Communities Association of Armenia (CAA)

2022–2026 Strategic Plan

CAA website map

Foreword

Emin Yeritsyan

President
Communities Association of Armenia

Acknowledgements

About the Association

The Communities Association of Armenia (CAA) is the unified voice of all communities of Armenia. It was founded in 1997, uniting all the rural and municipal communities in the country. Originally operating as a non-governmental organisation, in 2009 the CAA was reorganised into a union of legal entities. Among its major statutory objectives is the promotion of local self-government, the protection of the interests of its members, building the capacity of LG bodies and fostering exchange and cooperation between the member communities. The President of the Association is the head of the Armenian delegation to the Council of Europe Congress of Local and Regional Authorities.

Scope of the Strategic Plan

This Strategic Plan is the basis of the Association's operations for the coming five years, 2022–2026, and comprises the CAA's vision and mission statements, strategic goals and objectives, programmes, measures, results and performance indicators and targets.

VISION: CAA is a forward thinking, credible, capable and innovative organisation, responsive to and trusted by members and partners, that proactively influences the reform agenda to strengthen and advance excellence of local governance in Armenia

Strategic Goals

Goal 1	Goal 2	Goal 3	Goal 4
Provide proactively a strong, credible, joint and influential voice to advocate effectively for the interests and rights of Armenia's LSGs, leveraged in the national and international arenas	Support, promote and drive innovation to advance good, productive and democratic local governments in Armenia capable of leading in partnership with their communities to strategically deliver on their mandate and be active agents for sustainable development and quality service delivery	Strategically position CAA as a professional, dynamic, accessible, result-orientated and trusted association of value to its members with the capacity to accomplish its mandate and promote good local governance	Enhance CAA's reputation and appreciation of its value, nourishing partnerships to support it in fulfilling its mandate and raising its public profile and media responsiveness to local governance issues

SMART Objectives

1.1 Enhance CAA's capacity to develop, institutionally lobby and pursue joint, strategic and evidence-based national policy and legislative advocacy proposals vis-à-vis parliament and government

1.2 Establish a sustainable practice of joint and evidence-based policy and legislative advocacy proposal development that supports CAA's advocacy efforts

1.3 Improve relationships with LSG stakeholders to institutionally impact their attitude and support for CAA and the municipal governments in Armenia

2.1 Enhance the capacities of municipal leadership and administration to unlock the potential of local government, provide efficient leadership and quality services and good democratic open governance to their communities

2.2 Increase the number of quality, accessible and innovative CAA services (strategic, technical advice and events) offered to members

2.3 Develop a quality, comprehensive, dynamic, digital and user-friendly knowledge management experience and culture at CAA to benefit membership with good governance models, practices and professional development

3.1 Enhance the performance and accountability of the governance bodies for CAA to be responsive, cost-effective, compliant, reflecting best practice and a membership-focused association

3.2 Improve organisational performance and culture with strategic planning and management, organisational learning, best practices and transparency at its core

3.3 Increase capacities and dedication of CAA leadership and staff for a professional, innovative, transparent and accountable organisation

3.4 Increase funding for CAA using existing and alternative non-core income-generation opportunities to ensure its long-term financial sustainability and strategic effectiveness

3.5 Deploy innovative Information and Communications Technology (ICT) work-systems in CAA operations and communications

3.6 Expand presence and impact of CAA in international activities

4.1 Build a professional, intensive and productive communication and engagement function and experience within CAA that proactively informs and engages the membership and stakeholders, and increases CAA's visibility as the national unified voice for Armenian LSGs

4.2 Advance digital communication tools with members, stakeholders and media

Fundamentals of the Strategic Plan

2.1 Values and Principles (from CAA Charter and Strategy 2016–2020)

A. Respect for the rights and autonomy of its members: The CAA exercises respect for the rights and autonomy of its members when fulfilling its mandate.

B. Independence: Financial independence is an important prerequisite to ensure the impartiality of the CAA and to avoid political influences. This autonomy is ensured through the CAA's own-financial means and sources adopted and approved by the members of the CAA.

C. Non-partisanship: The positions, objectives and tasks of the CAA rest on the interests of its members, irrespective of the political party to which they belong.

D. Impartiality: The CAA applies and employs the same practices and approaches towards its members, without preference.

E. Effectiveness: The CAA activity plan rests on the achievement of maximal results with limited resources. The CAA considers the overall priorities and interests of its members to ensure maximum impact.

F. Professionalism: The CAA is guided by high standards of professionalism, transparency, accountability, responsibility, professionalism, ethics and integrity.

G. Collegiality and unity: The CAA is committed to the creation of an environment where decisions are adopted in a unified and coordinated way, mandatorily taking into account the votes of all its members. Despite differences in opinion, all accept the decisions taken by consensus and understand the causes and consequences underlying such decisions. The CAA strives to ensure unity and acting as a single community, trusted by its members to serve and realise their interests and priorities.

H. Equality and proportionality: The CAA is guided by the principal of equality of all member communities regardless of size or geographical location. The CAA is committed to ensuring proportional representation of the member communities in its statutory bodies and daily operations, maintaining balance between members representing urban and rural communities and the different marzes.

I. Gender equality and justice: The CAA acknowledges gender equality and justice in all spheres of its activity, and contributes to implementation of these principles in the local government system.

J. Knowledge management: The CAA strives to be a 'learning' organisation, encourages and implements the creation and dissemination of knowledge among its members, including the best international practice and international standards of local governance, by promoting their application and implementation in Armenia.

Arising from discussions among the leadership and members during the workshop to develop the present Strategy, the following were added:

K. Responsiveness: The CAA aims to be fully responsive in a timely manner in its interactions with the government of the Republic of Armenia and with its membership.

L. Innovative: The CAA strives to keep abreast of latest developments in technology, particularly ICT, and to providing innovation in its actions.

M. Dynamic: The CAA believes in being proactive, leading the process of change rather than simply responding to it.

N. Excellence: The CAA strives to achieve excellence in all of its actions, activities and interactions with other bodies.

2.2 Mission of the Association

The mission of the Communities Association of Armenia is the formulation of the main cause and purpose for which the organisation was created and to which all its initiatives and resources, including human, are targeted. During the 25 years of its existence and operation, the mission of the CAA has been and continues to be the promotion of the interests of its members and the advancement of principles of local democracy in Armenia. At the same time, in the current stage of development of both the Local Self-Governments (LSGs) and the country in general, there is a clear need to rethink the CAA's mission, characterising it as a more mature organisation with larger expectations and ambitions, founded in the reality. The mission of the CAA is now restated as follows:

Being uniquely placed as the national trustworthy voice of local government, the CAA is the lead association for advocating, influencing, strengthening and advancing professional, democratic and decentralised local governance capable of building and sustaining thriving and resilient communities, providing participatory local leadership and addressing emerging trends and challenges.

2.3 Vision of the Association

The vision of the CAA describes the situation in which it sees itself in the future. Its members debated both the mission and the vision during the workshop to develop the present strategy, and decided upon the following as the vision of their association:

CAA is a forward thinking, credible, capable and innovative organisation, responsive to and trusted by members and partners, that proactively influences the reform agenda to strengthen and advance excellence of local governance in Armenia.

