



# **“ARBITRATION AND MEDIATION CENTER OF ARMENIA” FOUNDATION STRATEGY**

***2024-2026***

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# I. EXECUTIVE SUMMARY

## *Executive Summary*

Alternative Dispute Resolution (ADR) mechanisms are essential for fostering a stable economy and driving business growth. Moreover, various analyses consistently demonstrate that as ADR systems develop within a country, there is an increase in investment, both domestic and foreign, and a corresponding rise in GDP levels. One of the primary benefits of ADR is its ability to save valuable time and financial resources for all parties involved in a dispute. By offering efficient and cost-effective alternatives to traditional litigation, ADR methods such as arbitration and mediation enable businesses to resolve conflicts swiftly. Given the clear advantages of ADR, it is increasingly imperative for Armenia to have a strong and able Center for arbitration. Doing so will not only enhance the efficiency of dispute resolution within the country but also make Armenia a more attractive destination for investment. By providing businesses with reliable mechanisms for resolving conflicts in a timely and cost-effective manner, a developed ADR infrastructure can significantly increase Armenia's economic competitiveness and contribute to sustained growth.

Having above-mentioned advantages of ADR in its core, Arbitration and Mediation Center of Armenia aims to promote the development, expansion, and application of alternative dispute resolution mechanisms in the Republic of Armenia, including increasing confidence and encouraging use of alternative dispute resolution mechanisms in civil society and the business community.

Established within the framework of justice reforms in Armenia, AMCA will act as a permanent arbitral institution, where the international and domestic arbitration proceedings will be ensured through internationally accepted, independent, impartial, and effective processes and mechanisms. By advocating for legal reforms and advancing best practices in the field, AMCA seeks to facilitate greater access to justice and enhance the efficiency of dispute resolution processes. AMCA is a suitable alternative for dispute resolution, since the burden of traditional court systems results in delayed resolution.

AMCA's three-year strategic plan involves the strategic goals and objectives for arbitration and mediation, educational activities directed to the promotion of ADR mechanisms, stakeholders' engagement, technological development and capacity building of the Center, marketing and branding of the Center, development of international collaboration, effective monitoring, reporting and financial planning. By advocating the development of ADR mechanisms and legislative improvements, AMCA is committed to enhancing the quality, accessibility, and efficiency of justice for all stakeholders.

## *Brief Overview*

The establishment of a new and innovative ADR institution was one of the priorities of the Government of Armenia. As a part of the judicial reform system and an important step toward making Armenia more investment-friendly country, the priority is set in the decision by the Government N 1363-A of August 18<sup>th</sup>, 2021 “Program of the Government for 2021-2026” and in the decision N 1441-L of October 10<sup>th</sup>, 2019 “Strategy for judicial and legislative reforms of the Republic of Armenia 2019-2023”. Various research works by scholars and international institutions clearly indicate that ADR and arbitration, have a significant positive impact on investments (especially international investments).

The Arbitration and Mediation Center of Armenia (AMCA) was established in May 2023 by the “Center for Legislation Development” foundation, Armenian Bar Association and Armenian General Benevolent Union (AGBU) as its founders. Right after the registration of AMCA the process of forming its governing bodies began. The first composition of the Board of Trustees, supreme governing body of AMCA, was formed shortly after the registration. It has 9 members elected for 3-year terms. The organizations represented in the BoT are:

- “Center for Legislation Development” foundation
- Armenian Bar Association
- Armenian General Benevolent Union AGBU
- Union of Operators of Armenia
- Academy of Advocates of the Republic of Armenia
- Central Bank of Armenia
- Public Television Company of Armenia
- Union of Advanced Technology Enterprises
- Association of The Armenian Developers.

Afterwards, the Arbitration Council was formed. It is comprised of 10 members elected for 4-year term. Five of them are local and the other five are international experts in arbitration. Within the Council National Committee was formed consisting of 5 members for handling issues concerning domestic arbitration cases

Since the end of August, the AMCA started staff recruiting and active functioning. On the first week of September, AMCA co-organized an international arbitral event in Yerevan with more than 200 participants. It managed to purchase necessary techniques and other capital investments for proper functioning. AMCA organized conferences, meetings with business representatives, training for lawyers, judges and arbitrators, published a manual, sponsored the participation of Armenian students in VIS international arbitration moot , etc.

Now, when the first step in the establishment of an ADR institution is accomplished, AMCA moves to the next stage: development and promotion. This strategy is intended to serve as a guideline for the next 3 years, setting

priorities and core principles for the development of AMCA. It plays a crucial role in making AMCA a regional hub for arbitration and making Armenia more attractive for international investment.

### *Key Objectives*

- (1) Act as a permanent arbitral institution,
- (2) Ensure the conduct of international and domestic arbitration,
- (3) Promote mediation services as a permanent mediation institution,
- (4) Contribute to the development, expansion and application of alternative dispute resolution mechanisms in the Republic of Armenia,
- (5) Promote education in the field of organization, implementation and funding of educational programs,
- (6) fostering international cooperations for the development of arbitration and mediation in the Republic of Armenia, membership in foreign and international organizations, and increasing the level of involvement of the Republic of Armenia and local specialists in these fields in the international arena,
- (7) indirectly fostering the improvement of the business and investment (including foreign investment) environment in the Republic of Armenia, the increase in effectiveness of mechanisms of legal protection of investments and business relations.

