

“The A.D. Sakharov Armenian Human Rights Protection Centre” NGO

STRATEGY

2026–2030

"Advancing civic innovation, protecting human security"

1. INTRODUCTION

“The A.D. Sakharov Armenian Human Rights Protection Centre” NGO (hereinafter referred to as the *Organization*) is the legal successor of “The A.D. Sakharov Armenian Fund for Progress, Human Rights Protection and Charity”, established by a founding assembly decision on 28 August 1990. The Foundation was registered by Resolution No. 457 of the Council of Ministers of the Armenian SSR on 9 October 1990. It was subsequently registered as a non-governmental organization by Decision No. 50/2-3 of the Collegium of the Ministry of Justice of the Republic of Armenia on 26 December 1997. The Organization was re-registered by Order No. 167 of the Ministry of Justice on 21 January 2000, and its revised statutes were registered by the State registry agency of legal entities of the Ministry of Justice of the Republic of Armenia on 14 July 2006 and 8 December 2017.

For more than three decades, the Organization has been one of the key actors in promoting and protecting human rights and fundamental freedoms, as well as advancing democratic reform and development in the Republic of Armenia, fostering equality, justice, and civic resilience.

The Organization has consistently been guided by the conviction that human rights and freedoms, reason, and human dignity constitute the true foundations of peace and justice.

Over the years, the Organization has evolved from a provider of legal assistance into a multidisciplinary institution engaged in legal protection, civic education and awareness-raising, legal research, and legislative advocacy. Through the Civil society schools established within its regional branches in the Shirak, Gegharkunik, and Syunik regions, the Organization has educated dozens of citizens who have become practicing lawyers, leaders of community and civic initiatives, or founders of their own civil society organizations.

Today, in the context of the complex realities arising from the aftermath of the 44-day Nagorno-Karabakh war, increasing public demands for accountability, and accelerating global digitalization, the Organization serves not only as a defender of human rights and fundamental freedoms but also as a catalyst for democratic development and a driving force for civic innovation.

2. VISION, MISSION AND VALUES

2.1. EXTERNAL VISION

Armenia is a resilient and rights-respecting democratic state founded on trust, evidence-based policymaking, and collective responsibility. Human rights are not perceived as isolated achievements

but constitute the enduring foundation of public life, shaping a democracy based on inclusion, informed decision-making, and shared accountability.

2.2. MISSION

To transform human rights principles into civic innovation by empowering citizens through knowledge and evidence and promoting reforms that foster transparent, equitable, just, and democratic governance.

The Organization acts as both a protector and an innovator, drawing upon research and monitoring to ensure meaningful citizen participation in reform processes so that human rights become an integral foundation of governance and civic culture.

2.3. INTERNAL VISION

To gradually transform from a traditional human rights organization into Armenia's leading think tank on human security and civic innovation. The Organization is envisioned as a professional community that converts knowledge into policy and policy into social progress.

This internal vision reflects the Organization's commitment to professional excellence, intellectual independence, and collaborative innovation, fostering an institutional culture where success is measured not by the volume of activities but by impact, integrity, and public trust.

2.4. CORE VALUES

- Integrity – Independence, transparency, and consistency.
- Knowledge – Prioritizing evidence, facts, and truth.
- Inclusiveness – Engaging and empowering all segments of society while valuing diverse perspectives.
- Sustainability – Resilience and purpose-driven continuity.
- Accountability – Open and responsible presentation of actions and decisions.
- Collaboration – Promoting professional and civic partnerships.

3. STRATEGIC CONTEXT AND ENVIRONMENTAL ANALYSIS

Armenia's democracy stands at a critical historical juncture. The post-war context of Nagorno-Karabakh has exposed both institutional vulnerabilities and the latent resilience of society. At the same time, public expectations for transparency, fairness, justice, and accountability continue to grow.

International partners are increasingly prioritizing human security, digital rights, and evidence-based governance. In this environment, the Organization positions itself as a bridge connecting knowledge, policy, and society, promoting a model in which civic participation and evidence-based decision-making become the foundation of governance and democratic resilience.