2.4 Strategic Goals and Objectives of the Association

The areas or themes covered by the CAA's Strategy for 2022–2026 are the following:

1. Advocacy for LSG interests and rights
2. Good, development-oriented, productive and democratic local governments
3. CAA governance, organisational effectiveness, growth and sustainability
4. Communications and visibility.

Theme 1: Advocacy for LSG interests and rights

Strategic GOAL 1: Provide proactively a strong, credible, joint and influential voice to advocate effectively for the interests and rights of Armenia's LSGs, leveraged in the national and international arenas

CAA's effective and productive advocacy and lobbying efforts influence parliament, government and international organisations, placing the Association as the national trusted voice of decentralised local government in Armenia.

During its 25-year history, the CAA has actively contributed to the promotion of local self-governance in Armenia and is one of the committed players in this field. By undertaking its responsibility, the CAA will enable LSGs to be deeply involved in the processes of developing national plans, sector strategies and the national budget. The CAA will evolve into a well-functioning and effective organisation, with sufficient human capacities, internal structures and work systems to institutionally develop, lobby and pursue joint, strategic and evidence-based national policy and legislative advocacy proposals for parliament, government and other stakeholders. It will raise awareness, lobby for and productively engage in national and international

mechanisms and platforms to voice LSG concerns, needs and priorities, consolidating its position and be perceived positively by key stakeholders as a trusted and reliable partner, willing and capable of supporting the advancement of good, productive and democratic local governments in Armenia that deliver strategically on their mandate.

Objective 1.1 Enhance CAA's capacity to develop, institutionally lobby and pursue joint, strategic and evidence-based national policy and legislative advocacy proposals vis-à-vis parliament and government

CAA continuously invests in developing the skills of its members, leadership and staff to provide qualitative input into the preparations and conducting of lobbying of parliament and government for alignment of policy and legislative frameworks, enabling a fair and sustainable decentralisation and funding for LSGs.

CAA will amplify its expertise and research capacity and sustain effective mechanisms to voice its joint policy and legislative positions, establishing policy committees and expertise groups with LSG staff for social development, education, economic development, public finances, safety, among others. It will conduct regular needs assessments of SLGs to prioritise amendments to, and development of new, policies, legislation and regulations. Raising awareness and capacitating members in advocacy will enable more intensive and productive engagement in lobbying for LSG sector-wide priorities. Over the next five years, CAA will focus on advancing the skills of its membership, leadership and staff for an effective and results-oriented advocacy role, using its varied professional development tools.

Programme 1.1.1 Professional development of CAA members, leadership and staff in developing advocacy and lobbying skills and joint positions papers

Measures:

1. Install platform (as part of multi-functional platform under Measure 64) for members to exchange ideas on policies and proposals
2. Develop advocacy and lobbying training plan for membership, leadership and staff
3. Hold training in advocacy and lobbying
4. Hold training in analysis and production of policy papers
5. Raise awareness of common interests among membership
6. Ensure peer review of all policy papers and proposals submitted to RA government and parliament
7. Hold quarterly meetings with all members to discuss local governance legislation and development of policies and legal amendments
8. Hold regular in-person and online interactive meetings with membership to develop inclusive positions
9. Institutionalise set of tools (regulations; standard operating procedures, SOPs) to use for advocating interests
10. Promote mutual inter-community initiatives through online meetings
11. Promote Strategy and Action Plan with LSG leaders and staff

Objective 1.2 Establish a sustainable practice of joint and evidence-based policy and legislative advocacy proposal development that supports CAA's advocacy efforts

CAA develops joint and evidence-based policy and legislative advocacy proposals for parliament and government.

Development of joint and evidence-based policy and legislative advocacy proposals is crucial for showing a unified and professional position vis-à-vis parliament and government and requires intensive, regular and cooperative engagement of members, leadership and staff to identify and prioritise needs and propose feasible solutions for LSGs. Members will be engaged in an institutionalised, well-defined consultative process enabling experience-based and direct input into the content of the policy positions. CAA will enhance its collective potential, ensure ownership and full support of policy proposals for lobbying, while also strengthening the links with members. It will reach out for further external cooperation with academia, NGOs, international technical assistance programmes in order to strengthen the research and enable evidence-based policy and legislative proposals. CAA will put in place a transparent feedback mechanism to ensure full consideration of all LSG policy and legislative proposals. The CAA Advocacy Committee will be mandated to conduct policy discussions and agree upon policy proposals, supported by CAA leadership and staff. Over the next five years, CAA will focus on developing evidence-based policy and legislative proposals, circulating them among members for feedback before consideration by the Advocacy Committee, and developing partnerships with think-tanks and academia to advance the quality of the research.

Programme 1.2.1 Development of policy and legislative advocacy proposals

Measures

12. Develop CAA Advocacy Plan
13. Develop policy papers for funding of local government functions
14. Develop policy papers for transfer of state properties to local governments
15. Develop CAA plan for LSG research (identifying relevant issues for advocacy)
16. Develop policy papers on other LG issues for discussion with RA government
17. Prepare position paper for RA government on further decentralisation of functions to LSGs, especially following the latest Territorial Administration Reform
18. Provide recommendations to RA government on legislation for funding of local government functions
19. Provide recommendations to RA government on legislation for transfer of state properties to local governments
20. Prepare position paper for RA government on establishing professional training system for LSGs
21. Prepare position paper and lobby for RA government and parliament on legislative changes to be made in order to avoid obstacles to independent candidates running for election (especially women)
22. Prepare position paper and lobby to eliminate RA government actions that reduce the authority and action of local government because of COVID restrictions
23. Develop proposals for improvements to the legislation
24. Prepare position paper on further amalgamation of LSGs
25. Lobby for utilities to be provided by LSGs
26. Lobby for funding for LSGs to develop databases, including e-Databases
27. Engage in regular contact with local communities to determine needs
28. Draft and propose legislative initiatives on behalf of parties not represented in parliament

Objective 1.3 Improve relationships with LSG stakeholders to institutionally impact their attitude and support for CAA and the municipal governments in Armenia

CAA nourishes relationships and builds and enhances effective partnerships with parliament and government to promote its mandate, and LSGs needs.

CAA relationships with central government and parliament is vital in its efforts to advance the interests and agenda of Armenia's SLGs. In many CoE member states, governments to consult with local authority associations prior to taking decisions affecting the local authorities and the communities they represent. The

European Charter of Local Self-Government (Article 4) clearly states that local authorities should be consulted in due time and in an appropriate way in the planning and decision-making processes for all matters that concern them directly. CAA believes it of utmost importance to institutionalise the consultation process with parliament and government, adding value to the relationship, raising CAA's influence, and ensuring results for its lobbying efforts. CAA will lobby for establishment of a consultative body and engage with various government committees where decisions affecting LSGs are initiated and policies recommended. CAA will lobby for membership of such committees, which also include representatives of civil society and the private sector. Through its cooperation with academia, NGOs and international technical assistance programmes (Objective 1.2) it will apply external knowledge and expertise to enhance its lobbying practices. Over the next five years, CAA will focus on strengthening relations with Armenia's parliament and government agencies to enhance its lobbying results for prioritised advocacy issues, and partnerships with various think-tanks, academia and international organisations.

