budget systematic SMM activities / outsourcing • Introduce and budget FB page promoting activities
<u>Improved resilience to disinformation</u>		<ul style="list-style-type: none"> • Consider the possibility of importing external expertise /success tools and launching educational campaign on critical assessment of information, fact apps and fact checking • Mobilize grassroots watchdog groups in selected cases • Support ANP team (communication function) and possibly some CSF members' teams in Social Media Management skills development to attract more readers to ANP and members' information channels and away from biased sources • consider possibility of support projects to investigative journalists • journalist skills training, including digital security, fact checking and investigative reporting – also will make input to developing media relations • Before starting a project consider giving a press conference on the essence of the project, participants and site/media where the press can refer for the progress and published results. Control by the Company of focal points for any information dissemination – press releases to be confirmed before being published • Disclose industry improper practices, consider including this in the newsletter for stakeholders and public.
<u>Government bodies Relationship management</u>	Expertise support	<ul style="list-style-type: none"> • Support in professional research service to fill the NA expertise gap and help with the legislative process – reinforcing ANP expertness • Joint training initiatives on thematic sector issues for CSOs and counterpart NA and government staff, i.e. short trainings on research/analysis/writing; examples of good research/policy analysis documents (in Armenian); short (Armenian language) how to videos • Fund external experts, consider joint trainings for Secretariat, ANP members, Government and NA staff - e.g. communications, SMM training, training on FOI procedures • Get ready for snap elections and determine the role EaP CSF ANP is to play in election observing and monitoring.
	Enhanced formal advisory mechanisms utilizing	<ul style="list-style-type: none"> • Speak out on the necessity of CSOs participating in the agenda drafting for Public Councils session with due notice. • Participation in larger number of parliamentary commissions working groups for specific draft laws • optional public hearings by parliamentary commissions to discuss draft laws • assess and enlarge (if relevant) participation in Public Councils • conduct independent monitoring, issue declarations and initiate other actions that add value and at the same time reflect the values promoted by the EU • see additional detailing on State – Civil Sector efficiency raising initiatives in Annex 5 Civil Sector Challenges Mitigation

TARGETS	DETAILING	ACTIONS
<u>Government bodies</u> <u>Relationship management</u>	Communication and relationships	<ul style="list-style-type: none"> • Top 5 priority target groups within Government and state agencies for ANP successful operation in the country that need additional effort to be determined • Respective communication and relationship building initiatives to be planned and implemented • Consider invitation of speakers from State to the events + to also elicit media interest, i.e. high-level officials from the EU and Armenian government to participate at ANP annual assembly <ul style="list-style-type: none"> • where appropriate continue to serve as dialogue platform / facilitator for EU-government interaction • CEPA information and communication strategy – to use as blueprint by the Government for communication of benefits of CEPA implementation to the wider public
<u>Thematic</u>		<ul style="list-style-type: none"> • developing and coordinating mid-term local economic recovery strategies • monitoring and evaluation system on local service delivery in order to identify immediate gaps and plan long-term capacity development • projects in SME direction – to help businesses refocus on digital presence and apply for support to corresponding institution • promoting transitional justice implementation: <ul style="list-style-type: none"> - take active action with the aim of enrolment in the fact-finding team - carry out transitional justice fact-finding work for the fact-finding team;

Annex 1 Media challenges

Types of CSO – media channel relationships

Model	Commercial model	Persuasive model	Critical model
Description	media only adopt the content that can be sold	goals of CSOs and media channel are more or less close (in the context of social interest) and cooperation oriented. Synergy with media to exercise power to influence attitudes and behaviour	watchdog role of media targeting the CSOs with criticism as to fulfilling their social obligations, transparency etc.
Need / resources	competencies and skills to target media with attractive messages - on human rights stories, etc.	persuasive skills and other people skills to impose EaP priority themes on the public agenda via media	ability to repel attacks send positive messages Present policies & procedures transparently & gain media / society approval
Issue / problem	not to compromise social purposes for publicity reasons	conflict of commercial / owners political interest suppressing the social goals for media channel	conflict of interest at the basis. bias stemming from clandestine goals rather than audience benefit. Proactive-ness of CSO is important

