



GENERAL INFORMATION

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- Period covered: **2021-2027¹**
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- Update of a previous Roadmap: **Yes (the first generation of the Roadmaps covered the period [2014-2017](#) and [2018-2020](#))²**
- Approved by: **Head of EU Delegation and Heads of the resident EU Member State Embassies**

INTRODUCTION

This document presents an updated **EU Country Roadmap for Engagement with Civil Society in Armenia for the period 2021-2027** (hereinafter the Roadmap). It contains a brief analysis of the civil society arena, its operating environment and the challenges faced by civil society organisations (CSOs), and it identifies EU's priorities and actions for engaging with civil society in Armenia, and a set of indicators for the follow up. In line with the midterm review of the EU-Armenia Multi Annual Indicative Programme (MIP) 2021-2027, a mid-term revision of the Roadmap will take place in 2024 to integrate any relevant changes in the environment and EU strategy.

The Roadmap identifies medium-term objectives of EU cooperation with CSOs and encompasses policy dialogue, technical and financial support. It is aligned with the objectives of the horizontal support to civil society as part of the MIP 2021-2027 and with the regional (Eastern Partnership) civil society support priorities. The Roadmap is also guided by the policy objectives outlined in the Comprehensive and Enhanced Partnership Agreement (CEPA). The Roadmap revision also reflects aspects of the programming of EU bilateral and thematic funding assistance.

The revision of the Roadmap took place in the context of the global COVID-19 pandemic and the aftermath of the war in Nagorno-Karabakh (NK). Both the pandemic and the war had significant impact on the operations of the CSOs in Armenia. Measures to halt pandemic – state of emergency and restrictions on movement affected CSOs' activities, funding, and participation in decision-making, on the other hand the pandemic brought new opportunities of funding, strengthened skills in using electronic tools, and new areas of collaboration with state³. At the same time, the humanitarian crisis resulting in the COVID-19 pandemic and the war in Nagorno-Karabakh forced the civil society to reshuffle its priorities – re-focusing work on emergency interventions and provisions of humanitarian aid and psychosocial support.

Amid the post-war political crisis, the viability of democratic institutions has been questioned. Armenian civil society faced criticism, human rights activists and civil society organizations promoting human rights, democratic values and peacebuilding have become target for attacks and accusations. With the reshuffling of policy priorities and the growing political polarisation, civil society started to fear that - contrary to the expectations raised after the 2018 Armenian revolution^{2018 Armenian revolution} - the space for structured political dialogue and opportunities to contribution to policy-making is shrinking.

In the current circumstances, civil society will have to combine efforts for policy dialogue and identifying new engagement forms with actions to address the hate speech against the human rights activists. The existing agenda of delivering on justice and human rights, anti-corruption measures, improving education and healthcare systems, environmental protection, are to be complemented with focus on the most vulnerable groups affected by COVID-19 pandemic and the war in NK and their access to basic services. A pro-active involvement of civil society in policymaking and governance reforms is crucial to deliver the political transformation in Armenia, and to contribute

¹ The Roadmap cover the period of 2021-2027, at least one mid-term review is planned in 2024.

² 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.

³ *Under the spotlight: a close look into the established and emerging civil society actors in Moldova and the South Caucasus* People in Need (2021) https://www.peopleinneed.net/media/publications/1710/file/civil_society_report_pin_2021_md_south_cauc.pdf



to deepening of the EU-Armenia cooperation. Similarly, a more effective and structured engagement of Armenian civil society in both bilateral and multilateral processes is crucial for achieving of the goals of the Eastern Partnership policies in Armenia. For this to be effective, this Roadmap recommends the engagement of a broad variety of Armenian and EU civil society actors including , including NGOs, trade unions, informal civic groups, etc. as well as socially minded businesses and media sector representatives.

The Roadmap, which has been drafted in close cooperation with CSOs and resident Member States, is a living document which can be revised based on the changes in the context and needs, including new trends in the political and legal environment, and civil society landscape. Therefore, the list of identified priorities and actions should guide future engagement but not be seen as a complete and static list.

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

In contrast to the previous engagement period (2018-2020), the state of play for Armenian civil society has **deteriorated**. According to the Democracy Index 2020⁴, Armenia's score declined significantly in 2020, after the country had bucked the regional trend and registered significant improvement in 2018-19. COVID-19 and the war in Nagorno-Karabakh have played a major role in the deterioration of the quality of civic space. In August 2021, CIVICUS, one of the largest organisations monitoring the performance of civil society across the world, put Armenia's civic space in the middle of its ranking, labelling it as "obstructed"⁵.

The **2018 Armenian revolution had major implications for civil society**. Many informal civic leaders played a prominent role in initiating and organising the public protests, which led to the revolution of 2018 – and subsequently joined the new government. It was a major opportunity to influence policy processes from the inside; though critics feared civil society risked getting co-opted by the state, becoming compliant and decreasing its role as an independent watchdog⁶.

The positive emerging trends following the 2018 Armenian revolution have continued into early 2020 (i.e. CSO overall sustainability was rated at 3.6 in 2020 by the USAID CSO Sustainability Index⁷; similar to 3.6 in 2019 and 2018, slightly up from 3.7 in 2017 and 3.8 in 2016). However, the COVID-19 pandemic and the war in Nagorno-Karabakh reversed this trend and had a significant impact on the operations of CSOs in Armenia. The pandemic exacerbated existing socio-economic vulnerabilities leaving beneficiaries of many CSOs in dire need for urgent humanitarian support. At the same time, the pandemic and measures to curb its spread limited the operational space for CSOs, forcing to rethink usual practices and means of engaging with beneficiaries and target groups. The war in Nagorno-Karabakh resulted in displacement of thousands civilians to Armenia, large number of casualties, and injured military personnel, frontline volunteers and civilians. The war forced many CSOs to halt their normal operations or to re-focus their work to emergency interventions such as provision of humanitarian relief and psychosocial support to the displaced families and/or wounded soldiers and their families. The temporary shift from development work to humanitarian relief entailed the adaptation of strategic priorities and working principles, as well as the adaptation of organisational capacities and reallocation of resources. Many CSOs managed to adapt to the new demands and working modes by mobilising resources, assets and volunteers in new ways while supporting communities to manage the psychologic trauma and socio-economic consequences. However, the COVID-19 pandemic and the war have left human rights defenders and civil society activists exhausted, overstretched and working in completely new, remote manners.

