

FINAL REPORT

External Evaluation Report

**"The A. D. Sakharov Armenian Human Rights Protection Centre " NGO and
"Protection of Human Rights and Strengthening Civil Society in the
Regions of the Republic of Armenia - 2021-2024" project
(E-ARM-2021-0172)**

Implementing partner - " The A. D. Sakharov Armenian Human Rights Protection Centre " NGO (Armenia)
Donor organization - Brot für die Welt (Bread for the World) (Germany)
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1. Summary

"The A.D.Sakharov Armenian Human Rights Protection Centre" NGO (hereinafter referred to as the Sakharov Centre) is an independent public association with the status of a non-commercial organization. The Sakharov Centre has **three branches in Shirak, Gegharkunik, and Syunik marzes**, in the cities of Gyumri, Gavar, and Goris, respectively. Shirak and Gegharkunik branches were established in 1996, and Syunik branch in 1997. It implements its activities in Yerevan, Shirak, Gegharkunik, Syunik, Aragatsotn marzes, and several Lori marz settlements.

The Sakharov Centre underwent external evaluation in September-October of this year and aimed to subject to external evaluation the "Protection of Human Rights and Strengthening Civil Society in the Regions of the Republic of Armenia- 2021-2024" Project implemented **with Bread for the World (BftW)**. The activities of the Sakharov Centre, the implemented Project in Yerevan, and the branches operating in three regions of the Republic of Armenia, Shirak, Gegharkunik, and Syunik, were assessed.

The goal of the "Protection of Human Rights and Strengthening Civil Society in the Regions of the Republic of Armenia- 2021-2024" Project Centre (hereinafter the Project) implemented by the Sakharov is to contribute to having an empowered and well-informed civil society, which plays an active role in decision-making processes, alternative development strategies, requires transparency and accountability of authorities at all levels.

An external expert carried out the external evaluation to develop further and improve the Sakharov Centre's activities and the Project it implements. One of the key objectives of the external evaluation of the Sakharov Centre was the promotion of the development of the Organization, the development of new Projects and strategies, for the implementation of which the evaluation of the organization's performance (with the tool of the Organizational Performance Indicator/OPI index) and Project evaluation was used. As a result of the evaluation, it was expected to receive in-depth information about the Sakharov Centre and the Project implemented by it, which would enable the organization to find answers to a number of questions of interest, such as the satisfaction or dissatisfaction of the beneficiaries with the Sakharov Centre, the services provided in the scope the Project, as well as to identify the Organization's opportunities and challenges and plan the development of the organization.

According to the interviews with the Organization's Central Office and regional branches, Project staff, and stakeholders, the Organization carries out its activities following its mission.

The Project corresponds with national and regional developments, mainly due to the current situation in Armenia. Against the background of the existing social and economic problems in Armenia, the social issues of Nagorno-Karabakh (Artsakh) refugees forcibly displaced to Armenia have increased. Overall, there has been minimal improvement in the population, and the authority of the new government and authorities is very fragile. On this background, the Project addresses the need for information and access to information for society and especially for vulnerable groups, our compatriots forcibly displaced from Nagorno Karabakh. Implementation of the Project provides affordable legal services to people in need and offers the opportunity to exchange and discuss new legal and socio-economic developments. Overall, the activities of the Project are based on the Sakharov Centre's long-standing and valuable presence in the regions and excellent knowledge of the regions. This advantage is underpinned by the many projects the Sakharov Centre has been running for almost three decades, during which it has developed a wealth of expertise in the needs of beneficiaries.

The activities of the Sakharov Central Office and regional centres are based on a human rights approach. The action of the organization does not interfere in political matters and does not express political opinions.

Each participant of the evaluation gave vital importance to the significant role played by the Sakharov Centre in the field of human rights in the interaction with civil society structures, population, and state institutions.

During the interviews, beneficiaries, and stakeholders emphasized the fact that the Project implemented by the Sakharov Centre is an essential platform for exchange between different groups on legal and other issues in the country and is, therefore, relevant to developments at the national and regional levels. The Sakharov Centre serves as a bridge between the regions and Yerevan and between the population and local self-government bodies and regional government bodies.

The beneficiaries of the regional centres highly appreciated the services of the Civil society school of the Project, which are based on high professionalism and interactive teaching methodology. The interviewees state that as a result of the trainings, the participants receive not only knowledge but also skills to apply later. This is evidenced by the fact that, as a result of advanced trainings, participants create or register initiative groups or CSOs. It is an essential fact that the CSOs created with the organization's support had the opportunity to receive sub-grants, which was a crucial step for newly created organizations in their development. The interviewed organizations highly appreciated the Project management implemented by the Sakharov Centre.

The Civil Society School enables participants and CSOs to take on a new or changed role in society, taking on new responsibilities and collaborating with (local) authorities. The young beneficiaries of the Project also highly appreciate the series of trainings offered by the Centre aimed at developing their abilities, particularly the development of their abilities to implement research studies.

As a result of the human rights protection component, several apparent effects were found, the first of which is the increase of awareness among the population about legal changes and developments, evidenced by the rise in the number of applications from beneficiaries.

The project's impact is unprecedented in the communities regarding improving the management of the official municipalities' websites and updating the information. Some of the interviewed municipalities stated that as a result of the activity of the Sakharov Centre, they regularly update and post adequate information on the websites, as well as the changes in sectorial projects are quickly posted on online platforms. This means that the local population will have better access to information.

Community activists had the opportunity to participate in trainings, develop their capacities and share their knowledge. Community groups have been formed or even registered and started activities on a small scale for the benefit of all residents.

This Project of the Sakharov Centre is considered an "incubator" for other CSOs and community organizations.

The Project contributes to sustainable development in certain communities with its various components; local residents have a solid understanding of human rights and how to protect them.

2. The subject of the evaluation

The Sakharov Centre operates on the basis of the Constitution of the Republic of Armenia, laws, other normative legal acts, international treaties of the Republic of Armenia, and its charter.

Unlike many other non-governmental organizations in Armenia, the Sakharov Centre is not a one-person NGO but an NGO with professional and experienced personnel. It has been running for almost three decades, and its doors are open regardless of the project's current funding.

One of the most critical problems of civil society structures in Armenia is the need for more sufficient financial resources and stability, also present at the Sakharov Centre. As an existing challenge, the organization is currently taking steps to overcome it. One of the steps is the external evaluation of the organization.

The organization works with its mission, which is the protection of human rights and fundamental freedoms and promoting the development of the democratic system in the Republic of Armenia.

The organization has established principles: legality, non-discrimination, good faith, voluntary membership, members' common interests, self-management, and accountability.

The organization has been working in line with the main directions of the strategic plan since the day it was founded.

The main directions of activity:

1. Human rights defender,
2. Educational through the School of Civil Society,
3. Monitoring and advocacy,
4. Research-analytical,
5. Resource centre services.

The Project implemented by the Sakharov Centre contributes to having an empowered and well-informed civil society, which plays an active role in decision-making processes and alternative development strategies and requires transparency and accountability of authorities at all levels.

The issues of the Project are:

- Support citizens in the three regions of Armenia (Shirak, Gegharkunik, Syunik) and Yerevan to successfully protect their rights.
- Promote the principles of good governance, transparency, and accountability by civil society organizations, initiatives, and groups; take steps to improve legislation in the areas of human rights, socio-economic, environmental, and health at local, regional, and central levels;
- Facilitate the steps taken by young people in small towns and rural communities towards positive change in their communities.

For external evaluation, the following groups were considered as target groups:

- a) Staff /including RAEMC representatives/,
- b) Representatives of sub-grant implementing organizations,
- c) Trainers, experts,
- d) Representatives of central state bodies,
- e) Local self-government bodies with which the branches of the Sakharov Centre cooperated or worked,
- f) Beneficiaries and other participants of the Project (persons participating in trainings, discussions, round tables/,
- g) Volunteers,
- h) Trainees,
- i) Collaborating or partner organizations.

The evaluation includes the 2021-2024 Project funded by Bread for the World, including procedures, results, and impact. The external evaluation was conducted during the third year of the Project, in September 2023, during the Azerbaijan-instigated war in Nagorno-Karabakh. The last evaluation of the organization was carried out in May 2020.

An evaluation consisting of two main sections was implemented.

- Evaluation of the implemented Project.
- Evaluation of the organization in the direction of external impact/Evaluation of the organization's performance (the OPI tool is attached to the report).

The external evaluation of the organization's institutional capabilities was implemented with the Organization Performance Indicator/OPI tool.

3. Description and methodology of the evaluation

3.1 Evaluation schedule

The evaluation covers the 2021-2024 Project funded by Bread for the World, including procedures, results, and impact. It was held during the third year of the Project. In addition to the findings, the evaluation report presents recommendations for the development of the institutional capacity of the organization, as well as recommendations for the development of the Strategic Plan and the Project proposal for the following year. The last evaluation was made in May 2020.

The evaluation process started in September 2023, the action plan, evaluation methodology, evaluation questionnaire, databases of evaluation participants, and evaluation schedule were developed. Fieldwork was implemented in October in Yerevan, Gavar, Gyumri, and Goris. The evaluation meetings and interviews were conducted during a rather difficult period due to the forced displacement of Nagorno-Karabakh Armenians. The created situation was unsuitable for evaluation, but the centres willingly supported the effective implementation of the processes. The preliminary version of the report was submitted in November 2023, and the final version in December.

3.2 Scope of the Evaluation

The evaluation was conducted to assess the progress of the Project with Bread for the World, verify compliance with the established qualitative and quantitative criteria, measure the impact of the Project as a continuation of the Project, and identify the priorities and objectives of the Project proposal. The evaluation results will be integrated into developing the next phase of the organization's Strategic Plan and the capacity building of the organization's staff members and volunteers.

The evaluation results will be used for operational and conceptual purposes. The achievements, strengths, and weaknesses of the Sakharov Centre and the Project and prospects for the expansion will become clear. Alternative strategies will be recommended.

The evaluation will serve as an integral part of the institutional development of the Sakharov Centre and provide greater transparency for donors and partner organizations.