Programme 1.3.1 Institutional mechanisms and platforms for consultation between government, parliament and local governments

Measures

29. Install institutional mechanism (e.g., consultative council) for CAA to communicate proposals with RA government
30. Prepare Memoranda of Understanding between RA government and CAA on cooperation over policy, legislative and reform issues related to LSGs
31. Install institutional mechanism for CAA to communicate proposals with parliament
32. Develop activity framework of advisory bodies
33. Add a provision on the mechanism of consultation with the CAA for the RA Law on LSG
34. Hold regular meetings between RA government and CAA to discuss policy papers and legislative proposals (see 1.2.1) as required
35. Hold meetings between parliament and CAA
36. Hold meetings with RA government agencies on cadastre-related issues
37. Monitor feedback and information flow between CAA and RA government and parliament
38. Employ effective communication tools (see Goal 4) with RA government and parliament over policies, plans
39. Invite members of RA government to CAA events, discussions and forums

Under Strategic Goal 1 the expected Outcome results include the following:

▪ CAA lobbying vis-à-vis parliament and government is institutionalised and productive for alignment of policy and legislative frameworks and fair and sustainable funding for municipal function and services
▪ Active engagement of members in CAA lobbying efforts to address sector-wide priorities for local government
▪ Strategic and evidence-based policy and legislative position papers drafted regularly by CAA to submit to parliament and government
▪ Enhanced partnerships between CAA and academic institutions, NGOs and technical assistance programmes for developing evidence-based policy and legislative proposals
▪ CAA contributes with impact to institutionalised platforms and networks discussing LSG-related issues and proposals
▪ CAA proactively initiates support programmes for LSGs

Under Strategic Goal 1 Performance indicators for Outcome results include the following:

▪ no. of national position papers submitted at CAA own initiative

- no. of national position papers submitted on draft legislation of government
- no. of national position papers considered by parliament
- no. of national position papers considered by government acts
- % of members attending annually lobbying meetings with parliament
- % of members attending annually lobbying meetings with government agencies
- no. of members participating in CAA advocacy work in work groups, committees and lobbying groups
- no. of position papers approved by CAA committees
- no. of evidenced position policy papers developed CAA
- no. of evidenced based legislative position papers developed by CAA
- no. of policy and legislative position papers developed jointly with academia partners
- no. of policy and legislative position papers developed jointly with NGO partners
- no. of policy and legislative position papers developed jointly with partner technical assistance programmes
- no. of official products of various institutional platforms and networks in which CAA participates that have reflected the proposals of CAA
- no. of domestic platforms and networks discussing LSG-related issues and proposals to which CAA is a member
- no. of domestic programmes that benefit LSGs initiated by CAA
- no. of international programmes that benefit LSGs initiated by CAA
- no. of NGOs having joint projects with CAA
- no. of academic institutions having joint projects with CAA
- share of community budget expenditure as % of total RA budget
- ratio between LSG own mandatory powers and state-delegated powers
- no. of extended LSG powers

Under Strategic Goal 1 the expected Output results include the following:

- Capacitated leadership and membership of CAA lobby and pursue government for strategic policy and legislative proposals
- Capacitated staff of CAA prepare strategic and evidence-based policy and legislative proposals for CAA to lobby parliament and government
- Increased no. of CAA member representatives attending CAA meetings aimed at drafting strategic and evidence-based policy and legislative papers
- CAA conducts research on emerging issues for LSGs and their communities
- Active participation of CAA in institutionalised platforms and networks discussing LSG related issues and proposals

Under Strategic Goal 1 Performance indicators for Output results include the following:

- no. of CAA members trained in advocacy and lobbying
- no. of leadership and staff trained in advocacy and lobbying and drafting evidence-based policy position papers
- no. of position papers that follow the preparation process and standards approved by CAA
- % of CAA members attending annually CAA meetings aimed at drafting policy and legislative papers
- no. of annual meetings organised by CAA to draft policy and legislative papers
- no. of studies into emerging issues for municipal governments and their communities conducted by or with contribution of CAA
- no. of annual meetings of platforms and networks discussing LSG-related issues and proposals where CAA participates

- no. of members participating in annual meetings of platforms or networks discussing LSG-related issues and proposals

Theme 2: Good, development-oriented, productive and democratic local governments

Strategic GOAL 2: Support, promote and drive innovation to advance good, productive and democratic local governments in Armenia capable of leading in partnership with their communities to strategically deliver on their mandate and be active agents for sustainable development and quality service delivery

CAA promotes and supports a good, development-oriented, productive and democratic local self-government system in Armenia.

LSGs are exposed to dynamic changes and a range of challenges with regard to decentralisation and democratisation, with many significant decision-making powers and responsibilities devolved to them. In seeking to promote and support a good, productive and decentralised local self-government system improvement of the efficiency and effectiveness of its membership is an important statutory objective. Local governance reform in Armenia must address the complexity of the sector and be applied with the ultimate goal of ensuring real and sustainable decentralisation of power, as well as the promotion of local democracy. The recent political reform is seen by CAA as a good opportunity to bring more power to the LSGs and to shape and address sector priorities, as well as support effective administration of the communities and territories. CAA has identified three priority areas for advancing SLG reform agenda, namely i) more powers to SLGs, more fiscal decentralisation and more funding for them to strengthen their fiscal autonomy and own-source revenues, ii) consolidation and finalisation of the territorial–administrative reform and promotion an administrative set up reflecting the needs and aspirations of the member communities to ensure quality of life and public services, and iii) further promotion of local democracy, with local authorities advancing citizen participation in local decision-making processes with best practice as a key reference.

Objective 2.1 Enhance the capacities of municipal leadership and administration to unlock the potential of local government, provide efficient leadership and quality services and good democratic open governance to their communities

CAA actively develops the capacity of Armenia's mayors, counsellors and civil servants to be more efficient and effective in leading community-wide results, providing quality public services to citizens and making informed decisions.

Capacity building of CAA members, their leadership and staff, has for 25 years accompanied the local government reform processes in Armenia. Nevertheless, the needs are enormous, particularly given the recent territorial reform with newly elected mayors and councillors and staff displacement. To address the knowledge and skills gaps, CAA will take an active role to develop the capacity of the mayors, counsellors and local civil servants. It will design and implement on a regular basis thematic and cross-cutting training programmes, in close cooperation with beneficiaries and partners, who will be asked to contribute to jointly preparing and conducting the courses. Particularly during the last decade CAA has developed good skills in preparing and providing training to members adding value to its continuing efforts to improve the skills and knowledge of its members. The CAA will undertake professional training needs assessment and will tailor the capacity-building activities and related feedback mechanisms to properly and timely measure the results and level of satisfaction of the training recipients. Over the next five years, CAA will focus on institutionalising the training system for LSG leadership and staff, assessing regularly their training needs, strengthening and assessing the quality of the training methodological and regulatory framework and use of evolving training methodologies and technology, and establishing communities of sharing and practice with the participation of LSG leadership and

staff, where the potential for innovation and mutual learning exists and where CAA has the responsibility to receive and pass on its benefits.