⁴ *Democracy Index 2020: in sickness and in health?* The Economist Intelligence Unit (2021) <https://www.eiu.com/n/campaigns/democracy-index-2020/>

⁵ Retrieved online from: <https://monitor.civicus.org/country/armenia/>

⁶ *From shrinking space to post-revolutionary space: re-imagining the role and relations of civil society in Armenia* Socioscope Societal Research & Consultancy Center NGO (2018) https://ge.boell.org/sites/default/files/socioscope-report_15.01_spread-eng.pdf

⁷ *2020 Civil Society Organization Sustainability Index* USAID (2021) <https://www.fhi360.org/sites/default/files/media/documents/csosi-europe- Eurasia-2020-report.pdf>



The **public image of CSOs has also suffered greatly in the aftermath of the war in Nagorno-Karabakh**. CSOs working in human rights, anticorruption, and democracy promotion have become a target of a smear campaign against civil society, and a discourse about democracy and liberal values becoming a threat to state security has been widely disseminated by various opposition groups. A number of initiatives restricting freedom of expression have been put on the agenda amidst disturbing scale of hate speech and disinformation. At the same time, a tendency of the government officials distancing themselves from CSOs was observed⁸.

1.1.2. ENABLING ENVIRONMENT AND ENGAGEMENT IN POLICY PROCESSES

The limitations brought by the COVID-19 pandemic and aforementioned emergency situations, as well as the growing hate speech and number of disinformation campaigns launched against CSOs have had a negative impact on **the enabling environment** for civil society.

On the legal side, and while the general legal framework for an enabling environment is in place, there is a need to work on its implementation and enforcement (e.g. improving access to information, involving civil society earlier in the policy process and expanding the *Actio Popularis* concept). CSO Meter 2021 Armenia country report⁹ outlines that overall, most of the CSO meter areas are positively assessed in terms of legal regulations, while the greatest challenges remain at the level of its enforcement.

Deteriorations in areas of participation, freedom of expression, and state protection are reported in practice¹⁰. Main legal gaps are linked with the challenges of CSO financial sustainability, complicated requirements for CSOs' representation of public interests in courts of justice, absence of national policies on CSO development, and lack of regulations on hate speech and digital rights. On the other hand, the practical possibilities to register an association, solicit funding from various sources, organise and participate in assemblies are assessed rather positively.

Freedom of association is guaranteed by legislation in Armenia. CSOs do not face significant difficulties during their registration and operation. CSO registration procedures are simple, quick and inexpensive. CSOs are free to determine their objectives in the framework of the law, and there are no restrictions for the areas of operations. The Law on Public Organisations, which was developed in 2016 with extensive input from civil society, and since then revised several times, eased the registration process and allowed CSOs to generate their own income from economic activities and engage volunteers in their work. A new requirement of annual reports by all public organisations has entered into force in 2021.

Enhanced plurality in the media has also been notable. However, access to information (including availability of accurate and up-to-date data on media ownership) and the recent increase in fake news and online disinformation remain big concerns. The **level playing field continues to remain polarised and unequal** for CSOs and civic activists working on the human rights of the most vulnerable or marginalised groups, such as women and children from disadvantaged backgrounds and rural areas, people with disabilities, LGBTI people and prisoners. LGBTI groups and their advocates have been frequently targeted by hate-speech, hazing and violence and face obstacles in their work. Likewise, independent media, informal civic groups and women's rights activists have oftentimes become subject of slander or verbal attacks. During 2021 Smear campaigns took place against human rights CSOs receiving donor funding, which are blamed in supporting "anti-Armenian" agenda. Such narratives are aimed at discrediting the civil society and negatively affect the public image of CSOs. CSOs and experts mention the high necessity of tackling the issue of hate speech, disinformation and fake news, which were on the raise during the last year. Since 2020, several legislative amendments were initiated to address increased instance of libel and insult but found to be restrictive by

⁸ CSO Meter 2021: Armenia country report European Center for Non-for-Profit Law and Transparency International Anticorruption Center (2022) (draft/unpublished; the report will be accessible in May 2022 at <https://csometer.info/countries/armenia>)

⁹ The report is prepared by the European Center for Non-for-Profit Law in partnership with Transparency International Anti-corruption Center in Armenia. The CSO Meter supports regular and consistent monitoring of the environment in which CSOs operate in the Eastern Partnership countries. It consists of a set of standards and indicators in 11 different areas to measure both law and practice. It is based on international standards and best practices.

¹⁰ CSO Meter 2021: Armenia country report European Center for Non-for-Profit Law and Transparency International Anticorruption Center (2022) (draft/unpublished; the report will be accessible in May 2022 at <https://csometer.info/countries/armenia>)



media organisation. CSOs are concerned that these measures are aimed primarily to protect officials not civic activists¹¹.

Positive trends in the development of **volunteering are also reported**. However, public engagement is still varying and a **structured approach to volunteering is not very common** among CSOs. According to the 2018 World Giving Index, 15% of surveyed Armenians reported giving donations, while 9% volunteered¹². A small step towards developing legislation on volunteering has been made within the Law on Public Organisations in 2016, which allowed NGOs to engage volunteers. However, legislative gaps on clear definition and incentives for volunteering remain, as well as practical mechanisms for putting this arrangement in place are currently missing – aspects related to the taxation of volunteer cost compensation, involvement of volunteers in foundations, issues of liability and involvement of international volunteers. In practice, CSOs largely engage volunteers in their work, and the culture of volunteering is on the grow especially among youth¹³.

With regards to CS involvement in public policies, there are a number of legal provisions and platforms for CSO participation in the decision-making process, including compulsory public discussion of draft laws, consultative bodies, opportunities for public hearings, and joint working groups established in different areas. However, in practice, not all of them are fully functional, the electronic platform for public consultations, public hearings, and disclosure of information by state bodies are limited in their scope and effectiveness. CSOs report regress in participation in the last two years in contrast to increased government openness and high CSOs' expectation reported in the early post-revolutionary period. A lack of pro-active efforts and interest in CSO expertise on the side of the Government is noted by civil society. The main institutional mechanisms of State-CSO cooperation are the Public Council and the various councils adjunct to ministries and regional administrations, as well as the sectoral working groups. The effectiveness of these bodies varies depending on the level of CSOs' pro-activeness and skills, on one side, and the attitude of responsible officials – on the other¹⁴. Since the COVID-19 pandemic and the war in Nagorno-Karabakh the right of CSOs to participate in decision-making has been affected the most. Besides, there is no specific strategy or policy regulating state-CSO cooperation. Systematic and structured mechanisms are currently missing to ensure a transfer of CSO policy expertise to the government. The aspects that need further elaboration include a systemic and inclusive mechanism for CSO participation in the decision-making process (both at national and local levels), a systemic approach to monitoring and reporting on the enforcement of the laws and a monitoring system for political party finance.

On the local level, positive trends regarding the transparency and participation are noticed in some communities depending on attitudes of community leaders and consistent advocacy of local CSOs. However, overall the main obstacles to policy dialogue include low capacity of local civil society actors and local authorities, low awareness of rights to participate in decision-making and the (so far) limited authority of local governments in Armenia¹⁵.

