



GENERAL INFORMATION

- Status: **public**
- Period covered: **2018-2020**¹
- Date of approval: **05/03/2019**
- Update of a previous Roadmap: **Yes (the [first generation](#) of the Roadmap covered the period 2014-2017)**
- Approved by: **Head of EU Delegation and Heads of EU Member State Embassies accredited to Armenia**

INTRODUCTION

This document presents an updated **EU Country Roadmap for Engagement with Civil Society in Armenia for the period 2018-2020** (hereinafter the Roadmap). It contains brief analysis of the civil society arena, its operating environment; the challenge faced by civil society organisations (CSOs), and identifies the EU's priorities and actions for engaging with the civil society in Armenia.

The Roadmap identifies medium-term (until 2020) objectives of EU cooperation with CSOs and encompasses dialogue, technical and financial support. It is aligned with the objectives of the horizontal support to civil society as part of the Single Support Framework (SSF) 2017-2020, and with the priorities of the EU Joint Analysis by EU Member States in Armenia that underpins the current SSF. The Roadmap is guided by the policy objectives outlined in the Comprehensive and Enhanced Partnership Agreement (CEPA), EU-Armenia Partnership Priorities, and the priorities identified during the Riga Summit, the “20 Deliverables for 2020”. 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 dynamic political and electoral developments in Armenia between June and December 2018. The political changes in Armenia have instilled hope in the power of civil society to drive change and provided a key moment to mobilise local CSOs to engage with the EU and its Member States. Many contributors to the discussions on the new Roadmap believe that a window of opportunity for civil society to step up its engagement with the (new) government has emerged. Civil society will have to combine demands for new engagement forms with their existing agenda of anti-corruption, environmental protection, improving education and healthcare systems and delivering on justice and human rights. A pro-active involvement of civil society in policymaking and governance reforms is crucial to deliver the political transformation in Armenia, and to contribute 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 participation of a broad variety of civil society actors including Armenian and EU CSOs, trade unions, socially minded businesses, informal civic groups and media sector representatives.

The Roadmap is a living document that can be revised based on the changes in the needs, political-legal environment, and civil society landscape (revisited at least twice during the implementation period). Therefore, the list of identified priorities and actions should guide future engagement but not be seen as a complete and static list.

¹ The elaboration of the new generation of the Roadmaps was launched by the European Commission and European External Action Service in April 2018. The EU Delegation launched large-scale consultations with EU Member States and Armenian CSOs from June to September 2018, followed up by thematic bilateral meetings with a cross-section of CSOs. Due to the evolving political context (including the snap parliamentary elections in December 2018) and changes in the CSO landscape, the approval of the final Roadmap was postponed to the beginning of 2019.



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

- THE STATE OF CIVIL SOCIETY: BRIEF UPDATE ON RECENT DEVELOPMENTS

GENERAL SITUATION

In contrast to the previous engagement period, the state of play for Armenian civil society has **improved**, with advances in several dimensions such as enabling environment, organisational capacity and sectoral infrastructure. According to Democracy Index 2018², Armenia has registered the most improvement in democracy score among all “hybrid regime” countries in Eastern Europe in 2018, having raised its score to 4.79 (from 4.11 in 2017) and jumped in its ranking from 111 to 103. CSO overall sustainability has been rated at 3.7 in 2017 USAID CSO Sustainability Index³ (slightly up from 3.8 in 2016 and 3.9 in 2015), which indicates that progress is slow and steady.

According to the Ministry of Justice, 4,222 non-governmental organisations, 1,120 foundations and 244 associations (legal entity unions) are registered in Armenia as of the end of 2018. According to various assessments, only around 15-20% (or maximum 700-800) of the registered organisations are active. As in other Eastern Partnership countries, **civic activism is on the rise** in Armenia. Many informal civic leaders have played a prominent role in initiating and organising the public protests that led to the Velvet Revolution of 2018 – and subsequently joined the new government. This could have an impact on the management of affected CSOs but also allow for earlier or smoother leadership transition.

Armenian CSOs are mainly involved in activities related to awareness raising (88%), capacity building (86%), consultancy (72%) and service provision (63%)⁴. 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%)⁵. Informal groups address a range of specific issues including the environment, cultural preservation, consumer rights, labour and employment, as well as human rights. Despite high levels of inequality in Armenian society and the challenging situations in rural areas, there appears to be **no CSOs at work specifically in the area of poverty reduction** and few organisations advocate on this topic.

There is a **strong disparity** in terms of capacity between CSOs from Yerevan and the regions of Armenia. Only a small number of CSOs in the regions base their decision-making and operations on strategic vision and have the capacity to perform their role sustainably. Many CSOs in the regions also lack knowledge in strategic planning and technical know how, 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 Armenia⁶. Armenian diaspora organisations 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, which has often led to uncoordinated and competing initiatives. In recent years, some diaspora organisations have reformulated their strategy and are now pursuing a stronger civil society engagement.