## II. MISSION AND VISION

### *AMCA's Mission*

Inspire businesses to invest in Armenia by providing them swift, efficient and accessible ADR services.

### *AMCA's Vision*

AMCA is a well-trusted and respected institution allowing businesses to feel safe with their investment.

## III. STRATEGIC GOALS AND OBJECTIVES

### *The Promotion and Administration of Arbitration.*

The strategic objectives of the AMCA are:

- i. the promotion and administration of arbitration,
- ii. the enhancement of international recognition of the AMCA as an institutional arbitration center,
- iii. the strengthening of institutional capacity of the AMCA.

## **I. Promotion of arbitration.**

The Armenian Strategy for 2021-2026 period and its action plan and Judicial and Legal Reforms Strategy for 2022-2026 period include special sections on the direction of improvement of both arbitration and mediation systems in the country.<sup>1</sup> This highlights the AMCA's mandate, as a leading arbitration center in Armenia, to support the development of arbitration in Armenia.

Arbitration in Armenia has been evolving during the past years. More companies started using arbitration as a method of resolving their disputes. However, there is still a lack of awareness and confidence in arbitration, and 90% of civil disputes are submitted to the courts. Moreover, the legal framework limited the application of arbitration to commercial disputes, allowing the application of arbitration in non-commercial disputes, only when it is specifically stipulated by law. That is why, during 2024-2026, in order to promote the arbitration in Armenia, AMCA will:

- implement a comprehensive marketing and awareness campaign to position AMCA as the leading arbitration center in Armenia,
- in collaboration with the Ministry of Justice amend the legislation broadening the scope of disputes arbitrable in Armenia,
- engage in targeted outreach to legal professionals, businesses, and government entities to promote the benefits of arbitration over traditional litigation,
- collaborate with industry associations and other arbitration centers to organize events, workshops, and seminars to educate stakeholders about the advantages of arbitration.

### **Administration of disputes and targeting new cases and new clients (domestic and international)**

One of the main functions of the AMCA is the administration of arbitration cases. Thus, AMCA adopted its first Arbitration Rules, Code of Conduct of arbitrators and other documents necessary for conducting arbitration proceedings. This will enable engaging and administering arbitration cases. Moreover, for the effective administration of cases, AMCA develops technology solutions for streamlined case management and communication, ensuring transparency and expeditious resolution.

During 2024-2026, in order to target new arbitration cases and new clients, AMCA aims to:

- Conduct market research to identify emerging sectors and industries that could benefit from arbitration services,
- implement outreach strategies to attract both domestic and international clients, emphasizing AMCA's expertise and efficiency in dispute resolution.

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<sup>1</sup> A Action Plan for 2021-2026, available at <https://www.gov.am/files/docs/4685.pdf>

- establish strategic partnerships with law firms, corporations, and government bodies to expand the client base.

## **II. Enhancement of international recognition of the AMCA as an institutional arbitration center**

Acting as a hub for international disputes has the potential to build goodwill for Armenia on the international arena. Users of international arbitration will prefer to designate dispute resolution to jurisdictions enjoying a high level of trust, with legal systems characterized by integrity and non-corruption. For enhancing the international recognition of the AMCA, the Center aims:

- Develop and execute a global branding strategy to enhance AMCA's visibility and credibility on the international stage.
- Actively promote AMCA Arbitration Rules as institutional rules, which are based on best international practice and enable effective examination of international cases.
- participate actively in international conferences, forums, and events to showcase AMCA's capabilities and network with key players in the arbitration community,
- Pursue relevant accreditations and certifications to validate the quality and standards of AMCA's services,
- Foster relationships with renowned arbitrators and centers and enhance AMCA's reputation,
- Negotiate and conclude memorandums and agreements with different international organizations and centers.

## **III. Strengthening of institutional capacity of the AMCA**

A strong Arbitration Center can not only ensure effective resolution of disputes, but also strengthen the legal environment for dispute resolution at large, in support of business and economic development. In fact, research shows that a strong international arbitration practice can play a role in facilitating foreign direct investment (FDI) and economic development.<sup>2</sup> Thus, strengthening of AMCA's institutional capacity is essential for its mandate.

Thus, AMCA will:

- Invest in ongoing training programs for staff and arbitrators,
- Develop and apply modern case management system with efficient administration, transparent decision-making, and predicable processes,
- Regularly assess and enhance existing arbitration services based on feedback from users and industry best practices,

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<sup>2</sup> Andrew Myburgh & Jordi Paniagua, *Does International Commercial Arbitration Promote Foreign Direct Investment?*, Journal of Law and Economics, vol. 59 (August 2016).

- Expand and modernize physical facilities to accommodate the growing demand for arbitration services and provide a conducive environment for dispute resolution.

### *The Promotion and Administration of Mediation.*

The strategic objectives of the AMCA are:

- i. the promotion and administration of mediation,
- ii. the enhancement of international recognition of the AMCA as an institutional arbitration center,
- iii. the strengthening of institutional capacity of the AMCA and training the AMCA mediators.

