



Funded by
the European Union

“Support to CEPA Monitoring, Implementation and Communication”
ENI/2023/442-873



**MAPPING
OF CIVIL SOCIETY ORGANIZATIONS
NEEDS
ARMENIA**

Yerevan 2023



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This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of the authors, Mr. Mushegh Yekmalyan and Mr. Davit Amiryan and do not necessarily reflect the views of the European Union.



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ACRONYMS

CEPA	Comprehensive and Enhanced Partnership Agreement
CSO	Civil Society Organisation
DPMO	Deputy Prime Minister’s Office
EUD	European Union Delegation
EPF	Eurasia Partnership Foundation
GoA	Government of Armenia
USAID	United States Agency for International Development
UNDP	United Nations Development Programme



1. EXECUTIVE SUMMARY

This report was developed under CEPA Monitoring, Implementation and Communication Project (hereinafter: the Project), which is implemented by GOPA-PACE, with the support of the European Union.

The purpose of the report was to map the needs, requirements, and development opportunities of Armenian CSO's, while involving them in CEPA monitoring, implementation and awareness raising processes. It had to serve as a source of information that would help the Project team in finding the best ways of capacity building and filling gaps for the CSOs and help in finding the right set of tools in mobilizing various non-state actors that would devise a joint action program on raising awareness about CEPA implementation and monitoring.

This report shall be of help for the Project, the EU and other large donors in elaborating their positions and commitments towards development and advocacy of sectoral reform agendas under the CEPA and point towards realistic and practical mechanisms for establishing mutually beneficial cooperation and for sharing resources and knowledge between the civil society organizations and the EU-Armenia Civil Society Platform for the purpose of effective advocacy. As an outcome the Government will hear the voice of the civil society and implement real reforms.

The preparation of the report included visits to the regions and meetings with regional NGOs, as well as individual meetings, in the period of 1 June to 31 December 2023. There were also interviews and discussions with the representatives of the Armenian SCOs, experts, active citizens and non-formal groups, participation in events related to CEPA and the civil society.

The focus of the report was at the capacities and knowledge of the CSOs on CEPA monitoring, implementation, and communication.

Desk studies related to the CEPA and ongoing issues of the CSOs were carried out. They also covered projects approved by the government, assessments implemented by international organizations, monitoring reports developed by non-governmental organizations and independent researchers.

Overall outcomes of the studies follow in summary:

- Only the smaller part of the Armenian civil society is aware of the CEPA details and processes. Only a few organizations understand the CEPA coverage and even less know the significance and opportunities of the CEPA for the regions.
- Both the Government of Armenia and the CSOs failed in awareness raising, which resulted in poor understanding of the main document that regulates the EU-Armenia relations. Moreover, some parts of the agreement are subject of misunderstanding, contributing to speculations and negative attitude in result.
- Abilities, opportunities, knowledge and skills of using various tools are different by sectors and by regions among the representatives of the civil society.
- The needs of the Armenian CSOs, in essence, are similar throughout the whole country. They may also be viewed as challenges, some of which are as follows: a/ democratic values vs. “the



Armenian context” and “good life” vs. “barriers in perceiving democratic values”, b/ civil society as the expert vs. development of participatory culture, c/fragmented, project-based operation vs. long-term strategic planning, d/ competition among the civil society organizations vs. cooperation.

- The needs of the civil society will not be satisfied, and the gaps will not be filled by mere trainings and provision of theoretical/practical knowledge. The Armenian civil society needs comprehensive and integrated long-term institutional assistance. Only in that case we may expect real civil advocacy aimed at real change.
- The civil society in Armenia obviously faces a generation change that it does not understand or does not want to accept, but it is happening, hence the capacity building and transfer of knowledge to the new and young organizations is crucial.
- The acute dependence of the Armenian CSOs on donor community is still an issue, and it was previously that dependence was equally ideological and financial, today the financial share keeps growing, while there are less donors and less funds. The Armenian civil society needs diversification of funding, which is possible through ensuring new quality of relations with donor community and the general society, in an attempt to develop the culture of donations.
- Communication is a serious challenge for the CSOs in Armenia. It can be broken down into several vectors and priorities: a/ communication among the CSOs for continuous discussion of dispositions and value-based approaches and for having effective cooperation, representativeness and influence, b/ communication with decision-makers for effective advocacy among local self-government bodies and public administration, and for the purpose of rearrangement of relations and communication with those bodies, c/ communication with general public, in order to advertise the performed work and increase the number of followers. This is especially important in terms of cohesion among people, which will then turn into impactful force and merely be rather legitimate in contrast to the impact produced by NGOs, d/ communication with international organizations and donors, for the purpose of briefing them on Armenian realities. This will influence the formation of agenda, and better targeted and purposeful funds will inflow the civil sector of Armenia.
- Effective advocacy has always been of relevance for the Armenian civil society. The purpose of advocacy, the narrative shall be revised and withdrawn from the paradigm of solving primitive problems, which is true both for international and local advocacy efforts. That revision shall have the aim to secure more participation. A good example of participatory advocacy is the CEPA, as it is a value, a new standard, a higher bar and change in life, not simply the influence of the international community or the West, but the pure Armenian commitment to improve the living standard in the country.
- The Armenian civil society sees the need to coordinate the activity of donors and the funds provided by them, and the principle of effective communication is what comes to one’s mind when thinking about that coordination. It is possible to provide for that based on 4Cs: coordination, capacity, communication and competition (Report by V. Gevorgyan).
- The priority actions aimed at capacity building, satisfaction of needs and filling gaps in the Armenian civil society are mainly in the following fields: management, strategic planning, project development and administration, financial accountability for public agencies and donors, use of monitoring tools and regular monitoring, evidence-based policy development, preparation of policy documents, targeted and effective advocacy, strategic communication planning and implementation.



2. RECOMMENDATIONS

This mapping creates an opportunity for all civil society representatives, independent experts and active citizens in all regions of Armenia to discuss a number of issues and problems and find solutions that will be useful for civil society establishments, the donor community, the government and international organizations that are directly or indirectly involved in the development of the Armenian civil society and/or CEPA implementation, monitoring and general awareness raising about it.

The recommendations below may serve as guidance in better organizing the components of a given project or initiative, more specifically in strengthening the civil society, developing the CEPA-CSO dialogue and cooperation, contributing to more effective and better targeted implementation of the CEPA, as well as creating a real-time cooperation platform with the RA Government.

- **Capacity building:** the civil society of Armenia needs permanent strengthening and capacity building, however it should be done not by fragmented trainings, but in a well targeted and purposeful manner, with consideration of future development of a given organization and its role. Hence, we recommend the following:
 - a/ **group the NGOs, active citizens and non-formal unions by regions**
 - b/ **group the NGOs, active citizens and non-formal unions by sectors of operation and interests**
 - c/ **group the NGOs, active citizens and non-formal unions by level of expertise**After the grouping, capacity building measures shall be designed and tailored to the participants of every specific group, as mentioned afore. This will create the opportunity of dialogue with every organization and contribute to establishment of networks and unions that will feed the non-state sector.
- **Resist “manipulations”:** CEPA implementation is one of the most important processes for Armenia. It has to happen in the most effective and practical manner. Several assessments carried out in the past stated that the implementation and measurement of outcomes by the responsible public agencies were incomplete and with a level of ambiguity, which then gave way to speculations and hampered the generation of expected results. In order to avoid this, the civil society shall take clear steps aimed at introducing a monitoring system and submission of information to the general public. It can be done by providing direct support to the NGOs and creating a realistic mechanism for dialogue between the Government and the civil society.
- **The public demand:** there is no consistent and comprehensive public demand upon the implementation of CEPA, which may be the consequence of insufficient awareness. There is a need to institutionalize the public demand towards decent implementation of CEPA. In this context, the whole non-state sector and the government will have to develop an effective communication strategy and implement it in cooperation with all the stakeholders. The second component of CEPA Monitoring, Implementation and Communication Project envisaged some activity in this regard.
- **Creation of new platforms and opportunities:** new opportunities and new platforms shall be created for all stakeholders involved in CEPA monitoring, implementation and communication, in order to make their voices and opinions heard and ensure their participation



in ongoing processes. Apart from creating thematic groups that would cooperate with acting initiatives, including the CEPA-CSO platform, there will also be public awareness initiatives, per the action program.