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 beneficiaries and wider society, the general **lack of trust and capacity to learn** across the civil society sector and **issues of internal governance and accountability**. At the operational level, the **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

² http://www.eiu.com/Handlers/WhitepaperHandler.ashx?fi=Democracy_Index_2018.pdf&mode=wp&campaignid=Democracy2018

³ <https://www.fhi360.org/sites/default/files/media/documents/resource-civil-society-organization-2017-regional-report.PDF>

⁴ According to the findings of Capacity Building Needs Assessment of Civil Society Organisations in Armenia conducted by Strong Civil Society Organisations for Stronger Armenia project in October 2018:

<http://www.civilsociety.am/resources/strongscso//pubs/d0459dcd0777af3c7d8ff58c9948c2e.pdf>

⁵ Ibid.

⁶ 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.



established organisations in the regions, face significant barriers in developing and maintaining the resources needed to carry out their missions.

The overall public image of CSOs has **slightly improved**⁷ and many civil society actors have enjoyed improved attention and visibility in the wake of the Velvet Revolution. 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.

There are a couple of 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 260 Armenian CSOs (as of January 2019), 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 Coalition to Stop Violence against Women, Non-Discrimination and Equality Coalition, Child Protection Network, Coalition for Inclusive Legal Reforms and the Agricultural Alliance. A mapping⁸ conducted by an EU-funded project highlighted several **challenges faced by CSO coalitions**, including a lack of strategic vision, coordination and management problems, financial issues, and limited capacities in developing public policy inputs upon which advocacy can be based.

Finally, taking a birds-eye perspective on the context Armenia is a high-risk area for earthquakes and a potential nuclear plant accident. Civil society actors have in the past years increased own capacity on natural and man-made disaster preparedness and have contributed to better preparedness overall. 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. They also severely constrain people-to-people contacts as well as general information exchanges between Armenian civil society activists and their peers in these countries. The ongoing conflict also constrains public accountability e.g. over security sector activities. Given the impact of the conflict and the two closed borders, the EU has in the past 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.

ENABLING ENVIRONMENT, ENGAGEMENT IN POLICY PROCESSES, CSO CAPACITY

There have been **positive developments with regard to the enabling environment** for civil society. The Law on Public Organisations, which was developed in 2016 with extensive input from civil society, eases the registration process and allows CSOs to generate their own income from economic activities, and engage volunteers in their work. The general legal framework for an enabling environment is in place, but there is a need **to work on its implementation** (e.g. improving access to information, involving civil society earlier in the policy process and expanding the *Actio Popularis* concept). 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 **recent increase in fake news and online disinformation** remain big concerns.

Despite the positive changes, the **level playing field remains 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. There are high expectations that the new government will take a stronger stand on protecting CSOs and individual rights advocates working on these topics following the expected adoption of the anti-discrimination legislation in 2019.

There have been positive trends in the development of **volunteering**; however, public engagement is still varying and a **structured approach to volunteering is not very common** among CSOs. According to the 2018 World Giving

⁷ According to recent informal polls.

⁸ Unpublished; available from the EU Delegation to Armenia upon request.



Index, 23% percent of respondents in Armenia reported participating in voluntary action in 2017. A small step towards developing legislation on volunteering has been made within the Law on NGOs in 2016, which allowed NGOs to engage volunteers. However, practical mechanisms for putting this arrangement in place are currently missing.

CSO-government **policy dialogue** has been limited to the Public Councils attached to each ministry and executive agency that in many cases provided little space for meaningful inputs. The new government is expected to **substantively change its policy towards engagement with CSOs**. While several consultations in a number of sectors have been launched in 2018, a structured engagement with a broader spectrum of CSOs and citizenry in general is to be developed. A number of positive steps have already been taken, e.g. inclusion of CSO experts into the government working group on electoral reform in mid-2018 or new and unimpeded opportunities for civic advocacy. 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.

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, preparations are underway for setting up of a representative bilateral EU-Armenia platform for Armenia and European civil society organisations as laid down in the Agreement.

On the **local level**, the main obstacles to policy dialogue include low capacity of local civil society actors and authorities, low awareness of rights to participate in decision-making and the (so far) limited authority of local governments in Armenia.

Armenian CSOs have **benefited from various EU-funded capacity-building measures**⁹ during the previous Roadmap implementation period. Even though progress has been recorded in a number of dimensions, capacity building remains a long-term effort. Recent surveys (second half of 2018) indicate that many CSOs should or **would like to continue improving their technical expertise, internal governance and financial sustainability**. During the consultations on the current Roadmap, CSOs requested specific support in the following areas: financial literacy and sustainability, CSO and human resources management, social entrepreneurship skills, legislative drafting, monitoring legislative implementation, advancing human rights including tolerance and gender equality as well as strategic communication and language skills. The top three priorities identified by the study conducted by “Strong CSOs for Stronger Armenia” in October 2018 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.

CSO ENGAGEMENT IN EU PRIORITY COOPERATION SECTORS

CSOs **do not equally engage** in all of the EU priority cooperation sectors in Armenia¹⁰. 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 intends to **expand its engagement with CSOs** in this sector in 2019-2020. **Support to a more inclusive and participatory decision-making will be a critical area**

⁹ Including three ongoing EU-funded large-scale capacity-building projects, i.e. “Strong CSOs for Stronger Armenia”, “Bridge for CSOs” and “Commitment to Constructive Dialogue”.

¹⁰ The four priority sectors are outlined in the Single Support Framework for Armenia for the period 2017-2020 and are 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 are: 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.



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**.