With regards to access to funding, **CSOs do not face restrictions in seeking, receiving and using funding from a variety of sources**. However, there is a high dependency on donor funding, while individual donations, business support and entrepreneurial activities make a small part of CSOs' income. There is a growing understanding of the need for funding diversification to secure self-sustainability. However, CSO practices of seeking alternative funding and developing dialogue with the business sector are negatively affected by the lack of tax benefits that could stimulate donations and social entrepreneurship initiatives, also the procedure for tax exemption for charitable projects is quite complicated. Since early 2021, the legal procedure for allocation of state support for CSOs has improved. In January 2021, the Armenian government adopted amendments to the procedure on allocation of state grants and subsidies

¹¹ *CSO Meter 2021: Armenia country report* European Center for Non-for-Profit Law and Transparency International Anticorruption Center (2022) (draft/unpublished; the report will be accessible in May 2022 at <https://csometer.info/countries/armenia>)

¹² *World Giving Index 2018: a global view of giving trends* Charities Aid Foundation (2018)

https://www.cafonline.org/docs/default-source/about-us-publications/caf_wgi2018_report_webnopw_2379a_261018.pdf

¹³ *CSO Meter 2021: Armenia country report* European Center for Non-for-Profit Law and Transparency International Anticorruption Center (2022) (draft/unpublished; the report will be accessible in May 2022 at <https://csometer.info/countries/armenia>)

¹⁴ *CSO Meter 2019: Armenia country report* (draft/unpublished; the report will be accessible in May 2022 at <https://csometer.info/countries/armenia>)

¹⁵ *Mapping of public participation opportunities and platforms in Armenia* Transparency International Anticorruption Center (2022) <https://transparency.am/hy/publications/view/407> (available only in Armenian)



to legal entities. The amendments regulate the grant announcement process, including provisions on conflict of interest issues, transparency of the selection process, and setting the selection criteria¹⁶.

1.1.3. CSOs CAPACITIES

According to the Ministry of Justice, 5,532 non-governmental organisations and 1,451 foundations are registered in Armenia as of September 2021¹⁷. According to various assessments, only around 15-20% (or maximum 700-800) of the registered organisations are active. Armenian CSOs (according to 2018 data) are mainly involved in activities related to awareness raising (88%), capacity building (86%), consultancy (72%) and service provision (63%). As for the dominant thematic focus, a majority of active CSOs focus on education (77%), community development (68%), children/youth (67%) and human rights (54%)¹⁸. Informal groups address a range of specific issues including the environment, cultural preservation, consumer rights, labour and employment, as well as human rights.

In 2020, CSOs in Armenia scored 3.3 CSO in the Organizational capacity dimension of the USAID CSO Sustainability Index¹⁹. The 2020 CSO Meter²⁰ reports that CSOs' organisational capacities are steadily improving, mostly due to a number of donor-funded capacity building programs. More CSOs understand the necessity of internal regulations and strategic management, and the need to reinforce human right based approaches, though there is still ample room for improvement. However, many CSOs remain dependent on donor funding, do not have a solid constituencies and their projects are not sustainable in long term.

The **strong disparity** in terms of capacity **between CSOs from Yerevan and the regions of Armenia persists**. Only a small number of CSOs in the regions base their decision-making and operations on strategic visions and plans and have the capacity to perform their role sustainably. Many CSOs in the regions also lack knowledge in strategic planning and technical know-how and have deficiencies in their reporting and financial management capacities. Nonetheless, the number of strong and visible organisations in the regions of Armenia **has grown** during the previous engagement period, especially in the northern and southern regions of Armenia²¹. It is important to note that local community organisations tend to enjoy more trust from the wider public (than formal capital-based CSOs) as they are perceived to be able to respond quicker to the needs in their constituencies.

With regards to **Armenian diaspora organisations, they are strong and multiple**. They have traditionally been focused on charity and national identity issues. Some have had a regular dialogue with the government but have until recently had limited coordination with the wider civil society. In recent years, some diaspora organisations have reformulated their strategy and are now pursuing a stronger civil society engagement.

Trust towards CSOs continues to be low compared to the distrust. According to the Caucasus Barometer survey conducted in 2019 by the Caucasus Research Resource Center, 26% of the public fully trusts CSOs, while 33% neither trusts or distrusts, and the percentage of those who rather or fully distrust CSOs is 25%.²² Informal groups often enjoy more public trust due to their responsiveness to community needs, while registered CSOs are associated with the negative stereotypes of "grant-chasing" organisations²³.

¹⁶ CSO Meter 2021: Armenia country report European Center for Non-for-Profit Law and Transparency International Anticorruption Center (2022) (draft/unpublished; the report will be accessible in May 2022 at <https://csmeter.info/countries/armenia>)

¹⁷ https://www.moi.am/storage/files/legal_acts/legal_acts_3333545299361_stat_2021-3eram.pdf

¹⁸ Capacity Building Needs Assessment of Civil Society Organisations in Armenia conducted by Strong Civil Society Organisations for Stronger Armenia project (2018) <https://hkdepo.am/up/docs/Capacity%20Building%20Needs%20Assessment%20paper%20EN.pdf>

¹⁹ 2020 Civil Society Organization Sustainability Index USAID (2021)

<https://www.fhi360.org/sites/default/files/media/documents/csosi-europe-eurasia-2020-report.pdf>

²⁰ CSO meter: assessing the civil society environment in the Eastern Partnership countries – Armenia country update European Center for Non-for-Profit Law and Transparency International Anticorruption Center (2020)

<https://csmeter.info/sites/default/files/2020-12/CSO%20Meter%20Armenia%20Country%20Update%20ENG%20final.pdf>

²¹ For example, there are more than 15 strong and visible organisations in Shirak, Lori and Syunik regions. In contrast, the number of CSOs in the Ararat, Aragatson and Kotayk regions, which geographically are closest to Yerevan, is disproportionately low.

²² <https://caucasusbarometer.org/en/cb-am/TRUNGOS/>

²³ CSO meter: assessing the civil society environment in the Eastern Partnership countries – Armenia country update European Center for Non-for-Profit Law and Transparency International Anticorruption Center (2020)

<https://csmeter.info/sites/default/files/2020-12/CSO%20Meter%20Armenia%20Country%20Update%20ENG%20final.pdf>



In terms of support, Armenian CSOs have **benefited from various EU-funded capacity-building measures**²⁴ during the previous Roadmap implementation period. Even though progress has been recorded in a number of dimensions, capacity building remains a long-term effort. The key challenges to an effective civil society engagement are largely compatible with those identified in the previous Roadmap. They include the **lack of meaningful connection** with constituencies, beneficiaries and wider society, the aforementioned general **lack of trust, limited organisational capacities, limited cooperation** and exchanges with peers from across the civil society sector, as well as **issues of internal governance and accountability**. At the operational level, dependency on donor funding and **lack of financial sustainability** remains a critical challenge. Only a few organisations have steady income and strategic partnerships to rely on. The majority of CSOs, especially newly established organisations in the regions, face significant barriers in developing and maintaining the resources needed to carry out their missions.