3.3 Main questions

The mid-term implementation of the Project was measured by five main evaluation criteria: Relevance, Effectiveness, Efficiency, Impact, and Sustainability.

In addition, issues of gender, inclusiveness, and environmental impact were considered.

The evaluation includes answers to the following questions following the above criteria:

- **Relevance**

- To what extent do the Project's objectives correspond to beneficiaries' needs, partners' and donors' strategies?
- To what extent does the Project correspond to developments in Armenia and its surroundings over the past three years?
- How relevant is each component of the Project: human rights, educational, research-analytical, sub-grant, monitoring, etc.?
- To what extent does the Project contribute to the Sakharov Centre's timely response to the events and changes occurring in Armenia?
- What is the place of the Sakharov Centre in the Armenian civil society and the realm of non-governmental human rights organizations?

- **Effectiveness**

- To what extent are the goals and objectives of the Project being implemented?
- To what extent do the components of the Project, human rights protection, educational, research-analytical, sub-grant, monitoring, etc., contribute to the strengthening of civil society in the region of the Project implementation?
- How effective is the use of different methods of legal advice: existing, mobile, online, individual, collective, memorandum, and visual?
- **Efficiency**
 - How effective is the implementation of the Program?
 - How efficiently are the Project resources used to achieve the intended results?
 - How effective are CSOs registered with the support of the Sakharov Centre?
 - How effectively does the Sakharov Centre finance the sub-grant Projects?
 - How effective is the Sakharov Centre's working model with active community youth?
 - How effective is the activity of the The Research-Analytical, Educational Methodological Centre (hereinafter referred to as the RAEMC)?
 - What are the quantitative and qualitative indicators of the effectiveness of the Project?
- **Impact**
 - Does the Project contribute to short-term and long-term development and policy goals?
 - What is the value-bearing role of the Sakharov Centre in strengthening civil society?
- **Sustainability**
 - Do the positive changes have a lasting effect?
 - To what extent do the processes, procedures, and standards of the Sakharov Centre/Project contribute to the sustainability of the Project?

3.4 General approach and methodology

The expert used individual and group meetings to address the issues identified in the evaluation objectives and collected information using appropriate methods. Both information gathering, document study and analysis, individual and group interviews, including online, discussions, screening visits, questionnaire surveys, change stories, and other methods were used.

The general approach was cooperative, participatory, educational, transparent, and confidential when necessary.

The expert used a mixture of qualitative and quantitative methods.

During the evaluation, individual and group meetings and surveys were conducted in Yerevan, Gavar, Gyumri, and Goris, in which as many individuals, groups, and structures participated in answering various evaluation questionnaires and providing relevant information. The evaluation methods took into account criteria that corresponded to the OECD-DAC criteria. The evaluation process included a preparatory phase, a fieldwork phase, and a preliminary and final report preparation phase.

During the **preparatory phase**, the expert reviewed the relevant Sakharov Centre documents, such as the Project proposal and progress reports. The expert met with the Sakharov Centre director and clarified the needs, methodology, and target audience.

The expert developed questionnaires and interviews for different target groups (Project staff, external stakeholders such as sub-grantees and human rights defenders, training participants, and users of legal services).

During the research phase, the expert interviewed Project staff, sub-grantee organizations, lawyers, trainers, beneficiaries, training participants, collaborating partners, regional government representatives and the media.

The performance of the Sakharov Centre and its branches was assessed using the Organization Performance Indicator (OPI) methodology, which measures the outcome of the organization's activities.

The organization's performance indicator is a self-evaluation tool that provides an opportunity to measure four indicators of the impact of the organization's activities:

- Effectiveness,
- Efficiency,
- Relevance,
- Sustainability.

One of the challenging issues in using the Organizational Performance Indicator (OPI) is how to measure whether investments in organizational capacity development lead not only to measurable and observable improvements in internal processes and systems but also impact organizational performance and Project outcomes.

The purpose of using an Organizational Performance Indicator (OPI) is:

- **Monitoring**

Ongoing and daily data collection to identify desired outcomes.

Efforts to improve a given partner's ability to perform, sustain, and self-heal over time.

- **Risk evaluation**

The significance (likelihood and magnitude) of potential adverse events is reviewed as part of the activity, and a mitigation/management plan is established.

Rating scale of the tool

Scale (1-4)	Comment	Recommendation	Rating
1.0-1.9	Lack of information Very little/no capacity	A radical intervention is needed	Initial stage
2.0-2.9	Some limited capabilities	Sufficient amount of intervention is needed	Development stage
3.0-3.9	Significant abilities	Needs some improvement	Consolidation stage
4.0	Established/Substantial Capabilities	No support required	Mature stage

What is considered evidence?

Data (verified) showing performance following the standard.

Confusion sometimes arises between Level 3 and Level 4 standards and evidence in the learning process. At level 3, the organization learns to influence its own Projects and services. At level 4, the organization must impact the Projects and services of other actors.

The readiness of the assessed organization's team is critical in the evaluation process. The team must confirm understanding of the evidence and provide appropriate context.

The expert submitted the preliminary report to the Sakharov Centre, and a discussion of the results and recommendations was organized.

3.5 Group of people involved

The Project has three components with different target groups:

(1) **Human rights protection component:** socially disadvantaged groups, older people and persons with disabilities, women, children, minorities, refugees, migrants, victims of trafficking, and other vulnerable citizens.

(2) **Legislative support/advocacy component:** RA National Assembly, Central Administration Institutes, Regional Administration Institutes, Local Self-Government Bodies, Law Enforcement Bodies.

(3) **Educational component:** civil society structures, initiatives, groups and activists, community groups, students and young activists, teachers, journalists, municipal staff, council of elders.

Target groups are important Project stakeholders and have their perspectives on the Project, its implementation, and its relevance. They also have varying degrees of involvement in the Project and its activities. The expert conducted a total of 17 interviews with Project staff and 56 interviews with women and men from different stakeholder groups, as well as from the three regions and Yerevan, to ensure diverse opinions. In addition to the regional dimension, the expert also interviewed residents of some urban and rural communities.

During the interview phase, interviews were conducted with the following groups of people:

The interviewed group	Number of participants	The interview method
Project staff of the Sakharov Centre	15 (director – 1, Project coordinator – 1, regional Project coordinators – 3; lawyers – 7; regional operators – 3; other staff – 2)	Personal interview Qualitative interviews
Members of the board of the Sakharov Centre	5	Qualitative interview
Sub-grant implementing organizations	5	Qualitative interviews
Trainers	10	Focus group, survey
Beneficiaries and beneficiaries	12	Focus group meeting
Project participants	16	Focus group meeting
Partner organizations of the Sakharov Centre	6	Individual meetings
Local self-government and regional government	3	Individual meetings
Volunteers	8	Focus group meeting

3.6 Challenges of the evaluation process

In 2021-2023, Armenia was still experiencing political tension and security issues following the 44-day Nagorno-Karabakh war of 2020. The unsolved problems of forcibly displaced persons from Nagorno-Karabakh, the periodic violations of the cease-fire regime by Azerbaijan on the contact line of Nagorno-Karabakh and the borders of Armenia, the presence of Azerbaijani troops in the territories of Gegharkunik and Syunik marzes of Armenia, and the ongoing aggression were accompanied by attempts at intermediary negotiations aimed at establishing peace in the region.

On September 13, 2022, Azerbaijan launched a large-scale attack on the southeastern part of Armenia, shelling civilian infrastructure and residential buildings in Armenian settlements and seizing new areas in the territory of sovereign Armenia, in addition to the approximately 40 square kilometers of territory captured in May 2021. As a result, the Armenian side suffered more than 200 casualties (including civilians), hundreds of destroyed buildings, 7,600 temporarily displaced persons, and dozens of prisoners of war. This attack reaffirmed concerns about Azerbaijan's ambitions for Armenian territories and raised doubts about the feasibility of any peace agreement, as well as increased uncertainty about the future of Armenian sovereignty and the security of the people of Nagorno-Karabakh. Armenia appealed to the international community, including the UN Security Council and the Collective Security Treaty Organization (CSTO), to condemn the military operations and call Azerbaijan to return its armed forces to their original positions. Russia, Armenia's strategic partner, did not show the expected support, leading to anti-Kremlin sentiments and protests among the public.

Russia's invasion of Ukraine in February 2022 had significant political implications for Armenia, changing the geopolitical situation in the region and further complicating peace negotiations with Azerbaijan. The diversion of the world's attention to the conflict in Ukraine and the search for alternative sources of oil and gas by European countries supposedly allowed those countries to show greater tolerance towards Azerbaijan's invasion of Armenian territory. The war in Ukraine also had economic consequences for Armenia, as tens of thousands of Russian citizens (most of them IT professionals) moved to Armenia to live and work.

This evaluation was implemented in the days of the large-scale attack by Azerbaijan against Nagorno-Karabakh in September and the mass forced displacement of Armenians. This required a very flexible approach from the expert, the Project staff, and the interview partners, considering everyone's difficult psychological status and dealing with the most pressing issues such as accommodation, food, and other essential procurement and coordination.

The initially planned field visits were delayed for some time as the relevant actors of various regional and local self-government bodies, cooperating CSOs, and beneficiary communities were overburdened. The Project's regional employees greatly supported the expert by organizing spot meetings. During regional visits, there were some absent people with whom the expert conducted the interviews online.

As a result of the mass forced displacement of Nagorno-Karabakh Armenians, with the deterioration of the socio-economic situation in Armenia, the problems related to the realization of labor rights, the issues of providing accommodation and housing, and the difficulties of completing passport and personal documents increased.

In this regard, it should be noted that the Sakharov Centre continues to provide legal advice to beneficiaries about legal issues arising in all areas.

3.7 Data Collection. Survey participants

Sakharov Centre beneficiaries, target groups, Sakharov Centre employees, Project employees, partner organizations, CSOs, representatives of local authorities, and experts participated in the survey.

Data were collected mainly within the framework of the following questions.