#### **I. Promotion and administration of mediation**

Armenia has recently taken different measures to promote mediation in the country, such as, accreditation of new mediators, establishing mandatory mediation for certain family disputes and reimbursement of mandatory mediation expenses. However, there is still a lack of awareness and confidence in mediation. Moreover, the legal framework is not suitable for mediation administered by institutional mediation center. That is why, during 2024-2026, in order to promote the mediation in Armenia, AMCA will:

- implement a comprehensive marketing and awareness campaign to position AMCA as the leading mediation center in Armenia,
- in collaboration with the Ministry of Justice amend the legislation enhancing the administration of mediation by the mediation centers,
- engage in targeted outreach to legal professionals, businesses, and government entities to promote the benefits of mediation,
- collaborate with industry associations and other centers to organize events, workshops, and seminars to educate stakeholders about the advantages of mediation.

#### **Administration of disputes, targeting new cases and expanding the scope of mediation**

One of the main functions of the AMCA is the administration of mediation cases. Thus, AMCA adopted its first Mediation Rules, developed Code of Conduct of Mediators and other documents necessary for conducting mediation. This will enable engaging and administering mediation cases.

During 2024-2026, in order to target new mediation cases and new clients, AMCA aims to:



- Expand the scope of mediation, introducing its benefits not only for family disputes but also other civil disputes,
- Conduct market research to identify emerging sectors and industries that could benefit from mediation services,
- Implement outreach strategies to attract both domestic and international clients, emphasizing AMCA's expertise and efficiency in dispute resolution.
- Establish strategic partnerships with law firms, corporations, and government bodies to expand the client base.

## **II. Enhancement of international recognition of the AMCA as an institutional mediation center**

AMCA is registered as a permanent mediation institution in Armenia. For enhancing the international recognition of the AMCA, the Center aims:

- Develop and execute a global branding strategy to enhance AMCA's visibility and credibility on the international stage.
- Actively promote AMCA Mediation Rules as institutional rules, which are based on best international practice and enable effective solution of international cases.
- Participate actively in international conferences, forums, and events to showcase AMCA's capabilities and network with key players in the mediation community,
- Pursue relevant accreditations and certifications to validate the quality and standards of AMCA's services,
- Foster relationships with renowned mediators and centers and enhance AMCA's reputation,
- Negotiate and conclude memorandums and agreements with different international organizations and centers.

## **III. Strengthening of institutional capacity of the AMCA and training the AMCA mediators**

Strengthening of AMCA's institutional capacity, as well as continuous training of mediators is essential for its mandate. Thus, AMCA will:

- Invest in ongoing training programs for staff and AMCA mediators,
- Develop and apply modern case management system with efficient administration, transparent decision-making, and predicable processes,
- Regularly assess and enhance existing mediation services based on feedback from users and industry best practices,

- Expand and modernize physical facilities to accommodate the growing demand for mediation services and provide a conducive environment for dispute resolution.

### *3. Educational Activities*

The strategic objectives of the AMCA are:

- i. the advancement of the field of arbitration and mediation through educational initiatives,
- ii. contribution to the development of skilled professionals.

#### **I. Advancement of the field of arbitration and mediation through educational initiatives**

##### **1) Preparation and publication of books and manuals on topics related to arbitration and mediation**

For raising the awareness on arbitration and mediation, as well as for ensuring the availability of professional materials, AMCA aims to:

- Conduct a thorough needs assessment within the legal and business communities to identify gaps in knowledge and skills related to arbitration and mediation,
- Engage with key stakeholders, including legal professionals, academics, and business leaders, to understand the specific topics that require emphasis,
- Form an expert panel comprising scholars, experienced arbitrators, and mediators to contribute to the development of comprehensive educational materials,
- Foster partnerships with reputable publishers and academic institutions for the publication and distribution of books and manuals,
- Implement a regular release schedule to ensure a consistent flow of educational resources to the target audience.

#### **II. Contribution to the development of skilled professionals**

The development of ADR in the country depends on the development and training of skilled professionals. Thus, AMCA's goal is to:

- Establish strategic partnerships with universities, law schools, and academies to integrate arbitration and mediation courses into their academic programs,
- Collaborate with educational institutions to tailor curriculum content to meet the evolving needs of the legal and business sectors,

- Provide training sessions and workshops for professors and trainers involved in teaching arbitration and mediation courses,
- Collaborate with law schools and institutions to organize moot court competitions focused on arbitration and mediation,
- Offer logistical and financial support to ensure the smooth execution of moot court events.

## IV. STAKEHOLDER ENGAGEMENT

### *Identification of Key Stakeholders*

As an integral component of the 2024-2026 strategic plan, AMCA is dedicated to periodically identifying potential stakeholders. As a permanent institution, AMCA recognizes the critical areas where arbitration and mediation are essential and initiates the process of identifying stakeholders interested in alternative dispute resolution mechanisms. Given the diverse range of contexts where arbitration may be necessary, AMCA adopts a systematic approach to categorize stakeholders based on their respective interests, with understanding the primary and secondary stakeholders. This includes distinct listings for stakeholders in commercial arbitration, sports arbitration, medical arbitration, construction arbitration, telecommunication arbitration, and other relevant spheres. AMCA further specifies to differentiate stakeholders within each domain. For instance, within commercial arbitration, AMCA regularly distinguishes between various types of businesses that might seek arbitration services. By identifying the overarching spheres requiring stakeholder engagement, AMCA compiles lists of potential businesses, companies, and institutions interested in its services. Additionally, AMCA classifies prospective companies and organizations that may seek to involve AMCA in their contractual agreements.