The 3rd (critical) model likely to gain predominance in Armenia in the nearest future

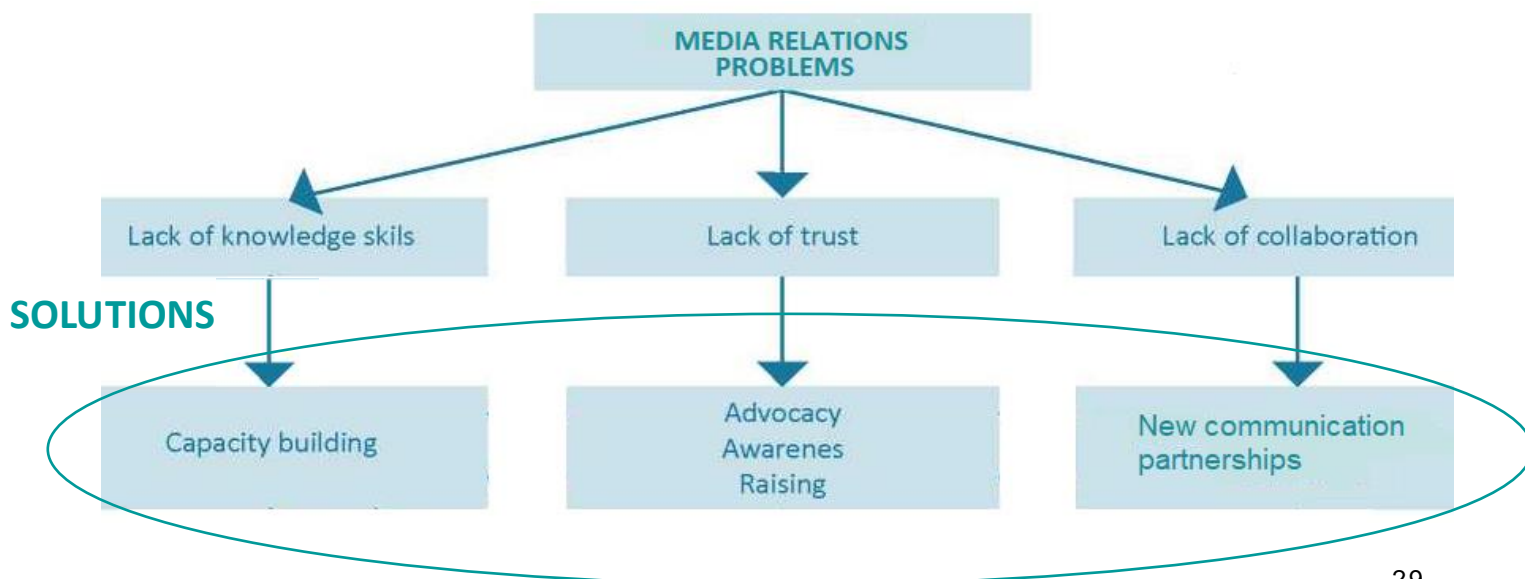
Though traditional media relations strategies are shifting to practices relevant to social media, both should be targeted

Both:

classical media relations based on objectivity and neutrality (i.e. traditional journalism) and

network made media relations based on subjectivity and neutrality (participatory media - citizen journalism and social media) should be considered for EaP CSF ANP media efforts.