- **Monitoring:** independent monitoring of implementation of CEPA and its Action Program shall become an issue of primary significance.
- **Civil society:** the civil society sector of Armenia needs well established and skilful organizations, experienced in all sectors of CEPA. It is important, because well established, professionally equipped, skilful and capacitated organizations and/or initiatives, that may become a counterweight to the government decision-making, are not always readily available in all sectors of activity. This issue can be solved by holding trainings and providing knowledge to the CSOs and initiating groups, and also funds for implementation of specific projects, through collective efforts of the donor community. The training syllabus may include and not be limited to:
 1. General administration
 2. Project management
 3. Financial reporting per national and international standards
 4. Strategic planning, at least for 5 years (through discussion of corporate philosophy, the theory of change, development of outputs and outcomes, and measurability indicators)
 5. Strategic and operative communication, including the development of a strategy. Communication with the general public and delivery of information about performed work, development of messages and targeted delivery.
 6. Effective advocacy with local and international organizations
 7. Development of policy papers, which will include:
 - a/ problem identification
 - b/ formulation of the issue of the study
 - c/ development of study methodology
 - d/ fact finding and data analysis
 - e/ development of study report
 - f/ development of report summary
 - g/ development of advocacy issues
 - h/ development and implementation of advocacy strategy
 - i/ assessment of the performed work
 8. Program monitoring and evaluation, quality assurance
 9. CEPA awareness raising
 10. Human resources' management with focus on individual growth and motivation
 11. Fund raising and result-oriented project design
 12. Development of operational procedures, documentation and independent evaluation for organizations
 13. Networking skills
 14. Emergency planning and capacity building
 15. Knowledge of languages



The development and execution of most of the courses on these topics may doubtlessly be performed by Armenian experts.

- **Accountability and transparency:** ensuring the CEPA implementation, in general, and providing for accountability and transparency of decisions made by sectoral organizations is a matter of principle. In order to provide for this, there is a need to foresee public discussions that will help in delivering the opinions of independent experts to the general public and the decision-makers. The aforementioned thematic groups may turn into a platform that generates expertise and submits assessments related to various issues in CEPA implementation, as well as their solutions and required actions per a defined time frame, while restraining the public administration system in its actions and decisions.
- **Consolidation of organizations and experts:** a realistic and effective prerequisite to CEPA implementation should be the involvement of the main stakeholder organizations, individuals, and sectoral experts. One of the ways to do that is the formation of thematic groups, as envisaged by the Project. It is planned to create the thematic groups in pilot sectors and reproduce their experience in other CEPA sectors. Based on this, a platform will be created with involvement of all stakeholders, the Government, CSOs, CEPA-CSO Platform that will be accountable to one another and the public for the work done.



3. INTRODUCTION

This report is a part of the project (hereinafter: the Project) on support to Armenia in “CEPA monitoring, implementation and communication”. The Project is implemented by GOPA-PACE, with the support of the European Union.

It is also a sub-component of the Civil Society Strengthening component of the Project, aimed at identifying the needs, gaps, demands and development opportunities for the Armenian civil society organizations by means of mapping. It shall help in linking all this to CEPA implementation support, as well as the monitoring and awareness raising and help the Project team in identifying the vectors that may become priorities in capacity building for the civil society organizations.

A general reference was made to the question of selection of strategies for mobilization of and advocacy by the civil society organizations, in order to devise a joint action program on CEPA monitoring, implementation and communication, in result of which the RA Government will hear the voice of the civil society and use its potential and knowledge to implement effective and substantial reforms. This idea may also be developed through uniting the main players, e.g. EU+Government+CEPA-CSO platform+CSOs, which will turn into a platform where everyone will stand accountable for the work performed, and the platform will be managed by representatives from all the 4 organizations, in rotational terms and also invite other specialized organizations through contractual terms and do certain work in the CEPA framework.

The report will also be of help for the EU and other large donors in identifying the most realistic and practical mechanisms at the disposal of the Armenian CSOs in CEPA implementation monitoring.

Interviews and discussions were held with the civil society representatives, experts, active citizens and non-formal groups, as well as participation in public events to discuss the CEPA implementation and issues, programs and documents pertaining to civil society.

The general study included analysis of documents that were related to the CEPA and ongoing issues of the civil society. Among them were laws and regulations, evaluations carried out by international organizations and monitoring reports developed by non-governmental organizations and independent researchers.



4. DESCRIPTION OF THE PROJECT ON “SUPPORT TO ARMENIA IN CEPA MONITORING, IMPLEMENTATION AND COMMUNICATION”

The Comprehensive and Enhanced Partnership Agreement, the CEPA was signed between Armenia and the European Union in November 2017 and came into force in March 2021, after ratification by legislative bodies of the 27 EU member states and the National Assembly of Armenia. It provides for a framework of cooperation between Armenia and the EU, which will enforce democracy, rule of law, human rights and legal approximation in critical sectors. The overall purpose of the agreement is to improve the Armenian regulatory environment and provide for exchange of best practices between the EU and Armenia. It will also ensure further improvement of economic cooperation and define the framework for social services and sustainable development.

The implementation of CEPA shall be under regular oversight by the RA Government and the EU, in accordance with the roadmap.

The CSOs also play a critical role in the CEPA monitoring, implementation and communication.

The Project was launched in April 2023. Its duration is 48 months. The main beneficiary in the RA Government is the office of the Deputy Prime-Minister, and the party to the contract is the European Delegation in Armenia.

The Project has 3 components, their description is as follows:

Component 1: this component is devoted to provision of horizontal support, aimed at capacity development for strategic planning, programming and monitoring. This component will contribute to advanced analysis of development issues and policy dialogue, as well as monitoring and evaluation, while ensuring expertise for the Armenian government in the approximation of Armenian legislation to the EU Acquis.

Component 2: the goal of this component is to support the Government of Armenia in development of Armenia-EU communication. The support provided to the Armenian government is based on long-term, strategic approach and is aimed at creating a sustainable and practical framework for general communication of the Government of Armenia, whereas the support to the EU is aimed at smooth solution to existing issues.

Component 3: the purpose of this component is to support the civil society of Armenia in CEPA implementation, its monitoring, as well as advocacy of policy of inclusion, legality and evidence, in accordance with commitments taken under the CEPA. The civil society e-platform, to be created in this component, will provide for introduction to and use of extensive resources of the society. The CSOs will get capacity building opportunities in various sectors, including and not limited to communication techniques and resistance to disinformation and manipulations, evidence-based policy development, introduction and use of tools of advocacy and human rights monitoring.



5. MAPPING PURPOSE AND METHODOLOGY

The mapping pursued **a big goal**, become a tool for the strengthening of the Armenian civil society, which would have its contribution to the CEPA implementation. It aimed at identifying and reviewing those needs and gaps that the civil society of Armenia has today. Mapping had to help in understanding the level of knowledge of the civil society about the EU-Armenia cooperation in CEPA framework and the projects emanating therefrom. These findings should help in developing actions aimed at satisfying the needs and filling gaps.

When communicating about the methodology it is worth mentioning the following: the mapping may provisionally be divided into several phases, by applicability of research tools.

- 1. Document review:** it was in fact information collection, which included review of existing reports and meetings with authors.
- 2. Personal interviews and group meetings:** mapping related information was collected through personal meetings and group discussions. A questionnaire was developed for the interviews. It was discussed with the whole team of the Project. The interviews and group meetings were held in Yerevan and the regions.
- 3. Expert interviews:** the team of researchers also held meetings with experts and used the format of constructive interviewing. The experts were selected in consideration of their connection with the civil sector, either as representatives of the project implementing organization or the donor community, or as independent researchers or experts in the sector.
- 4. Participation in public events and discussions:** in the period of the study the responsible team took part in public events organized by various organizations and related to issues of significance for the Government and the society.
- 5. Meetings with other counterparts:** the Project team had meetings and got introduced to the teams and projects that envisaged initiatives for supporting the Armenian civil society implemented in the last 1-2 years or ongoing at the time.



6. RESEARCH PROCESS AND MAIN FINDINGS

Below is the general description of the performed work and the main data. During the mapping, an attempt was made to identify and group several characteristics that would be of use when considering the most effective actions aimed at strengthening the non-governmental organizations envisaged under the Project. A number of issues identified by the mapping were categorized into clusters that are presented below.