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. Several CSOs are interested in continuing or expanding such engagements – specifically, those funded through the Civil Society Organisations/Local Authorities (CSO-LA) programme. 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 is not well understood in Armenia and there is little awareness in the CSO as well as in 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 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 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, sustainable and enjoys civil society ownership.

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.

- EU ENGAGEMENT

The EU engagement in 2014-2017 was primarily guided by the horizontal priorities set out in the previous Roadmap, namely:

- Enhance efforts to promote a conducive environment for civil society actors,
- Promote a meaningful and structured participation of CSOs in domestic policy, in EU programming cycle and international processes,
- Increase civil society actors' capacity to perform their roles more effectively.

From the EU point of view, the most noteworthy achievements during the previous engagement period include:

Enabling environment:

- The CEPA provides for a strong civil society engagement in monitoring of its implementation and increases civil society participation in-country compared with the EU agreements signed with Moldova, Georgia and Ukraine.



- The adoption in 2016 of new legislation on non-governmental organisations was a landmark achievement as it allowed CSOs to engage in income-generating activities and social service delivery on behalf of the government, as well as to launch *Actio Popularis* cases for CSOs (although on limited topics). The EU supported civil society advocacy on the law.
- The EU-Armenia Human Rights Budget Reform programme signed in 2015 reflected long-standing civil society reform demands. Within this programme, Armenia for the first time adopted the legislation on gender violence, although it did not reflect the full aspirations of women's rights advocates and falls short of European and international standards. The anti-discrimination legislation was not finalised despite the government commitment and advocacy by civil society and EU.

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

- The EU has pro-actively supported civil society participation in key pieces of draft legislation. The human rights budget sector support has increased CSO knowledge of international standards and implementation experiences across the five targeted area, having contributed to a more informed and effective dialogue within the CSO sector and between the government and CSOs.
- Stronger engagement of civil society on labour rights issues has been a positive development. As an example of a policy best practice, many CSOs have highly appreciated the EU's engagement on GSP+ including baseline research, knowledge sharing and fostering a more coordinated civil society agenda. The success of the project has benefitted the EU too as it has provided a better informed policy engagement and created a wider dialogue platform with CSOs and experts on developments within the areas of human rights, rule of law, labour rights, anti-corruption, environmental protection and illegal trafficking in persons and species.
- The Joint Analysis that underpinned the formulation of the 2017-2020 Single-Support Framework included a specific policy paper on the civil society sector and EU-civil society joint priorities. CSOs were also consulted on all other sector policy papers.
- The EU supported the work of the Armenian National Platform of the Eastern Partnership Civil Society Forum with two consecutive operating grants.
- In 2016, the EU Delegation signed a large capacity-building project aimed at strengthening CSO coalitions and their role in policy dialogue. Nine sub-grants have supported CSO coalitions working on topics related to the Eastern Partnership's Riga Priorities.
- Reflecting on the limitations to civil society engagement in EU formulations of Annual Action Programmes for Armenia, a project was signed in 2017 to support better consultation of CSOs.
- In late 2017, the EU Delegation signed a contract to facilitate information-sharing and civil society discussions on the establishment of a bilateral Civil Society Platform envisaged in the CEPA.

Civil society actors' capacity

- The EU has launched three large civil society capacity-building initiatives and at least three smaller initiatives with a more focused objective during the period 2014-2017.
- As of 2015, sub-granting to third parties has become a mandatory element in most EU projects as a vehicle to expand funding to more CSOs and new initiative groups in the regions of Armenia. In 2016-2017, 37 Armenian CSOs and 10 social enterprises led by CSOs received grants through such mechanisms. In 2018, this trend has continued.

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. As of 2018, a Rapid Reaction Mechanism is in place for CSOs in Armenia. In the period of 2014-2016, an estimated total of **EUR 14,500,000** was made available for CSO projects in Armenia. This translated into over 34 projects in the area of social enterprise development, anti-corruption; human rights promotion, agriculture and energy efficiency.



Table 1. Overview of EU CSO funding in 2014-2017 (Real)

Budget commitment year	Funding Instrument	Amount (€)	At what stage is it?	What does it do?
2011	European Neighbourhood Instrument	1,500,000	Projects ongoing, some are in final stages of implementation	<p>Implemented through Call for Proposals for CSOs;</p> <p>One capacity-building project – STRONG CSOs for Stronger Armenia</p> <p>Three Social Enterprise projects: 1) Vocational Education and Employability of Young People with Disabilities; 2) Biomass heating solutions - promote social enterprises to uptake biomass energy activities at the community level in Armenia; 3) Community development through social entrepreneurship (including support to establishment of Association of Social Enterprises).</p>
2013	European Neighbourhood Instrument	250,000	Project ongoing	Implemented through a framework agreement; includes dialogue with civil society on CSO monitoring of the CEPA and support CS initiatives in this regard; and dialogue in other strategic areas of collaboration.
2014	CSO-LA	2,600,000	Ongoing projects	Through Calls for Proposals for CSOs; supports projects in the area of public accountability.
2014	EIDHR	850,000	Ongoing projects	Through Calls for Proposals for CSOs; supports advancement of human rights through civil society actions.
2015	EIDHR	900,000	Ongoing projects	Through Calls for Proposals for CSOs; Supports advancement of human rights through civil society actions.
2016	CSO-LA	1,400,000	Ongoing projects	Through Calls for Proposals for CSOs; Supports economic and tourism development.
2016	EIDHR	900,000	3 projects ongoing	Through Calls for Proposals for CSOs; Supports advancement of human rights through civil society projects.
2017	EIDHR	900,000	Ongoing projects	Direct awards for CSO electoral monitoring and advocacy. One low-value grant for children with disabilities rights promotion.