Below relevant media relations problems are displayed and solutions offered:



The following recommendations are derived from the above model:

- EaP CSF ANP needs additional capacity for dealing with media relations and efficiency in communication, partnership brokering and advocacy for effective relationships with the media.
- Awareness raising and proactivity in media relations gains new level of importance
- New communication partnerships should be set up /existing reinforced to promote Increased number of media organisations devote space/air-time to EU and EaP CSF ANP related POSITIVE themes (media outlets coinciding in social interest with EaP CSF ANP receiving separate attention)

Pro-active approach towards relationships with MEDIA for EaP CSF ANP includes the following initiatives:

- Communicate on CSOs performing vital functions, including protecting civilians, monitoring human rights violations, advocating for peace and human rights, promoting socialisation and social cohesion, facilitating dialogue and delivering vital services to local communities.
- Establish relationships with media channels decision makers / share beforehand information on positive informational causes to ensure trust / cooperation (e.g. EaP Mission to Armenia)
- Use any real case, including performed by separate member CSOs to communicate as PLATFORM (member) vital input in this turbulent times.
- Consolidated credit for individual results = consolidated benefits of platform shared by individual members – make this general understanding for now.
- Go beyond ANP frames and initiate consolidated civil sector statements – with resulting reports in press.
- Civil society / media cross sector internships/exchanges. Exploit international exchange opportunities

Media relations detailed strategy has to be developed as a part of communication plan, which will also address PR strategy

Annex 2 Security

Immediate priority issues

- First priority - restoration of public order and security of person and property.
- Support existing dispute resolution mechanisms and norms that have legitimacy amongst the broader population to avoid vacuum of authority
- demobilization and reintegration of combatants into formal civil / military institutions
- civilian oversight over formal security sector institutions (in the context of diminished public trust – e.g. Ministry of Defence)

2ND stage issues

- Institutional rebuilding. Justice system and law enforcement institutions
- Security sector reform
- Individuals suspected of being associated with war crimes and serious abuses to be excluded over time
- Accountable decision-making to restore confidence in the state

Activity pool

Undertake a security assessment - assessment of the security environment for identifying critical security measures and allocating resources
survey and data collection on:

- immediate actionable information - number and location of internally displaced persons (IDPs) and the number and disposition of armed combatants. Count of former combatants with status verification before benefits are announced.
- baselines for assessing future progress in security, justice, and law enforcement - number of former combatants transitioned - to civilian public employment, private employment, formally unemployed;
- degree of public confidence in the security/police organs; citizen perceptions of safety; the extent to which security concerns affect economic and social activity of citizens

Facilitate community decision making, support to local administrations capacity - local authorities supported to reach out to marginalized groups (women, youth, minorities, ex-fighters) to mobilize social capital of civil society actors around local governance arrangements.

Build linkages between local and national governance, ensuring communication capacities.

Monitoring and evaluation system on local service delivery to identify immediate gaps and plan long-term capacity development. diagnosis and recommendations for central government public financial management on the matter.

Establishing aid information system to focus on the basic requirements of recording and tracking commitments and disbursements according to type of assistance and beneficiary sector - regulate aid traffic and monitor aid activities.

Formulating the reconstruction program and implementing its projects and activities.

Taking measures to promote active participation of EU in the process of peace negotiations over the conflict in Nagorno Karabakh in the frames of Minsk group format.

Preparation of evidence-based information (hereinafter referred to as "Information") on the aggression of Azerbaijan against the Republic of Artsakh on September 27 2020, as a result of which the Republic of Armenia was involved in the war and its submission to the EaP CSF Secretariat and member states.

Assistance to the EaP CSF in developing relevant statements and action plans based on that Information.

Development and presentation of mechanisms and action plan for compensation of socio-economic damages caused by Azerbaijan's aggression against Artsakh and Armenia by the EaP CSF ANP.

Preparation for the discussion of the establishment of the Artsakh and Armenia Economic Stabilization Fund.

Applying for emergency grant programs to be allocated by the EaP CSF to the CSOs in Armenia and Artsakh for the implementation of the above activities.

Carrying out research on the implementation of the UN Memorandum on Landlocked Countries by the EaP CSF ANP and submitting relevant proposals to the EaP CSF Secretariat.

Providing for the discussion of the issue on the implementation of the UN Memorandum on Landlocked Countries and approval of respective decision and action plan by EaP CSF.