We may say that no serious barriers or difficulties were identified in the research process. In regions (Marzes) with larger volume of agricultural activity, heads and staff of NGOs were involved in field work and harvest, and could not take part in meetings, which resulted in technical issues. Of course, the rather unstable conditions for non-governmental activity and lack of regular funding hamper the sustainability and purposefulness of civil society activeness.

The document review also included reports that were related to the NGO sector of Armenia. Those reports were developed by various organizations and individual researchers. They were used to avoid redundancy in data and efforts to satisfy needs. There are various studies of NGOs, but any new international organization that starts a project in Armenia, decides to carry out its own research that produces different results and finds new problems and needs, which may turn into an opportunity for making realistic forecasts of the developments in Armenian non-governmental sector.

Individual interviews and group discussions were held both in Yerevan and in the regions of Armenia. The discussions in the regions were mostly held in groups, with participation of the most active NGOs, the lists of which were based on recommendations provided by other organizations, active and experienced local agencies and other partners. The invitations were also sent to non-governmental organizations registered by the regional administrations (Marzpetarans). Issues of regional and sectoral significance were identified based on the results of the meetings. Despite certain differences that emanated from the specificities of the regions, or the points of views of various organizations, most of the problems and needs were similar. The final list of identified problems is in the summary, and the list of priorities is analyzed and presented below, in this chapter (“Research process and basic data”).

Expert interviews were held with individuals that had long experience of work in the sector and represented both local and international organizations, or were researchers, or were theoretically or practically involved in solving civil society related issues. The interviews helped in developing independent opinions from people not directly representing the sector and looking at it from a side, while sharing the importance of non-governmental activity and its necessity for the development of democracy in Armenia.

Participation in public discussions and events was also part of the study. Through the whole period the CSOs organized various events, which were mostly aimed at advocacy. The participation in these public events provided for a general understanding of communication skills and abilities of the CSOs, assess the subject of their advocacy programs, the efficiency of communication with the decision-makers. It was an important platform and an opportunity to get an idea of the relevance of identified problems and the need to solve them.



Meetings with other counterparts included the teams and projects that had been implemented in the previous 1-2 years or right at the time their activity started in Armenia. The project team met the representatives of STRIVE initiative, a project implemented by the Near East Foundation, with support from the European Union. An introductory meeting was held with the team of “Youth in Action, Youth Empowerment and Leadership Development” initiative, supported by the EU. These two projects also included empowerment for NGOs, individuals and youth. The Project team also learned about the NGO support program, supported by the USAID and implemented by Counterpart International, launched in 2022 and also aimed at strengthening the non-governmental organizations of the regions.

CEPA awareness raising: one of the tasks in the mapping process was to use the opportunity of meetings civil society all over the country and present the CEPA and its contents, as well as its current state and trends to the largest group of non-state actors possible. For this purpose, the project team envisaged special time in its agenda for presentation of the CEPA, answering questions and giving clarifications, as well as explaining the details of the Project. That provision of information was quite important, since the Government would not deliver even very little information about CEPA and its implementation process. That was an issue of relevance, as proven through the whole mapping process, while considering the fact that most of the work was done in the regions of Armenia. The provision of information about CEPA and its implementation became pivotal for the regions and the civil society organizations of the regions. Those organizations turned into the only providers of impartial, alternative and educational information in their respective regions. They were viewed by the citizens as sources of trustworthy information. Moreover, by providing credible and accurate information to the population of the regions, they fight fake and manipulative data, while performing an educational function, specifically for the youth. The unawareness of the people, lack of verified quality data create fertile soil for speculative information that thrives both on local and the national levels. It directly influences the formation of public demand and the ability to make the Government be transparent and accountable, which the latter successfully avails of when trying to avoid real, fundamental reforms. Despite the fact that CEPA does not have articles directly related to local or community issues or the local self-government bodies, there are a number of sectors that are granted importance in several articles, with consideration of their performance and feedback at local and community levels. A document developed by Community Finance Officers NGO was of great support here. It selected all the CEPA articles that were important for the local and community levels in terms of investments and participation (Published in Community newspaper, in 2019/a copy attached). It is plain and accessible material that can be used by all the stakeholders. This approach can be reproduced with other sectors of the CEPA, which will be useful for those organizations that monitor the CEPA implementation.

The mapping was not limited to **geography**. Regional meetings took place in the following towns: Alaverdi, Vanadzor, Gyumri, Ashtarak, Armavir, Goris, Kapan, Yeghegnadzor, Sevan, Gavar and Martuni. Representatives of active NGOs and individuals took part in the meeting, as well as people concerned with issues of different sectors and wanted to make their voices heard by means of active involvement in the life of the society. Organizations and individuals, as well as those interested with the life of the community and active both locally and regionally participated in the meetings held in the above mentioned towns. Representatives of non-governmental organizations active in the surrounding villages and neighbouring cities also participated. Essentially, the mapping covered the whole territory of Armenia and the data received may be extrapolated, respectively.



The mapping was not limited to the **sector of interest and operation**. In fact it proved that sectoral involvement of the non-governmental organizations was different by regions and settlements. NGOs that were present in the meetings were active in human rights’ protection, transparency and accountability at the local level, participatory decision-making, representation and protection of vulnerable groups, environmental protection, women rights, domestic violence, judiciary, education, youth, health, women and children health, small and medium entrepreneurship, tourism, agriculture, investigative journalism, region specific history and culture, cuisine, traditions, heritage preservation and other sectors. Unfortunately, CEPA was not among the sectors of interest, neither in its essence, goals, tools or as a contributor to new quality of life.

The term of operation and staff did not limit the participation in meetings and discussions. Organizations considered in the mapping were very different either in their activity sector or experience, and staff. This, in fact, turned the meetings and exchanges of opinions into something more interesting, because of opinions of players that had experience, history, staff and approaches. This clearly pointed to diversity in the civil society as regards: a/ generations, modern and classical, b/ experience, professional-balanced and young-seditionary, c/ strategy, institutional change in policy levels and local short-term activity, d/ long-term solution of problems and quick solution, here and now, e/ change in public life and solution of problems of a group. There were differences observed in terms of constructing the organization by “theory of change” and ensuring sustainability by continuity. These differences are not assessed as “good” or “bad”, “positive” or “negative”, but as a reality, the condition of the civil society of Armenia that one should take into account and consider when implementing various projects.

Main achievements identified through the mapping, were as follows:

1. Compared to resources that are mostly concentrated in Yerevan, the civil society organizations are extensively represented in the regions of Armenia, with all capacity and potential. For the sake of clarity, it is worth mentioning that the spectrum of their operation and capacities are not equally represented in the regions, and there is definitely the potential for providing necessary resources to establish the required capacity.
2. The change of generation in the Armenian non-governmental sector was much better visible in the regions. Youth organizations and young people had the great desire to bring change to their home settlements.
3. The new young generation organisations see the solution to their problems in a general framework, where all components are logically interconnected, which gives them the possibility to consider the solutions in integrity, rather than fragments.
4. Many organizations clearly understood that the change of situation shall be seen in policy change and that one-time projects should not necessarily bring new and tangible results.
5. Many regional youth organizations were ready to inform one another and implement projects jointly.
6. Non-governmental organizations clearly define their objectives and needs, the gaps that keep them away from higher achievements at sectoral, community or national levels.
7. It is also worth mentioning, as an achievement, that after the velvet revolution of 2018 the civil society organizations encountered a more conducive environment to use their knowledge and experience, and they continued trying to find ways of cooperation with the current authorities.
8. It is also worth mentioning that many field experts from the civil society became government officials after the 2018 revolution, and that is just another indicator of proficiency in the civil sector.



The current and past priorities are classified at different levels, for the purpose development and significant change in organizations. At the organization development level, institutionalization was viewed by many as the main goal. It was perceived as capacity building for development of monitoring methods and tools to look into various sectoral issues, which would then be owned by the organizations and transferred to the future members.

Speaking of the current and future priorities for achieving significant changes in activities, it should be noted that organizations highlighted the need to have their own “Theory of change”, and also having followed its path, to ensure that their organization became a reliable resource and place of trust in this area for as many people as possible, which will combine new forces and be able to become a counterweight to both local and national authorities in their decision-making and implementing actions.