3.1. PESTLE ANALYSIS (POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, LEGAL, ENVIRONMENTAL)

Table 1. PESTLE Analysis

Factor	Description	Strategic significance for the Organization
Political	Post-war political instability, public demand for reforms, and deepening EU-Armenia cooperation.	Maintain an evidence-based and non-partisan position, acting as a trusted partner on human rights and human security issues.
Economic	Opportunities and risks related to donor funding, as well as growing social inequalities in the regions.	Diversify income streams and introduce social entrepreneurship mechanisms through the Resilience HUB.
Social	Increasing societal polarization, heightened vulnerability of at-risk groups, and demand for greater youth engagement.	Implement community-based and inclusive programmes while integrating human security and psychosocial support approaches.
Technological	Rapid digitalization, expansion of open data initiatives, and persistent digital inequalities.	Develop a Rights tracking dashboard and digital citizenship tools to strengthen civic participation and accountability.
Legal	International human rights obligations and gaps in legal implementation and enforcement.	Provide legal analysis, legislative recommendations, and legal empowerment initiatives.
Environmental	Growing impact of environmental and climate-related challenges on human security.	Apply a human rights-based approach to human security that incorporates environmental and climate considerations.

3.2. SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

Table 2. SWOT Analysis

Strengths	Weaknesses
More than 30 years of institutional experience and strong credibility	Dependence on donor funding
Strong expertise in human rights advocacy and policy analysis	Human resource overload and limited capacity
Presence of regional branches and local networks	Limitations in scaling digital solutions
Evidence-based, innovative, and research-driven approach	Need to strengthen public communication and visibility
Integrated and multidisciplinary human security approach	Limited diversification of financial resources
Opportunities	Threats
Expansion of EU, UN, and Council of Europe programs	Political and security instability
Growing demand for civic innovation and digital governance	Declining public trust in civil society organizations
Significant potential for youth engagement and leadership development	Changes in donor priorities and funding trends
Development of social entrepreneurship and alternative financing mechanisms	Disinformation and information manipulation

Positioning and strengthening the organization as a recognized think tank	Potential restrictions on civil society activities
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4. STRATEGIC DIRECTIONS

The Organization's strategy is grounded in the principle that the protection of human rights must evolve into a culture of public governance and become a foundational pillar of both state institutions and society.

The 2026–2030 Strategy is structured around five interconnected programmes:

1. **Rights tracking dashboard**
An institutional mechanism for monitoring, analysing, and reporting on the state of human rights.
2. **Civic innovation laboratory**
A platform for implementing innovative solutions and fostering civic participation.
3. **Participatory governance accelerator**
An experimental space for developing agile and evidence-based governance mechanisms.
4. **Resilience HUB**
A hub dedicated to strengthening resilience and promoting Long term democratic sustainability.
5. **Human security and protection of vulnerable groups**
An integrated programme focused on protection, legal empowerment, and social resilience.

Together, these programmes establish a comprehensive pathway from knowledge to participation, from participation to reform, and from reform to a resilient and trusted democracy.

5. THEORY OF INSTITUTIONAL CHANGE

Democracy becomes sustainable when decisions are based on knowledge, citizens participate in decision-making processes, and institutions remain accountable to the public.

The Organization's theory of change is built upon an interconnected chain: knowledge generates trust, trust drives reforms, and reforms ensure the protection of human rights.

This logical sequence serves as the foundation of institutional transformation for the Organization, guiding progress from knowledge to trust, from trust to reform, and from reform to a resilient and credible democracy.

Table 2. Logical Framework for Change

Question	Description	Organizational Response
What is the problem?	Limited evidence-based governance and insufficient civic participation.	Implement transformative programmes that combine protection, participation, and reform.

What do we invest?	Professional skills and expertise, partnerships, technology, and research capacity.	Mobilize human and technological resources for knowledge generation.
What do we do?	Educational programmes, research and analytical work, monitoring activities, and civic initiatives.	Deliver strategic programmes that integrate all these components.
What outputs do we produce?	Educational products, analyses, monitoring findings, and policy recommendations.	Establish an integrated platform for data, knowledge, and solutions.
What changes?	Citizens and public and private institutions adopt accountable and participatory practices.	Strengthen public trust and promote institutional reforms.
What is the Long termgoal?	A rights-based and evidence-driven democracy.	Build a culture of trust and human security.
What assumptions are required?	Political will, public participation, and donor support.	Maintain neutrality, credibility, transparency, accountability, and partnerships.

