



GENERAL INFORMATION

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- Approved by: **Head of EU Delegation and Heads of the resident EU Member State Embassies**

INTRODUCTION

The EU Roadmap for engagement with civil society in Armenia (2021-2027) was developed in the aftermath of the COVID-19 pandemic and against a socio-political backdrop that has significantly changed. Since then, Armenia has been confronted to critical developments, notably Azerbaijan's attack in September 2022 and the forced displacement of over 100,000 ethnic Armenians from Nagorno-Karabakh in 2023. These events, coupled with Russia's war of aggression in Ukraine, have altered the country's geopolitical balance and substantially impacted civil society organisations' (CSOs) operations and priorities, with many redirecting their focus toward humanitarian assistance and emergency response.

In these hard times CSOs have demonstrated remarkable adaptability and resilience, strengthening their role in addressing urgent societal needs while maintaining their commitment to democratic development, human rights, and good governance. Their proactive response to emerging challenges has enhanced their standing among both government institutions and the public, despite increasing smearing and stigmatisation attempts from far right, nationalist and pro-Russian groups. International assessments indicate either stability or slight improvement in the civil society environment, with Armenia's civic space advancing from 'Obstructed' to 'Narrowed' status between 2021 and 2023 according to the CIVICUS Civic Space Monitor.

The implementation of the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA) and the establishment of the EU Mission in Armenia (EUMA) in 2023 have simultaneously created new opportunities for civil society engagement and strengthened the EU's position as a key partner in Armenia's democratic development. On the other hand, the unstable geopolitical situation in the Eastern Partnership and the growing levels of political polarisation, often fuelled by disinformation and hate speech, risk eroding public trust in democratic institutions and ultimately shrinking civic space.

This updated roadmap considers recent developments in Armenia's civil society by assessing the latest changes in its enabling environment, its modalities of engagement in policy dialogue, and both improvements and persistent gaps with regards to its organisational capacities. It builds upon extensive consultations with civil society stakeholders, survey findings, and comprehensive assessments of the sector's needs and challenges. The resulting document aims to provide strategic guidance for EU engagement with Armenian civil society through 2027, focusing on strengthening civil society's role in democratic governance, policy dialogue, and sustainable development, while addressing emerging challenges and opportunities in a rapidly evolving and to some extent volatile national and regional context.

¹ The EU Delegation launched consultations with EU Member States and Armenian CSOs from March to November 2021. Due to the evolving political context (including the snap parliamentary elections in June 2021 and challenges posed by the COVID-19 pandemic and the post-war situation, the approval of the final Roadmap was postponed to beginning of 2021.



PART I – BRIEF ANALYSIS OF THE CONTEXT AND PAST EU ENGAGEMENT

1.1. THE STATE OF CIVIL SOCIETY: BRIEF UPDATE ON RECENT DEVELOPMENTS

1.1.1. GENERAL SITUATION

The *EU Roadmap for Engagement with Civil Society 2021-2027* was developed in the aftermath of the snap parliamentary elections in June 2021 and aimed at addressing the new challenges posed by the COVID-19 pandemic and the post-war situation. These were further exacerbated by Azerbaijan's attack on eastern borderline settlements of Armenia in September 2022,² followed by the blockade of Nagorno-Karabakh (NK) and ethnic cleansing of the Armenian population of NK in 2023.³ **These developments affected the environment and activities of CSOs**, and many of them redirected their focus towards providing humanitarian and emergency assistance to the people displaced from Artsakh and the local population affected by the conflict. CSOs' proactive response to emerging needs and their significant role in addressing the refugee crisis, as over 100,000 forcibly displaced individuals from Nagorno-Karabakh relocated to Armenia, has bolstered the perception of CSOs' role among the government and the public. However, the public trust in the sector remains limited, and CSOs and activists focused on human rights advocacy, democracy, environmental issues, and LGBTQ+ rights continue to often encounter disinformation campaigns, hate speech, and online attacks.

In addition to these challenges, Armenian CSOs are facing **increasing financial constraints due to a contraction in international donor funding**. This includes budget cuts from major donor countries driven by shifting priorities, economic fluctuations, and geopolitical conflicts.⁴ The resulting decline in external support has led to the closure of numerous grassroots initiatives and forced larger organisations to scale back their operations, thereby weakening the overall capacity of Armenian civil society to contribute to democratic development and provision of social services.⁵

International assessments of the CSO sector have indicated **either stability or slight improvement in CSO environment**, capacities, and policy dialogue. The annual CSO Meter report, which assesses key achievements and issues in the CSO enabling environment, indicates no change in the overall enabling environment score between 2021-2024, which remains at 4.8 on a 7-point scale (with 7 being the highest).⁶ The Nations in Transit report by Freedom House assigns a score of 4.75 for the Civil Society component in 2024 (on a scale of 1 to 7, with 7 representing the highest level of democratic progress), a slight improvement from 4.5 of 2021 report, and the highest among all the components of Democracy score.⁷ Additionally, Armenia's civic space advanced from 'Obstructed' to 'Narrowed' status in the CIVICUS Civic Space Monitor between 2021 and 2023.⁸ However, according to the 2022 CSO Sustainability Index by USAID, Armenia's overall CSO sustainability score has remained unchanged since 2018, standing at 3.6 on a 7-point scale (where lower scores indicate stronger CSO sustainability).⁹

In the context of the EU-Armenia relations, the implementation of the *EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA)*,¹⁰ the launch of the EU Mission in Armenia (EUMA) in 2023,¹¹ and ongoing Armenia-EU

² The 2022 Azerbaijani Incursion Into Armenia: Events and Aftermath, EVN report, 13 September 2024, <https://evnreport.com/new-updates/the-2022-azerbaijani-incursion-into-armenia-events-and-aftermath/>.

³ Why Are There No Armenians in Nagorno-Karabakh?, Special Report 2024, Freedom House, <https://freedomhouse.org/report/special-report/2024/why-are-there-no-armenians-nagorno-karabakh>.

⁴ How can international organizations maintain their aid efforts amid shrinking funds? | Experts' Opinions, Development Aid, 14 April 2025, <https://www.developmentaid.org/news-stream/post/193880/aid-efforts-amid-shrinking-funds>.

⁵ The impact of U.S. aid cuts on Armenia's civil society and media, CivilNet, 17 March 2025, <https://www.civilnet.am/en/news/822632/the-impact-of-u-s-aid-cuts-on-armenias-civil-society-and-media/>.

⁶ Armenia, CSO Meter, <https://csometer.info/countries/armenia>.

⁷ Nations in Transit 2024: Armenia, Freedom House, <https://freedomhouse.org/country/armenia/nations-transit/2024>.

⁸ People Power Under Attack 2023, CIVICUS Monitor, December 2023, <https://civicsmonitor.contentfiles.net/media/documents/GlobalFindings2023.pdf>.

⁹ 2022 Civil Society Organization Sustainability Index for Central and Eastern Europe and Eurasia, 26th edition – December 2023, USAID, <https://www.fhi360.org/wp-content/uploads/drupal/documents/csosi-europe-eurasia-2022-report.pdf>.

¹⁰ The EU and Armenia Comprehensive and Enhanced Partnership Agreement enters into force, European Commission, 28 February 2021, https://ec.europa.eu/commission/presscorner/detail/en/ip_21_782.

¹¹ About European Union Mission in Armenia, EU Mission in Armenia, 11 April 2024, https://www.eeas.europa.eu/euma/about-european-union-mission-armenia_en.



negotiations on visa liberalisation¹² have been positively received by both civil society and the general public. These developments have enhanced the EU's image in the country and raised expectations for continued effective collaboration between the EU and Armenian civil society.

1.1.2. ENABLING ENVIRONMENT AND ENGAGEMENT IN POLICY PROCESSES

The legal framework and practices are generally enabling for the establishment and operation of CSOs in Armenia. Everyone can freely establish or join a CSO, and CSOs are free to get funding from a variety of sources, including international grants and entrepreneurial activities. However, improvements are needed in specific areas to enhance the legislative and practical environment, particularly to support **greater financial sustainability** for CSOs, strengthen their **engagement in policymaking** and **collaboration with the state**, and ensure more **effective state protection measures**.

The **CSO Meter report** highlights shifts in specific aspects of the CSO environment, including improvements in the Right to Participation in Decision-Making and Freedom of Expression, alongside declines in Access to Funding and State Protection areas within the last two years.

According to the results of the online survey conducted in October-November 2024¹³ (hereinafter referred to as the Survey), the majority of respondents find it relatively easy to operate a CSO in Armenia. The CSO Meter 2024 country report identifies several challenges in the area of **Freedom of Association**, including the absence of online registration options and the administrative and financial burdens associated with the disclosure requirements for ultimate beneficial owners (UBOs).¹⁴

While the legal framework allows CSOs to seek funding from diverse sources, **financial sustainability remains a significant concern**. Key challenges include lack of incentives for funding diversification and the interpretation of grant projects as 'delivery of services', thus subject to charging VAT in cases defined by law. The tax incentives for donations are insufficient to encourage frequent and substantial contributions,¹⁵ while in-kind contributions from businesses are subject to VAT.

The Law on Volunteer Work, adopted in June 2023, has provided **the legal basis for volunteering and volunteer status in non-profit organisations**. The law is generally supportive by offering clear legal definitions and guarantees, and introducing the right to reimbursement for additional expenses incurred during volunteer work.¹⁶ However, CSOs face difficulties in implementing the requirement to sign a formal volunteer work agreement with any volunteer, mandated by the law.¹⁷

The **state funding to CSOs** is governed by procedures outlined in a government decision that regulates provision of grants and subsidies from the state budget.¹⁸ State grant competitions, contracting, and reporting are managed through the public procurement electronic platform *armeps.am*. However, state grants primarily support social, educational and cultural activities and most CSOs operating in other sectors receive no state funding.

¹² EU and Armenia Launch Visa Liberalisation Dialogue, 09 September 2024, https://ec.europa.eu/commission/presscorner/detail/en/ip_24_4610.

¹³ The survey was part of a data collection process to inform the revision of the EU Country Roadmap for Engagement with Civil Society in Armenia for 2021-2027. It consists of 3 sections that correspond to the roadmap's three priority areas. The survey was widely distributed among the large number of Armenian CSOs and collected 158 responses. At the same time, as an online survey, it lacks sampling approach, thus it does not represent the general population of Armenian CSOs.

¹⁴ CSO METER: Empowered for Action, ARMENIA 2024 Country Report, ECNL Stichting and Transparency International Anticorruption Center, 2025, <https://csometer.info/sites/default/files/2025-01/ENG%20Armenia%202024%20CSO%20Meter%20Country%20Report.pdf>.

¹⁵ Armenia currently offers no tax benefits for individual donors, while corporate donor benefits are limited to profit taxpayers, who can deduct contributions from their taxable base only up to 0.25 per cent of their gross income for the reporting year. See RA Tax Code, 04.10.2016, last amended 12.06.2024, <https://www.arlis.am/DocumentView.aspx?DocID=195238>.

¹⁶ RA Law on Volunteer Work, 14.06.2023, <https://www.arlis.am/DocumentView.aspx?DocID=180260>.

¹⁷ CSO METER: Empowered for Action, ARMENIA 2024 Country Report, op.cit.