The budget was one of the important issues that the mapping team discussed in meetings. It is important to note that the issue of financial stability is perhaps the most problematic for public organizations. There are very few organizations that have long-term institutional financial support. The activities of the overwhelming majority are supported by program support. Program activity limits the long-term strategic planning of the organization and, as a result, guarantees of endurance of the key personnel. This problem also has a negative effect in relation with that organizations often start chasing funding rather than maintaining their ideological agenda. And the findings of another research (<https://epfarmenia.am/hy/documents/cso-research-tadevosyan-azatyan-brief-adapted>) carried out with the support of the EPF, suggest that non-governmental organizations become adaptable to and implementer of the donor's agenda. This understanding, indeed, is a matter of a more detailed consideration within the expert community, but it cannot be denied or ignored. Nevertheless, the issue of strategic planning, as a capacity and knowledge to be developed, was highlighted among the needs and gaps, and having institutional support (core funding), in this case, becomes very helpful for the organization. Dependence on a donor and adapting to their proposed agenda have a negative effect from several important perspectives: 1. Many problems require long-term, methodologically sound follow-up until changes occur. The donor's agenda, their strategy are often not geared towards the long-term perspective that an NGO needs. If this is the case, the NGO has to leave its efforts halfway and does not bring them to the desired conclusion. 2. The NGO cannot have a long-term strategy that would help it anticipate its activities for several years, and move forward easily and reasonably using its established methodology, addressing the challenges it faces. 3. This may affect the disproportionate development of metropolitan NGOs and those outside the capital and, most importantly, regional NGOs become less involved in policy-making and decision-making processes in Yerevan. From an objective standpoint, it is also worth noting that we have the opposite effect as well, where donors fund the same organization for an extended period to work in one area, justifying this by ensuring stability. As a result, we end up with overly powerful NGOs in one sector, lacking competition and even holding a monopolistic position. The solution to this problem can be seen in the option of providing long-term institutional support to NGOs, and if this is possible, the issue of program / thematic focus will remain within the NGO's purview. This way, it will not have to interrupt its activities, and switch to another field or job to avoid losing financial opportunities. Our research demonstrates that the Armenia's public sector is well-established to have long-term institutional support and decide for itself which problems to respond to and how. Indeed, by elevating this issue, we do not deny that there are such approaches, they just don't amount to much.



Sources of financial support also pose a challenge in terms of their scarcity and identification of interests. The issue of financial sustainability often ends up in a characteristic closed-loop scenario: funding organizations require specific expertise in fund and program management, which a startup organization or a group of active individuals lack and are not able to acquire in order to implement a project, and this situation is often not resolved through provision of principled solutions, leaving startup organizations reliant on positive serendipitous outcomes. A positive role is played and even a greater role can be played here by reputable regional non-governmental organizations that can provide and manage grants, as well as develop the necessary skills for newly established or existing local entities. However, this requires that funding organizations allocate sufficient funds for this purpose and, more importantly, ensure an even distribution throughout the country. There are already positive examples of such initiatives for the Syunik and Gegharkunik regions. This was implemented taking into account the emergency situation, in which these regions have been in the last 3 years. But this approach should be replicated for other regions as well. When talking about financial issues, it is important to emphasize that government support to non-governmental organizations is primarily directed based on the principle of delegation of services, which mostly includes supporting vulnerable segments of the population. The limitation of this orientation narrows the participation of institutions operating in other fields in state grants. There is another problem with state support. According to Armenian law, public institutions receiving state support must pass a financial audit. Limiting this focus narrows down the participation of the entities operating in other sectors in government grants. There is another problem related to government support: according to Armenian law, public institutions receiving state support must necessarily undergo a financial audit. Here, it is important to mention the problem, which by its nature and development trends can become a serious obstacle both for the financial stability of non-governmental organizations and for the presence of the donor community in Armenia. This problem is related to the concept and interpretation of grants by the State Revenue Committee, which leads to grants being considered as income for a service rendered and being subject to taxation. This can become a very significant and serious problem for the public sector.

The audit expertise was also a subject of consideration during the meetings and discussions, because, basically, it is not widespread within the Armenian public sector, yet it is increasingly important. A high-quality audit requires additional funds, which is a considerable financial burden for an organization, while funding institutions do not always include these expenses in the budgets they provided. Experts who think and work on the development of civil society organizations raise this issue on various platforms, including that if the State imposes the audit of the programs implemented with its funding, then it would be fair that these audit expenses are unconditionally covered within the budgets they allocate.



Constant needs that exist on the path of transformation and development of the public sector

The Armenian civil society sector has passed through and has an active and interesting history. The status and distinctive characteristic of Armenian civil society can be presented with two different perspectives, depending on the dominant political climate in the country: resistant or reactive, and supportive and active. In the former case, civil society institutions attempt to resist, fight, counter the initiatives implemented or proposed by the authorities, who, apparently, “extinguish the fires that break out one after another in different places”, trying to prevent it from spreading over the entire surface, and in the second case, the civil society, seeing hope and opportunities, tried to use its potential in important areas for the public and the State, from policy development to the implementation of service models, in order to be useful to the Armenian authorities and the public. Leaving aside historical events, suffice it to point out that today's situation is a crossroads for the civil society. The changes occurring in the country over the past 5-6 years have encouraged the civil society and inspired hope that a fertile ground has been created for applying and investing the experience accumulated over decades, but now there is growing concern about the realism of these ideas. Due to this situation, civil society institutions voiced their concerns, needs, the demand for the development of knowledge, capacities and skills required to carry out more effective activities. Although we have listed in the Executive Summary almost all the needs and gaps identified during the mapping, below are some of them that, according to both civil society institutions and experts and researchers, need to be addressed as a matter of priority. We have summarized the priority and urgent response needs in 5 large groups. This does not mean that all other challenges are not important, at all, this means that public institutions and experts carrying out a mission “on the ground” in the sector feel an urgent need to bridge these gaps.

1. Forming a narrative about civil society and its mission. Almost all representatives of the civil society both in the regions and in Yerevan stated that there is a difference between their position in 2018 and the position today, and this difference makes us think much more deeply about the mission of the civil society, their tools, ways of responding to the situation and their effectiveness. This involves public, expert and professional discussions, debates about the mission, role and significance of civil society using mostly a new discourse. Many see this as a way of supporting the generational change in civil society, as well as highlighting and strengthening the image of civil society and its institutions in the public. These will lead to the entry of the new generation into the civil society on a stronger ideological basis, and the importance of the image of the civil society in the eyes of the public will expand the ranks of like-minded persons and supporters and will make the representation of the interests on behalf of the society or any group, or the interests of that group more reasonable. This will also increase the importance of civil society institutions’ responsibility, transparent and accountability, integrity, and more effective communication with the public.

2. Monitoring tools, evidence-based reports, reasonable data collection. At almost all mapping meetings, both in Yerevan and in the regions, the CSOs emphasized the crucial role of civil society as a counterweight to the authorities at both the local and national levels. The only tool of non-governmental organizations to ensure this counterweight is the systematic, high-quality, targeted, continuous monitoring. This need has also been proven by the implementation of the monitoring by various organizations in recent years and the changes made based on them. It should be noted that, despite several changes that were effective thanks to the monitoring of non-governmental



organizations, these are still not constituting a critical mass, and do not lead to significant systemic and radical changes in more areas of public life. Also, it is very important to carry out such monitoring at local, community levels, becoming a counterweight to local self-government bodies and developing local democracy. Combining this need with generational change in the public sector, the growth of informal groups, and the challenges of effective governance at the local and national levels, non-governmental organizations have a strong need to institutionalize monitoring knowledge, methodologies, tools, skills and capacities. Reasonable data collection is necessary for further effective use of monitoring and effective advocacy. This should culminate in high-quality reports that should include evidence-based recommendations at both policy and action levels. Such monitoring can be effective if they are carried out not in a piecemeal manner, but on the basis of reliable methodology and tools. It is also important that these tools and the methodology of their use be shared with others who are engaged in public activities, with institutional memory and experience. It is also important that these tools and the methodology of their use be shared with other people engaged in public activities, with institutional memory and experience. There is another side to this problem: based on sectoral and regional specifics, there is a need to have a package necessary for monitoring narrow problems, for example, in Armavir and Ararat regions, the problem of groundwater use is acute, a bunch of other environmental problems are characteristic of the Gegharkunik region, and others for the Syunik region. Thus, NGOs from all regions highlighted the acute problems specific to their region and stressed the importance of training and implementing tools based on holistic and comprehensive monitoring approaches to address these problems.