Periodically, the AMCA team conducts brainstorming sessions to gain insights into key stakeholders' expectations and needs, facilitating the continuous updating of stakeholder lists. Beyond mere identification, AMCA prioritizes stakeholders based on their level of interest in the Center's services.

Following the categorization and listing of key stakeholders, AMCA undertakes a systematic assessment of their expectations, both within specific spheres and individual companies. This includes researching potential disputes that stakeholders in various spheres might encounter and exploring how AMCA can serve as a spot for resolving such disputes. These expectations are further evaluated through direct engagement with stakeholders, as these interactions often give valuable insights into their needs and expectations, thereby enhancing the effectiveness of the assessment process.

## *Engagement Plan*

Stakeholder engagement is essential for the success and effectiveness of the Center's activities. AMCA recognizes the significance of fostering effective relationships with stakeholders and is committed to organizing various initiatives aimed at enhancing engagement. As a vital component of our strategy, the following activities have been planned to engage stakeholders more effectively:

- Organizing meetings specifically focused on the Center's services, which are important for understanding the needs of individuals and companies. These meetings will provide insights into how arbitration can serve as the optimal solution within their fields. By showcasing the potential benefits of AMCA services in a business-oriented context, stakeholders will gain a deeper understanding of the AMCA services.
- Hosting seminars and training sessions dedicated to educating various stakeholders on arbitration, arbitration proceedings, and the range of services offered by AMCA. These initiatives aim to ensure stakeholders are well-informed about the entire process, empowering them to make informed decisions regarding their engagement with our services.
- Providing regular updates on our services through social media platforms and specially designed email communications. These updates will be targeted specifically at stakeholders, ensuring they remain informed about the latest developments and offerings.
- Actively seeking feedback from stakeholders after collaboration. By inviting stakeholders to share their perspectives and experiences, AMCA can continuously refine its services to better meet their evolving needs and expectations.
- Maintaining open lines of communication with stakeholders through their preferred channels. This includes regular follow-up to realize whether their needs and expectations have changed over time or not.

With such activities AMCA endeavors to foster meaningful and enduring relationships with its stakeholders, thereby facilitating greater collaboration and mutual benefit.

## **V. INFRASTRUCTURE AND TECHNOLOGY**

AMCA's commitment to the concepts of green arbitration and the use of informational technologies in order to be in line with the current global developments makes infrastructure and technology maintenance and development one of the priorities for this strategy. Not only does IT promote more efficient ADR procedures, but it also significantly increases possibilities for more protected and secure document workflow, which is essential for building trust among beneficiaries.

### *Assessment of technological capabilities*

AMCA possesses a sufficient volume of technology for the safe practicing of ADR. Technologies ensure the safety of the information processing in AMCA through both hardware and cloud-based back-up, which makes it nearly impossible for any type of information to be lost or permanently deleted. On the other hand, activity logging ensures that no activity can be conducted without the possibility of tracking document flow within or outside the network. Hardware encryption ensures the safety of information even in cases when the hardware is physically stolen. AMCA ensures the quality of ADR processing and data confidentiality in particular, through the double backup, reduction of the human factor in possible loss or damage of files, the possibility for digital hearings, and flow-tracking. This process was launched through purchase of necessary equipment, but the process of software, system and work process synchronizations will take a year.

### *Needs for further development and future investment in technologies*

Though AMCA in its initial phase has succeeded in creating a good basis for secure and efficient ADR, there is still room for further development and improvement. AMCA technology infrastructure will be developed through:

- Full synchronization of 3 systems: the conference system, the local network, and the digital case management system (platform). The case management platform will be ready by the summer of 2024, and the conference system and the local network are not fully synchronized. The latter 2 work on different soft systems, that surely can be synchronized, but that demands some effort. By saying synchronized, we mean that all 3 systems are managed centrally, but with the lessened risk of negative consequences of human factors. It's important to mention that synchronization will allow AMCA staff to manage the systems under one centralized policy for digital and technological security.
- Development of a policy for digital and technological security. Having sophisticated systems allows to have enhanced level of security, but it also means that system managers and users (AMCA staff in this case) need to have a specific set of rules. Those rules will serve as a guideline for conducting safe processing of files, make possible violations more investigable, and ensure the continuity of management. More specifically, it will design the acceptable and unacceptable behavior with documents and data, clearly set roles responsible for various cases, protect AMCA from untraceable data leakage or data loss because of human factors, protect AMCA's beneficiaries' confidential data processing at AMCA. Moreover, the policy will play a big role in staying in line with the legislation and the rule of law, not letting AMCA fall under the technology trap.

- Conduction of digital audit regularly. Due to the audit, gaps and problems will become known to the AMCA management, and that will allow to prevent possible problems or violations regarding data protection and safety.
- The local network will function better and safer if features and licenses are constantly updated. Besides, hard technologies need to be proofed and if necessary, replaced/repared constantly. New features and licenses might include new soft programs for tracking, network organizing, and even operational systems.