¹⁸ RA Government Decision No. 1937-N "On approving the procedure for providing subsidies and grants to legal entities from the state budget of the Republic of Armenia", 24.12.2003, last amended 06.08.2021, <https://www.arlis.am/DocumentView.aspx?docid=155096>.



In the area of **freedom of expression**, the government and parliament demonstrated a commitment to participatory practices in designing and implementing media reforms by signing a Memorandum of Cooperation with media organisations in April 2022,¹⁹ including the establishment of a joint working group to develop a comprehensive concept on mass media reforms. High levels of misinformation and hate speech in the country remain a concern for the civil society and public in general.²⁰ A National Concept on Disinformation was adopted in late 2023 to provide mitigation measures,²¹ and the government and CSOs have developed collaboration mechanisms to promote media literacy and counter disinformation.

The question of whether the state provides effective measures to protect CSOs received mostly negative or neutral responses in the Survey. In recent years, **CSOs and associated persons have been repeatedly subjected to harassment, hate speech, and attacks** by third-party organisations and groups. Most often, organisations working in the areas of LGBTQ+ rights, environmental activism or watchdog activities, face threats and harassment by third parties, but do not receive sufficient protection by law enforcement.²² Another worrisome development in this regard is that mining companies have initiated a number of court cases against environmental activists that, according to CSOs, are aimed at silencing and stalling environmental protests. Indeed, these lawsuits can be qualified as SLAPPs (strategic litigation against public participation) because they impose significant financial and psychological burden on activists to the point of deterring others from speaking out.²³

CSO participation in decision-making remains inconsistent and insufficiently institutionalised due to the absence of a state strategy for CSO development and state-CSO collaboration, the lack of institutional mechanisms for mandatory public consultations in the parliament, weak communication mechanisms and capacity gaps both within both state bodies and CSOs, and insufficient opportunities for meaningful participation in practice at both national and local levels. Furthermore, the consultative bodies of the ministries and other state bodies often play a nominal role, lacking regular meetings and genuine interest in CSOs' contribution and incurring in selective engagement.

This said, the government has initiated a number of measures under national strategic plans to improve institutional mechanisms for public participation. The **Public Administration Reform Strategy**, along with its roadmap for implementation and a results framework for 2023-2025, sets out further actions to strengthen public participation, such as establishing an institutional mechanism for the monitoring and maintenance of participatory management procedures, enhancing online and offline tools and mechanisms for participatory governance, and setting target indicators on improving public awareness on reforms and input in policymaking.²⁴ Along these same lines and based on the **OGP Action Plan for 2022-2024**, in December 2024 the government established a dedicated institutional unit within the Prime Minister's Office to advance participatory governance processes.²⁵

While CSOs have achieved notable results in monitoring and advocacy, these successes have not yet translated into systemic change. Armenian **think tanks** produce quality policy papers, and their expertise is growing, with over 30 think tanks functioning in the country.²⁶ However, they remain concentrated in the capital, while covering a narrow scope of policy areas. **Trade unions** in Armenia, primarily engaged in the protection and advocacy of the labour rights,

¹⁹ Memorandum of Understanding, 19 April 2022, Yerevan, https://www.moj.am/storage/files/news/news_5121033488291_Scan_2_.pdf.

²⁰ Armenia 2023, Amnesty International, <https://www.amnesty.org/en/location/europe-and-central-asia/eastern-europe-and-central-asia/armenia/report-armenia/>; Armenia (2024), Reporters Without Borders, <https://rsf.org/en/country/armenia>.

²¹ RA Prime Minister Decree N 1319-L "On approving the RA Concept on Combatting Disinformation and Deriving Action Plan for 2024-2026", 27.12.2023, <https://www.arlis.am/DocumentView.aspx?DocID=187979>

²² CSO METER: Empowered for Action, ARMENIA 2024 Country Report, op.cit.

²³ Policy Brief: Suppression of Environmental Activists in Armenia, Araminta, Democracy Development Foundation, September 2024, <https://demdev.org/wp-content/uploads/2024/10/Policy-Brief-Suppression-of-Environmental-Activists-in-Armenia.pdf>.

²⁴ RA Government Decision N 1367-L, on Amendments to the RA Government Decision N 691-L of May 13, 2022, 11.08.2023, <https://www.arlis.am/DocumentView.aspx?docid=181429>.

²⁵ RA Prime Minister's Decision N 12-04-L on Amendments and Supplements to the RA Prime Minister's Decision N 564-L of May 25, 2018, 26.12.2024, <https://www.arlis.am/DocumentView.aspx?docid=201524>.

²⁶ Think tank state of the sector 2023, Open Think Tank Directory, October 2023, <https://onthinktanks.org/wp-content/uploads/2023/10/SoS-2023-Report-FINAL.pdf>



face specific challenges related to low numbers of membership, legislative impediments, poor reputation and ineffective influence on policies.²⁷

In summary, while Armenia's legislative and practical environment largely supports the establishment and operation of CSOs, challenges persist in areas critical to their financial sustainability, meaningful participation in policy making, and effective state-CSO collaboration. Addressing these gaps will be essential for fostering a more inclusive and supportive environment that empowers CSOs to contribute fully to Armenia's democratic and social development.

1.1.3. CSOs CAPACITIES

According to the Ministry of Justice, 6,907 public organisations, 1,797 foundations, and 702 trade unions are registered in Armenia as of 31 December 2024.²⁸ However, most of the registered organisations are not active, reluctant to initiate dissolution process due to related costs and paperwork.²⁹

The **2022 CSO Sustainability Index** reports that Armenian CSOs scored 3.2 in organisational capacity on a scale of 1 to 7 (with 1 being the highest level of sustainability). While larger CSOs have established policies and procedures for governance and internal management, smaller and regional organisations often lack defined structures and resources to develop them. Most CSOs, apart from a few well-funded ones, cannot afford permanent staff, instead outsourcing services like accounting, IT, and marketing.³⁰

Consultations revealed that **CSOs face significant challenges in recruiting qualified professionals**, particularly in areas such as advocacy, communication, community engagement, and monitoring, evaluation, and learning (MEL). The shortage of lawyers specialising in human rights and the limited availability of local experts further exacerbate this issue. Persistent challenges in staff retention are rooted in the CSOs' financial sustainability issues and inability for long-term planning due to their dependence on short-term programmatic funding.

Financial sustainability remains one of the most pressing challenges for Armenian CSOs. This dimension received the lowest score of 5.0 in the 2022 CSO Sustainability Index, placing it on the threshold of the "sustainability impeded" category. Armenian CSOs face a significant dependency on donor funding, which undermines their financial sustainability and independence. Most of the respondent CSOs in the Survey mentioned that the grant funding comprises over 75% of their annual budget. Apart from the legislative framework which does not stimulate local philanthropy and limited state funding, there are also a number of capacity-related issues. CSOs' lack experience and skills on collaborating with the private sector, and do not have sufficient expertise and operational resources to crowdfund or initiate self-financing activities. However, there is a growing recognition of the need to explore sustainable long-term financial solutions. These include not only self-financing through economic activities but also crowdfunding, forming business partnerships, and leveraging the potential of the Armenian diaspora.

Limited communication with the public and business remains another significant barrier for attracting contributions. Business companies often fail to recognise the long-term relevance of the issues pursued by CSOs (e.g. human rights or good governance) to their own interests and economic development, preferring to implement charitable activities on their own.³¹ On the other hand, few CSOs pursue partnership with business around common interests, such as business environment, economic development, or labour issues. According to research on private sector funding

²⁷ Can a new generation of union leaders transform Armenia's labour relations? OC Media, 31 December 2022, <https://oc-media.org/features/can-a-new-generation-of-union-leaders-transform-armenias-labour-relations/>

²⁸ 2024 Report, Electronic Register, Government of the Republic of Armenia, <https://www.e-register.am/am/docs/725>.

²⁹ CSO METER: Empowered for Action, ARMENIA 2024 Country Report, op.cit.

³⁰ 2022 Civil Society Organization Sustainability Index for Central and Eastern Europe and Eurasia, 26th edition – December 2023, USAID, <https://www.fhi360.org/wp-content/uploads/drupal/documents/csosi-europe-eurasia-2022-report.pdf>

³¹ Consultations conducted in November 2024 as part of the revision of the EU Roadmap for Engagement with Civil Society;



opportunities conducted in 2023, 17.1% of business representatives participated in the survey stated that they did not trust CSOs, and the same number were not informed about the activities of CSOs.³²

Thus, **public communication and transparency is correlated with diversified funding and ensuring sustainability**, and this aspect was also stressed by the participants in the consultations. Weak communication mechanisms often result in misunderstandings and missed opportunities for collaboration and, moreover, have a negative impact on the public image of CSOs, which is among the most concerning issues for civil society in Armenia. Persisting negative public perceptions, such as CSOs being labelled as “grant-eaters”, and the need for transparent communication and trust-building efforts have been also outlined in the 2024 in-depth assessment report by People in Need (PIN).³³ The CSO Sustainability Index 2022 outlines that many CSOs have communications strategies aimed at ensuring transparency in their activities, but implementation of these strategies is often ad hoc.³⁴

The issues of accountability and transparency are closely linked with the **governance and management procedures and practices in CSOs**. As a rule, project management is a much more developed domain in CSOs as compared to strategic management and governance.³⁵ If larger CSOs have defined policies, procedures, and systems for their internal management and governance, to which they usually adhere, smaller and regional CSOs lack resources and skills to focus on this area of organisational development,³⁶ especially taking into account the short-term project-based planning practices. Due to the multiple crises and challenges faced by the country in recent years, CSOs increasingly recognise the need for developing their capacities in change management and rapid response to emergency situations.

The lack of organisational resources also affects **CSOs' ability to secure office space for their operations**, an issue frequently highlighted by survey and consultation participants. Most CSOs have to rent office space in accordance with market prices and include these costs in the budget of their grant programs, while there is no support provided by donors or the government for more sustainable solutions, e.g. mortgage loans for purchase, or CSO hubs with free co-working or meeting spaces.

A significant concern regarding CSO capacities is the **pronounced imbalance between Yerevan-based organisations and those operating in the regions**. Regional CSOs often face more challenging conditions, including limited funding and fewer opportunities to secure larger grants, despite recent capacity-building programs aimed at enhancing internal procedures and strategies. Additionally, regional organisations frequently report inadequate access to essential resources and professional expertise, further hindering their development and impact.

Regional youth organisations, however, exhibit a **strong commitment to driving positive change in their communities**. They advocate for integrated, systemic approaches to addressing local challenges, prioritising sustainable solutions over fragmented, project-based initiatives.³⁷ However, funding opportunities are limited for the newly established CSOs, which hampers the renewal and sustainability of the sector, leaving it dependent on a narrow pool of well-developed organisations. Rural areas are particularly marginalized in development efforts, with CSOs struggling to address local challenges due to limited resources and systemic barriers. Additionally, the centralisation of decision-making and resources in Yerevan sidelines regional communities, creating a cycle of inequality and driving migration from rural areas.

Research on Civil Society Coalitions in Armenia presents a mixed situation where the promise of structured partnerships can be jeopardized by competition for funding, diverging priorities, and interpersonal dynamics.

³² Assessment of Private Sector Funding Opportunities to Civil Society Organizations, Final Report, 2023, CIVITTA, https://www.counterpart.org/wp-content/uploads/2024/04/English-FINAL-REPORT_Private-sector-funding-CSO.pdf.