High-quality and invulnerable monitoring becomes even more important because their beneficiaries, that is, decision-makers in the local and state system, very often try to discredit the activities of non-governmental organizations and begin to target the work they do, thereby also having a negative impact on the reputation of the organizations.

Speaking about this problem, it should be noted that non-governmental organizations, in particular regional institutions, often face problems with sociological data collection tools. It is not always possible to find a sociologist in the regions who will help NGOs in this matter. NGOs see the solution in the introduction of sociological thought in their organization, which will be reflected in the localization of already developed methodology and questionnaires, as well as in the training of the staff of the organizations about them.

3. Drafting of policy documents, summaries, effective advocacy. The ability of non-governmental organizations to influence decision-makers on the way to achieving their desired change, and to carry out effective advocacy, was emphasized during all meetings. This is directly related to the development of policy documents based on monitoring, preparing their summaries and formulating clear and realistic advocacy asks in accordance with all this. This capacity gap and the awareness of the need to fill this gap are due not to the theoretical level, but to successful and unsuccessful experiences that non-governmental organizations have gained as a result of their activities at both the local and national levels. The organizations themselves stressed that having truly impressive results are not enough yet, and it is necessary to package them in such a way for the decision-maker it is acceptable, not repulsive, understandable, perceptible, written in the language and vocabulary characteristic of his/her institution, with realistic proposals and indication of possible steps and actions for their implementation. It is also very important to clearly demonstrate the process of desired change due to the monitoring outcomes and resulting therefrom, the outcomes of the recommendations and their criteria, as well as potential risks and ways to prevent them. All this, as a challenge, was pointed out by non-governmental



organizations during surveys and meetings. The examples ranged from advocating the need to have a park and recreation area in a regional town to advocating against mining. The key to success in this process is not only the documents prepared in accordance with the relevant requirements, but also effective communication around them with various target groups.

4. Effective strategic communication. Effective communication with its various aspects was mentioned to be the most serious issue. Non-governmental organizations saw the development of communication skills and abilities in several dimensions and targeted areas. The fact that effective communication or lack of it has become the reason for the success and also the failure of non-governmental organizations and their activities is inherently recognized by everyone. These assessments were supported by a variety of examples, as well as analysis and rethinking of their own experience. Non-governmental organizations saw the problem of communication in several directions: a) communication with partners from the public sector, b) communication with the general public, c) communication with decision-makers at the local and state levels, d) communication with the international community and the donor community. Communication in all these directions has its own goals, objectives, actions and organizational specifics. Each target group, according to the direction of communication, presents its own hidden and explicit demands to non-governmental organizations. Also, taking these into account and referring thereto determines the effectiveness of communication.

Effective interaction with partners should facilitate the effective exchange of information between organizations operating in different sectors about the processes taking place, in general, in the public sector, as well as about large and small projects. This should help to learn from each other, combine the accumulated huge potential, to jointly generate new ideas and face new challenges that arise every day. Communication with the general public is more than important today. The situation that has developed in the last 5-6 post-revolutionary years with regard to public institutions, their constant discrediting and belittling of their activities have created an atmosphere and environment where trust in non-governmental organizations is not at the desirable level. This also has a negative impact on the perception of many important programs implemented by non-governmental organizations, as well as the number of supporters of non-governmental organizations increases, and in this situation to talking about the representation and protection of public interests or the interests and rights of any group of society is becoming increasingly difficult and it weakens the work of public organizations to advocate and protect interests. Communication with local and state authorities and institutions should undergo a radical revision. This is a problem directly raised by NGOs. Communication with local and state authorities and institutions is directly related to the presentation of their, the NGOs' theories of change, policy documents, and their vision of problem solving. Success is not only conditional on documents and other necessary information being presented in a high-quality manner, it is becoming increasingly important how they are communicated, and in this case, it should be communicated both to the public and the beneficiary group and decision-makers. Disagreements with local self-government bodies and national institutions, failure to find common ground for cooperation, unwillingness to listen to each other, attitudes of rejection and denial are caused by weak or lack of effective communication skills. One of the important prerequisites for effective communication is the quality of flexibility of the communication parties, and in this case, it becomes definitely important for the representatives of civil society institutions.

Communication with international and donor institutions is also becoming extremely important for civil society institutions and their representatives in today's Armenia. The importance of this is due to



the reduction in the amount of monetary assistance provided to non-governmental organizations, which makes this process narrower and more targeted. Basically, the importance of communicating with this community is to influence the formation of the agenda of international institutions and the donor community, and this requires the implementation of a clearly developed strategy. In general, communication in all these directions should be conducted in accordance with clearly developed strategies accepted by the participants. The provisions, main directions and tools of strategic communication, the development of the discourse and verbal products should be carried out with the participation of skilled experts, be a participatory and inclusive process.

5. Organization and project management. Among the more than a dozen needs and gaps identified during the mapping, the issue of governance stands out in terms of its importance. Management was divided by representatives of non-governmental organizations into two levels: project management and organization management. Both of these levels, in turn, had components that could become separate topics for training courses. They can be presented as follows: project management includes operational management skills, including project evaluation and monitoring, preparing and submitting reports, as well as quality assurance of implemented programs. Meanwhile, the management of an organization implies strategic planning, planning and implementation of the future and development of the organization in accordance with the priorities of the organization. In strategic management, also a great importance is attached to strategic communication, as well as ensuring transparency and accountability of the organization. Organizational management functions have recently also included the skills of flexibility and operational actions in emergency situations.

6. Willingness and desire to engage in CEPA-related initiatives. One of the main objectives of the mapping was to understand how well the broad masses of Armenian civil society representatives are aware of the CEPA and how deeply they know its provisions, implementation processes, as well as their willingness to engage in the CEPA implementation, monitoring, communication and general public awareness raising projects and programs. Here we have to regretfully state that the level of awareness was lower than desired, especially in the regions. Those institutions that can be classified as experienced and performing rather long-term and influential activities, and that have already been involved in various monitoring and/or advocacy initiatives related to the issues of any sector, were aware of CEPA. Happily and hopefully, it should be noted that the majority of organizations, having received information about CEPA, were very quick to determine which provisions of the Agreement could be combined with the problems in their region or their range of interests, and how it can be used to advance their social agenda and bring about change in the region and in the scope of their activities. And immediately, solutions to all the above problems and bridging the gaps became paramount to ensure future success.



7. TOPICS on capacity building of NGOs

The main objective of mapping was to identify the gaps that Armenian civil society sees, including experienced and start-up organizations, independent experts and active civil initiatives. Almost all the gaps, challenges, and needs that were pointed out during the meetings were listed at the beginning of the report.

Without absolutely ignoring and sidelining most of the challenges presented, the authors of the report identified several high-priority needs and gaps, the filling of which is of fundamental importance for the CEPA monitoring and directly corresponds to the mission of the program “Support to Armenia in the CEPA Monitoring, Implementation and Communication”. Here, it should be noted once again that the proposed topics are important for all public institutions, including those who have experience in monitoring and have already carried out or are carrying out monitoring, as well as those institutions that have never implemented and only want to implement such initiatives. As already mentioned, the main purpose of this mapping was to understand and identify the needs and gaps that the Armenian civil society institutions themselves see in order to perform their activities in a more targeted, purposeful and effective manner both from a short-term and long-term perspective. Also taking into account the purpose of the CEPA monitoring, the research team divided the raised needs and gaps into two groups: topics that need to be addressed now and bridge these gaps as soon as possible, and a group of topics that can be addressed either simultaneously, or even later, which essentially address the issues of the general development and establishment of organizations.