Recent surveys²⁵ indicate that many CSOs have conducted capacity assessments in the last 3 years and should or **would like to continue improving their technical expertise, internal governance and accountability practices, human resource management including volunteer management policies) and financial sustainability**. During the consultations on the current Roadmap as well as in the framework of the assessment survey launched by the EaP Civil Society Facility, CSOs requested specific support in the following areas: financial literacy and sustainability, CSO and human resources management (including volunteer management), social entrepreneurship skills, legislative drafting and monitoring legislative implementation, advancing human rights including tolerance and gender equality as well as strategic communication (also towards their constituencies, beneficiaries and public at large), tech solutions and language skills. These priorities concur with the top three priorities identified by the study conducted by “Strong CSOs for Stronger Armenia” in October 2018, which are fundraising, project development and innovation (the latter emerging as a new consideration and focus among Armenian CSOs). Furthermore, several donors and younger activists have expressed that **fostering new transformative CSO leadership and management capacity** in the CSO sector should be considered **among the priorities** in the next engagement period.

On the coordination and networking side, there are a few national level coordination platforms and coalitions of CSOs with the **Armenian National Platform of the Eastern Partnership Civil Society Forum** being an important voice. With a legal status and a functional secretariat and a membership base of 234 Armenian CSOs (as of December 2021), the Platform remains the EU’s key partner in facilitating the achievement of the goals of the Eastern Partnership in Armenia, as well as in the implementation of the EU-Armenia Partnership Priorities. Other thematic active coalitions in the past couple of years include the Partnership for Open Society, Coalition to Stop Violence against Women, Non-Discrimination and Equality Coalition, Child Protection Network, Coalition for Inclusive Legal Reforms and the Agricultural Alliance. **Challenges faced by CSO coalitions**, includes lack of strategic vision, coordination and management problems, financial issues, and limited capacities in developing public policy inputs upon which advocacy can be based.

On specific thematic engagement, **civil society actors have in the past years increased their capacity on natural and man-made disaster preparedness** and have contributed to better preparedness overall. During the last decades, the unsettled Nagorno-Karabakh conflict between Armenia and Azerbaijan and the diplomatic dispute between Armenia and Turkey over the recognition of the Armenian genocide have had a major impact on national and regional civil society activities. The 44-day war, in 2020, has abruptly ended the already fragile person-to-person contacts, although the peacebuilding exchange remained weak in recent years, today it barely exists beyond online platforms. Armenian civil society is making dialogue with its Azerbaijani counterparts contingent on solving the issue of the prisoners of war²⁶. Given the impact of the conflict and the two closed borders, the EU has advocated for and people-to-people initiatives to normalise Armenia-Turkey relations and a peaceful settlement of the conflict, which will be continued in the next engagement period.

²⁴ Including three EU-funded large-scale capacity-building projects, i.e. “Strong CSOs for Stronger Armenia”, “Bridge for CSOs” and “Commitment to Constructive Dialogue”.

²⁵ CSO capacity needs assessment undertaken by the EaP Civil Society Facility in 2021.

²⁶ CSO Meter 2021: Armenia country report (draft/unpublished; the report will be accessible in May 2022 at <https://csometer.info/countries/armenia>)



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

The EU-Armenia Comprehensive and Enhanced Partnership Agreement (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 set up in March 2022²⁷.

With regards to cooperation sectors, CSOs **do not equally engage** in all of the EU priority cooperation sectors in Armenia²⁸. Civil society traditionally maintains a high profile in the area of **governance, institutions and human rights**. Acknowledging the key role of civil society in democratic transition in Armenia, the EU Delegation plans to maintain **its engagement with CSOs** in this sector in 2021-2027. **Support to a more inclusive and participatory decision-making will be a critical area** where the EU will maintain strong political support and provide assistance through various instruments. The EU will pursue to increase the role of civil society in the policy dialogue and governance reforms as well as in improving access to justice (including monitoring of implementation of court decisions, prison conditions, rehabilitation and integration of former prisoners and recruitment and appointment processes in the judiciary). CSOs have been actively contributing to the EU-Armenia Human Rights and Justice Dialogues, which the EU sees as an opportunity to further the reforms of these sectors. Strengthening the **dialogue between CSOs and authorities at the local level** will be another **important area for support**.

During the past periods covered under the previous roadmap, CSOs have been essential in supporting the implementation of objectives in the field of **"Economic development and market opportunities"**. CSOs have played an important role in fostering inclusive local employment and income generating activities in the regions of Armenia that have benefitted and empowered many vulnerable communities and citizens. During the COVID-19 pandemic and the war in Nagorno-Karabakh and its aftermath CSOs played a key role in reaching out to the most vulnerable groups, including the displaced population and extending emergency humanitarian support and psychosocial support, as well as offering opportunities for re-skilling and job training. Several CSOs are interested in continuing or expanding engagements with local authorities and the private sector, this tripartite cooperation is mainstreamed into EU programming on local and regional development, as well as private sector development activities. The EU has proactively supported the creation of a European Business Association in Armenia, as well as the development of social enterprises. The notion of Corporate Social Responsibility requires further promotion in Armenia, as well as raising awareness of the CSO and the private sector of the UN Principles on Business and Human Rights.

A handful of private sector actors provide funding to social and environmental initiatives. The EU will **further expand this engagement** through increasing investment in locally-led development initiatives, improving access to early childhood care and education to empower women in society and by expanding social enterprise models, educating CSOs on financial literacy and access to finance, as well as scaling-up successful smaller initiatives with growth potential. Civil society funding in this sector will also support community-empowerment initiatives, social enterprise development as well as extreme poverty reduction.

The topic of **"Connectivity, energy efficiency, environment and climate change"** have not attracted as much civil society interest in Armenia as in other countries, although a number of CSOs have grown their technical capacity and work on these issues. Given the rich but fragile ecosystem in Armenia, the EU intends to increase its investments in reducing energy poverty and renewable energy sources, as well as in the environmental protection and climate change

²⁷ The set-up of the platform was planned to take place during 2020, however it was delayed due to the COVID-19 pandemic and the war in Nagorno-Karabakh.

²⁸ The four priority sectors outlined in the Single Support Framework for Armenia for the period 2017-2020 linked to EU-Armenia Partnership Priorities, the priorities agreed during the Riga Summit, the "20 Deliverables for 2020", as well as to the Joint Programming by the EU Development Partners in Armenia. The sectors selected for support in 2017-2020 were: 1) Economic development and market opportunities, 2) Strengthening institutions and good governance, 3) Connectivity, energy efficiency, environment and climate change, and 4) Mobility and people-to-people contacts. Under the new MIP 2021-2027 the cooperation priorities are Resilient, sustainable, and integrated economy; Accountable institutions, rule of law and security; Environmental and climate resilience; Resilient digital transformation; Resilient, fair and inclusive society.



adaptation initiatives. The EU will also step up its work on consulting CSOs and mainstreaming civil society engagement in this sector to make sure that the EU assistance is provided in a manner that is effective and sustainable.