2015	European Neighbourhood Instrument	5,000,000	Ongoing projects	Through Calls for Proposals for CSOs; Two projects on capacity-building for CSOs focused on engagement in policy-dialogue and on professionalising the CSO sector through diaspora engagement. Both projects offer mentoring, coaching and sub-granting to CSOs outside Yerevan, CSO coalitions and Armenian social movements
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Table 2. EU bilateral and thematic funding in 2017-2020 (Forecast)

Instrument	European Neighbourhood Instrument / Bilateral Single Support Framework 2017-2020	CSO-LA 2019	EIDHR 2018-2020
	EUR 7,200,000 – 8,800,000	EUR 3,000,000	EUR 3,000,000

Since 2013, consultation meetings with representatives of civil society at the level of Head of Delegation/Heads of Political and Cooperation Sections have been taking place. Meetings focus on the EU policies, sectoral assistance and cooperation priorities and seek to involve CSOs at the different programming stages. These meetings are planned to be continued and involve a wider range of civil society actors in the next generation CSO roadmap.

Also, the EU together with the Member States adopted the Joint Analysis on the priorities and key challenges of 23 different sectors in Armenia. Civil society is a cross-cutting priority of the Joint Document, with the objective to strengthen civil society's capacity to have an effective role in policy dialogue and advocacy, implementation and monitoring at local and national levels, and to contribute private sector development, social innovation and economic growth.

- **EU MEMBER STATES ENGAGEMENT**

The majority of the EU Member States with presence in Armenia have no budget lines for support to CSOs. EU Member States presently active in this area include Czech Republic, Germany, France, Netherlands, Sweden and UK (the list is not exhaustive).

The bilateral allocations are mainly sustained by the **UK** through the Good Governance Fund (available to Armenia from 2018), which is geared towards promoting democratic governance and economic reform, human rights and labour migration, corporate social responsibility and environmental protection initiatives. After the revolution, the British embassy has increased its efforts to counter disinformation, professionalise media and improve financial sustainability of independent media and the civil society sector.

The Embassy of the **Netherlands** (covering Armenia from the representation in Georgia) 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), democratisation processes, rule of law and the implementation of the CEPA. The Embassy's support also targets lobbying and advocacy capacities of grassroots civil society actors.

The **Czech** Embassy's support is guided by the Human Rights and Transition Promotion Policy Concept of the Czech Republic and is channeled through competitive small grants to local CSOs. The priority topics are support to human rights defenders, freedom of information and speech, citizen participation, equality and non-discrimination and democratic institution building. The Embassy's support is primarily targeted to the grassroots organisations and activists in the regions.



Germany has ramped up its engagement with civil society organisations 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.

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. Support is provided to civil society in Armenia to become strong and pluralistic by building democratic, transparent and resilient organisations, to better engage in policy-dialogue, as well as in service delivery at national and local levels.

The **French** Embassy’s priorities include promotion of dialogue and coordination among CSOs based in Yerevan and the regions of Armenia in order to reflect on the roles of CSOs in the new political environment, as well as between the government, civil society, EU Delegation and EU Member States, with the aim of ensuring a better monitoring of the implementation of the CEPA. The Embassy focuses on anti-discrimination, equality between men and women, protection of most vulnerable groups; and on areas where CSOs involvement has been less visible and strong, such as environmental protection and energy efficiency. These priorities are implemented through small grants to local CSOs and non-financial support (dialogue, information sharing).

- **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 2014-2017.

On the policy level, very limited consultations during the drafting of the previous Roadmap meant that the document did not enjoy strong CSO ownership. It has only been as of mid/late 2017 that a more regular and structured dialogue and coordination between the EU Delegation and Member States as well as the other civil society donors in Armenia have gained momentum. This led to some overlaps in the donor support. More regular donor coordination is already happening; 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 EU grant making significantly impedes innovation and oftentimes does not allow identifying organisations with a strong agenda for change, especially those based outside the capital Yerevan. 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 2019-2020.

On the EU side, the Roadmap recommendations will be reflected in the civil society Calls for Proposals to be launched in 2019-2020.