The topics of the first group, **of primary need**, were also combined based on their logical connection. Trainings on these topics can be conducted with a common philosophy, harmoniously linking the presented topics with each other. If implemented in this way, the confidence that the knowledge and tools provided will be implemented in organizations and become part of their intellectual property increases even more. The topics of the first group include:

1. Program monitoring, evaluation and quality assurance
2. Development of policy documents
3. Effective advocacy
4. Strategic and operational communication

These topics are organically linked to each other, and one derives from the other, and one cannot be implemented without the other, and makes no sense to do that. This is actually a process that can bring about the desired change if implemented in a chain. Each of the components of this chain has its own typical sub-questions. Monitoring includes methodology development principles and approaches, selection of tools, data collection and quality assurance of this process, which will guarantee the reliability of monitoring. Monitoring will be an end in itself if their results are not translated into policy documents, documents that should demonstrate the desired change and indicate the way to achieve this change, including risks and final evaluation criteria. To prepare policy documents, the following skills are required to have:

- a) problem identification
- b) formulation of the research topic
- c) development of the research methodology
- d) collection of facts and data analysis
- e) preparation of a research report



- f) preparation of research/report summary
- g) evaluation of the performed work

The best prepared documents will not achieve their goal, will not influence the decision-makers and will not result in the changes we seek if there is no capacity for effective advocacy. This component includes formulating advocacy issues and, based on them, developing and implementing an advocacy strategy at local, national, and international levels, and all this can become a reality if there is an elaborated advocacy strategy. The best elaborated strategy will remain on paper if its authors are unable to ensure effective communication in a wide variety of ways and in all possible directions. This communication must be able to be carried out both with the general public, training them about their own work done, and directly the decision-makers, and with international institutions that are the main actors in the given area. The communication strategy includes choosing a target, developing a message specifically for it, its packaging, and choosing the most accessible ways and means of delivery to the target group. Only by using effective, and, most importantly, “positive communication” strategy one can have a wider circle of like-minded people, which will be more effective to refer to in getting a voice to the decision-makers.

Ensuring the substantive interrelationship between the above-mentioned topics becomes a guarantee that a non-governmental organization or a group of active individuals can bring about changes in areas and situations that they consider important.

The target group for these courses can be both organizations with existing experience, as well start-up and not very extensively experienced organizations.

We have classified the other group of identified gaps and needs as topics necessary for the development of organizations, but **of a general nature**. These topics are mainly offered to institutions that have just started their activities in the public sector or have a desire to engage in public activities. It should be noted that the topics of this group are still quite relevant for the Armenian civil society, given the process of generational change in this area. A new generation is entering the public sector, presenting ambitious and newfangled programs, however, they lack the minimum knowledge, skills and capacities required for their implementation. We do not detail the content of these topics, since they are not directly related to the CEPA monitoring, but list them as information in order to include them in capacity-building initiatives in case of future opportunities. Topics in this group include:

1. Organization and project management
2. Ensuring financial reporting in accordance with local and international standards
3. Strategic planning of the organization for a period of at least 5 years (with discussion of the philosophy of the organization, theory of change, development of intermediate and final results, measurable indicators)
4. Raising awareness of CEPA
5. Human resource management with an emphasis on the personal growth of the organization's members, with motivation tools
6. Fundraising and preparation of result-oriented projects
7. Development, documentation and independent evaluation of organizational procedures
8. Networking skills
9. Planning and capability to act in emergency situations
10. Language proficiency improvement



8. THEMATIC WORKING GROUS SET UP AS PART OF CEPA

The thematic working groups presented below were set up taking into account the sectors included in CEPA and the sub-sectors that are part of these sectors, as well as the capabilities, skills, knowledge and willingness of non-governmental organizations to be involved in these processes. The list is tentative and subject to change. One organization can be a member of several groups, several organizations can simultaneously participate in the discussion of several topics, whereby topics and groups can be combined to expand, or, conversely, to form narrower topics and subgroups. This assumes a dynamic process, and no stable and unchanging list is expected.

1. Human rights

- Anti-discrimination
- Women’s rights
- Right to freedom from torture, inhuman or degrading treatment
- Closed and semi-closed institutions
- Protection of personal data
- Right to freedom of press, speech and expression
- Right to freedom of assembly and association
- Right to freedom of information

2. Judicial sector

- Right to fair trial
- Access to justice
- Criminal justice

3. Legal reforms sector (Police - MIA)

4. Anti-corruption sector

5. Education

- General education
- Secondary vocation education
- Higher education
- Lifelong education
- Social justice in the education system. Access to quality general education

6. Healthcare

- Universal insurance
- Mental health

7. Environment

- Climate adaptation and mitigation
- Mining industry and agriculture



- Water resource and Lake Sevan
- Forests and biodiversity
- Land use and soil quality
- Wastes
- Air quality (pollution)
- Circular economy
- Labelling and Anti-greenwashing
- European Green Deal

8. Transport

9. Energy

- Renewable energy
- Decarbonization
- Small Hydro Power Plants

10. Local Self-Government Bodies

11. Digital Security

- National Cybersecurity Concept
- Critical
- Critical Infrastructure Cybersecurity Act
- Online Neutrality Policy
- International cooperation to combat cybercrime

12. Consumer rights

13. Social and labor Rights

14. Right to vote

15. Migration

16. Disaster risk management



9. SUMMARY

Mapping the needs and gaps of the Armenian civil society was a task that showed in real time that there are a bunch of challenges and processes related to the performance efficacy of civil society institutions, their development and change, adaptation and flexibility, which should constantly be the focus of attention of both organizations themselves and experts, the donor community providing support to these institutions, as well as state and local self-government bodies. In summary, a few ideas can be noted for more detailed consideration in the future.

1. Dissemination of knowledge and information about CEPA, as a new living standard, is important throughout Armenia and for public institutions dealing with various sectors and problems, individual experts and proactive and active groups, both at the local and national levels. It is the civil society that should contribute to the formation of demand among the general public for the implementation of CEPA.
2. The role and importance of the public sector is increasing significantly in our reality, in the post-revolutionary period, and the use of its accumulated knowledge and experience is only and only for the benefit of Armenia and its future democratization. It should be recognized that investment in the public sector is not exhausted, and this becomes even more important given the generational change taking place in the sector. The new generation is really a different generation in the public sector, free, independent and striving for real change. This generation needs to be helped by equipping it with knowledge and tools.
3. CEPA monitoring should become an ongoing process, constantly offering alternative opinions, evaluations, more effective actions to the implementing bodies, as well as, thanks to them, ensuring continuous dialogue with local and state authorities for real change in all spheres of public life in Armenia.
4. CEPA monitoring by public institutions should be comprehensive, not limited to recording facts and publishing reports thereon. This must be a holistic, inclusive, communicative process that will present CEPA as the standard for change, as well as a way and opportunity to achieve this change.
5. CEPA monitoring civil society should enable newer institutions to be part of these processes in collaboration with more experienced ones and these initiatives are implemented by sectoral NGOs and expert groups, at the same time, this will contribute to more effective advocacy.



APPENDIX 1

List of CSOs by marzes participated in a meetings under the mapping exercise of Component 3

Armavir Marz

#	Organization	Name, Surname	Position	City	Phone	email
1	MITK NGO	Levon Chukaklyan	President	Armavir	094186869	Levon.chukaklyan96@gmail.com
2	National Scout Organization, Armavir	Nina Petrosyan	Representative	Armavir	098733658	ninpetrosyan18@gmail.com
3	National Scout Organization, Armavir	Narek Petrosyan	Representative	Armavir	094670967	narekpetrosyan.05@mail.ru
4	Family and Community	Knarik Garanfilyan	President	Armavir/Metsamor	093631970	knarikgaranfilyan@gmail.com
5	Armavir Development Center	Gayane Haroyan	Program Manager	Armavir	098575756	haroyan.gayane11@gmail.com
6	Armavir Development Center	Samvel Petrosyan	Program Coordinator	Armavir	094803743	samvelpetrosian97@gmail.com
7	Sustainable Region development	Angela Stepanyan	President	Armavir	093344416	angela.stepanyan@gmail.com
8	Hope of Metsamor	Margarit Sedrakyan	President	Armavir	041901188	huysimetsamor@yahoo.com
9	“Avangard” youth Center	Susanna Matinyan	President	Armavir	098554406	armavircenter.cyc@gmail.com