Annex 3 Member CSOs

<u>MEMBER TYPE</u>	<u>ACTIVITY DESCRIPTION</u>
Merely enrolled as members	Passive presence, no activity (highest in number)
Enrolled as members, have found their niche interest	Basic level of activity within Platform
NGO's with high awareness	Average activity, emphasis on re-granting opportunities
Leader NGO's with high awareness and active position	Highest activity, organizational and representative functions (lowest in number)

Main advantages CSO's find presently in EaP CSF ANP membership (summary)

- Information exchange and fine-tuning of certain skills (flash mobs, etc.)
- Access to information on latest trends in the Human Rights defence area of developed European states
- Contact base growth, networking
- Acquire partner org-ns
- Increase own awareness of CSOs
- High reputation of EaP helps in receiving grants as its member from other organizations
- Opportunity for consolidated action and influencing government policy
- Brussels assembly participation for some CSOs

Main issues

1. Low level of activity of large part om member CSOs
2. Differing motivation & needs resulting in formal participation in some cases
3. Diluted efficiency in some cases due to some members not genuinely sharing the EaP values and demonstrating non-constructive approach
4. One-time project format of collaboration does not effectively enough promote long-term effect for exchange and relationship development
5. Obscure perception of "belonging", membership purpose and benefits in some cases
6. Low share of regional CSO members
7. Limited centralized internal communication addressing members' information needs (ANP official causes mainly – assembly, meetings, statements)
8. Newsletter does not properly serve information needs of the members

Additional advantages EaP CSF membership presents that can be included in communication

- Tool to establish relationships and trust and to develop a sense of solidarity
- benefit from collective advocacy priorities and activities.
- influence policy and practice through access to EaP, EP, European Commission and government platforms and decision makers
- Coordinate key civil society concerns and responses.
- Bring issues of common concern for discussion and possible joint response
- Inform the EaP direction and priorities.
- Have the opportunity to run for election on the EaP CSF ANP executive board
- Be considered as a representative for EaP CSF ANP

Member engagement raising initiatives and measures

Credibility of EaP CSF ANP and member satisfaction are key to active member engagement.

Engagement can be strengthened through:

1. One-on-one member meetings face-to-face / via video call (member – Secretariat Staff). These are tailored to individual member strengths and needs.

Types:

- meetings with new members – induction on ways of working, priorities, mission, strategy, membership requirements, and opportunities
 - with existing members when the representative changes – need same level of induction as new members
 - annual one-on-one member meetings – to check in with individual members throughout the year – opportunity to give and receive confidential feedback
2. Annual bilateral meetings with members with lower than expected engagement – to gain feedback and input
 3. Monthly meetings for new members and /or new representatives / contact points - same purpose as above / lower time commitment
 4. Access to EaP CSF ANP products for members - with clear and consistent branding, e.g.
 - well - designed NGO member profiles
 - published case studies of member good practice
 - online NGO presence mapping by organisation, district/region
 5. Informal networking events - for members and external partners to meet and connect to build community and increase collective identity
 6. Responsibilities are to be communicated in addition to contributing to joint products based on need and capacity and might include the following:
 - Responding to requests for information sharing, data sharing
 - Promoting EaP and its activities within their own organisation and the wider civil sector

7. Communication

Clear system to be introduced to harmonise and organise information flow and avoid overwhelming with communications.

Email procedures

It is advisable to optimize the quantity of mails from ANP to the full membership / keep to the reasonable minimum mails sent to the full membership + set clear procedure:

- type of emails that should be sent to the whole membership;
- the one address from which ANP emails are sent
- email marking system to signal the nature and urgency of the communication (inserted in the subject line – ADVOCACY/DATA REQUEST/ ELECTION/ EXECUTIVE COMMITTEE / INFO / INFO REGIONAL / INVITATION /MEMBER / MEMBER PRODUCT / STAFF).

otherwise (if mailing is kept close to everyday activity) majority may be ignored.

Member newsletter – to be distributed to members

- to share information on upcoming activities, priorities, meetings and member requests.
- compiled in a simple consistent format and send on a regular schedule – advisable regularity monthly (quarterly basis – the minimum).