³³ Update of the In-depth Assessment of Existing and Emerging CSO Initiatives and State of Civic Space in Armenia, People in Need, 2024, https://armenia.peopleinneed.net/media/publications/2396/file/update-assessment_civic-space-in-armenia.pdf.

³⁴ 2022 Civil Society Organization Sustainability Index for Central and Eastern Europe and Eurasia, 26th edition – December 2023, USAID.

³⁵ Mushegh Yekmalyan and Davit Amiryan, Mapping of Civil Society Organizations Needs Armenia, Support to CEPA Monitoring, Implementation and Communication, January 2024, <https://cepaco.am/hy/report/8>.

³⁶ 2022 Civil Society Organization Sustainability Index for Central and Eastern Europe and Eurasia, 26th edition – December 2023, USAID.

³⁷ Mushegh Yekmalyan and Davit Amiryan, Mapping of Civil Society Organizations Needs Armenia, Support to CEPA Monitoring, Implementation and Communication, January 2024.



Although coalitions have emerged as key players in addressing diverse societal challenges, ranging from human rights and anti-corruption advocacy to providing humanitarian aid, their potential is undermined by structural issues, including **limited resources, poor coordination, and a lack of institutional support**.³⁸ Donors' approach in providing grants to consortia has successfully fostered cooperation by uniting organisations with complementary expertise and shared goals, enabling more comprehensive solutions to complex challenges, and fostering capacity building and long-term sustainability for less experienced organisations. However, there are also issues linked with this format, as ad hoc consortia frequently disband after project completion, limiting long-term impact, though the consortia that were formed the basis of long-term coalitions and networks prove to be more effective and sustainable.

In terms of gender balance, CSOs in Armenia are predominantly staffed by women.³⁹ While progress has been made in adopting gender-sensitive approaches, **broader inclusivity remains a challenge**. Vulnerable groups, including people with disabilities and displaced populations, are often overlooked in regular CSO projects unless those particularly target these groups. The need for applying gender-sensitive and rights-based approach does not seem to be recognised among the CSOs at a large but rather driven by donor requirements.

Among the capacity building needs highlighted by CSOs in the Survey, **fundraising, project development and management, EU project management, specific professional expertise, IT/AI skills, strategic planning, and networking and advocacy** are dominant. In addition, the in-depth assessment by PIN mentions community engagement among the most demanded skills.⁴⁰ As to the capacity building formats, though trainings are considered important by CSOs, they shall not be a stand-alone measure. Consultation participants recommend **combining training programs with small subgrants and practical resources** to ensure the sustainability and real-life application of acquired knowledge. Among the survey participants, besides provision of financial resources, international expertise and study trips are identified as most preferred type of assistance, followed by networking and exchange, consultations and mentorship, as well as trainings and provision of office space. Additionally, the consultations have identified CSO's need for psychological support given the issues of burnout and challenging work experience in emergency situations and with vulnerable groups particularly in the recent years. These issues are in line with the PIN assessment findings, which also outlines the need for fostering personal resilience among civil society activists.

1.1.4. CSO ENGAGEMENT IN EU POLICY DIALOGUE AND PRIORITY COOPERATION SECTORS

The CEPA provides an important platform to strengthen civil society's role in policy dialogue and monitoring of the progress of reforms envisaged by the Agreement. It is foreseen that **civil society will play a key role not only in supporting the implementation of the CEPA but also in the monitoring of the implementation progress**. In this context, a representative bilateral EU-Armenia platform for Armenia and European civil society (CSOs, trade unions and unions of employers) as laid down in the Agreement was officially launched in April 2022.⁴¹

According to the Survey, the majority of respondent CSOs were aware of the CEPA and assessed it positively in terms of potential impact on civil society and country as a whole. However, the awareness of CEPA among the broader civil society remains lower than desired, particularly in the regions. Those who are well-informed are primarily experienced CSOs already engaged in monitoring and advocacy initiatives within specific sectors. At the same time, most of the organisations that received information about CEPA could successfully identify relevant provisions to align with regional issues and their interests and considered using them to advance their social agenda and drive change.⁴²

The Multi-Annual Indicative Programme (MIP) 2021-2027 for Armenia includes the following the cooperation priorities:

³⁸ Valentina Gevorgyan, Civil Society Coalitions in Armenia, Yerevan 2024, <https://eapcivilsociety.eu/news/research-news/report-on-csc-in-armenia.html>

³⁹ Consultations conducted in November 2024 as part of the revision of the EU Roadmap for Engagement with Civil Society; Update of the In-depth Assessment of Existing and Emerging CSO Initiatives and State of Civic Space in Armenia, People in Need, July 2024.

⁴⁰ Update of the In-depth Assessment of Existing and Emerging CSO Initiatives and State of Civic Space in Armenia, People in Need, July 2024.

⁴¹ 'CEPA Civil Society Platform Kick-off Meeting Held Online', EU-RA CS Platform, 6 April 2022, <https://eap-csf.am/cepa-csp-kick-off-meeting-held-online-eng/>.

⁴² Mushegh Yekmalyan and Davit Amiryan, Mapping of Civil Society Organizations Needs Armenia, Support to CEPA Monitoring, Implementation and Communication, January 2024.



- Resilient, sustainable, and integrated economy;
- Accountable institutions, rule of law and security;
- Environmental and climate resilience;
- Resilient digital transformation; and
- Resilient, fair and inclusive society.⁴³

CSOs do not equally engage in all of these priority cooperation sectors, traditionally maintaining a high profile in the area of accountable institutions and rule of law. The EU's main instrument for promoting and protecting human rights worldwide is the European Instrument for Democracy and Human Rights (EIDHR), which has been replaced by the NDICI (Neighbourhood, Development and International Cooperation Instrument) thematic program on Human Rights and Democracy. This program supports local, national, regional, and global actions, particularly benefiting civil society organizations and other non-governmental actors. CSO Thematic Programme 2021-2027 is another external action instrument under the that supports civil society organisations worldwide, including those in Armenia, with a focus on promoting sustainable development, democracy, and human rights.

The Eastern Partnership (EaP) Civil Society Facility for Resilient and Inclusive Societies programme combines regional and country-based actions to support civil society in the Eastern Partnership aiming to reinforce civic resilience and grassroots democracy by strengthening the capacity of local CSOs, as well as think tanks to meaningfully engage in policy making and dialogue, promote open civic space, and serve the needs of local communities. Other bilateral projects in the area of democracy and policy dialogue cover themes such as human rights, public policy monitoring (with particular focus on CEPA related reforms), participatory budgeting and budget oversight. The projects addressing resilient, sustainable and integrated economy include themes such as rural and agricultural development, social enterprises, and labour rights. In the area of resilient, fair and inclusive society, the EU provides funding to projects supporting community based social services, vulnerable groups, gender equality and women empowerment, youth empowerment, disability rights, and humanitarian and livelihoods support to refugees. Less CSOs are engaged in the environment and digital transformation themes, though the EU supports such projects as well, including through various regional programs and partners.

1.2. BRIEF ASSESSMENT OF EU ENGAGEMENT WITH CSOS

1.2.1. EU ENGAGEMENT

The EU Roadmap for the engagement with CSOs for 2021-2027 was developed in large consultations with CSOs.

In 2024, the civil society portfolio of EU interventions in Armenia was comprised of 37 grant projects ongoing during the year, of which eight were newly contracted in 2024, for a total EU contribution of EUR 50.08 million. In total, the ongoing projects planned a Financial Support to Third Parties scheme for a total of EUR 15.23 million to be allocated to grassroots organisations and other local beneficiaries. A total of 668 subgrants with an EU contribution of EUR 7.6 million were awarded through bilateral grants, while an additional 234 subgrants were funded by regional grants with an EU contribution of EUR 4,42 million. So 902 subgrants were ongoing in 2024 for a total amount of EUR 12 million.

According to the results of the online survey implemented in the framework of roadmap revision, the EU involvement in country's policy has had a positive effect by facilitating CSO participation in policy dialogue (mentioned by 69% of the respondents) and promoting good governance standards (48%). In addition, the contribution of the EU in fostering conducive environment for CSO's monitoring and oversight and providing CSOs with necessary resources are positively assessed by the survey participants.

⁴³ Multiannual Indicative Programme 2021-2027 for Armenia, European Commission, https://neighbourhood-enlargement.ec.europa.eu/document/download/151aae61-d6b4-45cb-992b-38edce55b33f_en.



1.2.2. EU MEMBER STATES ENGAGEMENT

Czechia's support for civil society is generally guided by the "Human Rights and Transition Promotion Policy Concept of the Czech Republic". Armenia is currently one of 11 priority countries for TRANSITION projects. The priority topics are support to human rights defenders, freedom of information and speech including media freedom, citizen participation, equality and non-discrimination, and democratic institution building.

In 2025, there are five large-scale transition projects running in Armenia's regions (two ending in 2025 and three ending in 2026). New projects are planned for the upcoming years. In 2025, the ongoing projects were "Participative path towards change in Armenia's regions" (Nesehnutí NGO), "Ecological transformation of Armenia's mining regions" (Arnika NGO) "Advancing media literacy through Armenian civil society actors" (People in Need NGO), "Support to independent media and CSOs in enhancing access to reliable information about the EU and EU enlargement on social networks in Armenia" (EUROPEUM Institute for European Policy), and "Engaged Youth – Future Active Citizens of Armenia" (Agora NGO). In addition to large-scale projects, the Czech Embassy in Yerevan also supports local CSOs and media organizations by awarding smaller targeted grants for projects selected annually in open calls. In 2025, the Czech Embassy in Yerevan supported one local media support project (CivilNet.am) and one small local transition project (Center for Legal Initiatives NGO).

Denmark has been supporting Armenia's civil society through the Danish New Democracy Fund since 2021, with a focus on fostering democratic values and empowering marginalized groups. The Fund has supported initiatives that promote youth engagement, cultural development, women's rights, LGBTQ+ inclusion, and media freedom, contributing to the strengthening of Armenia's democratic institutions and civil society landscape.

The priorities of the **Embassy of France** include promotion of dialogue and coordination among CSOs based in Yerevan and the regions of Armenia. The Embassy focuses on gender equality, education, health, protection of most vulnerable groups, climate and environment. Those priorities are implemented through grants to local CSOs and non-financial support (dialogue, information sharing). The targeted groups are mainly youth (high school and university students) and women. In recent years, the Embassy has developed a regular dialogue with CSOs, which is key to implementing the Agenda 2030 and the Sustainable Development Goals.

Sweden's assistance to civil society is mainly guided by the Strategy for Sweden's reform cooperation with Eastern Europe for 2021–2027. Swedish aid to Armenia contributes to the protection and strengthening of the space for an independent and pluralistic civil society. Support is provided to civil society in Armenia to become strong and pluralistic by building democratic, transparent, and resilient organizations, to better engage in policy-dialogue, contribute to the reform agenda. This includes better conditions for accountability and sustainable cooperation between a broad range of agents of change, including cultural actors. Priority is given to helping build resilience to anti-democratic influences, not least through support for freedom of expression and free and independent media.