Alaverdi, Lori Marz

#	Organisation	Name, Surname	Position	City	Phone	email
1	Planet of Kindness	Gor Nakashyan	Volunteer	Alaverdi	033709208	nakashyangor@gmail.com
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3	HEBA NGO	Lusine Israyelyan	Social Worker	Alaverdi	031689717	israelyan.l@mail.ru
4	HEBA NGO	Yulia Khachatryan	Volunteer	Alaverdi	0330023313	yulyakhachatryan04@gmail.com
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7	Alaverdi Youth Organization	Mary Ohanyan	Volunteer	Alaverdi	091721116	merionanjan@mail.ru
8	Alaverdi Youth Organization	Gagik Petrosyan	Funder	Alaverdi	033616816	petrosyangagik58@gmail.com
9	2 Eco Youth CCMS	Khosrov Dulgaryan	Ex-president	Alaverdi	077935053	kdulgaryan@gmail.com
10	DCAT	Meri Hakobyan	Volunteer	Alaverdi	094477024	meryhakobyan2021@gmail.com
11	Youth Voice for Change	Nane Bezhanyan	Ex-president	Alaverdi	098032702	nane.a.bezhanian@gmail.com
12	HEBA NGO	Nona Khachatryan	Youth Project's manager	Alaverdi	099999910	nonakhachatryan99@gmail.com



13	DCAT, 2 Eco Youth	Karen Azatyan	Volunteer	Alaverdi	099601321	azatyank22@gmail.com
14	DCAT	Emma Aghvanyan	Volunteer	Alaverdi	077205933	agvanyanemma@gmail.com
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Vanadzor, Lori marz

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7	HCAV	Ani Ter-Meliksetyan	PR and Coms coordinator	Vanadzor	093669397	pr@hcav.am
8	HCAV	Ofelya Zalyan	Project Manager	Vanadzor	077604300	ozalyan@hcav.am

Gyumri, Shirak Marz

#	Organisation	Name, Surname	Position	City	Phone	email
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2	“Khoran Ard” Intellectual NGO	Armen Petrosyan	Executive Director	Gyumri	094826876	armenstar1@gmail.com



3	«Agat» NGO	Meri Papikyan	Information and Referral expert	Gyumri	094041785	meripapikyan8@gmail.com
4	«Hartak» Research Center	Gohar Hovhannisy an	Co-funder/President	Gyumri	093390758	goharhovhannisy an19@gmail.com info.hartak@gmail.com
5	Youth Initiative Center	Valya Martirosyan	Director	Gyumri	093231385	valya.martirosyan@yic.am
6	«Arevamanuk» Psycho-Social Support Foundation	Sona Simonyan	Executive Director	Gyumri	095100898	arevamanuk@gmail.com
7	Lusapayl NGO	Arevik Mkrtchyan	N/A	Gyumri	098061401	arevikmkrt1985@gmail.com
8	«Armenian Lawyers Association»	Gayane Gevorgyan	Coordinator	Gyumri	098936652	g.gayaneh24@gmail.com
9	Journalists' «Asparez» Club	Levon Barseghyan	President	Gyumri	091821263	Levon@asparez.am
10	Progress Gyumri	Hasmik Mkhitarian	President	Gyumri	098691690	progressgyumringo@gmail.com
11	Gyumri Club	Lusine Musoyan	Funder/President	Gyumri	093192369	gyumriclub@gmail.com
12	«Local Democracy office» Foundation	Lusine Alexandryan	Director	Gyumri	094200878	ldaarmenia@aldaintranet.org



13	“Human Rights Protection Center after A.D. Sakharov” NGO	Seyran Martirosyan	Director, Shirak Branch	Gyumri	098434256 091434256	seyranmartirosyan@gmail.com
14	Effective Management and Community Development, NGO	Hripsime Petrosyan	President	Gyumri	093953345	hrippetrosyan1985@gmail.com

Goris, Syunik Marz

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2	Goris Press Club	Susanna Shahnazaryan	President	Goris	094023525	susansha9@gmail.com
3	Goris State University	Alina Vardanyan	Student	Goris	077822306	vardanyan.lina97@gmail.com
4	Vinnet Goris	Anna Danielyan	Project Manager	Goris	077231702	annadanielyangurc@gmail.com



5	Impact Hub Syunik	Raisa Aghabekyan	Project Manager	Goris	09492438 6	raisaaaghabekyan@impacthub.net
6	Goris Youth Club	Aida Antonyan	Staff member	Goris	09898247 9	aida195513@mail.ru
7	“Human Rights Protection Center after A.D. Sakharov” NGO, Syunik Branch	Anahit Amaryan	Staff member	Akner	09483282 3	amaryananahit4@gmail.com
8	“Human Rights Protection Center after A.D. Sakharov” NGO, Syunik Branch	Lilit Hayrapetyan	Staff member	Khut	09306404 4	Lilithayrapetyan2023@gmail.com
9	Vernashen special school	Armine Janunts	Special pedagog	Vernashen	07785308 2	arminejanunts@gmail.com
10	«Sose» NGO	Liana Sahakyan	President	Goris	09386037 4	sose.ngo@gmail.com
11	«Cooperation Ark» NGO	Karine Avetisyan	President	Goris	09176333 6	hamkamar@mail.ru

Kapan, Syunik

#	Organisation	Name, Surname	Position	City	Phone	email
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1	Zartonk Kajaran	Arthur Hayrapetyan	Member	Kajaran	093112761	N/A
2	«Tsiatsan» Leadership Education Center NGO	Susanna Martirosyan	President	Kapan	093362483	susmartiros@gmail.com
3	Baghaberd benevolent NGO	Varduhi Ohanjanyan	President	Kapan	094608797	varduhiohanjanyan@gmail.com
4	“For Freedom”	Armenak Davtyan	Vice-President	Kapan	077737202	armendavtyan7213@gmail.com
5	Yulis NGO	Rita Davtyan	President	Kapan	094435413	rdavtyan7@mail.ru
6	Kapan Youth Initiative Center	Svetlana Grigoryan	Co-Funder	Kapan	098969950	grigoryansvetlana2020@gmail.com
7	Kapan Youth Initiative Center	Ani Sargsyan	Co-Funder, coordinator	Kapan	077132461	<u>kapancentereyc5@gmail.com</u>
8	Kapan Youth Initiative Center	Meri Nersisyan	Member	Kapan	093176999	meri.nersisyan.mono@gmail.com
9	N/A	Arthur Movsisyan	Free Citizen	Kapan	098555862	N/A



Yeghegnadzor, Vayots Dzor Marz

#	Organisation	Name, Surname	Position	City	Phone	email
1	Restart Yeghegnadzor	Lilit Khachatryan	Director	Yeghegnadzor	098065623	khachatryanlilit111@gmail.com restartyeghegnadzor@gmail.com
2	Solution HUB community development NGO	Lusine Karapetyan	Director	Vayk	077992772	lusinekarapetian@gmail.com
3	N/A	Hrach Kocharyan	N/A	Yeghegnadzor	077778199	qocharyanhrach7@gmail.com

Sevan, Gegharkunik Marz

#	Organisation	Name, Surname	Position	City	Phone	email
1	Sevan Youth Club	Gohar Mnatsakanyan	President	Sevan	093662119	sevanyouthclub@gmail.com
2	Regional Center for Research and Development, NGO	Martin Badeyan	President	Sevan	091591272	marba20122019@gmail.com



3	Regional Center for Research and Development, NGO	Satenik Badeyan	Program Manager	Sevan	099085814	satik.badeyan@gmail.com
4	«Lchashen Union» NGO	Papin Muradyan	President	Sevan/Lchashe n	091218844	lchashenciner.ngo@gmail.com
5	Sevan Tourism and Information Center NGO	Davit Torosyan	President	Sevan	096330430	david-levonich@mail.ru
6	Sevan Regional Cultural Center SevanVeloTime Bike Club	Hermine Andrikyan	Director	Sevan	077101775	herimine-and@mail.ru

Gavar, Gegharkunik Marz

#	Organisation	Name, Surname	Position	City	Phone	email
1	«Blejan» Environmental, Social, Business support Center NGO ՀԿ	Lianna Asoyan	President	Gavar	077766464 096266066	blejanli@gmail.com info@blejan.org
2	«Sarvor» Toursim, social-education,	Lala Mkrtyan	President	Gavar	077270780	mkrtyan-lala@mail.ru



	environmental NGO					
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Martuni, Gegharkunik Marz