CSOs contribute to “**Mobility and people-to-people contacts**” mainly in the area of culture and creative industries. The EU will continue to promote stronger partnership and cooperation with cultural CSOs and organisations as a vehicle for deeper EU-Armenia cooperation, as well as inclusive economic growth. This will be primarily achieved through sub-granting mechanisms, the Creative Europe programme, which supports cultural diversity of the EU and European Neighbourhood countries, as well as through the Erasmus+ programme, which supports mobility in higher education.

1.2. BRIEF ASSESSMENT OF EU ENGAGEMENT WITH CSOS

1.2.1. EU ENGAGEMENT IN 2018-2020

The EU RM for the engagement with CSOs in 2018-2020 was developed based on consultations with Armenian civil society organisations and primarily guided by the horizontal priorities set out in the previous Roadmap for the period 2014-2107, namely: (i) Enhance efforts to promote a conducive environment for civil society actors; (ii) Promote a meaningful and structured participation of CSOs in domestic policy, in EU programming cycle and international processes and; (iii) Increase civil society actors' capacity to perform their roles more effectively.

Key interventions during the previous RM phases include:

Enabling environment:

- Regular monitoring of the CSO conducive environment through a regional EU-funded project with an Armenia-based advisory board. In addition to this, publication of annual CSO Meter Reports and regular discussions with civil society organisations (CSOs) in the Eastern Partnership countries, including Armenia.
- As part of the wider democratisation support, the EU was a consistent donor to CSO-led domestic election observation activities ahead of and after the December 2018 National Assembly elections and those of June 2021. The EU also supported CS efforts in engaging in advocacy and information sharing on the revision of the Electoral Code and the Law on Political Parties in 2019-2020.
- Following the success of the EU-Armenia Human Rights Sector Budget Reform programme implemented from 2015 the EU has continued to support Armenian CSOs in their advocacy for adoption of anti-discrimination legislation.
- As of 2018, a Rapid Response Mechanism is in place for CSOs in Armenia.

Participation of CSOs in domestic policy, in EU programming cycle and international processes:

- The CEPA agreement includes a key role for civil society to monitor the implementation of the agreement. The EU, mainly through the European Economic and Social Committee (EESC), supported Armenian civil society partners in reaching agreement on the composition of the CEPA Civil Society platform, which was eventually formed in 2022.
- Civil society was regularly consulted by the EU Delegation prior to EU-Armenia Human Rights and Justice Dialogues, in the process of development key policy documents, such as the MIP 2021-2027, Country Gender Profile and Country Level Implementation Plan for GAP III, Human Rights Country Strategy 2021-2024, as well as for the updating of this Roadmap.
- Initiated through a 2016-2017 GSP+ support project to strengthen CS engagement, CSOs continued to use joint CS research, positions and priorities on a long list of human rights and governance topics for further work and advocacy. The EU supported CS monitoring of the implementation of key human rights and labour conventions through global EIDHR projects. This also included advocacy for Armenia to adopt ILO Convention 129, re-establishment of a full-fledged Labour Inspectorate in line with ILO Convention 81 and research to shed light of women's labour rights in Armenia. The awareness and interest created led to the launch of new funding opportunities in 2020 on the topic of labour rights and the signature of three (3) new contracts that started implementation in early 2021.



- In 2020, a project was launched on dialogue between CSOs and the Government and promoting participatory decision-making.
- In late 2020, the EU signed a new larger media support programme to strengthen the quality of reporting and access to information for citizens through support to independent journalists and media outlets in Armenia. The project has a substantial focus on media outlets in the Marzes.
- Under the European Instrument for Human Rights and Democracy EU support was directed to a wide range of organisations working on human rights issues, such as
 - In December 2019, the EU signed a grant contract with the leading disability coalition with a view to strengthen advocacy on inclusive policies and accessibility to essential services, education, healthcare and social integration for children and adults living with disabilities. The project also includes capacity-building activities for the coalition members and awareness campaigns for the public.
 - The EU's strong support for women rights was further consolidated with a grant in 2019 to the Coalition to stop violence against women to advance their awareness raising, hotline and support to GBV survivor activities.
 - Three contracts were signed with consortiums of CSOs at the end of 2020 focus on labour rights and stronger engagement of civil society in advocating for protection of labour rights.
- At the end of 2020 under the Civil Society Organisations as Actors for Governance and Development thematic programme EU has signed five contracts with consortiums of CSOs on expanding civil society work on poverty and inequality and addressing local social needs; youth empowerment and participation; environmental protection and green urban planning.
- The EU provided a specific funding opportunity through a call launched in 2020 and re-launched in 2021 for CSOs to conduct joint monitoring of the implementation of justice sector reform and police reform. A dedicated project has started in early 2022.
- During Covid-19, the EU through the Eastern Partnership Covid-19 Solidarity programme supported civil society to participate in implementing and monitor Covid-19 regulations in Armenia just as the EU mobilised additional funding for Armenian civil society organisations to support population groups in a particularly vulnerable situation. The Rapid Response Mechanism was mobilised to support five (5) CSOs to address the needs of the most vulnerable groups affected by the Covid-19 pandemic and the Nagorno-Karabakh war.
- The EU has been a strong advocate for the rights of the girl child and women as well as to put an end to violence against women and girls. The EU also supported advocacy efforts and projects to advance women's political participation and economic empowerment, including direct support to women's rights organisations and entrepreneurs across the country and women's access to finance. These are strong advocacy agendas of the women's rights groups in Armenia.
- The EU also supported two projects to respectively advance and raise awareness about inclusive education in Shirak region as well as expand the delivery of quality community-based services to children living with disabilities and young adults leaving institutions, which indirectly have supported the deinstitutionalisation process in Armenia. The EU was also the main donor to a landmark inclusive Bakery in Gyumri run by people with disabilities, which is very popular and is contributing to changing the attitude towards inclusion of people with disabilities (PwD) in society and PwD rights.
- During 2018-2020, the European Endowment for Democracy continued to play its role as a demand-driven grant-making organisation that accepts and reviews proposals on an ongoing basis.. Support was mainly provided to: initiatives that contributed to greater accountability and transparency; creation of civic spaces in regions that spur community building, encouraging pluralism and civic activism; grassroots groups that initiate and lead structural changes in their communities, independent media outlets, start-ups, well-established outlets, as well as non-traditional media actors Such grants included institutional development, professionalization and capacity development of journalists, diversification of content, expansion of the audience and increasing the outreach.
- Since 2018, the EU supported the work and sub-granting mechanism of the Armenian National Platform of the Eastern Partnership Civil Society Forum with consecutive operating grants, covering among others the administrative costs of the Secretariat.