Other actions:

- Touchpoints framework to be reconsidered for better providing for sustainable mutual benefits for member CSO's and the Platform (including feedback and complaint system)
- Conducting survey (within existing membership base) on existing needs, limitation, benefits and process improvements is highly advisable for this. Followed by
 - publishing a transparent overview of findings / data collected
 - using the data to adjust functioning and ways of working (paramount importance)
- It is advisable to make this regular to ensure members provide feedback on operations and priorities (at least through annual member surveys)
- Use the defined benefits in communication (materials) with regional CSOs to augment motivation, grow relevant membership base / shape awareness and recognition
- Emphasize the role of member CSOs as drivers of the Forum advocacy efforts. Keep the value of consolidated impact on policy making as civil society influence driver at the centre of their attention
- Newsletter distribution to regional CSO's with information on achievements and success stories of member CSO's, possibly with other educational value. Via e-mail, regular addressed distribution (not only on website)
- Consider budgeting the travel costs reimbursement for regional member CSO's participating in live working sessions
- Introduce filtering mechanism based on values and potential input to ANP development to screen the member's congruence against (via Ethics committee mechanisms)
- Mailing list acquisition/formation with the help of contact base of regional member CSO's representatives and from other open sources
- Plan events on awareness building and membership benefits communication in the regions via already enlisted regional member CSOs
- Allocate budget to member regional CSO's for such undertakings to act as EaP advocates in their respective regions and acquire new members.
- Use targeted advertising (e g on FB) to reach regional CSOs
- Positive discrimination mechanisms employed to promote better representation from the regional CSOs and to secure alignment with gender equality strategy of EaP CSF ANP
- Consider including more employer associations, professional unions in the CSF ANP to diversify the base

- Use long-distance live engagement IT applications to organize communication in addition to email for those who are not engaged in WGs
- Multiple calls for action/response when needed (one email per topic not enough)
- Opt for cross disciplinary areas for different WGs joint projects - e.g. human rights and education (i.e. in the context of displaced population)
- Initiate joint activities such as thematic awareness raising or advocacy campaigns, solidarity actions, etc. aimed at strengthening the ties between CSF ANP members and at increasing the ownership of its activities among its members.
- Consider providing training opportunities for ANP member CSO's staff at EaP (if travel rendered impossible look for online alternative) – on policy, decision making, other relevant topics identified via questionnaire
- Mechanism set up for fast reaction of WGs to elaborate joint positions / recommendations:
SET UP CHAIN: Knowledge (first info on emerging situation found out) - monitoring and informing - dissemination and communication - response capability
- Initiate amendments to the EaP CSF ANP Charter, in particular with regard to the organization of elections and the commitments and responsibilities of delegates to CSF conferences;
- Develop and adopt standards for the activities of ANP member organizations;

Annex 4 Working Groups

Main Issues

- limited number of WG are equally active throughout the year
- participation in the work of the WG is seen as supplementary by majority of participating CSOs as opposed to the goals of their respective NGOs
- not all member organisations of a given Working Group are active
- strain on the WG coordinator to actively involve the CSOs
- Not enough time to search for resources, including meeting facilities, data and project funding, draft the resolutions and manage the discussions for WG coordinators
- Not enough funding for WGs to improve capacity for
- monitoring implementation of commitments made by the government
- conducting lobbying and influencing official decision making

Actions

- form a core group of dynamic NGOs in each Working Group for concentrated effort
 - financial incentives for WG coordinators to compensate for abandoning part of duties at their own organizations and enable allocating adequate portion of time to ensure WG effective work.
- (more efficient than allocating additional resources for additional administrative staff position for WG support)
- a Secretariat staff member time allocated at least for the external communication (leaving internal communication within the Working Groups and funding for projects to be implemented by the members)
 - incorporating WG member NGOs into yearly project planning for better synergy of planned ANP projects and member NGO /expertise/scope of interest/priorities. The scheme of finalizing project decisions to include preliminary shared NGO opinions.
 - best practices sharing. Not only in newsletter, but inter WG-s meetings (live) to share best visibility and participation results and practices