- Is the Project relevant to developments at national and regional levels, and will it continue if circumstances change?
- Do the organization's actions and proposals for new priorities fit in the context of current developments in Armenia?
- Are the actions to create and strengthen CSOs and community organizations in RA marzes effective?

- How effective are the Civil Society School curricula, modules and topics, teaching methods, and technologies?
- To what extent did individuals and groups benefit from the different components of the Project?
- What are the recommendations for improving the organization's management system?
- What are the recommendations for capacity building of members and volunteers?
- What is the main impact of the Project?
- What are the significant consequences resulting from the activity of the Sakharov Centre?
- What are the priorities for developing Project proposals for the next period to ensure long-term sustainability?

4. Findings

The goal of the "Protection of Human Rights and Strengthening Civil Society in the Regions of the Republic of Armenia- 2021-2024" **Project** is to contribute to having an empowered and well-informed civil society that plays an active role in decision-making processes, alternative development strategies, requires transparency and accountability of authorities at all levels.

The objectives of the Project are:

- to support citizens in the three regions of Armenia (Shirak, Gegharkunik, Syunik) and Yerevan to successfully protect their rights,
- promote the principles of good governance, transparency, and accountability by civil society organizations, initiatives, and groups and take steps to improve legislation in the areas of human rights, socio-economic, environmental, and health at the local, regional, and central levels;
- facilitate actions by young people in small towns and rural communities towards positive change in their communities.

The Project evaluation was implemented with the participation of beneficiaries and interested parties. The evaluation was carried out in the central office and branches separately.

According to interviews with Project staff and stakeholders, the Project is commensurate with national and regional developments.

In 2021-2023, Armenia was still experiencing political tension and security issues following the 44-day Nagorno-Karabakh war of 2020. The unsolved problems of forcibly displaced people, the periodic violations of the cease-fire regime by Azerbaijan on the contact line of Nagorno-Karabakh and the borders of Armenia, the presence of Azerbaijani troops in the territory of Gegharkunik and Syunik marzes of Armenia, and the ongoing aggression were accompanied by attempts at mediation negotiations aimed at establishing peace in the region.

After a ten-month blockade of the Berdzor (Lachin) corridor, the main road connecting Armenia to Nagorno-Karabakh, from November 2022, in September 2023, Azerbaijan launched a large-scale attack on the border of Armenia, and mass forced displacement of Nagorno-Karabakh Armenians took place. Due to these processes, the country's legal, social, and economic problems have become severe. More than one hundred thousand people displaced from Nagorno-Karabakh have settled in different regions of Armenia and have many issues, most of which are related to the legal sphere.

Against this background, the Project addresses the need for and access to information for society, especially for vulnerable groups. It provides affordable legal services to people in need. It also provides an opportunity to exchange and discuss new legal and socio-economic developments. The forced displacement of

Nagorno-Karabakh Armenians has raised big legal problems in the communities where they were placed for temporary residence. The Project resources have been rationally directed to support resolving these issues. Branches of the organization were also actively involved in legal consultations for Nagorno-Karabakh Armenians settled in the communities.

In general, the activities of the Project are based on the Sakharov Centre's long presence in the regions and excellent knowledge of the regions. This advantage is substantiated by the many Projects implemented by the Sakharov Centre for more than three decades, during which a rich expertise of the needs of beneficiaries has been developed.

The work of the Sakharov Centre is based on a human rights approach. It does not interfere in political matters and does not express political opinions. Unlike many other non-governmental organizations in Armenia, the Sakharov Centre is not a one-person NGO but an NGO with professional and experienced personnel and sufficient financial resources. It has operated for over three decades, and its doors are open regardless of current Project funding.

A human rights approach is central to the relationship of beneficiaries and other stakeholders with the Sakharov Centre and its "authority" among civil society, the population, and state institutions. The Sakharov Centre serves as a bridge between the regions and Yerevan, as well as between the population and local self-government bodies and the regional government. Territorial management and local self-government bodies highly appreciate the advice and effective cooperation provided by the Organization to benefit community development. Most beneficiaries and respondents agree that the Organization can consider legal advice a paid service.

One of the important impacts of the project is strengthening civil society organizations in regional centres and local communities (outside the capital, Yerevan).

The Project has three components with different target groups: **Human Rights Protection Component, Legislative Support/Advocacy Component, and Educational Component.**

With its various components, the Project contributes to sustainable development in certain communities, and local residents have a solid understanding of human rights and how to protect them. Activists could attend trainings, develop their skills and share their knowledge. Community groups have been formed or even registered as NGOs and started activities on a small scale for the benefit of community residents.

The Project also facilitated exchanges between grantee groups and organizations, thus creating a network for future collaboration and development. Young people see a future in their community and are less inclined to leave for urban centres or even abroad. With its School of Civil Society, the Sakharov Centre enables participants and CSOs to fulfill a new or changed role in society, taking on new responsibilities and cooperating with (local) authorities.

A component of human rights protection

Socially vulnerable individuals and groups of communities, as well as women, children, older people, people with disabilities, and our compatriots who were forcibly displaced from Nagorno-Karabakh, benefited from the human rights protection component of the Project. This component's primary forms of activity are individual and group, inpatient and outpatient, existing and online legal consultations, out-of-court protection, and legal assistance. During the Project, it was essential to increase legal awareness so that people would be more proactive and ready to protect their rights, get rid of consumer psychology, and initiate the protection of others.

As a result of the human rights protection component, awareness of legal changes and developments has increased among the population. This is evidenced by the increase in the number of beneficiaries'

applications and the rise in participation in local elections. Another significant impact is restoring the local population's rights through free legal advice and information. Most beneficiaries' applications had a positive outcome out of court, and at the same time, the number of lawsuits addressed to the courts increased.

The director of the Sakharov Centre, lawyers, and heads of branches regularly study the official websites <https://www.e-draft.am> and <https://www.parliament.am>, submit comments and suggestions on legal acts and drafts related to human rights, and participate in organized public discussions.

Monitoring and advocacy component

The Project's monitoring and advocacy component targets local government bodies and local government institutes, regional government bodies, the government, and individual ministries, the law enforcement system, and the RA National Assembly.

The primary purpose of this component is to monitor the progress of reforms in various fields and activities aimed at protecting interests.

In that component, the provision of feedback, direct contacts with community residents, needs evaluation, inclusiveness, opportunities for participation in decision-making processes, accountability and transparency of government at different levels, consistent work in agendas, regulations, Projects, sub-legislative and legislative documents, additions and changes in the concepts being developed were emphasized in that component.

Cooperation with relevant NA committees, public councils attached to ministries, territorial administration and local self-government bodies, and council members is essential in the sub-component of protection of interests.

Cooperation with local self-government bodies improved during the project implementation period. As a result of the Project's legislative support and advocacy component, the launch of official community websites was promoted, and the quality of information provided on the websites was improved. This means that the local population will have better access to information as they will not need to go to the administrative centre when they can access the information online.

The organization monitored important sectors in general and in each region, some of which have become the subject of discussion in state administration and local self-government bodies.

Educational and research-analytical component

The primary tool for using this Project component is the School of Civil Society, which operates in three branches of the Sakharov Centre. The main target of the educational part is civil society structures, civil initiatives and active groups, community initiative groups, students, youth structures, students and teachers of public education institutions, local media workers and civil journalists, the council of elders as a representative body of the local government, the staff of the municipal administration, administrative heads of settlements, the responsible persons of the official websites of the communities.

Regions have their own characteristics in different aspects; they are very different both in terms of their geographical location and socioeconomic development. The branches of the Sakharov Centre are also different in terms of civil society structures, development of their abilities, and activity.

After the enlargement of the communities, their economic condition has become difficult, which affects the level of people's participation. In general, people's participation in community life still needs to improve. During and after the political changes of 2018, community activism intensified, and currently, CSOs often undertake community development initiatives. CSOs have started to become essential actors in community development processes, closely cooperating with local self-government bodies and various ministries.

Project also facilitated the exchange of information and positive experiences between grantee groups and organizations, creating a network for future collaboration and development. Sub-grants are essential for strengthening the ownership approach and developing independence and initiative. Notably, the Sakharov Centre supports local groups in developing small projects, not replacing them. Thus, they learn to trust local experience and develop and implement their own ideas. With a unique combination of trainings, sub-grants, and organizational and legal consultations, the Project creates effective conditions for the sustainable strengthening of civil society in the regions of Armenia.

4.1 Relevance

According to interviews with Project staff and stakeholders, the Project is commensurate with national and regional developments.

As a result of the interviews conducted by the expert, it became clear that the Project's objectives correspond to the needs of the beneficiaries, partners, and donors' strategies. The Project fully corresponds to the developments in Armenia and its surroundings in the last three years. Due to the state of war, there is a difficult social and economic situation in Armenia today; in general, there have been very few improvements among the population, or we can say that there have yet to be any. Against this background, the Project addresses the need for information and access to information for society, especially for vulnerable groups. It provides affordable legal services to people in need. It also provides an opportunity to discuss and develop new legal and socio-economic development recommendations. According to the beneficiaries, the legal advice and referrals provided by the Sakharov Centre are very valuable.

Through the round table discussions held in the marzes and the monitoring of the official websites of local self-government bodies within the framework of the implemented Project, the Sakharov Centre Project helped to consolidate beneficiaries, improve access to information, and exchange opinions.

In general, the activities of the Project are based on the Sakharov Centre's long presence in the regions and excellent knowledge of the regions. The employees of the regional branches of the Sakharov Centre have more than fifteen years of experience working within the Organization, which helps them to be more recognizable in the communities. Only the Goris branch has a young and new team.

The forced deportation of Nagorno-Karabakh Armenians from Nagorno Karabakh to Armenia, which took place in September 2023, caused the most serious problems of recent months: social, economic, psychological, legal. In this situation, the Project provided legal consultations to the Nagorno-Karabakh Armenians located in Yerevan and the regions of Armenia and contributed to the solution of various problems in the legal field.