Civil society actors' capacity

- Three civil society capacity-building projects were implemented in 2018 and most of 2019. A funding opportunity for a new EU-funded capacity-building project was launched in 2020 but cancelled amid the war in Nagorno-Karabakh upon request of CSOs and re-launched in 2021. The grant contract was eventually signed in December 2021 to focus on comprehensive capacity building addressing main existing gaps.
- A larger regional social enterprise support and capacity-building project was developed and signed in 2020, which include a major component to benefit Armenian civil society and social entrepreneurs. A number of regional facilities were made available for CSOs in Armenia for capacity building and knowledge exchange, in particular the Eastern Partnership Civil Society Facility – Regional Technical Assistance to Build Civil Society Capacities, as well as regional framework projects to support CSOs and human rights activists in Armenia.
- In April 2018, the EU conducted a Rights-Based Approach (RBA) training for Armenian government, private sector and CSO actors. A follow-up contract started implementation in early 2020 but was interrupted by Covid-19 and the escalation of the NK conflict. These initial efforts and access to information and regional trainings have strengthened the awareness among CSOs on how to strengthen RBA in their work. The RBA work was also followed through with direct support to enhance the capacity and supporting the work of the leading GBV and disability coalitions in Armenia.
- Sub-granting to third parties is a mandatory and important element in most EU civil society projects as a vehicle to expand funding to more CSOs and new initiative groups in the regions of Armenia and to strengthen collaboration and partnerships between marze-based and Yerevan-based CSOs.

Overall, the EU remains the largest donor to civil society in Armenia. Funding is provided through thematic regional and country programmes, such as Civil Society Organisations – Local Authorities (CSO/LA) and European Instrument for Democracy and Human Rights (EIDHR), and through other dedicated budgets, including the EaP Civil Society Rapid Response Mechanism.

In the period of 2018-2020, an estimated total of **EUR 20.000.000** was made available for CSO projects in Armenia. This translated into over 50 projects – including 11 regional grants - and 270 sub grants in the area of social enterprise development, anti-corruption; human rights promotion, agriculture and energy efficiency, democratic participation and civil society, gender equality, elections, decentralisation and support to subnational government, migration and mobility, conflict prevention and resolution, ending violence against women and girls, education facilities and employment creation, tourism policy and administrative management, social protection, culture and recreation.

1.2.2. EU MEMBER STATES ENGAGEMENT

EU Member States presently active in supporting the civil society include Czech Republic, France, Germany, Greece, , Lithuania, Netherlands, Poland and Sweden (the list is not exhaustive).

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 2021, there were two large-scale transition projects running in Armenia's regions (one ending in 2021 and the other in 2023), and new projects for the upcoming years are currently being selected. In addition to large-scale projects, the Czech Embassy in Yerevan also supports local CSOs by awarding smaller targeted grants to local CSOs for projects selected annually in open calls.

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 anti-discrimination, equality between men and women, protection of most vulnerable groups, freedom of information and media literacy. Those priorities are implemented through small grants to local CSOs and non-financial support (dialogue, information sharing). The targeted groups are mainly youth (high school and university students) and women.



Germany has ramped up its engagement with civil society organizations with the roll-out of the programme ‘Extending cooperation with civil society in the Eastern Partnership countries and Russia’, launched by the German Bundestag in 2014. 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. Over 900 CSO projects have been funded since 2014. The exact number of the multilateral and bilateral projects including Armenia was not available at the time of writing of this Roadmap.

The **Embassy of Greece** supports civil society initiatives focused on human rights such as equality and anti-discrimination, freedom of religion and belief, equal rights for women, equal rights for LGBTI people and freedom of expression, democratization processes, rule of law and the implementation of the CEPA.

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.

The **Embassy of the Netherlands** directs its support to civil society initiatives focusing on human rights (equality and anti-discrimination, freedom of religion and belief, equal rights for women, equal rights for LGBTI people and freedom of expression), democratization processes, rule of law, good government and the implementation of the CEPA.

Poland’s engagement with civil society in Armenia is channelled through the Solidarity fund, which has been supporting small projects in areas of human rights, independence of judiciary and local democracy/community development.

Sweden’s assistance to civil society is mainly guided by the Results Strategy for Reform Cooperation with Eastern Europe, Western Balkans, and Turkey 2014-2020 (extended to end 2021). 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 as well as in service delivery at national and local levels.

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 in the Roadmap 2018-2020 for the previous period 2014-2017.

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 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>Political and policy dialogue</p> <ul style="list-style-type: none"> Public diplomacy and political dialogue through budget support programmes, involvement of CSOs in Human Rights and Justice Dialogues, etc. <p>Operational support to CSOs and their coalitions and alliances (across CSOs and between Armenian CSOs and both European CSO and regional CSOs) :</p> <ul style="list-style-type: none"> Supporting conflict resolution, preservation of human rights and fundamental freedoms, the rights of marginalised and vulnerable groups, conflict resolution Addressing the needs of those affected by conflict (i.e., refugees, displaced; vulnerable populations; etc.) and human right defenders. Promoting the rights of the most vulnerable groups, with a focus on women, grassroots organisations, youth activists and vulnerable youth. Promoting civic education/enhancing youth civic engagement in schools and universities/ supporting youth clubs/informal spaces in rural areas , etc. Engaging with grassroots activists, women rights organizations, social movements, collectives and advocacy groups/ promoting links with the media Promoting non-curricula awareness raising activities for students and youth on civic space, activism, rights-based 	<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>approaches and evidence-based policymaking.</p> <ul style="list-style-type: none"> • Technical support for CSOs to develop comprehensive mechanisms to promote quality volunteering, youth engagement, etc. 	<p>expanding CSO work on poverty and inequality and addressing local social needs: youth empowerment and environmental protection (implementation period 2021 – 2024)</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 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"> • Public diplomacy and political dialogue • Involvement of CSOs in Human Rights and Justice Dialogues, etc. <p>Operational support to CSOs and their coalitions and alliances (across CSOs and between Armenian CSOs and both European CSO and regional CSOs) :</p> <ul style="list-style-type: none"> • Supporting the implementation of a Monitoring Matrix to track changes and trends in the Enabling Environment for CSOs in Armenia and make them accessible to other CSOs and the public. • Financial support to CSOs and their coalitions and alliances (across CSOs and between Armenian CSOs and both European CSO and regional CSOs). Countering disinformation as well as anti-gender and anti-minority groups rhetoric and playing an important role in promoting media and information literacy • 	<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 Organizations ○ 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>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 organizations, 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.
<p>PARTICIPATION OF CSOS IN DOMESTIC POLICIES, EU ASSISTANCE AND INTERNATIONAL PROCESSES</p> <p>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).</p>			
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;</p>	<p>Political and policy dialogue</p> <ul style="list-style-type: none"> Public diplomacy and political dialogue Policy dialogue, consultation and facilitation using existing EU mechanisms (i.e. EU – Armenia joint events, Steering Committees, conferences, etc) <p>Operational support CSOs and their coalitions and alliances (across CSOs and between Armenian CSOs and both European CSO and regional CSOs) :</p> <ul style="list-style-type: none"> Proposing constructive engagement with the Government to support democratic institution building and/or supporting structured dialogue mechanisms agreed by CSOs and the government Working to raise awareness and promote the Open Government Partnership , particularly at local level. Monitoring social service delivery; monitoring the reform processes taking place within the judiciary and police Working 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. Contributing to policy making in antidiscrimination, sexual and reproductive health and rights (SRHR) as well as prevention and response to gender-based violence (GBV). 	<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