Programme 2.1.1 Professional development of municipal leadership

Measures:

40. Conduct training courses for LSG leadership and councillors
41. Establish an annual learning and networking event for municipal elected officials
42. Develop a curriculum for leadership and councillors training (e.g., open governance principles, leadership)
43. Develop a service delivery strategy
44. Develop a new resource mobilisation plan
45. Conduct trainings in digital literacy for LSG leadership and councillors
46. Develop a procedure to enable members to serve as regional speakers of CAA
47. Select regional speakers and give them competencies
48. Hold meetings between CAA and councillors
49. Ensure LSGs consider previous community plans following new elections

Programme 2.1.2 Professional development of municipal staff to provide services to communities

Measures:

50. Encourage LSGs to hold periodic staff meetings where experienced staff train in new staff
51. Set up professional networks of LSG staff for sharing prioritised issues, including for advocacy
52. Hold annual meetings with professional networks of LSG staff
53. Prepare and approve the annual training schedule for LSG staff for 2022–2023
54. Conduct training courses for LSG staff in development of regulations and SOPs
55. Provide support to LSGs to draft subvention applications and grant proposals
56. Conduct trainings in digital literacy for staff
57. Initiate and conduct training for LSGs on quality, efficient and access to public services
58. Assist LSGs in undertaking a recruitment drive

Programme 2.1.3 Involvement of civil society and citizens in decision making

Measures:

59. Invite to round table NGOs working on local community issues to promote the need for NGOs to be more active in cooperating with LSGs
60. President to hold meetings with community representatives, NGOs, as well as LSG heads
61. Encourage participation of citizens in local decision making
62. Develop recording and analysis tools, including indicators for the provided services
63. Conduct annual community survey to track community perceptions of LSG

Objective 2.2 Increase the number of quality, accessible and innovative CAA services (strategic, technical advice and events) offered to members

CAA is recognised as a reliable and a primary body for providing professional support, education and advisory services, including information on best practices to LSGs. The services it offers are based on the real needs of its membership, are of high quality and accessible to all members.

Provision of advisory services to its members is one of the functions of the CAA. It provides an opportunity to strengthen members' capacities and improve their governance and public services, communication with citizens, and the relations between the Association and members, increasing their level of trust. The CAA believes that the knowledge and advice given to LSGs will increase their efficiency, support governance results and the quality of services provided, making LSGs an agent for change in Armenia. CAA will enhance and expand its strategic and technical advisory services, documenting and sharing the best practices with the membership. Services will be diversified and upgraded to fit LSGs development and address the most urgent capacity-building needs. CAA will seek to rationalise and build additional resources, targeting focused training within its unique niche. Over the next five years, CAA will focus on expanding the list and type of services available to members through broad consultation processes that regularly assess and address their needs, introducing and maintaining a more structured, flexible, transparent and cost-effective service provision, with the quality assessed through feedback.

Programme 2.2.1 Professional development of LSG staff to provide services to CAA members

Measures:

64. Develop members-only CAA website multi-functional platform, information storage, exchange, briefings, discussion of LSG issues, promotion of success stories
65. Develop individual LSG pages on CAA website
66. Create digital archive for each LSG on CAA website
67. Create 'My community' mobile application
68. Provide training for LSGs in digitisation, and storage of e-Documentation
69. Assist LSGs draft community development plans (10–15 years validity)
70. Train in LSG staff and leaders in developing strategic documents (local socio-economic development plans, community development plans, urban and rural plans)
71. Assist LSGs in obtaining grants from RA government
72. Assist LSGs in obtaining EU structural funding
73. Assist LSGs in obtaining grants from other donors
74. Conduct research into restrictions in the provision of services due to security problems, especially in border communities
75. Conduct analysis and prioritise services offered for members
76. Provide education, training and licensing of community workers
77. Encourage more dynamic Inter-Municipal Cooperation
78. Identify needs of communities

Programme 2.2.2 Professional development of CAA staff to provide services to CAA members

Measures:

79. Develop a list of services provided by CAA
80. Update website and social media regularly with services offered
81. Prepare and approve the annual training schedule for CAA staff for 2022–2023
82. Expand the training curriculum to be provided for members
83. Publish or otherwise make accessible the training materials, compendia and manuals for CAA members
84. Develop the procedure and conditions for training services provided to CAA members
85. Approve the procedure and conditions for the provision of training services
86. Provide the procedure and conditions for the training services
87. Provide to members campaign materials (developed under Goal 4) to promote local services and good local governance
88. Carry out annual survey to reveal the level of members' satisfaction with trainings services

89. Encourage and find funding for developing strategic documents (local socio-economic development plans, community development plans, urban and rural plans)
90. Increase coordination among LSGs to increase chances of funding
91. Coordinate with LSGs for increased tourism
92. Monitor and support weaker LSGs
93. Develop an effective and integrity led procurement system within CAA
94. Develop a quality control system for CAA operations
95. Rehabilitate CAA premises

Programme 2.2.3 Support to members in settling and integrating Ukrainian refugees

Measures:

96. Establish CAA position with regard to assisting LSGs in providing support for Ukrainian refugees
97. Develop a model for LSGs concerning the arrival and settlement of Ukrainian refugees

Objective 2.3 Develop a quality, comprehensive, dynamic, digital and user-friendly knowledge management experience and culture at CAA to benefit membership with good governance models, practices and professional development

Through knowledge management CAA is transformed into an important and main reference hub of knowledge on decentralisation and local governance in Armenia.

CAA has a key role in managing and sharing knowledge essential to local governance among its members. The ability of CAA to carry out this responsibility is a top priority and contributes to its organisational relevance and effectiveness. LSGs benefit from sharing the experiences and lessons learned from their practices and learning from others. Such knowledge allows LSGs to better incorporate good governance models and practices in their daily job, including participatory, transparent and accountable policy development, planning, resource mobilisation and management. CAA believes that providing a diverse and accessible knowledge hub with products, tools and platforms that members and stakeholders access further builds LSG capacities for strategic leadership and quality services delivery. Various actors, government and other stakeholders, provide professional development activities and platforms for leadership and technical capacity building, and CAA seeks to complement these efforts as a primary service provider and will partner with other service providers. It prioritises the collecting and disseminating of traditional knowledge and information generated locally by members, employing knowledge gathering, analysis, sharing, application and assessment techniques and e-Learning platforms. CAA will use the potential for innovation in knowledge sharing and mutual learning to obtain the benefits. Over the next five years, CAA will focus on organising a range of knowledge-sharing events for members, developing a variety of knowledge resources for dissemination, sharing best practices and knowledge with the membership, and consolidating and modernising the knowledge management system within the Association.