Finland's support for civil society is conducted through local project funding (Funds for Local Cooperation). FLC is geared for local civil society actors to carry out well-targeted projects with clear goals and sustainable outcome, prioritizing areas outside the capital. The FLC supports the overall aims of the Development Policy of Finland, with the aim of strengthening the socio-economic standing of vulnerable groups, building resilience and providing networking opportunities. During the period of 2021-2024, the total amount of 7 projects in Armenia were concluded, mostly focusing on empowering and equal rights for women and girls through entrepreneurship and health programmes, regional development and support for employment for displaced women from Nagorno-Karabagh and vulnerable groups. In 2025-2026 Finland supports 4 ongoing projects in areas of regional development and capacity building in Tavush area (Berd), rehabilitation and training for prisoners/released prisoners, safe space for women and women in democracy.

Germany has increased its engagement with civil society organisations within the framework of the programme 'Extending cooperation with civil society in the Eastern Partnership countries and Russia', launched by the German Bundestag. The programme promotes transformation and integration processes via collaboration between German civil society and civil societies in the region. This spans a range of cultural and civic education projects, with a focus on media, academia, education including vocational training, culture, language, and work with young people. In this framework, Germany has founded over 400 CSO projects with Armenian civil society. Next to this the project "Strengthening Civil Society in the Eastern Partnership", commissioned by the German Federal Ministry for Economic Cooperation and Development", targets local CSOs to enable them to contribute to local inclusive development. In



accordance with the German feminist development policy this includes empowerment and participation of women, youth and vulnerable groups. The project is active in Armenia, Georgia, Moldova und Ukraine. Around 400 civil society organisations participate, 160 of the from Armenia. It provides capacity development and regional networking and exchange as well as small national and regional grants for pilot measures. The global project "Feminism in Action for Structural Transformation (FAST)", commissioned in Armenia in October 2023 by the German Federal Ministry for Economic Cooperation and Development (BMZ), aims to facilitate the dialogue between governmental institutions and civil society organisations to advance feminist principles and gender equality. These efforts include roundtable discussions, multi-stakeholder forums, and policy consultations aimed at integrating feminist approaches into national decision-making processes. FAST prioritizes development of institutional capacities of governmental institutions and civil society organisations to equip them with the knowledge and tool. The project contributes to strengthening community-based support, and fostering societal shifts in the attitudes towards gender roles, which are critical steps for achieving gender justice.

The Lithuanian Embassy supports initiatives, which strengthen the capacities of Armenian CSOs around media literacy, their resilience to disinformation, encourages implementation of information campaigns with the purpose of presenting positive changes originating from the implementation of the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA) as well as ongoing democratic reforms to the public. The Embassy also supports Armenian CSOs activities aiming to raise awareness in the field of environment protection and fight against climate change. A particular focus is also given to social and business initiatives empowering women in rural areas.

Spain is essentially engaged through its Feminist Foreign Policy in supporting gender equality and actively supporting disability in Armenia, focusing primarily on social inclusion and awareness raising.

In the period of 2021-2025 more than 85 projects of civil society strengthening Armenia's democratic resilience were implemented with the support of the **Embassy of the Netherlands**. According to feedback received these projects meet the needs of society and are recognized as mainly demand driven and result-oriented, with balanced regional diversification. The focus of projects is on equality and empowerment: equal rights for women (including political and economic empowerment and prevention of violence), anti-discrimination such as for LGBTI people (including support for better societal acceptance) and countering hate-speech, support to reproductive rights, freedom of religion and freedom of expression (independent media and fact-checking). A second focus is on democratization processes such as strengthening the rule of law, good governance, which includes support to public entities for institutional reforms and development, as well as implementation by civil society of elements in the CEPA agreement between Armenia and the EU. Since 2023 the Embassy also supports displaced persons from Nagorno-Karabakh with social and economic integration into Armenian society, for example with trainings for entering the job market or for economic independence of vulnerable women with children and on legal awareness. As from 2025 the Embassy will also help civil society promote understanding and ownership in Armenia of European values, a crucial element for democratic reform, through culture.

1.2.3. LESSONS LEARNT FROM THE EU ENGAGEMENT SO FAR

The lessons learnt in the previous engagement period are largely consistent with those identified for the previous period 2018-2020.

An ex-post Evaluation of the European Union – Armenia support to the Association Agreement and DCFTA (2011-2020) mentioned some lessons learned with regard to CSO's. One of the main recommendations was to focus upon strengthening existing CSOs through capacity building and diversification of income sources CSOs.

On the policy level, **the limited consultations held during the drafting of the first Roadmap 2014-2017** resulted in a document which did not enjoy strong CSO ownership. It was only as of mid/late 2017 that a more regular and structured dialogue and coordination between the EU Delegation and CSOs, as well as with Member States and other donors supporting Civil Society in Armenia gained momentum. This led to some overlaps in the donor support. More regular donor coordination is already happening, as well as more structured dialogue with CSOs, also for the elaboration of the present Roadmap document. However, it is suggested to further strengthen this and facilitate joint actions through a dedicated Roadmap coordination group, consisting of EU Member States Embassies and civil society, to monitor the implementation and follow-up to the current Roadmap.



The **risk-averse nature of EU grant making** continues to significantly impede innovation and oftentimes does not allow identifying organisations with a strong agenda for change, especially those based outside the capital Yerevan and/or which are not formally constituted (i.e. new civic movements). Building on this important lesson, the EU Delegation will seek to facilitate that local CSOs are better able to drive their own agendas and respond directly to community needs. This problem has been partially addressed by the introduction of the sub-granting mechanism in the larger CSO capacity-building projects, which will be maintained during the period 2021-2027, but requires further attention.

On the EU side, the Roadmap recommendations will be reflected in the different civil society Calls for Proposals to be launched from 2022 onwards.



PART II – EU STRATEGY AND ACTION PLAN TO ENGAGE WITH CSOs

ENABLING ENVIRONMENT FOR CSO OPERATION			
Priority 1. Support the efforts to promote an Enabling Environment for CSOs operations in Armenia			
Priorities		Actions:	Means
<p>Priority 1.1. Promote the efforts to enhance the space for CSOs, particularly those representing marginalised and vulnerable groups and/or working on the most sensitive issues/ human rights.</p>	<p>1.1.1. CSOs, and their networks, coalitions and alliances are supported, with a focus on those promoting the rights of the most marginalised or disadvantaged groups.</p> <p>1.1.2 Human rights defenders are supported to carry out their work in safe and enabling environment safe from all forms of reprisal against them.</p> <p>1.1.3. Increased flow of accessible information in the media is promoted on the most difficult human rights in Armenia and improved links and cooperation between civil society and media outlets.</p> <p>1.1.4. High school and university students have access to information about civics and civic space and benefit from civic education opportunities on campus.</p>	<p>Political and policy dialogue</p> <ul style="list-style-type: none"> • Mandate CSO engagement in EU-funded government programs and allocate the necessary resources. • Support strengthened legislative frameworks to ensure the safety and independence of CSOs, developing a complaint mechanism for CSOs to claim for equal treatment and avoid favouritism. • Encourage government officials to openly denounce smear campaigns <p>Operational support</p> <ul style="list-style-type: none"> • Provide technical and financial support to CSOs and their coalitions and alliances (across CSOs and between Armenian CSOs and both European CSO and regional CSOs) enabling them to: <ul style="list-style-type: none"> ◦ Promote the rights of the most vulnerable groups, with a focus on women, grassroots organisations, youth activists and vulnerable youth. ◦ Engage with grassroots activists, women rights organisations, social movements, collectives and advocacy groups. ◦ Address the needs of those affected by conflict (i.e., refugees, displaced; vulnerable populations; etc.) and human right defenders. ◦ Provide legal advice and support to activists under “lawfare”. ◦ Design and implement a strategic communication 	<ul style="list-style-type: none"> • Supporting CSO participation in EU-Armenia Human Rights and Justice Dialogues (EU Delegation staff with CSO and government counterparts) • Political statements where necessary (EU Delegation and EU MS embassies) • Monitoring of CSO conducive environment (CSO meter: a compass to conducive environment and CSO empowerment project) <p>European instrument for Democracy and Human Rights (EIDHR)</p> <ul style="list-style-type: none"> ◦ On-going projects supporting work on disability rights, women’s rights and labour rights (implementation period 2020 – 2024) ◦ The EIDHR 2021-2024 allocation (EUR 3.9 million) will be used to support CSOs working on gender equality, social and environmental rights and rights of minority groups. <p>Civil Society Organisations as Actors for Governance and Development</p> <ul style="list-style-type: none"> ◦ 5 on-going projects focusing on



		<p>campaign to counter negative narratives and disinformation as well as anti-gender and anti-minority groups rhetoric through enhanced transparency and civic education, as well as promoting media and information literacy.</p> <ul style="list-style-type: none"> ○ Integrate civic education into high school and university curricula through ad hoc programs and promote student-led civic initiatives. ○ Enhance youth civic engagement through promoting volunteering and implementing non-curricula awareness raising activities for students and youth on civic space, activism, rights-based approaches and evidence-based policymaking. 	<p>expanding CSO work on poverty and inequality and addressing local social needs: youth empowerment and environmental protection (implementation period 2021 – 2024)</p> <p>Thematic Programme for Civil Society Organisations 2021</p> <ul style="list-style-type: none"> ○ To strengthen CSOs as independent actors of good governance and development in their own right. ○ Strengthen global partnerships of Civil Society Organisations ○ Improve the enabling environment for civil society <p>ENI/AAP 2019 for Armenia “Local Empowerment of Actors for Development”</p> <ul style="list-style-type: none"> ○ Two on-going projects to pilot the EU LEADER/CLLD methodology in the three northern regions of Armenia entailing engagement of civil society to promote local socio-economic development (implementation period 2020 – 2024) <p>Eastern Partnership Civil Society Facility Rapid Response Mechanism</p> <ul style="list-style-type: none"> ○ Ad-hoc support (max value EUR 60 000) available for Civil Society Organisations working on issues related to CSO operational space or emergency response <p>Eastern Partnership Civil Society Facility for</p>
<p>Priority 1.2. Support the efforts of CSOs in the monitoring and engagement in policy dialogue on the legal framework for an enabling environment.</p>	<p>1.2.1. Increased CSO capacity to monitor the enabling environment and promote its improvement, as well as interpret new legislation in line with international and European standards.</p> <p>1.2.2. CSOs have better knowledge of legal environments, which are conducive for CSOs operations in other countries and formulate positions on the enabling environment in Armenia.</p>	<p>Political and policy dialogue</p> <ul style="list-style-type: none"> ● Promote a more enabling fiscal and regulatory environment, including reforms to exempt grants from VAT and simplify CSO reporting processes, introducing a clear definition of “grant” in the RA Tax Code, raising thresholds for tax-deductible company donations and expanding incentives for individual donors, and enabling CSO to engage in direct entrepreneurship under more favourable tax conditions. ● Promote strengthened and effective mechanisms for structured dialogue and collaboration between CSOs and the government. ● Encourage the government to develop and implement a national strategy for civil society. <p>Operational support</p> <ul style="list-style-type: none"> ● Support CSOs and their coalitions and alliances in monitoring enabling environment to track changes and trends for CSOs in Armenia and make the findings accessible to other CSOs and the public. ● Support the use of research findings on the enabling environment by think tanks and media outlets. ● Facilitate exchanges of experience on enabling environment and shrinking civic space among activists from the Eastern 	