### *Launch of case management digital system (platform)*

Since the end of 2023, AMCA started the development of a case management digital system (platform). The MVP will be ready by the August 2024 with the following functions and features:

- Sign up and verification of users. The list of users includes arbitrators, possible parties to a dispute and AMCA staff members;
- File a case through the platform. Cases can be filed in an easy-to-use way, by filling in the standard documents accessible on the platform and uploading necessary documents.
- Joining e-hearings through platform, ensuring confidentiality. Parties can join the hearing from any corner of the world, which allows spare time and resources and contributes to green arbitration.
- Performance evaluation and management of AMCA staff;
- Involve third parties, organize documentation flow and communication within the platform,
- Assign different tasks and roles to AMCA staff members automatically. This feature allows AMCA to reduce the possible harm and errors caused by human factors and manage cases with greater efficiency.

Though an important step toward better ADR practice, it should be noted that it will need constant improvements, ongoing maintenance and solid promotion. Having this in mind, the following strategic steps are set:

1. Conducting long-term in-practice testing after the launch of the platform. The testing should be no less than 6 months long, and preferably 12 months long. Due to the testing AMCA will be able to 1) find out and correct technical bugs, lesser inconsistencies, and make necessary amendments to the platform and 2) reveal strong and weak points of the platform at practice and develop an improvement plan based on the findings.
2. Registering at least 30% of the arbitrators of AMCA on the platform.
3. By the end of 2026, 25% of cases will have been filed, heard and award submitted through the platform.
4. Providing maintenance and 24-hour support services. The uninterrupted functioning of the platform is of great importance, as it not only ensures that beneficiaries receive a high-quality service, but also gives the platform more reliability regarding confidentiality and safe document-flow.

5. Developing an easy-to-understand user guide for the platform. Sophisticated platforms like AMCA case management system might seem a bit complicated for some users, thus the user guide will help beneficiaries to navigate with ease through the platform.
6. Conducting anonymous research among the platform users to gather their opinions and suggestions for the improvements.
7. Preparing a short, animated film on how to use the platform.
8. Conducting in-house training courses for AMCA's staff and arbitrators on how to use the platform.

## VII. MARKETING AND BRANDING

### *Development and Realization of Branding Strategy*

To enhance awareness and recognition of AMCA among consumers, a comprehensive branding strategy is proposed for the period of 2024-2026. This strategy encompasses visual branding elements aimed at fostering brand recognition, trust, and engagement.

AMCA will establish a distinct brand identity comprising a set of visual elements, which will include brand color (currently a blue), a professionally crafted logo design, impressive slogan, printed materials will prominently feature the branding. The branding campaign for increasing the recognition of the AMCA will be done by various channels, including digital media, traditional advertising, and community outreach programs, to reach a wide audience.

AMCA will follow the effectiveness of the branding strategy, focusing on brand awareness and customer engagement metrics. Regular evaluations will be conducted to assess the impact of the branding efforts and identify areas for improvement. AMCA is committed to refining its branding strategy based on feedback and market trends. Special emphasis will be placed on online branding initiatives, including website and social media branding, AMCA will establish and maintain active presence on popular social media platforms, with branded profiles and content aligned with the brand message. AMCA will use communication channels to engage with stakeholders to increase the brand's reach and impact. By investing in visual branding elements, conducting impactful branding campaigns, and using online platforms, AMCA aims to establish itself as a trusted and reputable institution in its industry.

### *Development and realization of Marketing and Communication Plan*

Marketing and Communication plans play a vital role in AMCA's journey towards establishing itself as a recognized and trusted organization. Here are some key activities that AMCA will undertake as part of its marketing strategy:

- Developing a Separate PR Strategy will enable AMCA to effectively manage its public image, build credibility, and foster trust among its stakeholders.
- Collaboration with TV and Radio Stations to showcase AMCA's activities and spreading informational reports will help in reaching a broader audience and enhancing brand visibility.
- Strategically placing billboards and video panels featuring AMCA's brand logo and message in high-traffic areas will boost visibility and reinforce brand recall among the target audience.
- Engaging with popular news websites and journals to publish significant news and achievements about AMCA will enhance its credibility and reach among key stakeholders.
- Producing and distributing informative videos about AMCA's services will educate the audience and raise awareness about the Center's services and expertise.
- Hosting various events focused on arbitration and mediation will not only provide a platform to share knowledge but also increase awareness about AMCA's role and contributions in the field.
- Regularly monitoring media coverage to measure how the media reflects on AMCA and its activities.

By implementing these activities as part of its marketing and communication plan, AMCA can effectively enhance its visibility, credibility, and trustworthiness, thus solidifying its position as a reputable arbitration and mediation center.

### *Digital Presence and Outreach*

In the 21st century, establishing a digital presence and expanding outreach are essential strategies for effective marketing and promotion of organization. For the period of 2024-2026, AMCA wants to develop comprehensive plans aimed at enhancing its visibility in the digital realm and achieving widespread outreach. These activities are important for digital presence and outreach:

- Firstly, AMCA will complete its website. AMCA recognizes the significance of a fully functional and engaging website as the cornerstone of its digital presence. The website will serve as a platform where stakeholders can actively engage with the organization's services. It will feature detailed information about AMCA's brand, services, news updates, and provide convenient platforms for stakeholders to register for online consultations.