- **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/strongscso//pubs/d0459dcd0777af3c7d8ff58c9948c2e.pdf>
- **Armenian CSOs Professional Needs Assessment - by BRIDGE for CSOs project (June 2017)**
<http://www.civilsociety.am/resources/strongscso//pubs/2736ae1e2778319cf1712c0995e62295.pdf>
- **Civil Society Engagement in Policy Dialogue in Armenia – by Civil Society Dialogue for Progress project (2015)**
<http://www.civilsociety.am/resources/strongscso//pubs/7e824bff6af09cdc3d1626e4068de25d.pdf>

Other sources:

- **2017 Civil Society Organisations Sustainability Index for Central Europe and Eurasia (September 2018)**
<https://www.fhi360.org/sites/default/files/media/documents/resource-civil-society-organization-2017-regional-report.PDF>
- **Civil society strategies in new circumstances in Armenia – conclusions from Civil Society Strategising Event hosted by Eurasia Partnership Foundation (September 2018)**
<http://epfarmeria.am/document/Civil-Society-Strategising-Event-Final-Report>
- **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>
- **World Report 2019 – Human Rights Watch report on Armenia**
<https://www.hrw.org/world-report/2019/country-chapters/armenia#1aadcc>
- **Nations in Transit 2018 – Freedom House country report on Armenia**
<https://freedomhouse.org/report/nations-transit/2018/armenia>
- **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>
- **Enabling Environment National Assessment (EENA) National Report Armenia (2018)**
http://ngoc.am/wp-content/uploads/2018/11/EENA-Report-Armenia_ENG.pdf



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

KEY CHALLENGES AND OPPORTUNITIES	TARGETS OF EU ENGAGEMENT WITH CS	ACTIONS/ACTIVITIES (analysis, policy dialogue, financial or non-financial support)	INDICATIVE MEANS (programmes/instruments, etc.)
<i>ENABLING ENVIRONMENT FOR CSO OPERATION</i>			
<u>Priority 1. To support efforts to enhance the operational space for CSOs representing marginalised and vulnerable groups and/or working on the most sensitive and at risk human rights.</u>			
<p>- Operational space is not equally free, open and safe to all CSOs. CSOs representing marginalised and vulnerable groups often become subject of harassment and hate speech.</p> <p>+ New government’s declared openness to expand reforms benefitting most vulnerable and marginalised groups.</p>	<p>1.1. Real operating space expanded for most vulnerable and marginalised groups, including women and youth from poor rural areas, national and sexual minorities, people with disabilities and their own organisations (DPOs).</p> <p>1.2. CSO networks and coalitions supported, with a focus on coalitions promoting the rights of the most marginalised or disadvantaged groups; closer partnerships established between the EU and Armenian CSOs.</p> <p>1.3. CSOs acquire knowledge of the rights-based approach and integrate it across their action strategies, projects and daily operations.</p> <p>1.4. Increased flow of accessible information in the media on the most difficult human rights in Armenia and improved links and cooperation between</p>	<ul style="list-style-type: none"> • Policy dialogues • Public and quiet diplomacy • Financial support to CSOs and CSO coalitions promoting the rights of marginalised and vulnerable groups • Integration of the rights-based approach promoted through technical support and included as a requirement in the Calls for Proposals 	<ul style="list-style-type: none"> • Via 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) • Financial support through: <u>European Instrument for Democracy and Human Rights</u> - Ongoing projects supporting work on disability rights and human rights in closed institutions. - The EIDHR 2018-2020 allocation (EUR 2.7 million) will be used to expand CSO work on most sensitive human rights. <u>European Neighbourhood Instrument (ENI) / Annual Action Programme (AAP) 2018 for Armenia “EU4Citizens: Deepening Democracy” - Media Facility</u>



	<p>civil society and media outlets.</p> <p>1.5. CSOs have an important role in promoting media and information literacy among young people, adults and senior citizens.</p>		<p>- The programme will make available EUR 2 million via an open Call for Proposals for independent media / CSOs working for independent media</p> <p><u>Civil Society Organisations – Local Authorities / CSO-LA 2019</u></p> <p>- Part of the allocation is expected to be used for a Call for Proposal launched in 2019 to expand CSO work on extreme poverty and addressing the situation of the most vulnerable, poor communities.</p> <p><u>The European Neighbourhood Instrument (ENI) / Annual Action Programmes (AAP) 2019</u> includes a proposal for launching a "Local Empowerment of Actors for Development" programme.</p>
<p><u>Priority 2. Support Armenian civil society in systematic monitoring and engagement in policy dialogue on the legal framework for an enabling environment.</u></p>			
<p>- Legal framework for enabling environment is in place but in need of systematic monitoring and improvement to prevent democratic backsliding</p> <p>- CSO lack awareness of legal provisions governing their operation and of international and European standards on fundamental rights and civil society space</p> <p>- Limited knowledge among</p>	<p>2.1. Increased CSO capacity to monitor the enabling environment and interpret new legislation in line with international and European standards.</p> <p>2.2. CSOs have knowledge of social enterprise environment in other countries and formulate positions on the enabling environment in Armenia.</p> <p>2.3. High school and university students have access to information about civics and civic space and benefit from civic education opportunities on campus.</p>	<ul style="list-style-type: none"> • Supporting the implementation of Monitoring Matrix for Enabling Environment of CSOs in Armenia • Presentation and adaptation to the Armenian context of corporate social responsibility (CSR) and social enterprise tools, such as Triple Bottom Line, Social Measurement Tool and new approaches to funding social enterprises ; Awareness raising on UN Guiding Principles 	<ul style="list-style-type: none"> • EU Delegation staff, with support from EU-funded "Monitoring Progress, Empowering Action" regional (e.g. Eastern Partnership Civil Society Facility) and country support measures • Ad-hoc financial support to CSO projects • EU-funded CSO projects and technical assistance