		<p>Partnership region.</p> <ul style="list-style-type: none"> • Provide financial support to CSOs and their coalitions and alliances (across CSOs and between Armenian CSOs and both European CSO and regional CSOs) enabling them to promote a more enabling fiscal and regulatory environment for civil society organisations in Armenia. • Provide legal advice to organisations and policymakers on legislative techniques to counter restrictive measures. • Support the development of a cross-country mutual support network for activists under pressure. 	<p>Resilient and Inclusive Societies for 2021-2022</p> <ul style="list-style-type: none"> ○ Includes a proposal for EUR 6.000.000 to support democratic and early recovery efforts including social service delivery, empowerment of change-makers such as youth and women with a view to strengthen societal resilience; also envisaged support to civil society actors, including youth, women's rights activists, disability movements, and those engaged in key topics such as poverty reduction, democratisation, accountability, transparency as the Green Deal. <p>Regional framework agreement in response to COVID-19</p> <ul style="list-style-type: none"> ○ Eastern Partnership COVID-19 solidarity programme and COVID-19: Civil Society resilience and sustainability supporting CSOs working with vulnerable groups affected by COVID. <p>EU4Youth projects in Armenia</p> <ul style="list-style-type: none"> ○ To encourage active participation of young people in society and their employability, by developing youth leadership and entrepreneurship <p>European Endowment for Democracy</p> <p>To support civil society organisations, pro-democracy movements, civic and political activists, and independent media platforms</p>
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			and journalists working towards a pluralistic, democratic political system.
PARTICIPATION OF CSOS IN DOMESTIC POLICIES, EU ASSISTANCE AND INTERNATIONAL PROCESSES Priority 2. Support civil society efforts to provide constructive contribution to policy reform and to act as efficient government watchdogs, with a particular focus in the priority areas of EU engagement in Armenia and the follow-up of the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA).			
Priorities		Actions	Means
<p>Priority 2.1. Support civil society efforts, including coalitions, networks and alliances promoting gender equality, youth participation and the rights of most vulnerable groups to engage with public authorities, provide constructive contributions to policy reforms and to act as efficient government watchdogs.</p>	<p>2.1.1. CSOs have a visible and recognised role as a Government, judicial and Parliament watchdogs, both at the national and local level.</p> <p>2.1.2. CSOs achieve cooperation (monitoring, policy dialogue and oversight) with public institutions on different levels, including with parliament and government (ministries and adjacent bodies).</p> <p>2.1.3 CSOs have increased their analytical capacity for evidence-based research and policy monitoring and engagement, including their knowledge of the e-Governance tools to use them proactively and strategically to provide policy inputs.</p> <p>2.1.4. CSO ability to build and maintain coalitions and alliances amongst themselves and with other relevant actors, such as the media, for advocacy and policy engagement is strengthened.</p> <p>2.1.5. CSOs engage in monitoring, policy dialogue and advocacy on the 2021-27 EU-Armenia multi-annual indicative program's priority areas: resilient, sustainable and integrated economy; accountable institutions, rule of law and security; environmental and climate resilience; resilient digital transformation; resilient, fair</p>	<p>Political and policy dialogue</p> <ul style="list-style-type: none"> Advocate for the critical mission and scope of think tanks in dialogues with the state, emphasizing their role in fostering accountability and public interest. Support the development and strengthening of institutional mechanisms for public oversight. Provide expertise to government agencies on how to engage with CSOs. Encourage the expansion of state-outsourced services to CSOs, enhancing their financial sustainability and capacity to deliver essential services to vulnerable groups. Propose constructive engagement with the Government to support democratic institution building and/or support structured dialogue mechanisms agreed by CSOs and the government Strengthen coordination among EU-funded projects to facilitate knowledge sharing, joint learning, and collaborative opportunities that maximize project impact. Encourage multi-stakeholder partnerships, particularly with local and national governments, local authorities, CSOs, and private sector actors, to ensure stronger policy integration and sustainability of initiatives. <p>Operational support</p> <ul style="list-style-type: none"> Educate CSOs on participatory mechanisms, such as participatory budgeting, and strengthen their capacity to 	<ul style="list-style-type: none"> Supporting CSO participation in EU-Armenia Human Rights and Justice Dialogues (EU Delegation staff with CSO and government counterparts), Political statements where necessary (EU Delegation and EU MS embassies) <p>The European Neighbourhood Instrument (ENI)/Annual Action Programme (AAP) 2018 for Armenia "EU4Citizens: Deepening Democracy"</p> <ul style="list-style-type: none"> An on-going project supporting independent media and combating disinformation (implementation period 2021 – 2023) An on-going project focusing on dialogue between CSOs and the Government, promoting participatory decision making (implementation period 2021 – 2024) <p>European instrument for Democracy and Human Rights (EIDHR)</p> <ul style="list-style-type: none"> On-going projects supporting CSOs in joint monitoring and reporting on the implementation of justice sector reform and police reform



	and inclusive society.	<p>engage citizens effectively in decision-making processes.</p> <ul style="list-style-type: none"> • Foster collaboration and unity among CSOs to promote equitable participation, collective impact, and civic engagement at all levels. • Strengthen CSO capacity in evidence-based research and to provide support for such research (including capacities in budget monitoring and analysis). • Foster transparency in work of CSO coalitions by promoting shared value-based organising and strengthening the capacity of coalitions through targeted funding and capacity-building initiatives. • Provide financial and operational support to CSOs and their coalitions and alliances to enable them to: <ul style="list-style-type: none"> ○ Extend the successes of initiatives like the Open Government Partnership (OGP) to smaller, underserved communities, and work to raise awareness and promote the Open Government Partnership, particularly at local level. ○ Monitor social service delivery and the reform processes taking place within the judiciary and police. ○ Work on Green deal, (i.e. environmental issues; renewal energies and energy efficiency, climate change; etc.) with a focus on monitoring Armenia's compliance with international treaties, commitments and environmental standards, as well as monitoring at the community level. ○ Contribute to policy making in antidiscrimination, sexual and reproductive health and rights (SRHR) as well as prevention and response to gender-based violence (GBV). ○ Enhance public discourse on poverty eradication and local development in Armenia and use evidence to advocate for comprehensive state initiatives to reduce poverty, improve targeted delivery of services to the vulnerable groups and advance social protection system reforms, formulate pro-poor rural development policies, etc. 	<p>(2021 – 2025)</p> <ul style="list-style-type: none"> ○ The EIDHR 2021-2024 allocation (EUR 3.9 million) will be used to, among others, support CSOs to contribute to constitutional reform and monitoring of anti-corruption measures of the Government <p>Thematic Programme for Civil Society Organisations 2021</p> <ul style="list-style-type: none"> ○ To strengthen CSOs as independent actors of good governance and development in their own right. ○ Strengthen global partnerships of Civil Society Organisations ○ Improve the enabling environment for civil society <p>European Endowment for Democracy</p> <p>To support civil society organisations, pro-democracy movements, civic and political activists, and independent media platforms and journalists working towards a pluralistic, democratic political system.</p>
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		<p>Other measures related to funding modalities</p> <ul style="list-style-type: none"> • Support existing coalitions with a demonstrated track record of collaboration and sustainability through core support address to the maintenance of the network. • Provide adequate budgets to cover coordination and administrative costs without undermining the core activities and objectives of the project. • Encourage “thematic” consortia that are issue-based and bring together organisations with shared objectives and complementary expertise. • Explore the possibility of pooling resources and centralizing administration to avoid duplication in basic expenditures and thus lower transaction costs. • Obligation/strong recommendation for partnerships and coalitions in Calls for Proposals • Sharing of good practices and global e-Governance trends; awareness raising on e-Governance platforms available in Armenia. 	
<p>Priority 2.2. Support civil society monitoring of the implementation of the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA) and establishment of a bilateral EU-Armenia CSO platform.</p>	<p>2.2.1. Armenian CSOs are aware of the CEPA objectives and play an active role in the bilateral EU-Armenia CSO platform to constructively contribute to the policy dialogue within the monitoring process of the CEPA.</p> <p>2.2.2. CSOs technical capacities in monitoring the implementation of the CEPA in specific areas laid down in Agreement (such as democratic institutions and governance system, economic development and market opportunities, energy efficiency, environmental protection, agriculture, social and labour affairs and transportation) are improved.</p> <p>2.2.3. The EU-Armenia CSO Platform is</p>	<p>Political and policy dialogue</p> <ul style="list-style-type: none"> • Conduct regular consultations with Armenian CSO priorities in the formulation of programming documents. • Revise the governance mechanisms of the CEPA CS-EU platform to ensure broad participation and meaningful engagement by all CSOs interested in its different policy areas. • Facilitate civil society’s input in and influence on the CEPA implementation, including through establishment or strengthening the dialogue spaces in the framework of CEPA related support programmes. <p>Operational support</p> <ul style="list-style-type: none"> • Support capacity building initiatives to enhance CSOs technical capacities in monitoring the implementation of the CEPA in specific areas laid down in Agreement (such as democratic 	<p>Technical facility assisting CSOs in monitoring of CEPA; EU delegation staff (political and cooperation sections)</p> <p>CEPA Civil Society Facility</p> <p>Support to Armenian National Platform: To ensure active involvement of Armenia’s civil society in the reform process.</p>



	<p>functional and effectively contributes to identifying priority actions in the CEPA Roadmap and monitors its implementation.</p> <p>2.2.4. EU consistently consults and reflects Armenian CSO priorities in the formulation of programming documents.</p> <p>2.2.5 Public awareness of the CEPA and EU-related activities in Armenia is increased as a result of CSO information and awareness raising work.</p>	<p>institutions and governance system, economic development and market opportunities, energy efficiency, environmental protection, agriculture, social and labour affairs and transportation).</p> <ul style="list-style-type: none"> • Support CEPA CS-EU platform through funding and other resources to fulfil its expected role in an effective manner. • Support awareness raising on the CEPA and its implementation, as well as the role of CSOs in the process. 	
CSO CAPACITY TO PERFORM THEIR ROLES AS INDEPENDENT DEVELOPMENT ACTORS			
Priority 3. Provide targeted capacity development for civil society to effectively engage with citizens, the authorities, trade unions and businesses, and become more accountable and financially sustainable.			
Priorities	Actions		Means
<p>Priority 3.1. Targeted capacity development is provided to CSOs and their networks/alliances and coalitions to better connect with and represent constituencies, with a special focus on gender equality, youth participation and vulnerable groups.</p>	<p>3.1.1 CSOs have better knowledge of and apply innovative ways to connect with their constituencies and respond to the citizens' needs and create platforms for their participation.</p> <p>3.1.2 CSOs are proficient in strategic communication with their constituents.</p> <p>3.1.3. CSOs acquire knowledge of the rights-based approach and integrate it across their action strategies, projects and daily operations, with a focus on gender equality, the rights of the most marginalized or disadvantaged groups, including women and youth from poor rural areas, displaced people, including forced migrants, refugees and IDPs, ethnic, religious and sexual minorities and people with disabilities.</p>	<p>Operational support</p> <ul style="list-style-type: none"> • Provide support to organisational capacity building, innovation and sharing of good practices on: <ul style="list-style-type: none"> ◦ democratic and e-governance, social accountability and monitoring of public services, policy dialogue, evidence-based research and advocacy; engagement with the media and think tanks; AI and digital tools for public engagement, etc. ◦ public outreach, communication and story-telling, etc. ◦ RBA and mainstreaming the rights of vulnerable groups ◦ networking of CSOs with their constituencies, with a particular emphasis on marginalised communities. • Integrate the rights-based and conflict resolution approaches promoted through technical support and included as a requirement in the Calls for Proposals. • Organise trainings on accountability, sustainability, engagement, etc. and then provide subgrants to put the learnings into practice. 	<p>Eastern Partnership Civil Society Facility – Regional Technical Assistance to Build Civil Society Capacities</p> <ul style="list-style-type: none"> ◦ Regional project to strengthen the role and increase the capacity of CSOs and activists. The project offers to CSOs, including in Armenia, capacity Building Activities, Civil Society Hackathons and Civic Tech Activities: Civil Society Fellowships; Civil Society Networking and Ad-hoc Support: Communication Activities: Studies and Research on Civil Society Issues across the Region (implementation period 2021-2024) <p>Technical assistance on impact monitoring of EU Civil Society Support in Eastern</p>