In recent years, many civil society organizations have reviewed the main directions of their mission after the 44-day war and are carrying out activities in the social and humanitarian spheres. Most of them need to gain relevant experience and abilities, but they implement vital and responsible work. Most organizations are involved in consortia of humanitarian Projects implemented by international organizations and implement various support projects on the principle of partnership. However, the Sakharov Centre's work is based on a human rights approach. It works exclusively in that area to raise awareness and solve problems. It does not interfere in political matters and does not express political opinions. This was emphasized both by Project staff and external stakeholders. This is one of the unique characteristics of the Sakharov Centre. The Sakharov Centre also implemented a humanitarian assistance project by its mandate.

A human rights approach is central to beneficiaries and other stakeholders in the relationship with the Sakharov Centre. The Project is an essential platform for exchange between different groups on current, mainly legal issues in the country and is therefore relevant to developments at the national and regional levels.

The Sakharov Centre serves as a bridge between regions and Yerevan, as well as a bridge between the population, state administration, and local self-government bodies.

The Shirak branch of the Sakharov Centre continues to cooperate effectively with the prosecutor's office of the Shirak region to prevent delinquencies among minors. As the main challenge, the unstable political situation in the country, the confrontation between the government and the opposition, and the existing online speech of hatred and intolerance both in the parliament and the street struggle should be noted. The tension along the length of the Armenian-Azerbaijani border with the military operations provoked by Azerbaijan, which were accompanied by human casualties.

4.2 Effectiveness

The goal and objectives of the "Protection of Human Rights and Strengthening Civil Society in the Regions of the Republic of Armenia- 2021-2024" Project implemented by the Sakharov Centre have been achieved to the extent planned during the two years, and there are still activities to be continued in the third year of the Project.

The organization is not limited to the planned indicators; if there is a need, the organization provides services to every beneficiary in Yerevan and marzes as well. The organization places great importance on community visits, during which needs are identified, and additional appropriate services are provided.

The services of the School of Civil Society are based on high professionalism and interactive teaching methodology, resulting in the training participants receiving knowledge and skills to apply later. This proves that as a result of the trainings, the participants create or register initiative groups or CSOs. During the meetings with the municipalities, they emphasized that as a result of the activity of the Sakharov Centre, their work became effective thanks to the consultations provided by the Organization and the monitoring of the evaluation of the action. In most cases, the organizations call the local governments and ask about deadlines, website updates, and other issues. In the communities, the council of elders has started to work more actively; they participate in courses and discussions on various topics and better understand their functions.

In 2022, within the framework of the monitoring component implemented by the Sakharov Centre, the Organization implemented the study "The state of access to health care in rural communities and settlements of the Republic of Armenia on the example of Shirak and Gegharkunik marzes." The research results were presented to the RA Ministry of Health, Shirak, and Gegharkunik municipalities to take them into account during the development of upcoming strategies.

In addition to the training component, the Sakharov Centre supports forming new community initiative groups. The capacity-building trainings conducted by the Organization are highly appreciated, especially by the youth, which is very much needed. Young people need an environment that allows them to express themselves and realize their goals freely. They highly appreciate the opportunities provided to them to implement various initiatives in the communities. The organization needs to have and maintain office space, which it should pay attention to in the near future. Both the central office and the three branches of the Organization have that task.

Through the sub-grants provided by the Sakharov Centre, many significant problems were also solved in the communities. For example, the community organization "Youth Initiatives of Syunik" spoke about one of the most critical problems in schools: teaching a healthy lifestyle.

The "Free Flight" socio-economic development foundation operating in Gegharkunik marz conducted research on "Accessibility of public transport in Gavar community" in 2023, as a result of which it presented recommendations to the RA Ministry of Territorial Administration and Infrastructure, Gavar Municipality.

"Bayazet" Analytical-Research Armenian Centre NGO carried out research on the topic "The role of sports schools operating in Gegharkunik region in the processes of promotion and socialization of children's

healthy lifestyle.” Positive responses were received from the ministries that the problems and recommendations raised in the research were taken into account, and steps will be taken to solve them.

In the results of the monitoring implemented in Gyumri, several problems were solved because, during the process, problems were revealed, particularly in the construction sector, the relevant authorities were informed in time, and as a result, the issues that arose were corrected in time. For example, in the case of Amasya Hospital, the hospital received additional funding to address construction gaps. Almost all the research carried out with sub-grants is available and has been submitted to the relevant ministries and central, regional, and local authorities. As a result of the implementation of the sub-grant, the RA Ministry of Territorial Administration and Infrastructures sent the "Procedures for the Implementation and Control of Individual Construction" book guidebook developed by the NGO "Stability and Progress" as a guide to regulate the sector.

The organization provided free legal services using various methods: in-person, mobile, online, individual, and collective. Project lawyers offer free individual and group legal advice. To increase efficiency and accessibility in regions, consultations are offered not only in the territory of regional branches but also in several cities or rural communities. Collective legal advice topics are chosen together- with the population according to their needs. The Sakharov Centre conducts external consultations in the regions and invites other specialists (psychologists, lawyers, economists, sociologists, social workers, education experts, etc.) to provide independent professional opinions on issues arising from the rights of beneficiaries of various fields, persons with disabilities, the elderly and other vulnerable groups. All survey partners emphasized the high quality and professional consistency of legal support. The Sakharov Centre has a good reputation for handling beneficiary cases from start to finish, monitoring their progress and completion. The organization's lawyers enter each beneficiary's application in the specific office where the beneficiary applied, and a separate case is drawn up. All beneficiary cases are archived. The lawyers refer to the progress and results of the beneficiaries' cases in their quarterly, six-monthly, and annual reports, which they present to the Director of the Organization, who is also the Project Manager and the Project Coordinator. Confidentiality of personal data is preserved in all cases.

Conferences and forums were held by the Sakharov Centre, as a result, conceptual documents were developed in various fields: alternative strategies for community development, education, children's rights, prevention of crimes among minors, etc.

As a significant event, we can mention the forum for developing alternative community development Projects.

Implementing sixteen sub-grants, including research-analytical sub-grants, has significantly impacted the growth of both the Project and the areas covered and the beneficiaries, bringing a new culture of civil society expansion.

4.3 Efficiency

The Project's implementation process is very efficient because the Project is needed, and the activities carried out in regional communities are especially relevant. Regarding the efficiency of the use of resources, the Sakharov Centre certifies that an external audit is implemented every six months, which helps to spend the finances most efficiently. Some activities were carried out not with Project costs but with contributions voluntarily, including trainings and external consultations. The experts who willingly work with the Sakharov Centre and implement certain services they provide voluntarily also stated about voluntary work. The presence of regional centres also conditions the efficient spending of Project resources, as most of the activities planned by the Project are implemented in regions with the direct participation of regional experts.

The CSOs created as a result of Project consultations and capacity building are also currently actively working and have existing grant Projects. Some received a sub-grant from the sub-grant component

announced by the Sakharov Centre. The Sakharov Centre provides constant advice to these organizations, as the newly created organizations attest and highly value the support they receive on issues that concern them.

Sub-grant Projects are effective because they have significant actionable outcomes, such as research on community issues that include recommendations. As mentioned by the Project Coordinator of the Sakharov Centre, many community problems have been solved as a result of the monitoring and follow-up work done by the organization. The active work of existing groups directly determines the effectiveness of work with young people in communities. All communities have proactive youth groups that participate in the capacity-building phase of the Project. As a result of the activity of the RAEMC, various important initiatives are carried out in communities, supporting not only the development of communities but also the activation of community CSOs.

The RAEMC has started functioning in all branches as a means of strengthening CSOs in RA regions, assessing and developing the needs of small towns and rural communities, developing alternative policies, promoting civic activism, and using the knowledge, experience, and potential of civil society in public policy development. , a centre for the development of strategies aimed at the expansion of public space, the development of constructive dialogue and cooperation, and the development of non-formal education methods, technologies, and tools. This is one of the Project's key components; its next development stage is to become a think-tank. As a success story in this field, we should mention the joint civil forum of the Amasia and Ashotsk united communities of Shirak region, in which an alternative project for the development of these communities was developed for five sectors: demography, business environment/industry, agriculture, infrastructures/, education-culture, sports, youth, entertainment, tourism, environmental protection and green technologies, as well as creative fundraising tools. In general, the jointly developed document contains more than 120 development ideas.

The 9 community youth bases created in the rural areas of Syunik, Gegharkunik, and Shirak marzes, mainly in remote and small border towns and villages, have become real centres for promoting civil activity. They contribute to strengthening the legal awareness of the population of Syunik, Gegharkunik, and Shirak marzes and strengthening the abilities of young people, overcoming polarization, intolerance, and hate speech in society, forming an atmosphere of mutual respect and trust. Outgoing individual and group legal consultations were organized to increase the legal literacy of the residents of communities/settlements and on legal issues of interest to them. Youth bases also serve as a platform for expanding the horizons of the youth of communities/residences, organizing intellectual entertainment, and promoting reading.

Within the evaluation framework, organizations implementing sub-grant Projects, trainers, and cooperating CSOs were asked to evaluate their general relationship with the Sakharov Centre, the Centre's general management, in terms of Project management, and all highly appreciated the Project Management. The community partner structures assessed the connection with the public as weaker, which needs improvement. Many external and internal interviewees indicated that the organization should take steps to improve media relations.

4.4 Impact

The impact of the Project should be discussed in three components: a human rights component, assisting legislative activities and advocacy component, and an educational component.

As a result of the **human rights protection component**, several precise results were found, among which the restoration of the rights of the local population, free legal advice, and provision of information to those who do not have the opportunity to receive it can be distinguished. The evaluation participants mentioned the free legal advice as the first impact because the legal advice provided by other structures is paid almost everywhere; they rated the quality of the secondary legal services very highly, which they could not mention in other cases. Another important impact is to raise the level of public awareness of legal changes and developments. This is evidenced by the increase in the number of applications from beneficiaries and

positively completed cases. Meetings with beneficiaries also indicate that they are even now ready to provide advice to others on the processes of legal issues.