6. STRATEGIC PROGRAMMES

Each programme represents a Long term investment in a specific dimension of democratic transformation. Together, they form a coherent strategy that connects data, participation, and reform, advancing from evidence to empowerment and from empowerment to institutional change.

PROGRAMME 1. RIGHTS TRACKING DASHBOARD

Objective

To institutionalize an evidence-based system for monitoring human rights and governance performance by transforming data into actionable analytical knowledge that informs reforms.

Approach and key actions

- Design, develop, and maintain a comprehensive digital platform for consolidating national human rights and governance indicators.
- Develop thematic indices and interactive data visualizations aligned with Armenia-EU partnership priorities and the United Nations Sustainable Development Goals (SDGs).
- Conduct interdisciplinary research combining legal analysis, data science, and social policy assessment.
- Produce analytical briefs, policy papers, and trend reports that identify emerging governance challenges and propose practical solutions.
- Organize open policy dialogues involving not only beneficiary communities but also public institutions, civil society organizations, academia, and media representatives, ensuring broad-based stakeholder engagement.

- Strengthen the capacities of civic actors and journalists in data analysis, evidence-based advocacy, and public accountability monitoring.

Expected results

- Reliable and comparable data become the foundation for constructive public dialogue and policy discussions.
- Public institutions increasingly adopt evidence-informed decision-making practices.
- Civil society organizations and media actors utilize common benchmarks and indicators to monitor and assess reform progress.

Long term impact

Evidence-based and transparent governance becomes a core pillar of democratic development and public accountability.

PROGRAMME 2. CIVIC INNOVATION LABORATORY

Objective

To strengthen the participatory capacities of young people and citizens by promoting digital citizenship and fostering a culture of innovation and civic engagement.

Approach and key actions

- Deliver digital literacy and media literacy training programmes.
- Establish Civic Innovation clubs at regional and community levels.
- Develop online learning and collaboration platforms offering accessible educational resources and networking opportunities.
- Design and implement small-grants schemes supporting youth-led community initiatives.
- Organize public hackathons and participatory idea competitions to develop innovative solutions to local and national challenges.
- Build mentorship networks and peer-learning platforms for emerging young leaders and civic innovators.

Expected results

- Young people acquire innovation, leadership, and participatory skills.
- Digital citizenship and public engagement increase across communities.
- Communities foster a new generation of active, initiative-driven, and socially responsible citizens.

Long term Impact

An empowered and informed generation that serves as a sustainable foundation for democratic development.

PROGRAMME 3. PARTICIPATORY GOVERNANCE ACCELERATOR

Objective

To promote the adoption of transparent and participatory governance mechanisms that encourage accountability and evidence-based decision-making.

Approach and key actions

- Design, pilot, and scale participatory budgeting and public consultation tools.
- Facilitate collaborative initiatives between local self-government bodies and civil society organizations.
- Conduct policy monitoring, impact assessments, evaluations, and reform analyses.
- Develop open governance and data-sharing tools for public institutions and local communities.
- Organize public policy dialogues, expert forums, and stakeholder consultations to broaden citizen engagement in governance processes.
- Support innovative local governance practices and participatory initiatives at the community level.

Expected results

- Local self-government institutions adopt open and participatory governance models.
- Civil society organizations and public institutions collaborate more effectively throughout reform processes.
- Transparency in policy-making increases, strengthening public trust in state institutions and local authorities.

Long term impact

Innovative governance models grounded in accountability, participation, and public trust.

PROGRAMME 4. RESILIENCE HUB

Objective

To strengthen the legal, financial, organizational, and psychosocial resilience of civil society organizations, local institutions, and communities.

Approach and key actions

- Provide legal, financial, and accounting advisory services to civil society organizations and small and medium-sized enterprises (SMEs).
- Deliver training programmes on organizational governance, entrepreneurship, financial sustainability, and institutional development.
- Establish legal emergency-response mechanisms and psychosocial support networks, or alternatively create collaboration and mutual-assistance networks among civil society organizations.
- Introduce a social enterprise model based on the partial fee-for-service provision of professional expertise and support services.
- Support community-driven initiatives aimed at local development, service improvement, and resilience-building.
- Develop and publish practical guidelines and toolkits on legal compliance, organizational management, and institutional sustainability.