#	Organisation	Name, Surname	Position	City	Phone	email
1	Asp Rider Club	Gagik Bashinjaghyan	Director	Martuni	098616 668	baghishjanyan@mail.ru
2	Martuni sport-cultural NGO	Tatevik Grigoryan	President	Martuni	091911 257	ggatev@rambler.ru
3	Huso Astgh NGO	Astghik Galstyan	President	Martuni	098085 222	astghikgalstyan@gmail.com
4	Active Citizen	Khanum Ghazaryan	N/A	Martuni	094605 004	viktorya1967@mail.ru
5	Active Citizen	Violeta Grigoryan	N/A	Martuni	093969 611	g.violeta1974@mail.ru
6	Martuni Women' Coincil	Anahit Gevorgyan	President	Martuni	094211 396	Kananc7@gmail.com
7	Active Citizen	Anahit Hayrapetyan	N/A	Martuni	098845 458	anahithayrapetyan37@gmail.com
8	Active Citizen	Alina Hrahayryan	N/A	Martuni	098060 796	alinahrahayryan@gmail.com
9	Martini Community Development Center, NGO	Meri Sargsyan	Coordinat or	Martuni	093931 958	mary.sargsyan1999@gmail.com

Noyemberyan, Tavush Marz



#	Organisation	Name, Surname	Position	City	Phone	email
1	Noy Star	Amma Alexanyan	President	Noyemberyan	093975631	e.alexanyan@yahoo.com
2	CCD NGO	Lala Mamyán	Finance Director	Noyemberyan	098069590	lalamamyán.ccd@gmail.com
3	CCD NGO	Ruzan Harutyunyan	Program coordinator	Noyemberyan	077239464	ruzanharutyunyan.ccd@gmail.com
4	CCD NGO	Hasmik Azizbekyan	President	Noyemberyan	055783283	hasmikazibekyan.ccd@gmail.com

Ijevan, Tavush Marz

#	Organisation	Name, Surname	Position	City	Phone	email
1	«Restart Ijevan» NGO	Meline Gevorgyan	Executive Director	Ijevan	077217126	mel.gevorgyan95@gmail.com
2	Tavush Innovative Hub	Alina Jamalyan	Volunteer	Ijevan	094220304	alina.jamalyan2006@gmail.com
3	Tavush Innovative Hub	Meline Poghosyan	Volunteer	Ijevan	094202307	poghosyanmeline9@gmail.com
4	Tavush Innovative Hub	Elen Gasparyan	Volunteer	Ijevan	091120103	<u>egasparyan@gmail.com</u>
5	Tavush Innovative Hub	Nonna Gasparyan	Volunteer	Ijevan	077232607	nonnagasparyan1306@gmail.com



6	Civic Youth Center NGO	Flora Khachatryan	Program Coordinator	Ijevan	077733392	florkhachatryan@gmail.com
7	Civic Youth Center NGO	Ani Yeganyan	Volunteer	Ijevan	093638361	ani.eganyan2003@gmail.com
8	Civic Youth Center NGO	Erna Galstyan	PR coordinator	Ijevan	077953797	erngalstyan@gmail.com
9	Civic Youth Center NGO	Arpine Yeritsyan	President	Ijevan	098586878	arpiyezit@gmail.com



APPENDIX 2

LIST OF INTERVIEWED EXPERTS

1. Lianna Marukyan – Konrad Adenauer
2. Ani Torosyan – Konrad Adenauer
3. Alen Amirkhanyan – Akopian Center, AUA
4. Inga Zarafyan – EcoLur NGO
5. Abraham Artashesyan – Community Finance Officers Association NGO
6. Avetik Mejlumyan – Institute for Public Policy NGO
7. Hayk Abrahamjan – independent expert
8. Astghine Pasoyan – Energy Saving Foundation
9. Genya Petrosyan – Law Development and Protection Foundation
10. Araks Melkonyan – Protection for Rights without Bounders NGO
11. Zhenya Malyan – Real World Real People NGO
12. Levon Barseghyan – Journalists’ Club “Asparez”
13. Daniel Ioannisyan – Union of Informed Citizens NGO
14. Arpine Baghdoyan – Near-East Foundation, STRIVE project funded by the EUD
15. Sona Ayvazyan – Transparency International Anti-Corruption Center, Armenia NGO
16. Mamikon Hovsepyan – PINK NGO
17. Edgar Khachatryan – Peace Dialog Center NGO
18. Muraz Azizi – Yezidi human rights center NGO
19. Oleg Durgaryan – Community Center for Development and Mobilization NGO
20. Grigor Yeritsyan – Armenian Progressive Youth NGO
21. Arthur Papyan – Media Diversity Institute NGO
22. Valentina Gevorgyan – independent expert
23. Valya Martirosyan – Youth Initiative Center, Gyumri, EU funded project
24. Larisa Minasyan – independent expert
25. Arthur Sakunts – Helsinki Citizens’ Assembly Vanadzor office NGO
26. Naira Sultanyan – Democracy Development Foundation
27. Karen Zadoyan – Armenian Lawyers Association NGO
28. Lusine Hakobyan – Europe in Law NGO, Co-chair of CEPA-CS Platform in Armenia
29. Violeta Zopunyan – Center for Rights Development NGO
30. Stepan Grigoryan – Analytical Center for Globalization and Regional Cooperation NGO
31. Sedrak Sargsyan – Armenian Farmers’ Association NGO
32. Hovsep Khurshudyan – Active Citizen NGO, EaP ANP coordinator



APPENDIX 3

QUESTIONNAIRE

for meetings with NGOs on CEPA

This questionnaire was compiled within the framework of “Support to Armenia in CEPA monitoring, implementation and communication” project, with the aim to review the work performed by Armenian non-governmental organizations, foundations, international organizations on the implementation of CEPA and its monitoring. Through this questionnaire, the project implementation team aims to find out, understand, reveal the knowledge and insights of the Armenian public sector about CEPA, their desires to be more actively involved in the monitoring processes of this project, their willingness to be a part of civil society’s engagement in various platforms of cooperation with other institutions, to map the gaps that need to be bridged or empower the Armenian civil society to become more effective and influential actor in the implementation of an agreement with the EU as important for Armenia as CEPA.

Name of the organization and chief executive _____

Date of completion _____

1. Year and place of incorporation and star of activities of your organization

2. Number and positions of permanent/core staff of your organization (does not include current and/or contracted staff)

3. Field of activity of your organization, projects implemented in the last 3 years, and the source of funding

4. What was the reason for choosing these areas?



5. Type of activity of your organization:

- Provision of services with local and/or national scale
- Monitoring: time interval
- Advocacy at local, national, international levels
- Other_____

6. Who and/or which institutions are the beneficiaries of your organization?

- Vulnerable groups
- Local self-government bodies
- Regional institutions
- National bodies
- NGOs
- Youth institutions
- Other_____

7. How well are you aware of CEPA and its implementation progress?

8. Which area of CEPA consists with your organization’s scope of activity and/or interests?

9. Do you consider the civil society’s engagement in the CEPA implementation processes and in what format?



10. How do you see your organization’s engagement?

11. What toolkit do you have to ensure that engagement?

12. What additional knowledge, capabilities, skills, toolkits do you see a need for your organization that would contribute to the development of your organization and, in particular, participation in civil society initiatives related to CEPA.

13. Are you aware of the existence of CEPA’s Civil Society Platform and its mission?

14. Are you willing to collaborate with the above platform on monitoring the area you are interested in and/or generally the whole CEPA?

15. Are you willing to cooperate with the RA Government, in collaboration with other non-governmental organizations, including the above platform, on CEPA implementation and monitoring initiatives?



16. One of the options for cooperation with the institutions mentioned above is creating task forces and holding regular meetings, discussions and other activities within these groups. Is your organization willing to participate in this work, and also coordinate some groups, if necessary?

17. In case you are interested in CEPA, its implementation and monitoring plans, will your organization be ready to provide human and time resources to participate in capacity building trainings, and further for engagement in various projects related to CEPA?

18. How would you rate the awareness of the Armenian society about CEPA: the level (high-low) and quality (positive-negative)?

19. Which segments of Armenian society should be the primary target for more and positive perceptions of CEPA (schoolchildren, high school students, students, youth, vulnerable segments of the population, minorities, government officials, staff of the education system)?

20. What kind of informative and effective communication actions are needed to raise awareness of Armenian public and/or specific segments about CEPA and change the quality, if necessary?

We are grateful to the experts, civil society organizations' representatives and citizens that took part in the research, for their time and valuable ideas and opinions.