As a result of the **Legislative Support and Advocacy component**, the launch of official websites by communities has been promoted, and the quality of the information provided on the websites has also improved. This means that information is more accessible to local people as they do not need to go to the administrative centre and can access the information online. During the implementation period of the Project, the cooperation with the local self-government bodies improved, which was also mentioned by the representatives of the local government. Within the framework of the project, monitoring activities were carried out on health care, urban development, community transport, and other community issues, and corresponding reports were prepared with relevant recommendations for the improvement of the sector.

One of the important effects of the Project is the strengthening of civil society organizations in regional centres and local communities, as well as the creation of new CSOs.

Turning to the **educational component**, the trainings provided by the Organization have a very positive effect on the participants, particularly the young people. The Project implemented by the Sakharov Centre is considered an incubator for other CSOs and community organizations. Initiative groups were created by individuals participating in the educational component, and CSOs, which are currently operating in the communities, were registered.

Active young people participating in the Civil Society School become non-formal leaders and community unifiers. Many of them have become active public actors in their communities. During the trainings, they learn to express and defend their opinion and constructively discuss controversial issues. Several interview partners emphasized that thanks to the trainings, young people were able to change their perspective and develop ideas for staying in the region.

In addition to the impact already mentioned, many of the training participants were able to defend their rights and the rights of others. Some of them applied for grant Projects and won the first grant. The young people participating in the trainings of the Syunik branch have created an initiative group and are actively implementing various initiatives in the community, involving other young people.

One of the positive results is the creation of research Projects by young people within the framework of the RAEMC. The young people of Gegharkunik are especially active in that sense. Another development is the great interest on the part of teachers in the Training of Trainers and the use of non-formal education methods with love and willingness in their classes.

4.5 Sustainability

As a result of the Project, the impact of positive changes in the communities largely depends on the activity of CSOs, the social problems in the communities, and the involvement of civil society structures in solving them. With its various components, the Project contributes to sustainable development in certain communities, local residents have a basic understanding of human rights and how to protect their rights. Active young people in the community could participate in training, developing, and sharing their knowledge with others. The initiatives implemented by the youth in the communities and the grant Projects implemented by CSOs have had some impact, changing the lives of the beneficiaries for the better. The Project also facilitated exchanges between grantee groups and organizations, thus creating a network for future collaboration and development. The young people trained by the centre express their willingness to stay in the communities and work in various organizations and structures. The positive environment and training created by the organization have led to behavioral changes in the lives of both youth and community assets. As a result of monitoring, one of the most important components of the Project, the target communities achieved more positive changes in community development and were positively assessed by the community residents.

With the School of Civil Society, the Sakharov Centre enables individual participants and CSOs to play a new or changed role in society.

In the mentioned processes, it is more important to solve legal problems and advise our compatriots forcibly displaced from Nagorno-Karabakh. The Sakharov Centre must ensure the continuity of the Project by providing this important service to its beneficiaries.

Currently, due to the current situation in Armenia, international organizations and donors are working in the communities where Nagorno-Karabakh Armenians are located, which implement social, humanitarian, and economic development Projects. The Sakharov Centre is also involved in the work carried out in the communities and also provides opportunities for community organizations to get involved. With a unique combination of trainings, sub-grants, and structural and legal consultations, the Project creates effective conditions for the sustainable strengthening of civil society in the regions of Armenia. The civil society organizations confirm that they turn to the Sakharov Centre in case of any questions and receive appropriate support and counseling on the issues that concern them.

The long-term nature of the Sakharov Centre/Project, the Organization's procedures, the professionalism of human resources, and the sub-grant component of the Project contribute to its sustainability. The Sakharov Centre has certain problems related to the Project's stability and alternative fundraising of the Organization, in which direction it has taken practical steps and initiated the review and update of its strategy.

As a result of the external evaluation, the Sakharov Centre highlighted the institutional capabilities of the organization and found it appropriate to carry out a performance evaluation. The results of the evaluation of the organization's performance were revealed based on four indicators of the organization's activity:

Effectiveness. The organization's ability to deliver high-quality Projects and continuously improve its Project activities in parallel with its mission and goals.

Efficiency. The organization's ability to consistently plan and cost-effectively budget their Projects.

Relevance. The ability of an organization to respond to the real needs of its stakeholders, to be alert to any changes that may affect this ability, and to change its course of action based on learning.

Sustainability. An organization can provide its services through diverse local and international resources, including funding, people, trust, and other support.

According to interviews with Project staff and stakeholders, the Central Office of the Organization with its regional branches is in the third to fourth level, in the transition phase. At level 3, the organization learns to influence its Projects and services, and at level 4, the organization must control the Projects and services of other actors.

Effectiveness is measured by two indexes: **Results** (Efficient organizations measure and analyze results at various levels to serve stakeholders best) and **Standards** (Efficient organizations adopt and consistently apply accepted industry standards and are leaders in improving those standards).

The Organization's **effectiveness** indicator was rated 3 by the Central Office and branches, as the Organization achieved more than 50% of the targets for the final results of all its Projects and services.

The organization's current strategy was developed five years ago, in 2021, and it plans to review it, modernize it, and adapt it to the new trends existing in the country.

Dividing the management system of the Sakharov Centre into two parts, it should be noted that in the field of strategic management, the scheme is based on a linear organizational structure model, and in the part of operational management, the approach is a complete matrix or a horizontal management system based on a participatory approach.

The administrative management system is horizontal, with no redundant hierarchical and bureaucratic schemes. Branch managers can make decisions at the operational level of management. Some of the board members are also staff members.

There currently needs to be a performance monitoring plan attached to the Organization's strategic plan, as the Organization's financial flow depends on grants, in this case, from only one donor. A performance

monitoring plan/PMP will also be developed alongside the revised strategy.

An operational management system uses simple procedures, accessible reporting systems, and accessible feedback means. Special forms are developed for lawyers, which are filled in the same way and submit their reports according to the same principle and deadlines, which is the basis for all employees to act according to the same principle.

Human resources development policy is based on the approach of developing employees rather than changing them.

The current means of communication and data management between branches have improved somewhat, but there is still room for development.

The budget needs to be clearly segmented; there is no separation in case of an additional flow of beneficiaries. In case of insufficient visits of the beneficiaries and the prescribed manner, the Organization initiates work with them. The second index of assessing the efficiency of the organization is the standard. In this index, the Organization was assessed at level 4 because, during the last 3-4 years, the Organization has been included in the working network of lawyers established by UNHCR. Having familiarized itself with the international norms, it can use them as the basis of the organization's activities and also get the opportunity to voice recommendations.

In the course of their human rights activities, both the Director and the employees of the Organization are included in various working groups at the local level. For example, the Director of the Organization is included in the jury (jury member) of the competition for the revitalization concept of the historical "Kond" district of Yerevan, established by the initiative of the RA Urban Development Committee. Also, direction is included in the working group aimed at solving the problems of stateless persons created by the initiative of the United Nations Refugee Agency (UNHCR) in Yerevan.

Naira Avetisyan, the lawyer of the Central Office of the Sakharov Centre, was involved in the working group to develop drafts of the RA Law and Concept on Youth created by the Ministry of Youth Affairs.

The Shirak branch is a partner structure of the Project of activities carried out in order to prevent delinquencies among minors, to eliminate the causes that cause them, and to eliminate the conditions that contribute to their execution. Seyran Martirosyan, head of the same branch and coordinator of the project, is a member of the monitoring group of the "Alliance for Sustainable and Green Management" project (Vanadzor, Gyumri, Pila-Poland), a member of the "Gyumri Municipality Social Housing Distribution Committee." Lawyer Victoria Yeghoyan is a member of the regional commission dealing with gender issues of the Shirak regional governorate, and clerk-operator Luiza Zakeyan is a member of the Board of Management of "Gyumri Primary School No. 25" SNPO.

Manush Nalbandyan, a lawyer of the Gegharkunik branch, is included in the regional coordinating council of the RA Unified Social Service, attached to the Gavar territorial centre.

The director and lawyers of the organization follow the drafts of legal acts posted for public discussion on the unified website of the publication of drafts of legal acts (www.e-draft.am) and regularly submit comments and recommendations on legal actions related to human rights. The organization consistently uses the online platforms implemented by state institutions in its activities. For example, writings addressed to state and local structures on behalf of the organization are often submitted through the unified free platform of electronic requests of the RA (www.e-regeust.am) and, in this way, receive answers within 5-10 days. This is quite an efficient way to apply quickly and get a written answer in a short period rather than using postal services.

The organization's **efficiency** capacity was assessed by two indexes: **Delivery** (Effective organizations develop, use, and update work plans, budgets, and systems related to Project service delivery and analyze the efficiency of services) and **Reach** (Effective organizations use resources to reach target audiences in a clearly defined manner according to the Projects and expanding the number of beneficiaries and geographical areas over time). The organization is at the fourth level with the delivery indicator. The organization has successfully

completed more than 90% of its operational or work plan and services on schedule and budget and reviewed the efficiency of activities and Project services.

The Director of the Organization, together with the accountant, summarizes the tasks and expenses of the Project every month and quarterly plans the tasks to be carried out for the next three months, makes a schedule, defines the budget of the Project for these tasks and presents it to the heads of the Organization's branches for implementation. The tasks included in the performance are always discussed with the Project Coordinator, Branch Managers, and members of the Organization's Board. Also, every quarter, during the work meetings of the Organization, the results of the steps taken in the given quarter are summarized. The organization implements its financial audit once every six months.

Planning for the Project currently implemented by the organization is carried out according to the appropriate exchange rate, according to which it fulfills the essential provisions (training implementation) and reduces other factors without harming the Project's implementation. Branch managers or members of the organization often conduct training voluntarily to ensure continuity of training.

The organization is on the third level with the "reach" indicator. The organization achieved at least 80% of its immediate results target and expanded its service delivery to new geographies and populations. The organization has goals and future intentions to coordinate the neighboring marzes. Previously, the organization had bases in Lori and Aragatsotn marzes of RA; for example, it worked with the human rights NGO "White Helsinki Group." Having an effective cooperation model, in case of sufficient financial resources or grant Projects, the Organization desires to establish branches or divisions in other marzes.