Expected results

- Civil society and community-based organizations become more self-reliant and resilient.
- Communities demonstrate stronger resilience and improved capacity to respond to crises and external shocks.
- The Organization strengthens its own financial sustainability through social entrepreneurship and diversified revenue-generation mechanisms.

Long term impact

A resilient civil society that serves as an indispensable pillar of national security, democratic governance, and sustainable development.

PROGRAMME 5. HUMAN SECURITY AND PROTECTION OF VULNERABLE GROUPS

Objective

To strengthen the human security, legal protection, and socio-civic resilience of vulnerable individuals and communities through the provision of integrated and accessible support services.

Approach and key actions

- Provide legal counselling, information, and referral services on issues related to social protection, housing rights, documentation, discrimination, and access to public services.
- Deliver community-based psychosocial support and crisis response services through the engagement of qualified professionals and partner organizations.
- Operate mobile and regional service delivery mechanisms through the Sakharov Centre's branches in Gyumri, Gavar, and Goris, ensuring decentralized and equitable access to support.
- Implement legal awareness and self-advocacy programmes designed to strengthen the rights literacy and protective capacities of vulnerable groups.

- Establish systematic case documentation and anonymized data collection mechanisms to inform policy analysis, advocacy, and early warning systems.
- Coordinate referral networks linking beneficiaries with government institutions, civil society organizations, humanitarian actors, and specialized service providers.

Expected results

- Vulnerable individuals gain improved legal protection and greater access to essential services.
- Beneficiaries enhance their legal awareness, self-protection skills, and capacity to claim their rights.
- A trusted and accessible protection infrastructure is established within regional communities.
- Systemic challenges affecting vulnerable populations are documented and transformed into evidence for advocacy and policy reform.
- Vulnerable groups increasingly act as rights holders and active civic participants rather than passive recipients of assistance.
- Policy recommendations are informed by evidence derived directly from beneficiaries' lived experiences and documented needs.

Long term impact

Human security principles are integrated into both service delivery systems and public policymaking processes. Democratic trust is strengthened through inclusive protection mechanisms, equitable access to rights, and citizen-centred governance.

7. STRATEGIC ALIGNMENT MAP

Table 3. Strategic alignment map

Framework	Priority Area	Organizational Contribution
EU-Armenia Partnership	Rule of law and governance	Evidence-based reforms and strengthened civic participation
United Nations Sustainable Development Goals (SDGs)	SDGs 5, 10, and 16	Promoting equality, inclusion, and strong institutions
Council of Europe	Human rights and institutional capacity-building	Legal assistance, human rights protection, and democratic resilience
Eastern Partnership (EaP)	Civic innovation and digital governance	Youth empowerment and participatory governance mechanisms
OECD/DAC Principles	Transparency and participation	Evidence-based accountability and inclusive decision-making

8. ANNEXES

Annex 1. Risk management matrix

A comprehensive assessment of strategic, operational, financial, political, security, and reputational risks, together with mitigation measures and monitoring mechanisms.

Annex 2. Operational plan

Multi-year implementation plan outlining objectives, activities, timelines, responsibilities, performance indicators, and resource requirements.

Annex 3. Monitoring, evaluation, and learning (MEL) framework

Framework defining indicators, data collection methodologies, reporting mechanisms, evaluation processes, and learning pathways to support adaptive management and institutional effectiveness.

Annex 4. Human resources plan

Strategic workforce development plan covering organizational structure, staffing needs, capacity-building priorities, performance management, leadership development, and succession planning.

Annex 5. Communication and visibility plan

Strategic communication framework designed to strengthen public outreach, stakeholder engagement, advocacy, organizational visibility, media relations, and digital communications.

Annex 6. Financial sustainability and fundraising strategy

Long term strategy focused on resource mobilization, donor diversification, social entrepreneurship, institutional income generation, partnership development, and financial risk management.

Annex 1. Risk register

Purpose

This Annex presents a comprehensive mapping of the Organization's strategic and operational risks for the period 2026–2030. Its purpose is to support the sustainable implementation of the Strategy, strengthen financial and institutional resilience, and ensure the continuity of human rights protection and human security interventions.