		<p>Other measures related to funding modalities</p> <ul style="list-style-type: none"> • Include capacity-building elements in all future bilateral and thematic projects and programme, also through the use of sub-granting mechanisms. • Provide core funding to a selected number of CSOs based on their track record and long-term vision. • Allocate adequate budgetary support for financial support to third parties (FSTP), ensuring that sufficient resources are available for human resources, operational costs, and visibility efforts. • Add an overhead for CSOs to work on their own accountability procedures. • Award funds following an “open door” or “rolling basis” system of application, allowing enough flexibility to respond to emergency situations and adapt to unforeseen needs. • Reconsider the introduction of co-funding requirements that heavily penalise smaller CSOs and endanger their financial sustainability. 	<p>Partnership countries</p> <ul style="list-style-type: none"> ○ Regional project follows the effectiveness of EU funded CSO programming, analysing implementation of grants and sub-grants and providing feedback and recommendation to CSOs to improve performance (implementation period 2019 – 2022) <p>Eastern Partnership Civil Society Facility 2019 – 2020 : STRIVE for a better future: communities and civil society resilience in Armenia</p> <ul style="list-style-type: none"> ○ To improve the resilience, sustainability, accountability, and capacity for innovation of Armenian civil society organisations (CSOs). This will enable them to play a pivotal role in raising awareness, deepening democracy, and serving constituencies in Armenia, especially vulnerable populations. (implementation period : 2022-2025) <p>Civil Society actors as drivers of change in Armenia and Azerbaijan, Georgia and Moldova</p> <p>A project under a regional framework partnership agreement aims to support new civic actors and build advocacy capacity of smaller, less capacitated CSOs (implementation period 2020-2022)</p>
<p>Priority 3.2 Targeted support is provided to CSOs to enhance their management and institutional capacities and better mainstream gender, youth and environmental practices in their operations</p>	<p>3.2.1. CSOs internal governance, transparency and accountability systems improved.</p> <p>3.2.2 CSO leadership, strategic planning and management capacities are strengthened.</p> <p>3.2.3. CSOs become more financially sustainable and independent through the implementation of different financial models (closer work with businesses, crowdfunding, development of social entrepreneurship, etc.).</p> <p>3.2.4 CSOs become aware and apply good practices in volunteer management and</p>	<p>Policy dialogue</p> <ul style="list-style-type: none"> • Advocate for local and regional governments to allocate funding to CSOs, with safeguards to prevent dependency or undue influence. <p>Coordination with donors</p> <ul style="list-style-type: none"> • Conduct a comprehensive mapping of donor activities in Armenia to identify areas of overlap, gaps, and potential synergies. • Encourage donors to divide labour based on their strengths and collaborate to avoid duplication, streamline processes, and reduce the administrative burden on CSOs. <p>Operational support</p>	



	<p>youth leadership development.</p> <p>3.2.5 CSOs formulate gender-sensitive and gender-transformational projects and consistently collect gender specific statistics.</p> <p>3.2.6. CSOs become more aware and integrate environmentally friendly practices into their strategies and daily work</p> <p>3.2.7 EU support reaches a wider set of civil society actors in the regions of Armenia.</p>	<ul style="list-style-type: none"> • Support organisational capacity building, innovation and sharing of good practices on: <ul style="list-style-type: none"> ○ internal governance systems , transparency and accountability, adoption of beneficiary feedback and complaints mechanism, etc ○ effective leadership, organisational and financial management, volunteer management, engagement with the youth, etc. ○ financial sustainability and fundraising skills (i.e. closer work with businesses, crowdfunding, development of social entrepreneurship, etc.). ○ financial management and operational logistics. ○ gender equality, diversity and inclusion, through the use of gender and diversity assessment tools, as well as tools to measure level of gender incorporation in their programming. • Enhance sector-specific capacities in advocacy, community development, and social services to strengthen policy influence and impact, especially in the regions. • Support mentoring, coaching, and resource pooling to address human resource gaps and build local expertise. • Develop a twinning / mentoring scheme whereby INGOs can support Armenian CSOs along their institutional development course. • Support CSOs in adopting alternative financing mechanisms, such as social enterprises, paid services, membership fees, and local fundraising campaigns. • Encourage CSOs to formulate long-term gender-sensitive and inclusive projects, supported by consistent collection of gender-specific and vulnerability data and incorporate climate change components into CSO strategies. • Provide financial and technical support to CSOs and coalitions to enable them: <ul style="list-style-type: none"> ○ To foster partnerships involving the state, communities, and local social service providers, emphasizing joint 	
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		<p>decision-making to ensure transparency, fairness, and cooperation.</p> <ul style="list-style-type: none"> ○ To address youth migration by developing education and employment opportunities, particularly in remote regions like Syunik. ○ To promote sustainable social services for vulnerable groups, including people with disabilities and those facing mental health challenges. ○ To advocate for local governments to prioritize environmental issues. <ul style="list-style-type: none"> ● Expand CSOs' access to resources through impact hubs (e.g. Goris), crowdfunding, and innovative business support models tailored to rural areas. ● Support generational renewal in civil society by offering youth-focused funding opportunities and accessible mechanisms for smaller CSOs. ● Support capacity-building initiatives for youth that go beyond soft skills, focusing on employability and leadership development. ● Encourage youth activism through community-based programs and support youth centres to foster leadership and local engagement. <p><i>Other measures related to funding modalities</i></p> <ul style="list-style-type: none"> ● Provide training sessions on EU grant requirements and application processes to empower new and regional CSOs to compete effectively. ● Foresee longer project cycles or multi-year funding arrangements to allow CSOs to plan and implement sustainable initiatives and progressively reduce grant dependency. ● Develop tailored grant mechanisms aligned with regional needs, ensuring funds are prioritized for local development in underserved areas. ● Simplify subgranting processes and establish feedback 	
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		<p>systems to improve grant management and reduce administrative burdens for CSOs.</p> <ul style="list-style-type: none"> • Introduce regional representatives to connect local CSOs with resources, information, and civil society initiatives. • Establish emergency funding options to address immediate needs and challenges faced by rural and marginalized communities. • Provide targeted capacity building and small operational grants for grassroots initiatives, informal organisations and activists in the regions of Armenia. • Include financial support to third parties in the Calls for Proposals to ensure a broader outreach in the actions. • Include a requirement to mainstream gender equality and youth empowerment across all EU-funded CSO projects. • Encourage partnerships and coalitions in the Calls for Proposals. 	
<p>Priority 3.3. Cooperation and mutual learning between CSOs and the private sector are supported</p>	<p>3.3.1. Strengthened CSO engagement with the private sector, as well as in business and investment climate reforms.</p> <p>3.3.2. Purpose and Impact-driven businesses for CSOs and social enterprises are further developed, with an emphasis on culture preservation, creative industries, vulnerable group inclusion, craftsmanship and tourism promotion in rural and poor areas.</p> <p>3.3.3 Armenian CSOs recognise the role of the culture and creative industries in the economy and society and proactively engage in the sector.</p>	<p>Policy dialogue</p> <ul style="list-style-type: none"> • Facilitate trust-building multi-stakeholder platforms to foster collaboration between CSOs, private businesses, and the diaspora. • Encourage private sector funding of CSO initiatives by promoting clear cooperation frameworks to address concerns about independence and transparency. • Engage CSOs and trade unions in the EU's dialogue with the government related to the business environment and labour rights. <p>Operational support</p> <ul style="list-style-type: none"> • Support CSOs in adaptation to the Armenian context of corporate social responsibility (CSR) and social enterprise tools, and in identifying new approaches to funding social enterprises. 	<p>“Collaborate for Impact – development of social entrepreneurship and social investments towards economic and social cohesion in the Eastern Partnership and Russia”</p> <ul style="list-style-type: none"> ○ Will support development of more favourable social entrepreneurship ecosystem. As a result, CSOs and social enterprises will benefit from social investment to become sustainable and have a positive societal impact (implementation period 2020 – 2025) <p>Creative Europe Programme</p> <p>ENI/AAP 2019 for Armenia “Local Empowerment of Actors for Development”</p> <ul style="list-style-type: none"> • Two on-going projects to pilot the



		<ul style="list-style-type: none"> • Support social enterprises focused on cultural preservation, rural tourism, and vulnerable group inclusion, emphasizing long-term stability over profit. • Support initiatives that incorporate small CSOs into large-scale development projects to leverage their community ties and enhance sustainability. • Pilot joint initiatives by CSOs and trade unions. • Encourage engaging diaspora organisations in value-based cooperation to fund creative industries, tourism, and local development initiatives. • Provide support to dialogue on labour rights and CSO-private sector dialogue on CSR and UN Guiding Principles for Business and Human Rights. • Provide financial and technical support to CSOs and their networks/alliances engaged in the economic development (including start-ups with a social mission) and in PPPs. • Enhance capacities of CSOs engaged in the economic development, provision of public goods and services, education, culture and creative industries. 	<p>EU LEADER/CLLD methodology in the three northern regions of Armenia entailing collaboration between civil society, local authorities and local businesses to promote local socio-economic development (implementation period 2020 – 2024)</p> <p>“Creatives Industries” : Delivering for the future: Strengthening civil society capacities and resilience in Armenia</p> <ul style="list-style-type: none"> • To support the creation and strengthening of small businesses in the cultural and creative industries sector, contributing to the country’s job creation and socio-economic growth. (implementation period: 2022-2024)
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PART III - FOLLOW UP OF THE PROCESS AND STRATEGY

Process Indicators

Indicator	Target	Baseline information and further comments
Involvement of Member States in the RM.	Member States present in the country are actively involved in the RM process.	<p>Member States have been consulted in the process and made suggestions to refine the draft matrix of priorities, as well as included their planned involvement. The Roadmap was approved by EU MS present in Armenia in March 2022.</p> <p>To enhance coordination and division of labour in CS support, a dedicated Roadmap coordination group, consisting of EU Member States Embassies and civil society, will be established to monitor the implementation and follow-up to the Roadmap.</p>
Number and quality of consultations held. Number and diversity (in terms of location, sector, capacities) of CSOs consulted regarding the RM.	The RM entails consultations with a broad range of local CSOs. Ultimately it leads to more permanent and structured dialogue.	CSOs have been actively consulted. A first session to obtain their views and insights was organised on the 16 th of March 2021. Their views and remarks were used to review the draft priorities. A draft matrix with priorities was then shared by e-mail in October 2021 with around 150 CSOs. The proposals made by the CSOs were also integrated in the final version of the RM.
Complementarity of RM vis-à-vis related EU and other Donors & partners' processes.	RMs are complementary to related processes including human rights and democracy country strategies, the rights -based approach to development, gender action plans, etc.	<p>The Roadmap supports the priorities of the EU Action Plan on Human Rights and Democracy 2021-2024, the EU Human Rights Guidelines and Universal Periodic Review recommendations. It is also in line with the EU Gender Action Plan II for the period 2011-2022. The Roadmap is linked to programming of EU bilateral, thematic and regional cooperation.</p> <p>The EU Delegation is looking into opportunities to present the updated Roadmap and to engage more systematically with other large donors in Armenia (e.g. US) to enhance coordination of support to civil society.</p>