Annex 5 Civil Sector Challenges Mitigation

ISSUES	ACTIONS
<ul style="list-style-type: none"> • Absence of adopted strategy and cooperation plan with non-governmental organizations on behalf of the state • No budget article(s) dedicated to the development and financing of CSOs in the State budget • Lack of transparency in funding of CSOs by certain development partners and by the government. • Inclusion of certain programs in terms of improving the socio-economic situation in Armenia is not always explicit. • Existence and expansion of network of preferred CSOs - permanent winners of the announced grant competitions. • The commitments under the EU-Armenia Comprehensive Extended Partnership Agreement on constructive dialogue with CSOs, as set out in Article 219 chapter 39 of that Agreement, are not being consistently met. • Restrictions imposed by The RA Law on Non-Governmental Organizations on the free activities of CSOs, on their ability to exercise free judicial protection of interests of their members and beneficiaries, on the principles of administration and administrative proceedings, i.e. on exercising their constitutional rights to compensate for administrative or moral damages incurred as a result of improper administration by public administration and local government bodies. 	<ul style="list-style-type: none"> • Develop a CSOs - Government constructive cooperation agenda and strategy and lobby for its adoption; • Develop proposals for the government justifying the inclusion of a separate targeted budget program in the frames of state budget, aimed at constructive cooperation of CSOs with the Government and envisaging delegating CSOs to implement relevant programs in accordance with the rules of budget legislation. These will be mainly control and monitoring programs. • Develop recommendations for the EU Delegation to involve ANP member organizations in the evaluation and implementation monitoring of grant competitions under the CEPA program. • Develop recommendations for the EU Delegation to involve ANP member organizations in participating in the monitoring of EU-Armenia CEPA commitments.

Annex 6 Secretariat

ISSUES	RECOMMENDATIONS	ACTIONS
Limited resources in project management and communication/PR	Enhance staff capacity Strengthen communication and PR function	Full time positions to be budgeted for: <ul style="list-style-type: none"> - English speaking project officer - Communications and PR officer • Communication officer job description to be revised to include detailed PR and media relation responsibilities, as well as internal communication function detailing • New full time qualified project manager should be sought for while keeping the Director position at ½
SMM and website management, digital skills project management skills	Communication officer has to receive <u>quality training</u> in SMM and digital media (project manager to possess the skills / receive training in these too)	<ul style="list-style-type: none"> • Outsource training or look for capacity support in these aspects for NGOs in frames of Armenian civil sector support by international civil society / EU support programs • Engage the Executive Body in recruitment processes and decision-making
Ownership of brand promotion	Secretariat staff to take on owner of the communication function role and brand ownership role	<ul style="list-style-type: none"> • Include this scope of responsibility into respective job descriptions • Conduct new strategy presentation meeting prior to implementation for shared understanding of challenges and remedies' necessity
Internal efficiency and motivation	Increase synergy between WG project results and Secretariat activity on making these results public	<ul style="list-style-type: none"> • Set up internal communication standards and routine for informing and engaging members • Set up internal service standards • Include and assess member engagement as a specific responsibility within each secretariat position's job description • Set up procedure for external communication on WG and organization results (regularity, type of results, channels, coverage goals)