Programme 2.3.1 Development of reference documents (guides, manuals, handbooks)

Measures:

98. Improve Information and Communications Technology (ICT) infrastructure
99. Develop CAA knowledge management plan
100. Establish e-Library with guides, manuals, handbooks, good cases
101. Introduce online training curricula for CAA membership

Programme 2.3.2 Thematic good-practices hub

Measures:

102. Pilot collection of good practices in key themes: public services, social development, economic development, environment protection, territorial development, governance, engagement of public in local governance
103. Hold annual LSG communicators conference
104. Discuss with LSGs confusing aspects of RA regulations with guidance of legal team and finance specialists

Programme 2.3.3 Online training

Measures:

105. Install multilingual channels
106. Use social media and online platforms for training sessions (reducing travel & expenses, particularly from remote areas)
107. Establish CAA studio channel
108. Compile register of video recordings and make available on website and social media

Under Strategic Goal 2 the expected Outcome results include the following:

- Municipal-elected officials capacitated to deliver strategic, development-oriented, efficient policy and quality services
- Municipal administration capacitated to draft and implement development-led policies and deliver quality services
- Participation of citizens in municipal governance decisions making is enhanced
- Quality of local public services is increased
- CAA regularly provides a portfolio of diversified and value-for-money services for its members
- Municipalities rely on CAA services to save money and support their governance performance
- CAA is viewed by members as the primary reference for professional advice and specialised services
- A knowledge management capacity and practice is established and advanced at CAA
- LSG leadership and staff are actively involved in developing knowledge resources for CAA
- A productive practice of learning and experience sharing from colleagues and peers is established and maintained at CAA

Under Strategic Goal 2 Performance indicators for Outcome results include the following:

- no. of municipal strategic plans developed by municipalities with the support of CAA
- % of members participating in the work sessions organised by or in partnership with CAA to discuss their needs for professional development
- no. of municipal service plans developed by municipalities with the support of CAA
- no. of citizens communication and participation plans developed by municipalities with the support of CAA
- no. of accountability reports developed by municipalities with the support of CAA
- results from citizen surveys giving perceptions of quality of services
- no. of services provided by CAA
- no. of paid services provided by CAA
- % of members benefiting from CAA programmes and services
- % of official requests from members submitted annually requesting CAA services
- no. of online services provided to members

- % of members satisfied with the quality and responsiveness of CAA services
- % of members using regularly the knowledge management resources provided on the CAA members website
- no. of LSG leadership and staff participating in knowledge sharing events organised by CAA
- no. of meetings organised by CAA to facilitate knowledge sharing among members

Under Strategic Goal 2 the expected Output results include the following:

- Leadership, strategic, managerial, communication and digital skills of LSG elected enhanced for good and democratic local governance
- Trainings conducted or jointly conducted by CAA for its members is well planned and communicated
- Set of managerial, technical, communication and digital skills of LSG staff is enhanced for good local governance
- Resource documents targeting municipal governments (handbooks, guides, manuals, thematic briefs) are developed by CAA to disseminate among membership
- CAA services are costed
- A knowledge management work system with a relevant knowledge network is established at CAA
- A comprehensive set of knowledge resources is developed, shared and maintained by CAA
- CAA leadership and staff are trained to establish and maintain a comprehensive, dynamic and accessible knowledge management system

Under Strategic Goal 2 Performance indicators for Output results include the following:

- no. of trainings conducted annually for the local elected officials and LSG staff, by, or in partnership with, CAA
- no. of local elected officials and LSG staff attending annually the trainings conducted by, or in partnership with, CAA
- no. of webinars for professional development provided by CAA to the leadership and staff of its members
- % of CAA own revenues allocated for professional development of its members (domestic trainings, workshops, exchange visits)
- no. of professional development events for municipal leadership and staff held abroad, in partnership with CAA
- no. of feasibility studies conducted by CAA on type, cost and frequency of services to be provided to membership
- no. of publications developed by, or in partnership with, CAA
- no. of workbooks developed by CAA, on proper settling and integration of Ukrainian refugees
- no. of annual specialised services provided to members
- no. of worktables organised by CAA to discuss needs and types of services to be provided by CAA to its members
- no. of periodicals produced and disseminated by CAA
- no. of case studies, good practices, success stories developed by, or in partnership with, CAA
- no. of manuals, guides, handbooks and toolkits developed by, or in partnership with, CAA
- no. of professional development tools developed by, or in partnership with, CAA
- no. of video tutorials on local governance themes developed by, or in partnership with, CAA
- no. of workshops and seminars organised by, or in partnership with, CAA

Theme 3: CAA governance, organisational effectiveness, growth and sustainability

Strategic GOAL 3: Strategically position CAA as a professional, dynamic, accessible, result-orientated and trusted association of value to its members with the capacity to accomplish its mandate and promote good local governance

CAA is the professional, open, dynamic, sustainable and trusted local government association in Armenia.

The vision and mission of CAA require a performing and growing organisation, with enhanced human and institutional capacity and improving organisation able to successfully deliver its mandate. Specific attention will be given to the capacity of the Association's staff, the operations, transparency and accountability of its governance and management structures and its financial sustainability and control. CAA will strive to be a strong organisation in order to increase its influence on local self-government and local-democracy-related policy agendas, and build further and sustain the trust of its members.

Objective 3.1 Enhance the performance and accountability of the governance bodies for CAA to be responsive, cost-effective, compliant, reflecting best practice and a membership-focused association

CAA is participatory, inclusive and cost-effective and applies best practice, complying with the legal and statutory requirements, and possesses well-established governance and management bodies that exercise informed decision making and employ modern management techniques and tools.

CAA was founded as a non-government and multi-member organisation that reorganised itself and obtained the status of a union of legal entities in 2009. This was the result of an effort to develop an inclusive governance system based on principles of transparency while maintaining a certain level of flexibility. Initially with a large and diverse membership base, CAA sought further improvement of its internal structure to ensure efficient decision-making practices and accountability. The status of development of LSGs in Armenia and the recent territorial reform require a responsive and membership-focused CAA. Over the next five years, the CAA will focus on redesigning, revitalising and operating the governance, oversight and accountability bodies that perform, with clear roles, responsibilities and tasks to deliver the Association's statutory duties, strategy and plans through informed decision making, strengthening the oversight and accountability bodies, with clear responsibilities, duties and skills that contribute to an effective, accountable, transparent and financially healthy organisation, and enlarging its staff with knowledgeable, skilled and dedicated people.