- AMCA will focus on developing and maintaining active profiles across key social media platforms such as Facebook, Instagram, and LinkedIn. These platforms offer opportunities for expanding digital presence and fostering meaningful connections with stakeholders. AMCA plans to increase its social media activity incrementally by 20% each year. Content shared on these platforms will be designed for both professional and non-professional audiences, ensuring accessibility and relevance across diverse individuals.
- AMCA recognizes the importance of developing content that is both informative and persuasive. Text-based content will be designed to show AMCA's services comprehensively while also incorporating elements of persuasion to get Center's services.
- AMCA will invest in the creation of professional video content. These videos will serve as powerful tools for spreading AMCA's message effectively and engaging with its audience visually.
- In addition to organic outreach efforts, AMCA will have online advertising channels to increase its reach and target a broader audience. Paid digital advertising through platforms like Facebook Ads and sponsored content on industry-specific websites will complement AMCA's overall marketing strategy, ensuring maximum visibility and engagement.

With these activities AMCA aims to solidify its digital presence, expand its outreach capabilities, and effectively engage with stakeholders across various online platforms.

## VIII. RISK MANAGEMENT

### *Identification of Potential Risks*

For the AMCA it is essential to address each specific risk to minimize the possibility of adverse consequences. There are many ways to handle different kinds of risks but taking into account the area of the AMCA's operation the best way is risk avoidance.

Risk avoidance means completely eliminating any hazard that might harm the organization, its assets, or its stakeholders; and removing the chance that the risk might become a reality. This strategy aims to deflect as many threats as possible to avoid their costly consequences. Risk avoidance is a deliberate tactic which helps to ensure that all possible risks are calculated, and necessary measures are taken. However, like any other risk management strategy, it requires a systematic approach; and consists of the following steps:

- Identify risks,
- Assess the probability and potential impact of each risk,
- Calculate risk exposure by quantifying the potential losses that may result if the risk is realized,

- Take steps to eliminate the risk.

In line with the risk management AMCA also stresses the importance of such risk management strategies as risk acceptance, risk avoidance, risk transfer, risk sharing, risk buffering, risk strategizing, risk testing, risk quantification, risk reduction, and risk digitization.

## IX. FINANCIAL PLANNING

During 2024-26 AMCA has a financial priority of becoming a self-sustainable institution. Financial planning should be made institutionally and through development and adoption of financial policy and business plan. Both should be adopted annually and reviewed at least once in a 6-month period.

The self-sustainability should be achieved through the following steps:

1. Financial analysis of the functioning of AMCA: It's important to have documentation of financial flows, with clear identification of administrative, promotional and development costs. Another important aspect is that these 3 parts are not separate, rather present themselves in layers. Thus, the first layer is the administrative costs, aka the minimum financial resources needed to maintain the basic functioning of the Center. It is followed by the promotional part, which includes advertising, informative meetings, training courses, participation in international thematic events and so on. It's vital to understand that the Center, being relatively newly established, needs heavy promotion, that's why this strategy insists on classifying some promotional budget as the minimum needed financial resources. Last but not least, based on the priorities hereby prescribed in this strategy we have the development budget. Development budget should clearly address the initiatives and goals of the strategy on a timely basis. That means that the budget should reflect the planning of goals and objectives for the next 3 years.
2. Layered budgeting with 3 scenarios: minimum financial resources, budget enough for administration and promotion, full-covered budget. The first scenario will focus on the minimum needs of the Center, the second scenario will focus on the minimum needs plus some basic promotional budget and the third scenario will focus on the optional version, which allows to address all the priorities for 2024-26.
3. Though less likely, there are 2 more scenarios which should be taken into consideration: 1) budget is lower than the minimum budget scenario and 2) Budget exceeds the needs for meeting the priorities. In case one of these scenarios occurs, the director of the Center will develop an action plan within a reasonable timing after knowing about the situation. If the budget is less than needed, the action plan should focus on finding necessary resources, possible channels for covering, cutting the administrative budget and other actions. On the contrary, if the budget exceeds the amount needed for covering the whole strategy, the director

should develop and present to the board of trustees an alternative action plan. An alternative action plan would suggest alternative actions and initiatives, that are in line with both this strategy and Center's Charter and will promote overall functioning and reputation of the Center. However, an alternative action plan may only suggest additional objectives and initiatives only for promotional and development purposes and it may not be used for administrative purposes. An alternative action plan may in exceptional cases include investment plans, which can only be pursued with the clear consent of the Board of Trustees.

4. Analyzing Center's income for its entrepreneurial activities (arbitration and mediation): For these purposes the director of the Center may conduct additional research, including surveys, or focus group discussions with potential and actual stakeholders on how likely they will file a case at AMCA, economic prediction analysis, mapping ADR institution on national and regional levels, including their pricing, brand recognition analysis and so on.
5. After the analysis identification of the gap (if any) between the income and desirable budget should be made and an action plan to overcome the gap should be developed. The action plan should include mapping of potential donors and an outreach plan. It may also include additional sectors.

## X. INTERNATIONAL COLLABORATION

### *1. Development of Partnership with other Arbitration Centers*

The AMCA recognizes that partnerships with other arbitration centers are essential for fostering a framework of international collaboration. AMCA is committed to establishing strong ties with various arbitration centers across different geographical regions. These centers encompass esteemed institutions such as London Arbitration Center, Vienna International Arbitration Center, Dubai International Arbitration Center, Singapore International Arbitration Center, Scottish Arbitration Center, Georgian Arbitration Center, Netherlands Arbitration Institute, American Arbitration Association etc. Such partnerships are instrumental in facilitating the exchange of experiences, thereby enhancing the efficacy of dispute resolution proceedings.