Outcome Indicators

Priorities		Indicators	Means of verification/sources
Priority 1.1. Promote the efforts to enhance the space for CSOs, particularly those representing marginalised and vulnerable groups and/or working on the most sensitive issues/ human rights.	<p>1.1.1. CSOs, and their networks, coalitions and alliances are supported, with a focus on coalitions promoting the rights of the most marginalised or disadvantaged groups, including women and youth from poor rural areas, displaced people, including forced migrants, refugees and IDPs, ethnic, religious and sexual minorities and people with disabilities.</p> <p>1.1.2 Human rights defenders are supported to carry out their work in safe and enabling environment safe from all forms of reprisal against them.</p> <p>1.1.3. Increased flow of accessible information in the media is promoted on the most difficult human rights in Armenia and improved links and cooperation between civil society and media outlets.</p> <p>1.1.4. High school and university students have access to information about civics and civic space and benefit from civic education opportunities on campus.</p>	<p><i>S/T outcome indicators</i></p> <ul style="list-style-type: none">• Number of CSOs and their networks/alliances supported by the EU• Number of coalitions promoting the rights of the most marginalised supported by the EU• Number of HR defenders supported by the EU• Number of EU funded projects supporting independent media outlets and aimed at addressing fake news and disinformation• Number of youth/citizenship education initiatives supported by the EU and launched on high school and university campuses <p><i>L/T outcome indicators</i></p> <ul style="list-style-type: none">• CSO meter: . Areas –<ul style="list-style-type: none">○ Right to participate in decision making○ State Duty to Protect	<p>EU funded project reports through:</p> <ul style="list-style-type: none">• EIDHR• CSO thematic lines/programmes• Eastern Partnership Civil Society Facility Rapid Response Mechanism• Eastern Partnership Civil Society Facility for Resilient and Inclusive Societies for 2021-2022• Regional framework agreement in response to COVID-19• EU4Youth projects in Armenia• European Endowment for Democracy <p>Surveys to EU grantees</p> <p>EDGSI annual report</p> <p>GSoD annual report</p> <p>CSO Meter annual report for Armenia</p>
Priority 1.2. Support the efforts of CSOs in the monitoring and engagement in policy dialogue on the legal framework for an enabling environment.	<p>1.2.1. Increased CSO capacity to monitor the enabling environment and interpret new legislation in line with international and European standards.</p> <p>1.2.2. CSOs have better knowledge of legal environments, which are conducive for CSOs operations in other countries and formulate positions on the enabling environment in Armenia.</p>	<p><i>S/T outcome indicators</i></p> <ul style="list-style-type: none">• Number of EU supported CSOs initiatives to monitor the EE in Armenia <p><i>L/T outcome indicators</i></p> <ul style="list-style-type: none">• CSO meter: Areas<ul style="list-style-type: none">○ Right to participate in decision making	<p>EU funded project reports through:</p> <ul style="list-style-type: none">• EIDHR• Civil Society Organisations as Actors for Governance and Development• Eastern Partnership Civil Society Facility Rapid Response Mechanism



		<ul style="list-style-type: none"> ○ Freedom of Association 	<ul style="list-style-type: none"> • Eastern Partnership Civil Society Facility for Resilient and Inclusive Societies for 2021-2022 • Regional framework agreement in response to COVID-19 • EU4Youth projects in Armenia • European Endowment for Democracy <p>Surveys to EU grantees</p> <p>GSoD annual report</p> <p>CSO Meter annual report for Armenia</p>
Priorities			
<p>Priority 2.1. Support civil society efforts, including coalitions, networks and alliances promoting gender equality, youth participation and the rights of most as vulnerable groups to engage with public authorities, provide constructive contributions to policy reforms and to act as efficient government watchdogs.</p>	<p>2.1.1. CSOs have a visible and recognised role as a Government, judicial and Parliament watchdogs, both at the national and local level.</p> <p>2.1.2. CSOs achieve cooperation (monitoring, policy dialogue and oversight) with public institutions on different levels, including with parliament and government (ministries and adjacent bodies).</p> <p>2.1.3 CSOs have increased their analytical capacity for evidence-based research and policy monitoring and engagement, including their knowledge of the e-Governance tools to use them proactively and strategically to provide policy inputs.</p> <p>2.1.4. CSO ability to build and maintain coalitions and alliances amongst themselves and with other relevant actors, such as the media, for advocacy and policy engagement is strengthened.</p> <p>2.1.5. CSOs engage in monitoring, policy dialogue and advocacy on the 2021-27 EU-Armenia multi-annual indicative program's priority areas: resilient, sustainable and integrated economy; accountable institutions, rule of law and security; environmental</p>	<p>S/T outcome indicators</p> <ul style="list-style-type: none"> • Number of EU funded projects supporting CSOs 'watchdog roles, at national and local level • Number of CS initiatives supported by the EU aimed at increasing CS analytical capacity for evidence-based research and policy monitoring and engagement • Number of alliances/coalitions supported by the EU • Number of CSOs engaged in monitoring, policy dialogue and advocacy on the 2021-27 EU-Armenia multi-annual indicative program's per priority area, and of them women and youth organisations <p>L/T outcome indicators</p> <ul style="list-style-type: none"> • CSO meter, Areas <ul style="list-style-type: none"> ○ Right to participate in decision making 	<p>EU funded project reports through:</p> <ul style="list-style-type: none"> • The European Neighbourhood Instrument (ENI)/Annual Action Programme (AAP) 2018 for Armenia "EU4Citizens: Deepening Democracy" • European instrument for Democracy and Human Rights (EIDHR) • European Endowment for Democracy <p>CSO Sustainability index</p>



	and climate resilience; resilient digital transformation; resilient, gender-equal, fair and inclusive society.	o State-CSO cooperation	
Priority 2.2. Support civil society monitoring of the implementation of the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA) and establishment of a bilateral EU-Armenia CSO platform.	<p>2.2.1. Armenian CSOs are aware of the CEPA objectives and play an active role in the establishment of the bilateral EU-Armenia CSO platform to constructively contribute to the policy dialogue within the monitoring process of the CEPA.</p> <p>2.2.2. CSOs technical capacities in monitoring the implementation of the CEPA in specific areas laid down in Agreement (such as democratic institutions and governance system, economic development and market opportunities, energy efficiency, environmental protection, agriculture, social and labour affairs and transportation) are improved.</p> <p>2.2.3. The EU-Armenia CSO Platform is functional and effectively contributes to identifying priority actions in the CEPA Roadmap and monitors its implementation.</p> <p>2.2.4. EU consistently consults and reflects Armenian CSO priorities in the formulation of programming documents (e.g. Annual Action Programmes (AAPs) and Single Support Framework 2021-2024).</p> <p>2.2.5 Public awareness of the CEPA and EU-related activities in Armenia is increased as a result of CSO information and awareness raising work.</p>	<p>S/T outcome indicators</p> <ul style="list-style-type: none"> • Level of awareness of CSOs of CEPA • Number of meetings organised by the CEPA monitoring CSO Platform. • Number of CEPA monitoring reports/papers/studies produced by the CEPA monitoring CSO platform • Number of consultations held with CSOs for the formulation of programming documents. • Number of CSOs attending the consultations, and of women and youth • Number of information and awareness raising campaigns initiated around CEPA 	<p>Technical facility assisting CSOs in monitoring of CEPA</p> <p>Surveys to CSOs</p> <p>EU Neighbours East Project</p>
Priorities			
Priority 3.1. Targeted capacity development is provided to CSOs and their networks/alliances and coalitions to	<p>3.1.1 CSOs have better knowledge of and apply innovative ways to connect with their constituencies and respond to the citizens' needs and create platforms for their participation.</p> <p>3.1.2 CSOs are proficient in strategic communication with their constituents.</p>	<p>S/T outcome indicators</p> <ul style="list-style-type: none"> • Number of CSOs benefiting from targeted CD to connect better with their constituencies and respond to the citizens' needs • Number of platforms/coalition's supported 	<p>EU funded project reports through:</p> <ul style="list-style-type: none"> • Eastern Partnership Civil Society Facility – Regional Technical Assistance to Build Civil Society Capacities • Technical assistance on impact monitoring of EU



<p>better connect with and represent constituencies, with a special focus on gender equality, youth participation and vulnerable groups.</p>	<p>3.1.3. CSOs acquire knowledge of the rights-based approach and integrate it across their action strategies, projects and daily operations, with a focus on gender equality, the rights of the most marginalized or disadvantaged groups, including women and youth from poor rural areas, displaced people, including forced migrants, refugees and IDPs, ethnic, religious and sexual minorities and people with disabilities</p>	<p>by the EU</p> <ul style="list-style-type: none"> • Number of CSOs trained in the use of RBA/gender approaches • Number of trained CSOs using RBA/gender mainstreaming in their projects • Number of EU funded projects addressing the rights of the most marginalized or disadvantaged groups, including women and youth from poor rural areas, displaced people, including displaced people, refugees, ethnic, religious and sexual minorities and people with disabilities <p><i>L/T outcome indicators</i></p> <ul style="list-style-type: none"> • CSO Sustainability Index: overall sustainability • CSO Sustainability Index: organisational capacity • CSO Sustainability Index: service provision 	<p>Civil Society Support in Eastern Partnership countries</p> <ul style="list-style-type: none"> • Eastern Partnership Civil Society Facility 2019 – 2020 : STRIVE for a better future: • Civil Society actors as drivers of change in Armenia and Azerbaijan, Georgia and Moldova <p>Surveys to EU grantees</p>
<p>Priority 3.2 Targeted support is provided to CSOs to enhance their management and institutional capacities and better mainstream gender, youth and environmental practices in their operations</p>	<p>3.2.1. CSOs internal governance, transparency and accountability systems improved.</p> <p>3.2.2 CSO leadership, strategic planning and management capacities are strengthened.</p> <p>3.2.3. CSOs become more financially sustainable and independent through the implementation of different financial models (closer work with businesses, crowdfunding, development of social entrepreneurship, etc.).</p> <p>3.2.4 CSOs become aware and apply good practices in volunteer management and youth leadership development.</p> <p>3.2.5 CSOs formulate gender-sensitive and gender-transformational projects and consistently collect</p>	<p><i>S/T outcome indicators</i></p> <ul style="list-style-type: none"> • Number of supported CSOs having improved their internal governance and accountability systems • Number of EU supported projects targeting management and organisational capacities of CSOs • Number of supported CSOs having increased their volunteer base • Number of supported CSOs implementing innovative strategies for funding (closer work with businesses, crowdfunding, development of social entrepreneurship, 	<p>EU funded project reports through:</p> <ul style="list-style-type: none"> • Eastern Partnership Civil Society Facility – Regional Technical Assistance to Build Civil Society Capacities • Technical assistance on impact monitoring of EU Civil Society Support in Eastern Partnership countries • Eastern Partnership Civil Society Facility 2019 – 2020 : STRIVE for a better future: • Civil Society actors as drivers of change in Armenia and Azerbaijan, Georgia and Moldova <p>Surveys to EU grantees</p>