	<p>resilient digital transformation; resilient, fair and inclusive society, in particular²⁹</p>	<ul style="list-style-type: none"> Enhancing public discourse on poverty eradication and local development in Armenia and the 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>Other measures include:</p> <ul style="list-style-type: none"> 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>sector reform and police reform (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 Organizations Improve the enabling environment for civil society <p>European Endowment for Democracy</p> <p>To support civil society organizations, pro-democracy movements, civic and political activists, and independent media platforms and journalists working towards a pluralistic, democratic political system.</p>
<p>Priority 2.2. Support civil society monitoring of the implementation of the EU-Armenia Comprehensive and</p>	<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>Political and policy dialogue</p> <ul style="list-style-type: none"> Public diplomacy and political dialogue Set up of the EU-Armenia CSO Platform, to identify priority actions in the CEPA Roadmap and monitors its implementation 	<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</p>

²⁹ Indicative list to be further updated



<p>Enhanced Partnership Agreement (CEPA) and establishment of a bilateral EU-Armenia CSO platform.</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>	<ul style="list-style-type: none"> Regular consultations with Armenian CSO priorities in the formulation of programming documents (e.g. Annual Action Programmes (AAPs) and Single Support Framework 2021-2024). <p>Information / communication</p> <ul style="list-style-type: none"> Development and dissemination of the CEPA Civil Society Toolbox to facilitate civil society's influence on the CEPA implementation <p>Operational support</p> <ul style="list-style-type: none"> Support to capacity building to enhance 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. Awareness raising on the CEPA and its implementation 	<p>ensure active involvement of Armenia's civil society in the reform process.</p>
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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</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</p>	<p>Operational support</p> <ul style="list-style-type: none"> 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, etc.
		<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



<p>better connect with and represent constituencies, with a special focus on gender equality, youth participation and vulnerable groups.</p>	<p>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>	<ul style="list-style-type: none"> • public outreach, communication and story -telling, etc. • RBA and mainstreaming the rights of vulnerable groups • Targeted capacity development interventions to improve the quality of networking of CSOs with their constituencies, with a particular emphasis on marginalised communities. • Inclusion of capacity-building elements in all future bilateral and thematic projects and programme, also through the use of sub-granting mechanisms. • Integration of the rights-based and conflict resolution approaches promoted through technical support and included as a requirement in the Calls for Proposals 	<p>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> <p>Technical assistance on impact monitoring of EU Civil Society Support in Eastern Partnership countries</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 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</p>	<p>Operational support</p> <ul style="list-style-type: none"> • Support to 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 (i.e. closer work with businesses, crowdfunding, development of social entrepreneurship, etc.). ○ 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. • Targeted capacity building and small operational grants for grassroots initiatives, informal organisations and activists in the regions of Armenia. • Promotion of the use of financial support to third parties in the CfP to ensure a broader outreach in the actions • Requirement to mainstream gender equality and youth 	<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-



	<p>society actors in the regions of Armenia.</p>	<p>empowerment across all EU-funded CSO projects</p> <ul style="list-style-type: none"> • Obligation/strong recommendation for partnerships and coalitions in Calls for Proposals 	<p>2025)</p> <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 3.3. 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>Policy dialogue</p> <ul style="list-style-type: none"> • Promoting dialogue between CSOs the private sector <p>Operational support</p> <ul style="list-style-type: none"> • Adaptation to the Armenian context of corporate social responsibility (CSR) and social enterprise tools, and new approaches to funding social enterprises; Awareness raising on UN Guiding Principles on Business and Human Rights • Support to dialogue on labour rights and CSO-private sector dialogue on CSR and UN Guiding Principles for Business and Human Rights. • Financial and non-financial support to CSOs and their networks/alliances engaged in the economic development (including start-ups with a social mission) and in PPPs • Capacity development for CSOs engaged in the economic development, provision of public goods and services, education, culture and creative industries. 	<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 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



			<p>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>
<p>Number and quality of consultations held.</p> <p>Number and diversity (in terms of location, sector, capacities) of CSOs consulted regarding the RM.</p>	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	
<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 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>S/T outcome indicators</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>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 ○ 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>
<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 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>S/T outcome indicators</p> <ul style="list-style-type: none"> • Number of EU supported CSOs initiatives to monitor the EE in Armenia <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"> • 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 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, fair and inclusive society, in particular ³⁰ .	<ul style="list-style-type: none"> ○ 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	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	<p>S/T outcome indicators</p> <ul style="list-style-type: none"> • Number of CSOs benefiting from targeted CD to connect better with their 	<p>EU funded project reports through:</p> <ul style="list-style-type: none"> • Eastern Partnership Civil Society Facility – Regional Technical Assistance to Build Civil

³⁰ Indicative list to be further updated



<p>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>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>constituencies and respond to the citizens' needs</p> <ul style="list-style-type: none"> • Number of platforms/coalition's supported by the EU • 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>L/T outcome indicators</p> <ul style="list-style-type: none"> • CSO Sustainability Index: overall sustainability • CSO Sustainability Index: organizational capacity • CSO Sustainability Index: service provision 	<p>Society Capacities</p> <ul style="list-style-type: none"> • 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>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</p>	<p>S/T outcome indicators</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 	<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



	<p>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>	<p>innovative strategies for funding (closer work with businesses, crowdfunding, development of social entrepreneurship, 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, Organizational Capacity • CSO Sustainability Index, Sectoral infrastructure • CSO Sustainability Index, Financial Viability • CAF World Giving Index, Donating Money / Volunteering Time³¹. • 	<p>Armenia and Azerbaijan, Georgia and Moldova</p> <p>Surveys to EU grantees</p> <p>CSO Sustainability Index annual reports</p> <p>CAF World Giving Index annual reports</p> <p>Caucasus barometer</p>
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³¹ 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 <p>CS Sustainability Index</p>
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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?
2019-2020	Thematic line EIDHR	1,138,505	Three (3) on-going project	<ul style="list-style-type: none"> Support human rights organisations and other civil society actors in joint actions to further strengthen social and labour rights protection Support civil society organisations in establishing meaningful, structured platforms that engage citizens and civil society actors in effective dialogue with government and increase their influence at all stages of policy cycle.
2020	Thematic line EIDHR	760,000.00	One (1) ongoing project	<ul style="list-style-type: none"> Support to human rights organisations and other civil society actors in joint monitoring of and reporting on the implementation of justice sector reform and police reform
2021-2024	Thematic line EIDHR	3,900,000	Planned	<ul style="list-style-type: none"> Through call for proposals for CSO; Supports advancement of human rights through civil society projects.
2019-2020	Civil Society Organizations as Actors for Governance and Development	2,799,519	Five (5) on-going projects	<ul style="list-style-type: none"> Strengthen non-governmental actors and promote cooperation between CSOs to contribute to social change and inclusive, sustainable development in Armenia, Specific focus of actions reduction of poverty, inequality and vulnerability; Youth empowerment and participation; climate change adaptation, environmental protection
2020	Eastern Partnership Civil Society Facility 2019 - 2020	2,000,000	One (1) 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.