Programme 3.1.1 Structuring CAA governance bodies to respond to its mandate, strategy and plans

Measures:

109. Review CAA organisational structure to better deliver its mandate and implement Strategy and Action Plan
110. Assess organisational structure to address capability and functional gaps
111. Develop set of mandates and responsibilities among CAA leadership for drafting, implementing, monitoring, reviewing and reporting to membership on Strategy and Action Plan
112. Training for heads of committees on their productive operation

Programme 3.1.2 CAA business plan

Measures:

113. Set up and maintain an e-Database of all policy papers, proposals and recommendations submitted to RA government
114. Develop CAA business plan based upon Strategy and Action Plan (update annually), highlighting priorities and performance targets
115. Distribute to members business plan
116. Distribute to members annual report on CAA performance against priorities and measures
117. Ensure permanent availability of the Executive Director's position and providing replacement when needed

Programme 3.1.3 Business policies, procedures and work systems processes

Measures:

118. Consolidate functions, tasks and rules of procedures for CAA committees
119. Ensure minutes off meetings of decision-making procedures of all CAA bodies are kept, and reported at beginning of next meeting
120. Develop and approve standards and rules of procedures for conducting online meetings with members, with the governing bodies and committees of CAA

Objective 3.2 Improve organisational performance and culture with strategic planning and management, organisational learning, best practices and transparency at its core

CAA is a strategic, performing and result-driven association that provides strategic leadership and management and reflects best practice, based upon an organisational learning and cultural behaviour that continuously changes it positively and adopts it to changing needs, challenges and trends.

CAA will build upon its transparent and accountable governance and relationships, install a strategic planning and management practice, and develop an organisational learning and cultural behaviour. It will modernise and streamline its operations and management systems to become an organisation that is responsive, cost-effective and compliant, reflecting best practice and membership focused. CAA will adopt its organisational systems and culture to proactively and effective respond to the ever-changing environment in the sector. It will ensure that policies, procedures and work systems that underpin its business are in place and provide for effective operations, while being comprehensive, modern and responsive. Over the next five years, the CAA will focus on modernising and streamlining policies and operations to be responsive, cost-effective and compliant, reflecting best practice, and a membership-focused association, maintaining clear and distinguished roles and responsibilities between its decision-making and managerial functions, building work culture with strategic planning and management and best practices at its core, introducing and upgrading well-designed, effective and transparent work systems for decision making, communications, financial transactions and accountability, building an organisational learning culture that advances its organisational performance, and revisiting and updating its internal operational guidelines.

Programme 3.2.1 Organisational and management policies

Measures:

121. Share new Strategy and Action Plan among leadership, staff and membership
122. Hold meetings of staff and leadership on monitoring of Strategy and Action Plan
123. Develop a set of internal rules of procedure (SOPs) for staff for implementing and monitoring plans

Programme 3.2.2 Strategic management system, rules and tools

Measures:

124. Undertake training of staff, leadership and membership for provision of relevant services to membership
125. Undertake training in results-based management for staff
126. Ensure staff monitor implementation of all procedures, rules and regulations and Action Plan
127. Hold annual event for LSGs to discuss issues of strategic importance and share examples of best practice
128. Facilitate information exchange between LSGs through CAA website on monitoring of Action Plan

Programme 3.2.3 Accountability system, rules and tools, reporting standards

Measures:

129. Report at least biannually to membership on activities
130. Report annually to membership on finances and budget
131. Live stream CAA meetings
132. Record videos of CAA activities
133. Ensure electronic database, video and photograph archive, all reports on projects, annual reports, annual financial reports are archived
134. Expand presence on mobile technology
135. Use mobile technology and online meetings to increase local democracy and opinion making
136. Set up jury for 'LSG and Community of the Year'
137. Hold prize giving ceremony for 'LSG and Community of the Year' award
138. Improve upon the set of internal rules of procedure (SOPs) for financial operations

Objective 3.3 Increase capacities and dedication of CAA leadership and staff for a professional, innovative, transparent and accountable organisation

The capacities and dedication of CAA leadership and staff are key to ensuring a professional, innovative, transparent and accountable organisation trusted by members and stakeholders.

The new CAA bodies to be established after the new local elections will require an intensive effort to train and orientate the people responsible for running the Association's positions. There is a general agreement among the members and leadership that the lack of a sufficient number of professional staff is one of the weaknesses that has limited its operational efficiency. CAA aims to be a rewarding organisation for its leadership and staff and attractive to all those who wish to work in the LSG sector. Over the next five years, the CAA will focus on professional development of its leadership and staff, maintaining and enhancing their dedication and motivation to its mandate and performance, so that the quality of the leadership and management and the quality of products and projects delivery are sustained.

Programme 3.3.1 Increase human resources at CAA

Measures:

139. Advertise for new staff
140. Recruit a coordinator for services
141. Create and regularly update the pool of experts from LSGs

Programme 3.3.2 Professional development of CAA staff

Measures:

142. Prepare and approve the 2022 staff development plan
143. Provide trainings for staff in project writing, fundraising, subvention applications, lobbying, strategic planning monitoring and reporting, data analysis, developing initiatives, organisational behaviour, team building, productive meetings, event organisation, training curricula development, policy document writing
144. Develop a Service Plan
145. Develop ToR and hire independent company to undertake a reputation audit
146. Develop and approve the procedure and conditions for consultancy services
147. Provide the procedure and conditions for provision of services to CAA members
148. Record the consultancies provided

Programme 3.3.3 Surveys to gather feedback

Measures:

149. Carry out annual surveys of mayors and councillors to examine the level of satisfaction with CAA services and performance
150. Conduct annual community survey to determine needs with regard to LSG, and level of awareness of and satisfaction with CAA
151. Analyse demand (on annual basis)

Objective 3.4 Increase funding for CAA using existing and alternative non-core income-generation opportunities to ensure its long-term financial sustainability and strategic effectiveness

Financial sustainability is key to enabling CAA to deliver its vision and mission and guarantee its strategic effectiveness.

CAA has largely been dependent upon membership fees and the goodwill of the international community, with its overall financial means limited, restricting its capacity to carry out its mandate, implement its strategy and other operations plans and keep intensive communications with members and stakeholders. In order to ensure its financial sustainability, the CAA needs to both attract external funding and improve its membership fee collection practices. It also needs to increase and diversify its revenues from value-adding member services and the financial support of partners. Over the next five years, the CAA will focus on increasing and diversifying its revenues from the value-adding member services and the financial support of partners, as well as reviewing its membership fee policy for it to have a sound, modern financial management system to ensure its long-term financial sustainability.

Programme 3.4.1 Financial services, management and work systems

Measures:

152. Undertake a promotional drive
153. Draft long-term financial plan
154. Revision of fee setting according to revenue and budget of LSGs rather than population size
155. Increase membership subscription payments (from 10 to 30 AMD per resident)
156. Undertake advertising drive among membership to find sponsorship and funding from donors
157. Hold annual meeting of membership to report on activities, budget and financial spending
158. Seek funding from partners (CoE, Swiss SDC, GIZ, USAID)
159. Conduct tour to meet new mayors of the consolidated municipalities

Programme 3.4.2 Report on CAA activities

Measures:

160. Prepare and publish CAA annual reports (distributed under Measure 116)
161. Upload financial and content reports on the CAA website

Objective 3.5 Deploy innovative Information and Communications Technology (ICT) work-systems in CAA operations and communications

CAA takes best advantage of digital technology to digitalise its operations and communications to enhance its organisation and communication performance.

The CAA will seek to undertake more efficient work process and deliver value-for-money services, while deploying innovative digital tools and data systems. Over the next five years, the CAA will focus on equipping itself with advanced digital tools to operate and communicate both internally and with members, stakeholders and media, developing its website and social media as a trusted, easily accessible, key source of information on LSG issues, policies and practices, and building safe digital databases that facilitate secure data storage, analysis and sharing.