<p>CSOs about the legal framework governing the social enterprise environment</p> <p>- Absence or lack of civic and citizenship education in schools, colleges and higher education establishments</p>		<p>on Business and Human Rights</p> <ul style="list-style-type: none"> • Non-curricula awareness raising activities for students and youth on civic space, activism, rights-based approaches and evidence-based policymaking. • Technical support in developing comprehensive mechanisms to promote quality volunteering. 	
<p><i>PARTICIPATION OF CSOS IN DOMESTIC POLICIES, EU ASSISTANCE AND INTERNATIONAL PROCESSES</i></p>			
<p><u>Priority 3. Support civil society efforts to act as efficient government watchdogs and provide constructive contribution to governance reforms.</u></p>			
<p>- Lack of meaningful and systematic engagement between CSOs, their constituencies and decision-makers, especially at the local level and in parliament</p> <p>- Lack of professional analytical capacity and expertise in evidence-based policy development and monitoring</p> <p>- Discrepancies between CSO expertise and involvement in specific sectors of governance.</p> <p>- Lack of experience of successful coalition-building for stronger policy impact</p>	<p>3.1. CSOs have a visible and recognised role as a government and parliament watchdog, both at the national and local level.</p> <p>3.2. 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>3.3. CSOs are recognised by their constituencies as effective actors that support institutional solutions raised by constituents and create platforms for their participation.</p> <p>3.4. CSOs have increased their analytical</p>	<ul style="list-style-type: none"> • Policy dialogue, consultation and facilitation • Capacity building interventions on policy dialogue skills, advocacy, and evidence-based research, public policy monitoring and evaluation • Financial support to structured dialogue mechanisms agreed by CSOs and the government • EU budget support and other triangular policy discussions • Stronger EU engagement and support to the existing CSO coalitions and exchange opportunities between CSOs in 	<ul style="list-style-type: none"> • Ongoing EU capacity-building projects in Armenia • All bilateral and thematic EU programmes in Armenia working with civil society (under ENI; EIDHR) • Global and regional EU-funded programmes targeting civil society (Global EIDHR and CSO-LA, Eastern Partnership Civil Society Facility, EED) • Through CSO involvement in Justice and Human Rights Dialogues



<p>- Contrary to declared openness by the parliament and government to engage civil society in monitoring of the justice reform, the judiciary and the Armenian Bar continue to remain closed for CSO monitoring.</p> <p>+ Following the political changes, CSOs report more positive attitudes as regards the empowerment and inclusion of local civil society actors in the policy dialogue and consultation mechanisms.</p>	<p>capacity for evidence-based policy monitoring and inputs.</p> <p>3.5. Strengthened CSO ability to build and maintain coalitions for advocacy and policy engagement.</p> <p>3.6. CSOs are better aware of the e-Governance tools and use them proactively and strategically to provide policy inputs.</p> <p>3.7. CSOs are better aware of their role in monitoring the processes taking place within the judiciary and contribute to ensuring checks and balances in the governance structures of the Armenian Bar.</p>	<p>different regions of Armenia</p> <ul style="list-style-type: none"> • Obligation/strong recommendation for partnerships and coalitions in Calls for Proposals • Sharing of best practice and global e-Governance trends; awareness raising on e-Governance platforms available in Armenia 	
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Priority 4. 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>- CSOs have limited capacity to monitor and contribute constructively to the key commitments in the CEPA</p> <p>- Irregular and unstructured CSO consultations on priorities of key EU programming documents for Armenia.</p> <p>- A language barrier prevents many of the CSOs, especially those based in the regions of Armenia, from engaging with</p>	<p>4.1. Armenian CSOs constructively contribute to the policy dialogue within the monitoring process of the CEPA.</p> <p>4.2 CSOs improve 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</p>	<ul style="list-style-type: none"> • Policy dialogue, consultation and facilitation • Capacity building interventions on policy dialogue skills, advocacy and evidence-based research • Development and presentation of the CEPA Civil Society Toolbox to facilitate civil society’s influence on the CEPA implementation • Awareness raising activities on the CEPA led by CSOs 	<ul style="list-style-type: none"> • Technical facility assisting CSOs in monitoring of the CEPA; EU Delegation’s staff (political and cooperation sections) • Through the CEPA implementation support mechanisms, such as a possible CEPA facility. • Next-generation EU-funded CSO capacity-building programme (Neighbourhood East Civil Society Facility 2019-2020)
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<p>the CEPA process</p> <p>+ The CEPA creates opportunities to strengthen civil society role in policy dialogue.</p>	<p>transportation.</p> <p>4.3. Armenian CSOs are aware of the CEPA objectives and play an active role in the establishment of the bilateral EU-Armenia CSO platform.</p> <p>4.4. The EU-Armenia CSO Platform is functional and effectively contributes to identifying priority actions in the CEPA Roadmap and monitors its implementation.</p> <p>4.5. 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>4.6. 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"> • European language training for CSOs 	
<p><i>CSO CAPACITY TO PERFORM THEIR ROLES AS INDEPENDENT DEVELOPMENT ACTORS</i></p>			
<p><u>Priority 5. Provide targeted capacity building for civil society to effectively engage with citizens and become more sustainable.</u></p>			
<p>- Most CSOs remain to be largely disconnected from constituencies they seek to represent</p> <p>- Internal governance and accountability to citizens and beneficiaries is a weaker point</p>	<p>5.1. CSOs have knowledge of and apply innovative ways to connect with their constituencies and respond to the citizens’ needs.</p> <p>5.2. CSOs improve their internal governance, transparency and financial accountability.</p>	<ul style="list-style-type: none"> • Revised and updated mappings of civil society (incl. distribution by area of work and region) by 2020 • Targeted capacity-building interventions on democratic governance, public outreach, communication, advocacy, reporting 	<ul style="list-style-type: none"> • All ongoing and future EU projects in Armenia working with CSOs • Next-generation EU-funded CSO capacity-building programme (Neighbourhood East Civil Society Facility 2019-2020)



