



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: <ul style="list-style-type: none"> <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>Priority 2. Support Armenian civil society in systematic monitoring and engagement in policy dialogue on the legal framework for an enabling environment.</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> <ul style="list-style-type: none"> - Absence or lack of civic and citizenship education in schools, colleges and higher education establishments 		<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>Priority 3. Support civil society efforts to act as efficient government watchdogs and provide constructive contribution to governance reforms.</p>			
<ul style="list-style-type: none"> - Lack of meaningful and systematic engagement between CSOs, their constituencies and decision-makers, especially at the local level and in parliament - Lack of professional analytical capacity and expertise in evidence-based policy development and monitoring - Discrepancies between CSO expertise and involvement in specific sectors of governance. - Lack of experience of successful coalition-building for stronger policy impact 	<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>Priority 5. Provide targeted capacity building for civil society to effectively engage with citizens and become more sustainable.</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>