Risk Management Matrix

#	Risk Description	Risk Category	Likelihood	Impact	Overall Risk Level	Mitigation measures	Responsible party
1	Political instability and security escalations	Political	High	High	High	Maintain a neutral and evidence-based position; ensure flexible programme planning; establish emergency response mechanisms.	Executive Director, Board
2	Reduction in donor funding or shifts in donor priorities	Financial	Medium	High	High	Diversify revenue streams; develop social enterprise mechanisms; maintain a multi-year donor portfolio.	Executive Director, Finance Manager
3	Declining public trust in civil society organizations	Reputational	Medium	High	High	Promote transparent reporting, open data practices, and strategic communication.	Executive Director, Programme Coordinator
4	Unfavourable changes in the legal and regulatory environment	Legal	Medium	Medium	Medium	Conduct ongoing legal monitoring and legislative analysis.	Legal Team
5	Cybersecurity breaches and data leakage	Technological	Medium	High	High	Implement data protection policies and cybersecurity safeguards.	IT Officer
6	Staff overload and professional burnout	Organizational	High	Medium	High	Strengthen human resource planning and provide psychosocial support mechanisms for staff.	Executive Director
7	Barriers to accessing regional services	Operational	Medium	Medium	Medium	Deploy mobile service models and strengthen local partnerships.	Regional Branch Managers
8	Declining civic participation	Social	Medium	Medium	Medium	Expand youth engagement programmes and digital citizenship initiatives.	Programme Coordinator

9	Disinformation and information manipulation	Reputational	Medium	Medium	Medium	Ensure evidence-based communication and strengthen media literacy efforts.	Executive Director, Regional Branch Managers
10	Failure to scale technological solutions	Technological	Low	Medium	Low	Apply phased piloting approaches and engage technical partners.	IT Officer
11	Social tensions related to vulnerable groups	Social	Medium	High	High	Promote community-based protection approaches and psychosocial support services.	Programme 5 Coordinator, Regional Branch Managers
12	Errors in financial management or reporting	Financial	Low	High	Medium	Strengthen internal controls and conduct periodic external audits.	Executive Director, Finance Manager, Board

Risk review and update mechanism

The Risk register shall be reviewed and updated on an annual basis to ensure its continued relevance and effectiveness.

Overall responsibility for the risk management process rests with the Executive Director, under the strategic oversight of the Board.

Operational coordination of risk monitoring, reporting, and mitigation implementation shall be supported by the Programme Coordinator. Risk assessments may be updated more frequently where significant political, financial, legal, security, or operational developments affect the Organization's operating environment.

The Organization shall integrate risk monitoring into its annual planning, monitoring, evaluation, and learning (MEL) processes to ensure that emerging risks are identified early, mitigation measures are adapted as necessary, and institutional resilience is continuously strengthened.

Annex 2. Operational plan

Purpose

The Operational Plan serves as a practical roadmap and management tool to ensure the effective implementation of the Organization's 2026–2030 Strategy. It translates strategic objectives into concrete actions, identifies responsibilities, establishes timelines, allocates necessary resources, and defines measurable results. Through a structured and systematic approach, the Operational Plan enables the Organization to monitor progress, strengthen accountability, and achieve sustainable impact.

Key Objectives of the Operational Plan

1. **Operationalization of the Strategy**
Transform strategic programmes into practical, step-by-step actions and deliverables.
2. **Measurable Results**
Define performance indicators, timelines, and responsibilities to monitor progress and outcomes.
3. **Efficient Resource Management**
Plan and allocate financial, human, technological, and organizational resources effectively.
4. **Coordinated Implementation**
Integrate all strategic programmes and activities into a coherent implementation framework.
5. **Alignment and Accountability**
Strengthen transparency, responsibility, and institutional accountability at all levels.
6. **Risk Prevention and Management**
Integrate risk assessment, mitigation, and adaptive management mechanisms throughout implementation.