<p>- CSOs in the regions lack technical capacity to carry out their mission due to brain-drain to larger CSOs or to the capital (caused by job insecurity, salary differences, development perspectives, etc)</p> <p>+ Current EU capacity-building projects have extensively mapped out existing CSO capacity needs</p>	<p>5.3. CSO leadership, strategic planning and management capacity strengthened.</p> <p>5.4. CSOs become more financially sustainable and independent through implementation of different financial models (closer work with businesses, crowdfunding, development of social entrepreneurship, etc.).</p> <p>5.5. EU support reaches a wider set of civil society actors in the regions of Armenia.</p>	<p>standards, service provision, organisational and financial management</p> <ul style="list-style-type: none"> • Financial support: <ul style="list-style-type: none"> - Consistent flow of funding to CSOs, with a focus on women’s and grassroots organisations, youth activists and social entrepreneurs - Targeted capacity building and small operational grants for grassroots initiatives, informal organisations and activists in the regions of Armenia - Inclusion of capacity-building elements in all future bilateral and thematic projects and programmes - Obligation for co-financing obliges to seek various ways of financing and ensure CSO ownership of projects - Support to initiatives with component(s) on organisational capacity building and innovation. - Recommending longer implementation period which allows CSOs for longer-term activity planning - Expanding a sub-granting component in all capacity-building programmes • Communication support to raise visibility of CSO activities 	<ul style="list-style-type: none"> • CEPA Civil Society Facility • Civil Society Fellowship component of Eastern Partnership Civil Society Facility, Eastern Partnership Youth Ambassadors, Eastern Partnership School
<p>ENGAGEMENT WITH CIVIL SOCIETY IN PRIORITY SECTOR 'STRONGER GOVERNANCE'</p>			



Priority 6. Support civil society and CSO coalitions promoting gender equality, youth participation and rights of most vulnerable groups.

<p>- Vulnerable groups (children, women, youth from rural areas, people with disabilities and from poor communities) are excluded from participation in the policy dialogue</p> <p>+ Political change in Armenia paved way for a more transparent and inclusive governance and provided an important moment to mobilise CSOs around important human rights issues that did not move forward or were low on the previous government agenda.</p>	<p>6.1. CSOs acquire knowledge and understanding of the Rights-Based Approaches and how the most important considerations in different sectors.</p> <p>6.2. CSOs integrate the Rights-Based approaches in their strategies, programmes and daily operations.</p> <p>6.3. CSOs become aware and apply best practice in volunteer management and youth leadership development.</p> <p>6.4. CSOs enhance public discourse on poverty eradication in Armenia, and use evidence to advocate for comprehensive state initiatives to reduce poverty.</p> <p>6.5. CSOs formulate gender-sensitive and gender-transformational projects and consistently collect gender specific statistics.</p>	<ul style="list-style-type: none"> • Policy dialogue (through budget support programmes, involvement of CSOs in Human Rights and Justice Dialogues) • Capacity building on RBA and mainstreaming the rights of vulnerable groups • Sharing of best practice on volunteer management • Technical support to CSOs on gender-sensitive programming, innovative data collection and monitoring tools • Requirement to mainstream gender equality and youth empowerment across all EU-funded CSO projects • Financial support to projects by CSOs and Coalitions promoting the rights of most vulnerable groups 	<ul style="list-style-type: none"> • EU Delegation staff, with support of all EU programmes working with civil society in Armenia • EU-funded projects and technical assistance support • EU4Youth projects in Armenia
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ENGAGEMENT WITH CIVIL SOCIETY IN PRIORITY SECTOR 'STRONGER ECONOMY'

Priority 7. Support increased cooperation and mutual learning between CSOs, trade unions and businesses, including financial education for CSOs and services for the public-private sector.