Many arbitration centers extend training programs, seminars, and publications, aimed at promoting awareness and comprehension of alternative dispute resolution mechanisms. Through collaboration, with these centers we can organize joint events to address pertinent issues and challenges, fostering discussion and finding innovative solutions on arbitration. Active participation in these collaborative activities enables parties to remain informed of the latest developments in arbitration practice and procedure.

## *2. Collaboration with International Organizations*

For the 2024 to 2026, AMCA has expressed its intention to maintain its membership in the ICC National Chamber, ICCA (International Council for Commercial Arbitration), and want to become a member of the London Court of International Arbitration, alongside having a subscription to the Global Arbitration Review. AMCA selected these organizations, because they hold considerable prominence within the arbitration field, and AMCA could gain numerous benefits from its affiliation with them.

First and foremost, membership and collaboration with these esteemed institutions afford AMCA access to a wealth of crucial publications and events related to arbitration. AMCA stands to benefit from exclusive offers on events organized by these institutions, as well as important deals on essential literature and yearbooks related to arbitration. Moreover, being associated with such esteemed institutions provides AMCA with the opportunity for international recognition. Inclusion in the directory listings of these institutions enhances AMCA's credibility and fosters trust on an international level. In essence, the decision to maintain and expand its membership in these international arbitration organizations underscores AMCA's commitment to excellence and its dedication to staying informed of developments in the field. Through active participation and collaboration with these esteemed institutions, AMCA seeks to further its mission of promoting effective dispute resolution practices.

## *3. Participation in Global Arbitration Events*

As a part of international collaboration, it is crucial for AMCA to actively participate in global arbitration events to stay updated on the latest developments and approaches in arbitration and engage in discussions on various arbitration-related topics. From 2024 to 2026, AMCA will continue its involvement in major arbitration weeks organized by special arbitration centers worldwide. These events typically include:

- Vienna Arbitration Week
- Paris Arbitration Week
- Dubai Arbitration Week
- Hong Kong Arbitration Week
- International Arbitration Festival in Edinburgh
- London Arbitration Week
- Singapore Convention Week
- Tylney Hall Symposium by the London Court of International Arbitration (LCIA)
- Arbitration events organized by the International Chamber of Commerce (ICC) and the International Council for Commercial Arbitration (ICCA)

- Arbitration events organized by Global Arbitration Review (GAR) and the International Bar Association (IBA)

We have outlined these events because they are organized by major arbitral institutions of the world and AMCA could gain maximum from these events. Participation in these events is essential for AMCA from various perspectives. Firstly, it offers valuable opportunities to acquire new skills and knowledge. Participants returning from these events often bring back fresh ideas and innovative approaches that contribute to the organization's growth. Secondly, active involvement in international arbitration events helps AMCA to establish itself as a prominent player within the international arbitration community. With participation in these events AMCA enhances its reputation and visibility as a credible institution capable of handling international arbitration cases. Lastly, these events serve as excellent platforms for networking and identifying potential new professionals who could join AMCA's list of arbitrators or mediators. Building relationships with professional individuals from diverse backgrounds enriches AMCA's network and strengthens its ability to provide effective arbitration services.

## XI. MONITORING AND EVALUATION

To evaluate the success, it's vital to set internal monitoring mechanisms, including KPIs, measurable objectives and timelines. Moreover, the performance monitoring should be conducted in 2 directions: 1) monitoring strategic goals prescribed in this strategy and 2) individual performance monitoring. Both should go hand in hand with each other, and it's important that individual tasks and functions are designed in a way that ensures meeting the strategic goals.

The following principles apply for individual performance monitoring:

1. Regularity: monitoring should be conducted on a regular basis, set by the director of the Center,
2. Normativity: Monitoring implies to all employees, outsourced experts, independent contractors,
3. Position-approach: monitoring criteria are set in accordance with the position and role one takes within the Center,
4. Fairness: All employees' performance should be measured fairly, without discrimination or bias,
5. Measurability: Monitoring should be conducted using a system of measurable outcomes,
6. Predictability: Employees know in advance how the monitoring is conducted and can record good performance,
7. Feedback: All employees will be given feedback on their performance on a regular basis,

8. Orientation toward positive change: Management team develops an improvement plan for each employee individually and communicates it with them,
9. Monitoring by hierarchy: Monitoring for each position-holder (employee) is conducted by his/her direct supervisor,
10. Allegiance of tasks and duties with strategic plans: Management should constantly review whether tasks and duties done by the employee contribute to the strategic goals of AMCA,
11. Incident recording: Incidents of any kind that are committed within the organization, or significantly influence the work done by the employee or overall working atmosphere should be recorded and be taken into consideration when monitoring performance. Both positive (e.g. when an employee has taken extra responsibility or properly done all tasks faster than supposed) and negative (e.g. violation of the code of conduct, misuse of the organization technique, showing up late for work) are recorded.

Within the 2024-26 AMCA will develop and maintain monitoring tools based on the above-mentioned principles. Having policies of green processing and reduction of human factor, AMCA will develop e-tools for measuring performance of the employees. Those tools will be integrated into the case management digital system (platform) to have a cost-effective plan.