	<p>gender specific statistics.</p> <p>3.2.6. CSOs become more aware and integrate environmentally friendly practices into their strategies and daily work</p> <p>3.2.7 EU support reaches a wider set of civil society actors in the regions of Armenia.</p>	<p>etc.).</p> <ul style="list-style-type: none"> • Number of grass roots organisations being supported <p><i>L/T outcome indicators</i></p> <ul style="list-style-type: none"> • CSO Sustainability Index: overall sustainability • CSO Sustainability Index, Organisational Capacity • CSO Sustainability Index, Sectoral infrastructure • CSO Sustainability Index, Financial Viability • CAF World Giving Index, Donating Money / Volunteering Time⁴⁴. 	<p>CSO Sustainability Index annual reports</p> <p>CAF World Giving Index annual reports</p> <p>Caucasus barometer</p>
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⁴⁴ 10 year aggregate scores and ranking



<p>Priority 3.3. Cooperation and mutual learning between CSOs and the private sector are supported</p>	<p>3.3.1. Strengthened CSO engagement with the private sector, as well as in business and investment climate reforms.</p> <p>3.3.2. Purpose and Impact-driven businesses for CSOs and social enterprises are further developed, with an emphasis on culture preservation, creative industries, craftsmanship and tourism promotion in rural and poor areas</p> <p>3.3.3 Armenian CSOs recognise the role of the culture and creative industries in the economy and society and proactively engage in the sector.</p>	<p><i>S/T outcome indicators</i></p> <ul style="list-style-type: none"> • Number of CSOs supported by the EU engaged in initiatives with the private sector, including business and investment climate reforms. • Number of EU projects supporting the role of the culture and creative industries in the economy and society. <p><i>L/T outcome indicators</i></p> <ul style="list-style-type: none"> • Number of SEs in Armenia • CS perception of the EE for SEs in Armenia 	<p>EU funded project reports through:</p> <ul style="list-style-type: none"> • “Collaborate for Impact – development of social entrepreneurship and social investments towards economic and social cohesion in the Eastern Partnership and Russia” • Creative Europe Programme • ENI/AAP 2019 for Armenia “Local Empowerment of Actors for Development” • Creative Industries” : Delivering for the future: Strengthening civil society capacities and resilience in Armenia • Civil society Sustainability Index
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ANNEX 1

TABLE 1. Overview of ongoing EU CSO funding

Budget commitment year	Funding Instrument	Amount (€)	At what stage is it?	What does it do?
2020-2024	Thematic line EIDHR	4,890,000	Five (5) Ongoing projects	<ul style="list-style-type: none"> To strengthen protection of labour rights in Armenia with special focus on youth and vulnerable groups To strengthen the role of civil society in Armenia in promoting human rights and judicial reform and to become an effective force for meaningful engagement in justice sector reforms. To elevate and empower women in Armenia to bring about societal change in Armenia To empower media organisations to operate in an independent, professional and sustainable manner, in particular by developing and distributing content that serves the public interest and challenges discriminatory norms or gender stereotypes To uphold the fundamental rights of refugees and facilitate the establishment of accessible mechanisms to identify and address the specific human rights vulnerabilities of different groups
2020-2024	Eastern Partnership Civil Society Facility	11,060,000	Seven (7) project	<ul style="list-style-type: none"> Improve the resilience, sustainability, accountability, and capacity for innovation of Armenian civil society organisations (CSOs). This will enable them to play a pivotal role in raising awareness, deepening democracy, and serving constituencies in Armenia, especially vulnerable populations To contribute towards promotion of equal rights of people with disabilities and enable their participation and access to services through empowering Disabled People's Organisations (DPOs) as key actors of the ecosystem. To strengthen civil society, interventions to reframe the entrepreneurial ecosystem, and innovative media and communication



				<p>campaigns to capture the public imagination and persuade consumers to change their spending habits.</p> <ul style="list-style-type: none"> • To support the integration of a rights-based approach in mental health by creating policies and mechanisms for accessible, inclusive, and evidence-based mental health services and favorable public attitude towards mental health issues • To deliver financially sustainable community-based social services that serve the needs of vulnerable populations in Syunik province • To foster sustainable livelihoods, business growth and employment opportunities for displaced and host communities • To facilitate the social cohesion and integration of displaced youth from Nagorno-Karabakh (NK) in Meghri Municipality (Syunik province)
2021-2024	CSO Thematic Programme	5,900,000	Four (4) contracts	<ul style="list-style-type: none"> • To support social, economic and political developments that contribute to the normalisation of Armenia-Turkey relations • To increase public oversight over the budgetary process in Armenia through building CSO capacity and skills for monitoring budgets and budget advocacy. • To enhance capacities and cooperation among Armenian civil society for educating and empowering youth, developing future leaders and enabling more active youth participation in social, political and public life in the country • To improve social protection systems for vulnerable people, specifically refugees from Nagorno Karabakh
2018	Bilateral – AAP 2018 EU4Armenia – Regional Development	2,000,000	One contract	<ul style="list-style-type: none"> • To vitalize the Cultural and creative sectors (CCI) ecosystem in Armenia, its creative agents and enablers, to catalyze a thriving creative economy.



2024	Global allocation	477,625	Two (2) contracts	<ul style="list-style-type: none"> • To support cultural and youth activities • To support evidence-based policymaking and to strengthen the inputs of the Armenian think tank community in the current context of deepening of EU-AM relations
2020-2024	Regional projects	Regional projects but around EUR 5,000,000 for Armenia	15 ongoing projects	<ul style="list-style-type: none"> • Civil society meter • Transparency • Human rights • Gender • Support to media • Good governance • Anti-corruption • Local development • Capacity building • CSO resilience
2024-2025	Sub grants	Bilateral and regional	318 subgrants (126 Bilateral and 192 Regional)	<ul style="list-style-type: none"> • Civil society support • Human rights • LGBTIQ rights • Vulnerable groups • Support to IDPs • Gender equality • Women empowerment • Social protection • Child protection/child rights • Youth support • Media and free flow of information • Support to public policies • Business and employment • Social enterprises • Rural and agricultural development • Environment and waste • Energy • Education and training • Culture and recreation



Table 2. EU bilateral and thematic funding in 2025-2027 (Forecast)

Instrument	European Neighbourhood Instrument / Bilateral Single Support Framework	Thematic programme Civil Society Organisations	Thematic Programme for Human Rights and Democracy
	EUR AAP 2025: EUR 3 M AAP 2026: EUR 3 M AAP 2027: EUR 3 M	EUR 2025: EUR 1 M 2026: EUR 1 M 2027: EUR 1 M	EUR 2025: EUR 800,000 2026: EUR 800,000 2027: EUR 700,000
	<ul style="list-style-type: none"> Improve the resilience, sustainability, accountability, and capacity for innovation of Armenian civil society organisations (CSOs). Increase the financial sustainability, strengthening the resilience, and developing the capacities and skills of CSOs and independent media and journalists. 	<ul style="list-style-type: none"> Strengthen CSOs as independent actors of good governance and development in their own right Strengthen civil society partner's institutional and operational capacity through a comprehensive approach; enabling and ensuring their participation; and on improving the environment in which they operate. 	<ul style="list-style-type: none"> Support for gender equality and women's rights Support media organisations in their efforts to achieve more professional, independent and sustainable management To support the national human rights strategy: to promote human dignity, to strengthen and enhance existing legal and institutional mechanisms, to raise awareness about human rights principles, values, and responsibilities; to prevent and eliminate discrimination based on race, ethnicity, gender, sexual orientation, disability, religion, and other characteristics; to ensure equal opportunities for all; to promote access to basic necessities; to safeguard freedoms of expression, assembly, and association, as well as the right to participate in democratic processes; to hold government agencies, public officials, and institutions accountable for their actions and decisions related to human rights



ANNEX 2

RELEVANT REFERENCES AND SOURCES TO DEEPEN THE UNDERSTANDING ON THE STATE OF CS AND EU ENGAGEMENT WITH CS

EU's framework for cooperation with Armenia

- EU-Armenia Comprehensive and Enhanced Partnership Agreement
https://eeas.europa.eu/headquarters/headquarters-homepage/37967/eu-armenia-comprehensive-and-enhanced-partnership-agreement-cepa_en
- Partnership priorities between the European Union and Armenia
https://eeas.europa.eu/headquarters/headquarters-homepage/40175/partnership-priorities-between-european-union-and-armenia_en
- Multiannual Indicative Programme (2021-2027) for Armenia
https://enlargement.ec.europa.eu/document/download/151aae61-d6b4-45cb-992b-38edce55b33f_en
- EU Mission in Armenia (EUMMA)
https://www.eeas.europa.eu/euma_en?s=410283
- EU-Armenia Civil Society Platform
<https://eap-csf.am/csp/>
- Single Support Framework 2017-2020
https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/armenia_ssf_2017-2020_final.pdf
- Eastern Partnership – 20 Deliverables for 2020
https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/eap_20_deliverables_for_2020.pdf

CSO sector assessments conducted by EU-funded projects:

- Capacity Building Needs Assessment of Civil Society Organisations in Armenia - by Strong Civil Society Organisations for Stronger Armenia project (October 2018)
<http://www.civilsociety.am/resources/strongsco//pubs/d0459dcd0777af3c7d8ff58c9948c2e.pdf>
- Armenian CSOs Professional Needs Assessment - by BRIDGE for CSOs project (June 2017)
<http://www.civilsociety.am/resources/strongsco//pubs/2736ae1e2778319cf1712c0995e62295.pdf>
- Civil Society Engagement in Policy Dialogue in Armenia – by Civil Society Dialogue for Progress project (2015)
<http://www.civilsociety.am/resources/strongsco//pubs/7e824bff6af09cdc3d1626e4068de25d.pdf>
- CSO Meter: Empowered for Action, Armenia 2024 Country Report, ECNL Stichting and Transparency International Anticorruption Center, 2025
<https://csometer.info/sites/default/files/2025-01/ENG%20Armenia%202024%20CSO%20Meter%20Country%20Report.pdf>
- CSO Meter: A compass to conducive environment and CSO empowerment, Armenia 2022 Country Report, ECNL Stichting and Transparency International Anticorruption Center, 2023
https://csometer.info/sites/default/files/2023-10/2022%20Armenia%20CSO%20Meter%20Country%20Report%20ENG_0.pdf
- CSO Meter, Armenia 2023 Country report, ECNL Stichting and Transparency International Anticorruption Center, 2023



https://csometer.info/sites/default/files/2024-01/Armenia%202023%20CSO%20Meter%20Country%20Report%20ENG_0.pdf

- Mapping of Civil Society Organizations Needs Armenia, Support to CEPA Monitoring, Implementation and Communication, January 2024
<https://cepacso.am/hy/report/8>
- Update of the In-depth Assessment of Existing and Emerging CSO Initiatives and State of Civic Space in Armenia, People in Need, July 2024
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