<p>- Lack of vision as to why and how CSOs should concern themselves with the private sector</p>	<p>7.1. Strengthened CSO engagement with the private sector, as well as in business and investment climate reforms.</p> <p>7.2. Impact-driven businesses for CSOs</p>	<ul style="list-style-type: none"> • Financial and non-financial support to CSOs engaged in the economic development (including start-ups with a social mission) 	<ul style="list-style-type: none"> • Ongoing EU-funded CSO and non-CSO projects • EU Delegation's staff (political and cooperation sections) to promote concrete
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<p>- Weak financial literacy among the majority of CSOs</p> <p>- Lack of a clear policy on social entrepreneurship</p> <p>- CSOs in general lack understanding of culture and creative industries as vehicles to promote inclusive economic growth</p> <p>- Lack of coordination between EU-funded projects, both for public and CSO sectors (especially between those managed by the EU Delegation and European Commission/other EU bodies from Brussels) results in a missed opportunity for a larger and longer-term impact.</p>	<p>and social enterprises are further developed.</p> <p>7.3. CSOs are effective contributors to the dialogue on labour rights and CSO-private sector dialogue on Corporate Social Responsibility (CSR) and UN Guiding Principles for Business and Human Rights.</p> <p>7.4. Increased EU support to CSOs working on tourism promotion in rural and poor areas</p> <p>7.5. Armenian CSOs recognise the role of the culture and creative industries in the economy and society and proactively engage in the sector.</p>	<ul style="list-style-type: none"> • Technical support to the capacity development of the CSOs engaged in the economic development, provision of public goods and services, education, culture and creative industries • Facilitate information sharing and coordination between EU-funded projects 	<p>actions with CSOs within the sector, such as awareness campaigns on the role of CSOs in economic development and opportunities to engage with businesses; targeted information and training sessions by EU sectoral managers; coordination between regional and bilateral EU-funded projects)</p> <ul style="list-style-type: none"> • The CSO-LA programme 2019 budget. • Creative Europe Programme in Armenia • Annual Action Programme 2019 • Next generation social enterprise support
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ENGAGEMENT WITH CIVIL SOCIETY IN PRIORITY SECTOR 'STRONGER CONNECTIVITY' (ENERGY SUPPLY, ENERGY EFFICIENCY, CONNECTIVITY, ENVIRONMENT)

Priority 8. Support civil society engagement in the area of environment , energy efficiency and climate change.

<p>- Lack of comprehensive understanding of key environmental challenges in Armenia among CSOs, incl. environmentally-focused CSOs</p> <p>- Lack of awareness and</p>	<p>8.1. EU engagement in the area of environment is reinforced with a strengthened role of the CSOs in monitoring and implementation of the EU-Armenia cooperation priorities.</p> <p>8.2. Improved CSO monitoring of the</p>	<ul style="list-style-type: none"> • Setting up of structured dialogue between EU-CSOs and government-CSOs working in the sector • Non-financial support (capacity building for CSOs working on environmental issues; CSOs invited 	<ul style="list-style-type: none"> • EU Delegation staff, with support from ongoing CSO projects • The CSO-LA 2019 budget • Annual Action Programme 2019
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<p>capacity in the CSO sector and local authorities to tackle issues in the area of environmental protection</p> <p>- Low awareness and application of environmentally friendly practices among CSOs.</p> <p>+ New government commitment to reform the area of environmental governance can help mobilise CSOs and activists and engage them in monitoring and advocacy for a wider set of environmental issues (e.g. a more systematic monitoring of extractive industries/mining).</p>	<p>government policy in the area of environment, with a focus on monitoring at the community level and participation in debates at the national level.</p> <p>8.3. Improved CSO capacity to monitor Armenia’s compliance with international treaties, commitments and environmental standards (e.g. in particular in the transport sector – regulating the exhaust from cars).</p> <p>8.4. Armenian CSOs become more aware and integrate environmentally friendly practices into their strategies and daily work.</p> <p>8.5. Improved CSO advocacy for introduction and use of renewable energy sources and clean technologies.</p>	<p>to conferences and steering committees in the framework of EU-funded projects; Regular policy dialogue with involvement of CSOs among others in the framework of EU Energy Week; Improving the quality of networking of CSOs to reflect marginalised communities’ participation in energy efficiency, environment and climate change activities)</p> <ul style="list-style-type: none"> • Showcasing of best practice in integrating environmental excellence into CSO strategies and daily work • Requirement to include environmental sustainability elements in CSO project proposals • Financial support (through thematic Calls for Proposals) 	
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PART III– FOLLOW-UP ON THE PROCESS AND STRATEGY

Process indicators		
INDICATOR	TARGET	BASE LINE INFORMATION AND FURTHER COMMENTS
Involvement of Member States in the Roadmap	Member States present in the country are actively involved in the RM process.	<p>EU Member States present in Armenia attended the consultation meetings and commented the draft.</p> <p>The Roadmap was approved by EU MS present in Armenia on 05/03/2019 and shared with Belgian and Danish embassies covering Armenia from representations in Russia and Ukraine.</p>
<p>Number and quality of consultations held.</p> <p>Number and diversity (in terms of location, sector, capacities) of CSOs consulted regarding the Roadmap</p>	The Roadmap entails consultations with a broad range of local CSOs. Ultimately it leads to more permanent and structured dialogue.	<p>Two consultation meetings with civil society were held on 28 June and 14 September 2018 in the context of the Roadmap preparation. Sessions on the Roadmap priorities were complemented by thematic focus groups on gender equality and women engagement (1), environment (2), disability rights (3), youth inclusion (4) and engagement with media and culture organisations (5). In addition, the Roadmap was circulated via email to 49 CSOs. 10 comprehensive inputs have been received and, where relevant, integrated into the draft.</p> <p>Altogether 149 CSO representatives contributed to the consultations on the Roadmap. In addition to traditional CSO representatives, informal activists, media, think tanks and representatives CSO platforms were represented.</p>
Complementarity of the Roadmap vis-à-vis related EU and other Donor partners' processes.	Roadmaps 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 2015-2019, 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 2016-2020. 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>