## XII. REPORTING AND COMMUNICATION

Reporting and communication within an organization are important aspects that contribute to its transparency and efficiency. At the core of AMCA's reporting and communication system are regular staff meetings, where workers provide updates on their progress and deadlines directly to the Director. This practice fosters a culture of accountability and keeps all members informed about ongoing activities. Moreover, employees have digital spaces for reporting, which enable them to regularly communicate with their superiors. These digital spaces serve as channels for sharing information, facilitating collaboration, and promoting the reporting process. Additionally, each staff member maintains a schedule planner within Teams, a collaborative workspace, which is shared with their superiors. This proactive approach ensures that assigned tasks are done promptly and deadlines are met efficiently. With this open communication, the AMCA optimizes its internal processes, thereby driving productivity and achieving organizational goals effectively. Besides this, annual reporting is also an important part of the process. The Director of the AMCA should present financial and program reports to the Board of Trustees of the Center. According to the Article 25, Clause 1 (2) (11) RA Law on Foundations, the Board of

Trustees shall be entitled to approve the annual financial reports and annual reports on the activities of the foundation and hear the reports of the Manager in the frequency established by the Charter.

In addition to its internal reporting and communication mechanisms, the AMCA prioritizes external reporting to present its activities transparently to stakeholders. This ensures that the broader community is informed about the Center's initiatives and accomplishments. AMCA publishes information about its activities through posts on its digital platforms, reaching a wider audience and enhancing transparency. These digital platforms serve as channels for sharing updates, key developments and fostering engagement and trust among stakeholders. Moreover, in accordance with the legal requirements outlined in the RA Law on Foundations, the AMCA generates official reports to provide comprehensive insights into its operations and impact. According to the Article 39, Clause 1 and 3 each year a foundation shall, no later than 1 July following the reporting year, publish in the system ([ՀՆԷՀ 3.70.0 \(taxservice.am\)](http://www.taxservice.am)) designated for reports subject to publication by the foundations the following:

- a report on its activities which shall contain information on implemented programs; funding sources; the total amount of funds used during the financial year; the amount of expenditures aimed at achieving statutory goals; the names and surnames of the Founder, members of the Board of Trustees, Manager if they have used the funds and services of the foundation during the reporting year, as well as the number of persons involved in the staff of the foundation;
- financial reports prepared in accordance with legislation regulating the accounting and the auditor's opinion on financial reports where the balance sheet value of the assets of the foundation exceeds 10 million Armenian drams as of the end of the reporting year.

By embracing both internal and external reporting practices, the AMCA demonstrates its commitment to accountability, transparency, and responsible governance, ensuring that its activities are conducted in a manner that aligns with legal obligations and stakeholder expectations.

### XIII. IMPLEMENTATION TIMELINE

Year	Activity	Milestones/Deliverables
2024-2026	<ul style="list-style-type: none"> <li>• Co-host Armenian Arbitration Week.</li> <li>• Prepare and promote advertisement films.</li> <li>• Implement PR strategy and raise awareness about AMCA</li> <li>• Ensure sufficient media coverage</li> </ul>	<ul style="list-style-type: none"> <li>• About 150 stakeholders from around 20 countries took part in the event. The event has one full and 2 half day conferences.</li> </ul>

	<ul style="list-style-type: none"> <li>• Conduct training courses for beneficiaries.</li> <li>• Develop arbitration related legislative amendments proposal</li> <li>• Promote students’ study visits to the AMCA.</li> <li>• Conduct meetings and discussions with the representatives of various businesses and relevant stakeholders</li> <li>• Develop comprehensive manual about the arbitration</li> <li>• Mentioning AMCA in more than 50.000 agreements as an ADR institution.</li> <li>• Supporting organization of national arbitration moot.</li> <li>• Handling mediation cases</li> <li>• Handling arbitration cases</li> </ul>	<ul style="list-style-type: none"> <li>• The films explain what arbitration is and its benefits, how the arbitration procedures work, what mediation is, and the arbitration rules of AMCA are widely distributed.</li> <li>• 2 three-day training courses were held for media representatives and for the judges and arbitrators of AMCA.</li> <li>• Arbitration relevant legislation is amended.</li> <li>• Manuals are developed, translated and printed, as well as placed in online platforms.</li> </ul>
2025	<ul style="list-style-type: none"> <li>• Conduct training courses for beneficiaries.</li> <li>• Promoting the use of mediation not only for family but other disputes (corporate, labor, business, etc.)</li> <li>• Assistance in the accreditation of new mediators.</li> <li>• Promotion of AMCA for international arbitration and mediation cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Training courses were organized for advocates, judges and business representatives.</li> <li>• Campaigns and various meetings were organized to promote mediation and engagement of international disputes</li> <li>• Program was implemented to assist the accreditation process of mediators</li> </ul>
2026	<ul style="list-style-type: none"> <li>• Exchange with other institutional arbitration centers.</li> <li>• Develop mediation related legislative amendments proposal</li> <li>• Analyze case statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Exchange programs were conducted with arbitration centers.</li> <li>• Legislative amendments were prepared and presented to MOJ.</li> <li>• Case statistics were analyzed and reported.</li> </ul>





# STRATEGY

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