Annex 7 EU 2020 Deliverables

<u>Working groups</u>	<u>EU 2020 Deliverables</u>	<u>Other WGs</u>
<u>WG1:</u> <u>Democracy,</u> <u>human rights,</u> <u>good governance</u> <u>and stability</u>	1. Security <ul style="list-style-type: none"> • fight against organised crime, including firearms trafficking; • fight against hybrid threats, including cybersecurity; • preparedness to prevent conflicts and manage crises • Chemical, Biological, Radiobiological and Nuclear Risk Mitigation • training initiatives focused on CSDP and CFSP issues • Risk assessment and mapping • working relationships with the EU Civil Protection Mechanism, including joint trainings and exercises • Inclusive Disaster Risk Reduction strategies development and adoption 	WG 2, WG 4
	2. Plurality and independence of media - strengthening core functions and capacity of media	
	3. Rule of law and anti-corruption mechanisms <ul style="list-style-type: none"> • establishment of sustainable structures to prevent and fight corruption • ensuring that legislation and institutional changes are implemented effectively • strengthening transparency and fight against money laundering; • financial investigation tools 	ALL WGs
	4. Implementation of key judicial reforms in frames of: <ul style="list-style-type: none"> • transparent and merit-based recruitment of judges and prosecutors • independent appointing authority • mandatory written exams and initial training • Progress in the adoption of effective disciplinary rules and codes of ethics in line with EU standards for judges and prosecutors • Functioning complaint mechanisms accessible to the public • judicial training practices with the EU standards • effective legal aid ensuring justice access to all • Improvement in the day- to-day administration of courts without undue interference from executive or legislative authorities 	All WGs
	5. Implementation of public administration reform, including <ul style="list-style-type: none"> • assessment of civil services • increased citizens' engagement for better policies and services • reinforcing transparency and accountability in economic governance including via budgetary governance, performance audits 	All WGs
	6. Gender equality and non-discrimination	All WGs

<u>Working groups</u>	<u>EU 2020 Deliverables</u>	<u>Other WGs</u>
<u>WG2:</u> <u>Economic integration and convergence with EU policies</u>	1. Digital economy (harmonisation of digital markets)	WG 4
	2. Regulatory environment for SMEs	WG 5
	3. Gaps in access to finance and financial infrastructure	WG 1
	4. New job opportunities at the local and regional level	WG4, WG 5
	5. EU- Armenia trade, trade between Armenia and selected Partner countries	WG 1
	6. Extension of TEN-T core networks	WG 1, WG 2
<u>WG3:</u> <u>Environment, climate change and energy security</u>	1. Enhanced energy efficiency and improved use of renewable energy, as well as reduction of Greenhouse Gas emissions	WG 1, WG 2
	2. Environment and adaptation to climate change	WG 1, WG4
	3. Security of energy supply	WG 2
<u>WG4:</u> <u>Contacts between people</u>	1. Establishment of EaP European School	All WGs
	2. Young people's skills, entrepreneurship and employability	WG 2, WG5
	3. Integration of EaP and EU research and innovation systems and programmes	WG 1, WG 2, WG4

Annex 8 Re-granting projects thematic directions

<u>Working groups</u>	<u>Re-granting projects thematic directions</u>
WG1: Democracy, human rights, good governance and stability	<ul style="list-style-type: none"> • Human rights and rule of law, including but not limited to: <ul style="list-style-type: none"> ➢ Public Administration reform ➢ Fight against corruption ➢ Gender equality ➢ Enforcing implementation of policy commitments related to people with disabilities • Countering propaganda and disinformation • Security
WG2: Economic integration and convergence with EU policies	<ul style="list-style-type: none"> • SME development. Challenges of digitalization of SMEs in Armenia and the ways to solve them • Women entrepreneurs • Conducting training programs and seminars on CSO capacity and skills development in order to monitor the non-financial indicators of the RA state budget • Conceptual approaches to gender budgeting • Creating a model for the “Smart Village”, “Smart Community” socio-economic development program in the context of the challenges posed by the coronavirus pandemic
WG3: Environment, climate change and energy security	<ul style="list-style-type: none"> • Policy and advocacy work on climate change • Waste management • Energy efficiency and alternative energy
WG4: Contacts between people	<ul style="list-style-type: none"> • Strengthening online education tools and technologies • Youth empowerment • Culture and Creativity
WG 5: Social & Labour Policies and Social Dialogue	<ul style="list-style-type: none"> • Decentralised social services • Social entrepreneurship • Labour rights • Elaborate concept of introduction of the ombudsman institute for the right to health