The next indicator of the organization's evaluation is **relevance**, which is measured by two indexes: **target population** (Relevant organizations involve their stakeholders at every step of the Project to ensure actions to meet real needs, including active involvement in the design and implementation of solutions) and **training** (Relevant organizations embrace and consistently apply learning as a critical driver of change from within).

The organization is on the third level with the indicator of the target population. The results of the participatory planning and decision-making process were used to design and implement Projects and services.

Lawyers regularly analyze the organization due to the urgency and vulnerability of the problem. Seeing a problem repeated among the beneficiaries, the problem's existence is argued. Due to the current situation, the organization can implement the existing needs evaluation model by showing initiative.

Each Project meeting is recorded, and the work plan itself includes meetings with beneficiaries, but the annual plan of the organization does not include the series of meetings with beneficiaries, for which a clear line should be allocated in the budget. The organization plans to continue this process independently of the Project.

The organization publishes informative leaflets on human rights and the procedure and deadlines for applying legal acts every quarter. Each lawyer prepares three or four newsletters per month.

Monitoring and analysis provided by the branches are also used and analyzed in developing the work plan.

The **relevance learning** indicator was rated level four because the Organization has institutionalized a process of analyzing successes and challenges arising from its Projects and services and consistently makes changes based on those analyses. The organization has such a practice because its Project has planned the implementation and training sessions for staff according to modern standards and regulations.

Organizational sustainability indicator is measured by two indexes: **resources** (sustainable organizations strategically attract resources from many and varied sources) and **social capital** (sustainable organizations understand and use the power of social capital, which is the relationships and connections in their communities that enable successful and Projects with long-term results).

The organization is at level 2 in the area of sustainability, as there are quite a few gaps in resource availability and social capital.

The organization currently needs a resource mobilization/fundraising plan that clearly identifies the resources needed for Projects and services and the potential providers/sources of those resources.

The second index assessing the organization's sustainability, social capital, was rated at level two because the Organization participates in recognized national networks related to its Projects and services but is not a leader in its field.

The organization uses its network participation to engage and cooperate with other civil society organizations and relevant government institutions.

The interview partners' overall communication with the Sakharov Centre and the management of the assessed Project were highly rated.

General management, human resources and work with the media, the organization's recognition level in the communities was assessed a little lower, especially in Gavar and Goris communities. The municipal governments of the mentioned communities also testified to this. The mentioned areas need further improvement.

The location of the organization's central office is Yerevan, which mainly implements the general management functions of the organization, coordinates the work of the central office and branches, and carries out human rights activities.

The management bodies of the organization are the highest body - the meeting; the executive body - the director; and it has a collegial management body - the council. The executive and collegial bodies of the organization are optional.

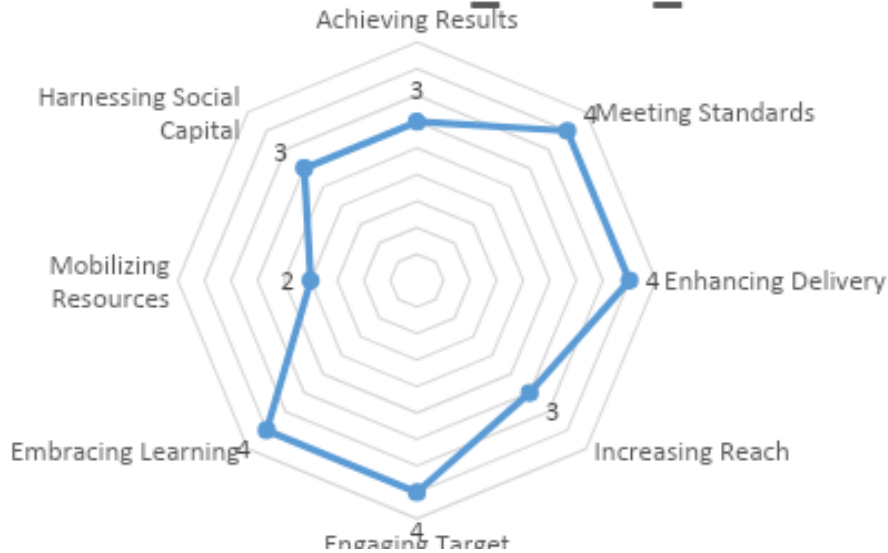
The election of the new director took place in August 2022, who took over the management of the Project of the Sakharov Centre from September 1 of the same year. The conversations with the employees made it clear that the new director ensures the ordinary course of implementing the Project.

A schematic image of the organization's performance evaluation is presented, with evaluated indicators and indexes.

Organization name – The A.D. Sakharov Armenian Human Rights Protection Centre

		2023
Effectiveness	Achieving Results	3
	Meeting Standards	4
Efficiency	Enhancing Delivery	4
	Increasing Reach	3
Relevance	Engaging Target Population	4
	Embracing Learning	4
Sustainability	Mobilizing Resources	2
	Harnessing Social Capital	3
The average point		3.375

Sakharov Armenian Human Rights Protection Center_Scores_2023



5. Recommendations

The evaluation recommendations include a set of recommendations regarding the Organization's activities and the implemented Project, which were identified based on the recommendations given by the expert and interview partners. The evaluation report needs to include the results of the expert review of the organization's existing documents. It will be provided to the organization's management board for consideration while reviewing the organization's strategy. This work should be done through strategic discussions and strategic planning workshops by the Sakharov Centre in consultation with external stakeholders.

As a result of the evaluation, most interview partners affirm that the Sakharov Centre should continue its activities and the Project's components as they are in the current Project and expand them. The beneficiaries and partners participating in the evaluation interviews need to consider the need for the Organization to implement other Projects, as the Organization needs help ensuring financial stability. Many colleagues interviewed made essential recommendations on using the Organization's potential and work experience better.

The organization also emphasizes the opportunity to engage in entrepreneurial activity as a direction of financial stability. The recommendations section presents the directions for entrepreneurial activity, considering that the Organization is a human rights defender.

5.1 Recommendations aimed at increasing the performance of Sakharov Centre

- To develop a monitoring table/database (Performance Monitoring Plan/PMP) attached to the five-year development strategy of the organization, which will show the targets of the directions of the organization's activities (other than the implemented Project) and will enable measurement of the quality of the achieved results.
- The organization's performance monitoring plan/PMP includes the targets of other services provided by the organization (also paid) and their evaluation indicators.
- Using the existing resources of the Organization's regional centres to plan and expand the scope of the Organization's service provision in new geographic regions (new regions) and among the population to provide more services to the target population by its strategic goals.

- The annual plan attached to the Organization's Strategic Plan includes meetings for the presentation of the Organization's activities and needs evaluation meetings with the beneficiaries twice a year, regardless of the implementation of the Projects, and a non-Project budget for organizing these meetings. Meetings should be participatory, involving all interested parties.
- Develop an Organizational Resource Mobilization/Fundraising Plan that clearly identifies the resources needed for Projects and services and the potential providers/sources of those resources.
- Develop a database of donors operating in Armenia and outside Armenia and ensure regular and complete database updates.
- Implement the social entrepreneurship plan developed by the Organization based on the recommendation made from the previous evaluation.
- Consider the Projects announced by the state as an alternative fundraising direction, and prepare the Organization's file/portfolio, equivalent to the provision of services delegated by the state.
- Plan the possible directions for purchasing and repairing the premises of the Organization's offices, which will also make the provision of paid services by the Organization available.
- Join nationally recognized sectoral networks,
- Collaborate with civil society partner organizations to engage in joint consortium Projects.
- To activate the participation of the Organization at the national level in developing sectoral standards, increasing the visibility of the Organization as a leading organization in the sector.
- Leverage the power of the Organization's social capital by activating relationships and connections in communities that allow for successful and long-term projects.
- The Organization effectively responds to changing needs by providing continuous capacity development of branch staff to contribute to the provision of new services.
- Develop more effective communication mechanisms between branches and implement them. Consider the automation of internal communication and work processes, which will speed up the execution of tasks and make work easier. Introduce online reporting systems, the use of which will complement the work done by all branches of the Organization.
- Consider recruiting new board members to help the Organization improve external relations and create new collaboration and fundraising opportunities.
- Continue to develop the "Mobile" version of the Organization's services, providing better access for people in remote areas.
- Consider providing "Mobile" services as a Project direction and include it in upcoming Projects.
- Discuss the issue of staffing the Organization with young people (i.e., human resource development, mentoring, volunteering, etc.). Young people will support the Organization with the most innovative ideas, explore new directions, and provide new services.
- Implement annual employee performance evaluations and implement incentive mechanisms by internal procedures. Discuss the incentive forms with the management bodies and implement them.
- Expand the functions of the lawyers of the Organization, paying special attention to the legal and socio-economic problems of forcibly displaced people from Nagorno Karabakh. Add the toolkit for applying strategic trials to the organization's human rights activities.
- To carry out the educational practice of universities, especially law departments, Sakharov Centre branches, and the central office.
- Expand publishing activities: reports on the protection of human rights, research, and analytical works in various fields, alternative strategies for local self-government and community development, training modules, manuals, etc.
- Develop intra-organizational cooperation and coordination mechanisms.

- To ensure the organization's recognition, develop and implement a comprehensive package of public relations and tools, modernize the website of the Sakharov Centre, and use the possibilities of social networks more intensively.