Programme 3.5.1 Exchange of best practices

Measures:

162. Exchange best practices, from within and outside Armenia
163. Develop a policy of knowledge management and information sharing
164. Develop a set of tools for knowledge sharing and transfer

Objective 3.6 Expand the presence and impact of CAA in international activities

CAA expands its membership, participation and contribution to international organisation, sistership and cooperation forums and events, lobbying for Armenia's local government rights and interests and benefiting from networking and knowledge sharing.

Regional and international cooperation of CAA and its members is essential for growth and connectivity to keep up to date with policies, developments and standards. Maintaining and advancing the participation and contribution of CAA and its members to international organisation and cooperation forums and events requires high-level communication and negotiation skills, effective networking, and depth of knowledge and involves considerable organisation, costs and logistics. CAA can contribute regionally and more widely by sharing its experience, knowledge and publications. Meanwhile, participation of LSGs in regional and international programmes and in policy and knowledge sharing forums and events will play a crucial role in strengthening their knowledge base, building partnerships, and bringing money and expertise into their communities. CAA will reach out and identify regional and international opportunities for LSGs to expand their cooperation opportunities, participation and contribution in international forums and events. Over the next five years, the CAA will focus on growing, maintaining and advancing membership, participation and contribution of CAA in international organisation and cooperation forums and events, strengthening and expanding cooperation and networking with sister associations, and reaching out and identifying regional and international opportunities for Armenia's LSGs and enhancing their participation and contribution.

Programme 3.6.1 Exchange of best practices

Measures:

165. Develop list of international organisations to which CAA can become a member
166. Increase number of international associations to which CAA is a member
167. Promote CAA among international organisations

Under Strategic Goal 3 the expected Outcome results include the following:

- CAA has a well-designed and established governance structure, with clear responsibilities and capable of delivering its mandate, strategy and plans through informed decision making
- Strengthened oversight and accountability of CAA bodies enable an effective, accountable and transparent organisation
- CAA operations are responsive, cost-effective, compliant and membership-focused and reflect best practice
- A strategic and result-driven CAA that provides strategic leadership and management and reflects best practice
- Transparency and accountability accompany CAA governance and relationships
- A safe, healthy and rewarding work environment ensured to enable work dedication of CAA's leadership and staff
- CAA's financial sustainability is supported by a growth and diversity in revenue generation from value-adding member services and financial support of partners
- CAA has a sound and modern financial management system in place to ensure its long-term financial sustainability
- CAA is equipped with advanced digital communication tools with members, stakeholders and media
- CAA's presence in international platforms and activities is enhanced

Under Strategic Goal 3 Performance indicators for Outcome results include the following:

- no. of reports on implementation of CAA's Strategic Plan and Action Plan
- % of members satisfied with the newly amended CAA Charter, improving the organisation structure, definition of powers, roles and duties and the decision-making processes
- % of members who agree that human and financial capacity of CAA is sufficient for its efficient operation
- performance ranking of CAA among members
- trustworthiness ranking of CAA among members
- no. of staff employed by CAA
- area of workspace (m2) per employee
- no. of maternity leave paid by CAA
- no. of days sick leave paid by CAA
- no. of days annual holiday paid by CAA
- % of members paying annual fee
- % of members paying fee on time
- no. of donors providing financial support to CAA
- amount of AMD provided to CAA from members
- amount of AMD provided to CAA from donors
- no. of mechanisms for communication and dialogue among CAA and stakeholders in place and active
- no. of international bodies to which CAA is a member

Under Strategic Goal 3 the expected Output results include the following:

- CAA statutory bodies are established and operational

- Professional forums of municipal staff are in operation and performing, providing advice to CAA leadership based on up-to-date knowledge and experience
- Gender balance is attained among CAA bodies
- Policies, procedures and work systems that underpin CAA business are transformed and in place to provide for effective operations of CAA while being modern and reflecting best practice
- Policies, procedures and work systems of CAA financial business in place to provide for effective operations
- CAA capacitated to effectively and efficiently deliver CAA performance and strategy
- Promotional package developed
- Membership fees set according to means of LSGs
- CAA website is a trusted and easily accessible source of information for members, stakeholders and media
- List of international organisations in the area of local government of which CAA is a member

Under Strategic Goal 3 Performance indicators for Output results include the following:

- no. of CAA statutory bodies
- no. of professional forums for LSG staff
- ratio of females : males in CAA bodies
- no. of policies, procedures and work systems for CAA business in place
- no. of financial policies and procedures for CAA operation
- promotional package distributed
- Financial plan developed
- Fees set
- % of members paying annual fee
- % of members paying fee on time
- no. of donors providing financial support to CAA
- % of CAA documentation available online
- % of eligible international organisations in the area of local government to which CAA is a member

Theme 4: Communications and visibility

Strategic GOAL 4: Enhance CAA's reputation and appreciation of its value, nourishing partnerships to support it in fulfilling its mandate and raising its public profile and media responsiveness to local governance issues

CAA's profile in the field of public information in Armenia, as a representative body promoting the sustainable development of local governance and local democracy, serves to consolidate its relations with members, stakeholders and media, and in it playing its roles and implementing its Strategy through participatory processes and efficient information exchange.

CAA's reputation and trust among members, stakeholders and the public depends greatly upon its ability to be professional in promoting and communicating its mission, vision and values, its services, efforts and results. The quality of membership communications and public relations frameworks and standards are vital to enhancing its role and results. CAA has all the prerequisites for becoming an influential organisation in the public realm and one of the means of achieving this target is through investing in effective internal and external communications and visibility as a unified voice for Armenia's municipalities.

Objective 4.1 Build a professional, intensive and productive communication and engagement function and experience within CAA that proactively informs and engages the membership and stakeholders, and increases CAA's visibility as the national unified voice for Armenian LSGs

The quality and intensity of CAA communication helps showcase the value of membership participation, generates and promotes results and creates a healthy, open and democratic space where members can interact and share their concerns, priorities and decisions making.

Effective communication between CAA and its members is vital for building its reputation, sustaining membership trust and support and promoting member participation in the design and delivery of its strategies, policies, budget and services. It has a variety of messages to convey to its members, stakeholders and public through various communication channels and tools. Communication and dialogue will be intensified among the members, partners and stakeholders to profile the CAA as a national, unified voice for Armenia's municipalities. The Association will foster a culture of transparency, openness, strategic communication and visibility in its policies. It will modernise and diversify its communication, information dissemination and awareness-raising tools and methods in order to easily and timely reach, effectively interact with and engage its membership. CAA will develop tailored outreach programmes to encourage participation and engagement to deliver its mandate and strive to reach a wider audience and range of actors and intensify interaction via its website and social media and TV. The Association will raise awareness among LSGs and citizens of important issues and shed light on new policies and legislation that benefit and protect their rights and interests. Over the next five years, CAA will focus on advancing the quality of, and making more productive, its internal and external communications and promote its methods and practices, modernising and diversifying its communication, information dissemination and awareness-raising tools, outreach programmes and methods, communicating regularly its performance data and results to membership and stakeholders, and reaching a wider variety of audiences and actors involved and intensifying its interaction with members and stakeholders.