2018	Bilateral – AAP 2018 Deepening Democracy in Armenia	2,359,999.00	Two (2) project	<ul style="list-style-type: none"> • Ensure evidence-based and participatory decision-making in the areas of democratic governance, anti-corruption and stabilisation/ early recovery; • Support people-centred policy making accountable governance by communication and dialogue between the government and CS; • Improve scope and quality of citizens' engagement in policy-making processes through creating and promoting advanced mechanisms and platforms of participation. • To contribute to a strong and vibrant Armenian media sector so it can fulfil its democratic role, acting as a watchdog and offer relevant and reliable information to the population in Armenia. • To support independent Armenian media to become more professional and financially sustainable, which is essential to ensure quality reporting and opportunities for journalists.
2018-2021	Regional Framework Agreement	40,000,000.00 on going in total (Region) Around 6.000.000.00 for specific actions and subgrants Armenia	11 projects with activities and actions in Armenia	<ul style="list-style-type: none"> • To strengthen the role of CSOs as governance actors in the EU's Eastern Neighbourhood. • To establish a pool of framework partners that share's EU's vision on capacity development across the Eastern Neighbourhood and establish a framework of enhanced cooperation based on mutual interests and common general objectives; • To award specific grant agreements to a limited number of those framework partners, in order to increase capacities of CSOs and reinforce their role in the democratisation process in Eastern Partnership countries and the Russian Federation.



ANNEX 1 - Table 2. EU bilateral and thematic funding (Forecast)

European Neighbourhood Instrument / Bilateral Single Support Framework 2020-2022 Civil Society Facility	Thematic Programme for Civil Society Organisations 2021-2027	EIDHR 2021-2024 European Instrument for Democracy and Human Rights
<p style="text-align: center;">EUR</p> <p>AAP 2021: EUR 3 M AAP 2022: EUR 3 M</p> <p style="text-align: center;">TOTAL : EUR 6 M</p>	<p style="text-align: center;">EUR</p> <p>2021 : EUR 1.9 M 2023 : EUR 1.5 M 2024 : EUR 1.5 M</p> <p style="text-align: center;">TOTAL : EUR 5 M</p>	<p style="text-align: center;">EUR</p> <p>2021 : EUR 1 M 2022: EUR 400,000 2023 : EUR 2,730,000 2024 : EUR 970,000</p> <p style="text-align: center;">TOTAL : EUR 5,2 M</p>
<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 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; 	<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 Organizations • Improve the enabling environment for civil society 	<ul style="list-style-type: none"> • Support for gender equality and women's rights • Support to the Constitutional reform • Promote social and environmental rights, especially to vulnerable groups • support for anti-corruption measures • Combat any form of discrimination and stigmatisation related to sexual orientation • To fight against impunity • To enhance professional skills and capacity of journalists, bloggers and media workers



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
- 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 in 2015-2018:

- 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/strongscopubs/d0459dcd0777af3c7d8fff58c9948c2e.pdf>
- Armenian CSOs Professional Needs Assessment - by BRIDGE for CSOs project (June 2017)
<http://www.civilsociety.am/resources/strongscopubs/2736ae1e2778319cf1712c0995e62295.pdf>
- Civil Society Engagement in Policy Dialogue in Armenia – by Civil Society Dialogue for Progress project (2015)
<http://www.civilsociety.am/resources/strongscopubs/7e824bff6af09cdc3d1626e4068de25d.pdf>

Other sources:

- CSO meter Country Report Country Report 2021 (draft/unpublished; the report will be accessible in May 2022 at <https://csometer.info/countries/armenia>)
- CSO meter Country Report Country Report 2019
<https://csometer.info/sites/default/files/2020-11/Armenia-CSO-meter-Final.pdf>
- Under the Spotlight: A closed look into the Established and Emerging Civil Society Actors in Moldova and South Caucasus – assessment report by People in Need (September 2021)
https://www.peopleinneed.net/media/publications/1710/file/civil_society_report_pin_2021_md_south_cauc.pdf
- 2021 Civil Society Brief by Asian Development Bank (November 2021)
<http://dx.doi.org/10.22617/BRF210386-2>
- World Report 2021 – Human Rights Watch report on Armenia
<https://www.hrw.org/world-report/2021/country-chapters/armenia>
- Nations in Transit 2021 – Freedom House country report on Armenia
<https://freedomhouse.org/country/armenia/nations-transit/2021>



- Disinformation and Misinformation in Armenia: Confronting the Power of False Narratives (June 2021), Freedom House, https://freedomhouse.org/sites/default/files/2021-06/Disinformation-in-Armenia_En-v3.pdf
- 2019 Armenia Civil Society Organization Sustainability Index (July 2020) <https://storage.googleapis.com/cso-si-dashboard.appspot.com/Reports/CSOSI-Armenia-2019.pdf>
<https://www.fhi360.org/sites/default/files/media/documents/csosi-europe-eurasia-2019-report.pdf>
- Philanthropy in Armenia, research paper by "NGO Center" Civil Society Development NGO (November 2020) https://ngoc.am/wp-content/uploads/2021/01/Research-Final-Report_Nov-2020.pdf
- Civil Society Participation in the decision-making process in Armenia - Fact Finding Mission Report by the Conference of INGOs of the Council of Europe (June 2020) <https://rm.coe.int/report-visit-of-the-conference-of-ingos-to-armenia-2019/16809ed448>
- From Shrinking Space to Post-Revolutionary Space: Reimagining the Role and Relations of Civil Society in Armenia by Socioscope and Heinrich Boll Foundation (February 2019) <https://ge.boell.org/en/2019/02/07/shrinking-space-post-revolutionary-space-re-imagining-role-and-relations-civil-society>
- Report of Commissioner for Human Rights of the Council of Europe on the human rights situation in Armenia (January 2019) <https://rm.coe.int/report-on-the-visit-to-armenia-from-16-to-20-september-2018-by-dunja-m/168091f9d5>
- Civil society strategies in new circumstances in Armenia – conclusions from Civil Society Strategizing Event hosted by Eurasia Partnership Foundation (September 2018) <http://epfarmenia.am/document/Civil-Society-Strategizing-Event-Final-Report>
- United Nations Human Rights Office of the High Commissioner / Armenia homepage <https://www.ohchr.org/en/countries/enacaregion/pages/amindex.aspx>
- Universal Periodic Review (UPR) recommendations for Armenia <https://www.upr-info.org/en/review/Armenia>
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