5.2 Recommendations to ensure the effectiveness of the Project implemented by Sakharov Centre

- Continue actions aimed at the protection of human rights and pay attention to such topics of human rights protection as children's rights, access to health services, environmental protection, the rights of persons forcibly displaced from Nagorno-Karabakh, and the rights of older people.
- Continue public awareness activities that include legal awareness raising and civic activism. To have state and local structures as beneficiaries in the processes.
- Conduct beneficiary needs evaluation in communities by organizing annual meetings. To present the activities of the Organization and the results of implemented Projects in similar meetings.
- Continue the referral activities implemented by the Organization, and develop and publish a guide manual of referral mechanisms.
- Continue the Training of Trainers component of the Project by developing and implementing new methodologies and tools. Organize training of trainers for different professional groups: educators, social workers, youth workers, and other field workers. It should be implemented as a paid service.
- Conduct capacity evaluation and development for newly established CSOs. Create an online platform for the School of Civil Society, which will ensure the capacity-building process by providing trainings in an online version. Introduce new training modules, particularly on the highly sought-after media literacy, fact-checking, digital security, soft skills, and other topics.
- Develop and provide CSOs with financial literacy trainings and counseling. Also, support the organizations in the process of making competent budgets. To conduct the trainings not only in Shirak, but also in other branches.
- It is also necessary to change the area of the trainings, to consider a comfortable area with larger sizes and rooms, where it will be possible to ensure maximum interaction and group work.
- Continue the activity of the Project's RAEMC, turning it into a unique think-tank that will ensure the implementation and development of research, analysis, forecasting, modeling, policies, and concepts that can be the basis for legislative changes or government decision-making. The organization may use this research for stakeholder advocacy and lobbying.
- Observe the strengthening of the capacities of the councils of local self-government bodies and the strengthening of cooperation with them.
- Supplement and update the Organization's trainer base and attract new experts to organize trainings on new topics. The replenishment of the expert base and the methodology of conducting trainings are very characteristic of the branches of the Sakharov Centre.
- Develop and implement new modules with innovative approaches and methodology to provide a recent "talk" of training in the CSO field.
- Ensure the principle of gender equality in the trainings organized in regional centres.
- Consider the idea of increasing the volume of sub-grants to make visible changes. Observe the grant money provided to CSOs and revise it if possible.
- Discuss the intensification of work with the Ministry of Justice and Parliament regarding laws, draft laws, and regulations (submit legislative proposals, changes, and comments).
- Differentiate the Organization's beneficiaries to provide them with different, differentiated, paid, and complimentary services. Offer a list of free and paid services accordingly.

- Include in the Projects campaigns dedicated to various spheres and groups of rights protection: "the best interest of the child," prevention of corruption, empowerment of women in political, civil, socio-economic, educational, and other spheres, human rights protection month, etc.
- Provide sub-grants with larger budgets to address more global issues in united communities.
- Organize summer or winter camps for capacity building of youth groups/teams for individual development, considering it an effective mechanism.
- Make environmental protection, climate change and adaptation, and green development a Project direction.

6. Appendices

6.1 Evaluation Work Plan

Working Plan

Time period	Activities	Days
Phase 1: Preparatory phase		
September 1 – September 15	Collection and study of necessary documents Development of methodology and questionnaire Clarifying schedules and creating a schedule	10
Phase 2: Interviews and evaluation		
October 1– October 30	Interviews in Yerevan, Gavar, Gyumri and Goris	10
November 30	Mini-analysis, debriefing to the management of the Sakharov Centre	1
Phase 3: Analysis and report preparation		
November 1– November 30	Data analysis and preliminary report development	10
December 2	Presentation of the final report	2
	Total days	33

6.1 OPI Performance Evaluation Tool

	Level 1	Level 2	Level 3	Level 4
EFFECTIVENESS: Ability of an organization to carry out high quality Projects and continuously improve its Project operations in accordance with its mission and goals.²				
Results Effective organizations measure and analyze outcome level results to best serve beneficiaries	The organization is in the process of developing outcome level targets for all of its Projects and services. ³	The organization has set clearly defined outcome level targets for all of its Projects and services.	The organization has met over 50% of outcome level targets for its all of its Projects and services.	The organization has met over 75% of outcome level targets for all of its Projects and services.
	<i>Evidence:</i> <ul style="list-style-type: none"> ▪ <i>Organization self-identifies as Level 1.</i> 	<i>Evidence:</i> <ul style="list-style-type: none"> ▪ <i>Completed organization's PMP (or equivalent) that includes clearly defined outcomes, targets, indicators and measurement tools.</i> 	<i>Evidence:</i> <ul style="list-style-type: none"> ▪ <i>Completed monitoring spreadsheet and/or database showing that 50% of outcome level targets have been met.</i> ▪ <i>Written procedures for ensuring data quality meet expectations of the mission's Project Office or the mission order on data quality, if one exists.</i> 	<i>Evidence:</i> <ul style="list-style-type: none"> ▪ <i>Completed monitoring spreadsheet and/or database showing that 75% of outcome level targets have been met.</i> ▪ <i>Completed Data Quality Evaluation verifying the quality of the outcome data as per ADS 203 guidance.</i>

² Pact is in the process of revising its handbook for implementation of the OPI, which will be shared with USAID staff as soon as available.

³ The OPI measures OUTCOMES not outputs across the organization not just the activities funded by USAID.

	Level 1	Level 2	Level 3	Level 4
Standard 4 Effective organizations adopt and consistently implement accepted industry standards as well as lead the improvement of those standards over time.	The organization is building awareness of national and int'l standards and/or is in the process of developing internal standards that govern their Projects and services.	The organization is taking clear steps towards achievement of national and international standards that govern their Projects and services.	The organization has achieved and consistently strives to implement national and international standards that govern their Projects and services.	The organization consistently meets existing standards and is involved in setting new national and/or international standards that govern their Projects and services.
	<i>Evidence:</i> <ul style="list-style-type: none"> Organization self-identifies as Level 1. 	<ul style="list-style-type: none"> Relevant technical standards that the organization is working towards are consistent with national and international standards. Evidence of staff training, monitoring and/or procedures that indicate the organization is taking steps to implement standards. 	<i>Evidence:</i> <ul style="list-style-type: none"> External evidence such as a evaluation, certification from a recognized body, or other evidence that concludes the organization has met relevant standards. Evidence such as Project meeting minutes, monitoring reports, etc. that the organization consistently strives to implement relevant standards. 	<i>Evidence:</i> <ul style="list-style-type: none"> Multiple instances of external evidence such as evaluations, certification from a recognized body, or other evidence over a period of at least two years that conclude the organization has met and continues to meet relevant standards. External evidence such as meeting minutes, reports, etc. that organization is involved in national or international efforts to set new standards.

⁴ Standards include national and international guidelines such as PEPFAR's Guidance for Orphans and Vulnerable Children Projecting, USAID's Youth Policy, USAID Gender Equality and Female Empowerment Policy, CDC's Guidelines for Infection Control, WHO's Guidelines for Drinking Water Quality, and others.

	Level 1	Level 2	Level 3	Level 4
EFFICIENCY: The ability of an organization to plan and budget for their interventions in a consistently successful and cost-efficient manner.				
<p><u>Delivery</u></p> <p>Efficient organizations develop, utilize and update work plans, budgets, tracking systems related to Project services delivery and analyze the cost-efficiency of services.</p>	<p>The organization is developing a written operational or work plan that describes how Projects and services will be delivered including: activities, budget, timeline and responsibilities.</p>	<p>The organization has a written operational or work plan that describes how Projects and services will be delivered including: activities, budget, timeline and responsibilities; and the organization has successfully completed over 30% of the Projects and services in its operational or work plan on time and on budget.</p>	<p>The organization has successfully completed over 60% of the Projects and services in its operational or work plan on time and on budget and has reviewed the cost-efficiency of operations and Project services.</p>	<p>The organization has successfully completed over 90% of the Projects and services in its operational or work plan on time and on budget and regularly reviews the cost-efficiency of operations and Project services.</p>
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Copy of organization's written operation or workplan.</i> ▪ <i>Activities described in workplan are clear and include a budget, timelines and are assigned to a responsible person or unit.</i> ▪ <i>Activities in work plan are both relevant and sufficient to deliver Projects and services.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Copy of organization's quarterly report or similar including a review of the work plan that indicates that at least 60% of the Projects and services are on time and on budget.</i> ▪ <i>Copy of organization's review of costs, staffing, and Project costs.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Copy of organization's quarterly report or similar document including review of the workplan that indicates at least 90% of Projects & services are on time & on budget.</i> ▪ <i>Copy of organization's review of cost efficiency of Project services (i.e. cost-benefit analysis, SROI, value for money or similar analysis.)⁵</i>

⁵ A review of the cost efficiency of Project services is a new element to the OPI. Pact plans to test the validity of this element over time.

	Level 1	Level 2	Level 3	Level 4
		<ul style="list-style-type: none"> ▪ <i>Copy of organization's quarterly report or similar including a review of the work plan that indicates that at least 30% of the Projects and services are on time and on budget.</i> 	<ul style="list-style-type: none"> ▪ <i>Evidence such as minutes or similar of an internal verification process in support of this data.</i> 	<ul style="list-style-type: none"> ▪ <i>Evidence such as minutes, reports or similar internal verification process in support of this data.</i>
<p>Reach</p> <p>Efficient organizations use resources to reach target audiences according to clearly articulated plans and, overtime, expand the number of beneficiaries and geographic areas</p>	<p>The organization is in the process of identifying and delineating a target population for its Project and services.</p>	<p>The organization has clearly identified and delineated a target population for its Projects and services and is collecting output data to track service delivery to target population.</p>	<p>The organization has achieved at least 80% of its output level targets and is reaching its target population with its Projects and services.</p>	<p>The organization has achieved at least 80% of its output level targets and has either scaled up the breadth of its service delivery to new geographic areas and populations and/or scaled up the depth of its service delivery to existing populations in alignment with the organization's current strategic plan.</p>
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Organization self-identified as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Completed PMP that clearly identifies target populations, output targets, and methods for data disaggregation across target populations.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Completed monitoring spreadsheet and/or database showing that output level targets have been met.</i> ▪ <i>Written procedures for ensuring data quality that meet expectations of USAID AOR, Project Office or related staff.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Operational or work plans that detail how the organization is scaling up breadth and/or depth of services.</i> ▪ <i>Completed monitoring spreadsheet and/or database showing that output level targets have been met.</i> ▪ <i>Written procedures for ensuring data quality that meet expectations of USAID AOR, Project Office or related staff.</i>