Programme 4.1.1 Policy, standards for CAA communication and visibility with members, stakeholders and media

Measures:

168. Update CAA communication strategy from 2016

169. Develop and approve CAA corporate visibility policy
170. Develop and approve CAA procedures for working with the media
171. Develop a promotional package for CAA, including booklet on benefits of membership
172. Ensure messages are crisp, clear and effective in both Armenian and English
173. Hold training for CAA staff in facilitating information exchange
174. Hold training for LSG staff in exchanging information
175. Provide training in English for CAA staff

Programme 4.1.2 Platforms and tools for CAA communication and visibility with members and stakeholders

Measures:

176. Reposition Strategy and Action Plan as an essential tool for improving LSGs' capacities and CAA's services to them
177. Develop annual plan of visits to LSGs to promote needs and services of CAA and identify challenges and requests of members
178. Promote through social media, emails, visits to LSGs hold inclusive meetings with LSG staff
179. Undertake campaign to raise awareness among communities of the types and quality of services provided by LSGs
180. Consolidate use of social media to reach out to whole membership (and their communities)
181. Use social media to promote success stories, and promote CAA programmes
182. Distribute to parliament, RA government and other key stakeholders CAA Annual Report, promoting its activities, results and partnerships
183. Promote on social media meetings held between CAA, RA government and parliament
184. Communicate the CAA Strategy to public and stakeholders
185. Provide periodic explanation of CAA's activities in media
186. Review CAA website and provide periodic updates
187. Facilitate information exchange between LSGs through CAA website
188. Update website and social media regularly with services offered and meetings held
189. Communicate regularly with membership and report annually on financial expenditures
190. Monitor feedback, information flow between CAA and members
191. Ensure regular contacts with partners
192. Use of multi-functional platform created under Measure 64 for members to comment on, propose and provide feedback on consultancy services

Objective 4.2 Advance digital communication tools with members, stakeholders and media

The quality and standard of delivery of CAA's communication to enhance its visibility and create a presence contributes raises its profile among stakeholders and the public at large.

CAA appreciates the need to invest heavily in visibility and possesses the experience and skills to employ public communication tools to enhance its visibility among its membership and promote its products and events through a range of communication tools such as its website, social media, publicity events and archives. It will enhance its identity and visibility based upon set standards and the use of standardised templates and formats for emails, letters, reports and presentations and public events. To reach its communication objectives and visibility standards and enable informed reporting on local government issues and its activities and results, CAA will seek to build reliable relationships with media and local journalists. It will ensure that all its events, publications, audio-visual products, web and social media communications, press conferences and releases,

interviews and LSG best practices are prominently visibile. Over the next five years, CAA will focus on fostering good visibility of its strategic outcomes and enabling standard-oriented visibility of its events and products.

Programme 4.2.1 ICT platforms and tools for communication of CAA

Measures:

193. Create written policies and procedures for CAA public communication
194. Provide discussion forums for LSG staff
195. Issue electronic or printed CAA information brochures and newsletters for mayors, councillors, including training opportunities
196. Create a list of periodicals and launch a monthly periodical
197. Develop a set of tools for promotion of CAA (social media, newspapers, TV, radio)
198. Include a public communications officer in CAA's executive body
199. Establish a media monitoring system and procedures and responsibilities
200. Carry out preliminary research into CAA's public rating
201. Distribute software applications for CAA members
202. Hold live online meetings for CAA bodies
203. Actively search for funding from donors, RA government (also see 158)
204. Develop interactive mobile applications and online meetings
205. Issue a pilot publication and receive feedback and opinions from CAA members
206. Issue and disseminate a revised publication based on the opinions of CAA members

Under Strategic Goal 4 the expected Outcome results include the following:

- Key municipal government decisions, concerns and success stories of CAA and its members are regularly communicated to membership and stakeholders on its webpage
- Genuine, intensive and productive communication and dialogue are proactively fostered between CAA and its membership
- Increased community's understanding of the role of local government
- Annual growth in the number of followers across the CAA's social media accounts
- Positive relationships between CAA and the media are built
- Presence of CAA in media is increased
- CAA website is a trusted and easily accessible source of information and knowledge sharing, for members, stakeholders and media
- CAA possesses a range of digital tools for communicating with members, stakeholders and media
- CAA possesses a range of printed material promoting its services and activities

Under Strategic Goal 4 Performance indicators for Outcome results include the following:

- no. of key government decisions reflecting CAA and LSG concerns communicated to members
- no. of key government decisions reflecting CAA and LSG concerns stored in CAA digital database
- no. of mechanisms for communication and dialogue of CAA with members in place and active
- no. of events organised by CAA to engage and dialogue with its stakeholders
- no. of positive and neutral media coverages of CAA events (indicator is cumulative)
- no. of followers accessing CAA's various social media accounts
- no. of CAA events to which media are invited
- no. of annual TV media events to which CAA is invited
- no. of subscribers to CAA's e-Products (indicator is cumulative)
- no. of visitors accessing CAA's website

- no. of webinars hosted by CAA
- no. of email addresses @ caa.am
- no. of social media platforms in which CAA is engaged
- no. of followers of CAA on social media
- no. of views of CAA social media pages
- no. of paid subscriptions by CAA to online conference platforms (e.g. Zoom, BlueJeans)?
- no. of messages received on website contact form
- no. of messages on website contact form to which CAA has responded
- no. of printed materials annually updated
- no. of printed materials shared with members, particularly annual and financial reports

Under Strategic Goal 4 the expected Output results include the following:

- Members participate actively in CAA work including through video conferencing and streaming of events and meetings
- Increase in the community's understanding of the role of local government
- Annual growth in the number of followers and engagement across LGA's social media accounts
- CAA communication services with membership are productive, responsive and cost effective
- Members participate in CAA activities through video conferencing and online events and meetings
- CAA priorities, results, programmes and services are regularly showcased
- Regular communication and dialogue events are organised by CAA
- Relationships with local journalists are nourished to help facilitate informed reporting on local government issues and CAA
- Media communication events are periodically organised by CAA
- Communication products for media use are professionally and periodically developed
- Media relations policy and standards are regularly updated to fit trends and requirements of stakeholders and media
- Policies and procedures for CAA public communication developed
- Media monitoring system with regard to local government issues and CAA set up

Under Strategic Goal 4 Performance indicators for Output results include the following:

- no. of annual online LSG sector briefings provided by CAA around key themes for local government
- no. of annual online events held by CAA
- no. of public events organised by CAA to show case its priorities, results and programmes
- no. of communication channels established by CAA to engage and maintain dialogue with stakeholders
- no. of annual press conferences organised by CAA with journalists
- no. of online communication briefs produced by CAA
- no. of annual press releases produced by CAA
- no. of public awareness campaigns organised by CAA
- no. of communication policies developed
- no. of communication procedures developed