	Level 1	Level 2	Level 3	Level 4
RELEVANCE: The ability of an organization to respond to the actual needs of its beneficiaries, to stay alert to any changes that influence this ability, and to alter its course of action and adjust its Projecting based on learning.				
<p>Target Population</p> <p>Relevant organizations engage their stakeholders at every step of a project to ensure activities address actual needs including active involvement in the design and implementation of solutions.</p>	<p>The organization is considering engaging in participatory planning and decision-making processes that involve their target population and other stakeholders.</p>	<p>The organization engages in participatory planning and decision-making processes that involve their target population and other stakeholders.</p>	<p>The results of participatory planning and decision-making process have been used to inform the design and implementation of Projects and services.</p>	<p>The results of participatory planning and decision-making processes are consistently used to inform the design and implementation of Projects and services. Members of the target population are engaged in the delivery of Projects and services.</p>
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Minutes or reports from participatory planning meetings.</i> ▪ <i>Attendance lists showing involvement of representatives from the target population and all major stakeholder groups.</i> ▪ <i>Budgets include funds for community participatory meetings.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>An example of a work plan that incorporates the conclusions from participatory planning meetings.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Examples of at least three work plans from the last two years that incorporate the conclusions from participatory planning meetings.</i> ▪ <i>Organizational reports that detail the engagement of members of the target population in delivering Projects and services.</i>

	Level 1	Level 2	Level 3	Level 4
<p>Learning</p> <p>Relevant organizations embrace and consistently implement learning as a key driver for change from within</p>	<p>The organization is developing processes for analyzing the successes and challenges arising from their Projects and services.</p>	<p>The organization has a process for analyzing the successes and challenges arising from their Project and services.</p>	<p>The organization has institutionalized a process for analyzing the successes and challenges arising from their Projects and services and consistently makes changes as a result of these analyses.</p>	<p>The organization uses its analyses to influence change in the Projects and services of other at the national and/or international level through presentations, training and/or publications.</p>
	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Organization self-identifies as Level 1.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Written documentation of a procedure for analyzing the successes and challenges arising from Projects and services.</i> ▪ <i>Minutes from meetings or similar proof that the procedure has been followed on at least one occasion.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Minutes from meetings or similar proof that the organizational procedure for analyzing successes and challenges has been followed on at least three occasions within the last two years.</i> ▪ <i>Plans, strategic or operational, that include new ways of performing products or services that were identified in the minutes of analysis meetings.</i> 	<p><i>Evidence</i></p> <ul style="list-style-type: none"> ▪ <i>Evidence of at least three separate efforts within the last two years to influence others through sharing the results of Projectmatic analyses.</i> ▪ <i>Examples could include workshops, publications, presentations, etc.</i> ▪ <i>Contents of materials must correspond/link to findings from Projects.</i>

	Level 1	Level 2	Level 3	Level 4
<p>SUSTAINABILITY: The ability of an organization to ensure its services are supported by a diverse base of local and international resources that may include funding, people, trust, & other types of support</p>				
<p>Resources</p> <p>Sustainable organizations generate resources from multiple and diverse sources in a strategic manner</p>	<p>The organization is developing a resource mobilization plan that clearly identifies both the resources needed for Project and services and potential providers/sources for these resources.</p>	<p>The organization has a resource mobilization plan that clearly identifies both the resources needed for Projects and services and potential providers/sources for these resources.</p>	<p>The organization has succeeded in leveraging at least 20% of resources needed for the current operating year from a source or sources other than USAID or other primary donor.</p>	<p>The organization has succeeded in leveraging resources to support Projects and services from at least two donors, foundations, corporation, individuals or other funders in addition to USAID or other primary donor. With a goal of diversifying income streams, no single source of funding represents more than 40% of the organization's total resource base for the current operating year.</p>
	<p><i>Evidence:</i> <i>Organization self-identifies as Level 1.</i></p>	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Resource mobilization plan that identifies resources needed.</i> ▪ <i>Resource mobilization plan maps to needs identified in organizational budget and strategic plan.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Proof of receipt of resources from non-USAID or other primary donor sources (resources may be financial, human, in-kind).</i> ▪ <i>Resources received from non-USAID or other primary donor sources must represent at least 10% of total organizational budget.</i> 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ <i>Proof of receipt of resources from at least two from non-USAID or other primary donor sources.</i> ▪ <i>Resources received from each non-USAID or other primary donor sources must represent at least 10% of total organizational budget.</i> ▪ <i>Budget shows that</i>

				<i>no single source provides more than 40% of the organization's resources.</i>
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	Level 1	Level 2	Level 3	Level 4
<p>Social Capital</p> <p>Sustainable organizations understand and use the power of social capital, which is those relationship and connection in their communities that allow for the running of Projects that are successful and produce long-term results</p>	<p>The organization is learning about the value of networking, and considering potential partnerships.</p>	<p>The organization participates in recognized local networks that are relevant to its Projects and services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with at least one other civil society organization.</p>	<p>The organization participates in recognized national networks that are relevant to its Projects and services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with other civil society organizations and relevant government entities.</p>	<p>The organization is identified as a leader in recognized national networks that are relevant to its Projects and services. The organization leverages its participation in networks and is able to demonstrate partnership and engagement with other civil society organizations, relevant government entities and private institutions.</p>
	<p><i>Evidence:</i> Organization self-identifies as Level 1.</p>	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ Membership list from local network whose theme is relevant to the mission of the organization. ▪ Minutes or other documents from local network that clearly identify the organization as an active participant within the network. ▪ Guiding document (MOU, Letter of Commitment, joint project documents, etc.) that demonstrate the existence of a partnership with at least one other CSO. ▪ Positive reference from CSO partner. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ Membership list from national network whose theme is relevant to the mission of the organization. ▪ Minutes or other documents from the national network that clearly identify the organizations an active participant within the network. ▪ Guiding documents (MOU, Letter of Commitment, joint project documents, etc.) that demonstrate the existence of a partnership with at least one CSO and government agency. 	<p><i>Evidence:</i></p> <ul style="list-style-type: none"> ▪ Minutes or other document from the national network that clearly identify the organization as playing a leading role within the network. ▪ Guiding documents (MOU, Letter of Commitment, joint project documents, etc.) that demonstrate the existence of a partnership with at least

				<p><i>one CSO, one government agency and one private sector entity.</i></p> <ul style="list-style-type: none">▪ <i>Positive references from CSO, government and private sector partners.</i>
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6.2 Evaluation Results Scheme

Organization name – The A.D. Sakharov Armenian Human Rights Protection Centre

		2023
Effectiveness	Achieving Results	3
	Meeting Standards	4
Efficiency	Enhancing Delivery	4
	Increasing Reach	3
Relevance	Engaging Target Population	4
	Embracing Learning	4
Sustainability	Mobilizing Resources	2
	Harnessing Social Capital	3
The average point		3.375



6.3 Evaluation Questionnaire

Guide questions for project workers

Questions related to the Project

- Can you describe your role and responsibilities in the Project?
- What are the three main challenges/problems of the population in your region?
- Can you present the main activities of the Project in your region?
- What do you think is the main impact of the Project?
- Are there any unintended consequences of the Project?
- To what extent did individuals and groups benefit from the Project's various components?
- Is the Project relevant to developments at national and regional levels and continues to do so if circumstances change?

- Are the activities that create and strengthen CSOs and community organizations in RA marzes effective?
- How effective are the School of Civil Society curricula, modules and topics, teaching methods, and technologies?
- Do you see differences between regions?
- If you were the director, what would you change about the Project?
- What are your wishes and suggestions for the next period of the Project?

General questions related to the activity of the Sakharov Centre

What will be missing in Armenia if the Sakharov Centre does not exist?

What is the difference between the Sakharov Centre and other NGOs?

What are the significant effects of the Sakharov Centre's activities in your region over the past three years?

Are the organization's actions and proposals for new priorities appropriate in the context of current developments in Armenia?

Who are the key collaborating partners and stakeholders in your region?

What suggestions do you have for improving the organization's management system?

What are the recommendations for capacity building of members and volunteers?

What are the priorities for developing Project proposals for the next period to ensure long-term sustainability?

What is the most important thing you want to learn from the evaluation?

Is there an important question I forgot to ask?

Guiding questions to external stakeholders

Questions related to the Project

Can you introduce yourself and your organization in a few words?

What is your connection with the Sakharov Centre Project?

What do you think is the main impact of the Project in your community and your organization?

Are there any unintended outcomes of the Project?

To what extent do you think individuals and groups benefited from the different components of the Project?

In your opinion, is the Project relevant to developments at the national and regional levels and continues to do so if circumstances change?

Are the actions aimed at creating and strengthening CSOs and community organizations in the RA marzes effective?

How effective are the civil society school's curriculum, modules, topics, teaching methods, and technologies?

In your opinion, how can the Sakharov Centre improve the efficiency and sustainability of the Project?

What are your wishes and suggestions for the next period of the Project?

General questions related to the activity of the Sakharov Centre

What will be missing in Armenia if the Sakharov Centre does not exist?

What is the difference between the Sakharov Centre and other NGOs?

What are the significant effects of the Sakharov Centre's activities in your region over the past three years?

Are the organization's actions and proposals for new priorities appropriate in the context of current developments in Armenia?

Organizations implementing sub-land grants. Based on your experience working with the Sakharov Centre, how would you rate the effectiveness of the organization's Project and financial management on a scale of 1 to 10 (1 = low, 10 = high)?

What are the ideas for further cooperation with the Sakharov Centre or the issues that the Sakharov Centre should include in its courses?

Is there an important question I forgot to ask?

[Guide questions for training participants](#)

Can you describe your motivation for participating in the capacity-building process?

Can you describe the main topics of the courses you attended?

How did you benefit from the courses?

Are the actions aimed at creating or strengthening community organizations or CSOs?

How effective are the civil society school curricula, modules and topics, teaching methods, and technologies?

What are your wishes and suggestions for the next period of the Project?

Is there an important question I forgot to ask?

[Guidance questions for beneficiaries](#)

Can you describe your problem or need?

Where did you find out about the organization?

Can you describe the main activities the Project staff needs to do for you?

What have you gained from legal advice?

What are your wishes and suggestions for the next period of the Project?

Would you recommend Sakharov Centre to other people, and why?

Is there an important question I forgot to ask?