Operational plan matrix (2026–2030)

Strategic direction	Programme / activity	Responsible	Timeline	Resources	Kpi / expected result
1. Rights tracking dashboard	Design and launch a human rights monitoring system	Programme coordinator	2026–2027	Technology, subject-matter experts	Platform operational by the second half of 2027, covering at least 80% of data from all regions of armenia
	Development of thematic indices and data visualizations	Research and analytics team	2026–2028	Data science expertise	Five thematic indices developed; minimum three analytical reports published annually
	Public discussions and stakeholder forums	Communications and programme teams	2026–2030	Media partnerships, community platforms	Twelve public discussions annually with an average of 50 participants per event
2. Civic innovation laboratory	Youth digital literacy and empowerment programmes	Laboratory manager	2026–2030	Trainers, e-learning platforms	More than 500 young participants reached annually
	Community innovation grant schemes	Programme team	2026–2030	Small grants funding	10–15 community initiatives supported per region
	Hackathons and participatory innovation competitions	Communications and programme teams	2026–2030	Digital infrastructure and event resources	Three to four competitions annually with at least 50 participants per event
3. Participatory governance accelerator	Development of participatory budgeting tools	Programme coordinator	2026–2027	Local authorities, consultants	Participatory budgeting mechanisms piloted in 2–3 municipalities
	Policy impact monitoring and analysis	Research and analytics team	2026–2030	Data systems, expert network	Four policy monitoring and analysis reports produced annually
	Local governance pilot initiatives	Regional branches	2026–2030	Community partners, technical experts	Three to five innovative local governance projects implemented
4. Resilience hub	Legal and financial advisory services for csos	Core team and experts	2028–2030	Human resources and financial experts	More than 50 organizations receive advisory services
	Introduction of a social enterprise model	Programme team	2028–2030	Technology and financial resources	Two to three fee-based services operational
	Development and publication of professional guidance materials	Experts and research team	2028–2030	Publishing resources	Three to five practical guides published

5. Human security and protection of vulnerable groups	Provision of legal and social support services	Regional teams	2026–2030	Legal experts, social workers, case workers	More than 1,000 beneficiaries reached
	Mobile and regional outreach services	Regional branches	2026–2030	Transportation and equipment	Services operational in three regions with monthly outreach visits
	Coordination of referral networks	Programme coordinator	2026–2030	Ngos, government institutions	Network of at least 10 partner organizations with referrals addressed within 24–48 hours
6. Monitoring, evaluation and learning (mel)	Development of the performance measurement framework	Mel team	2026–2027	Data management and m&e expertise	15–20 organizational kpis established and tracked
	Annual and mid-term evaluations	Mel team	2026–2030	External evaluators	Annual evaluation reports completed; comprehensive mid-term evaluation conducted in 2028
	Knowledge-sharing and policy engagement activities	Programme coordinator	2026–2030	Events and workshops	Two to four knowledge-sharing and policy dialogue platforms organized annually

Implementation and review mechanism

The Operational plan shall be reviewed annually as part of the Organization’s planning and Monitoring, Evaluation and Learning (MEL) processes. Progress against established KPIs will be assessed on a quarterly and annual basis to ensure alignment with strategic objectives and to enable adaptive management.

Programme Coordinators shall be responsible for day-to-day implementation and reporting, while overall oversight shall be provided by the Executive Director and the Board. Findings from monitoring and evaluation activities will inform organizational learning, resource allocation, and future strategic adjustments.

The Operational Plan is intended to remain a living document that evolves in response to emerging opportunities, risks, stakeholder feedback, and changes in the broader political, social, economic, and technological environment.

Annex 3. Monitoring, evaluation and learning (MEL) plan

Purpose

The purpose of this monitoring, evaluation and learning (mel) plan is to establish a comprehensive system for monitoring the progress of the organization's strategic programmes, assessing their outcomes and impact, and generating knowledge to inform future action and decision-making. The mel framework is designed to enhance effectiveness, support risk management, strengthen accountability, and facilitate the continuous improvement of the 2026–2030 strategy.

1. Levels of monitoring and evaluation

Level	Focus	Monitoring tools	Frequency	Responsibility
Impact	Democratic resilience and the integration of human security within governance systems	National assessments, independent analyses	Semi-annually / annually	Executive director, regional branch managers
Outcomes	Increased civic participation and evidence-based policymaking	Programme reports, surveys	Annually / every six months	Programme coordinator
Outputs	Research products, educational programmes, and innovative governance models	Publications, digital data systems	Monthly / quarterly	Programme managers
Activities	Implementation of the five strategic programmes	Annual work plans, resource utilization reports	Monthly / annually	Programme coordinator

2. Activity monitoring

- 2.1 progress monitoring: Programme implementation shall be monitored through quarterly and annual progress reports based on agreed performance indicators and targets.
- 2.2 data collection and analysis: Data shall be collected and analysed through digital platforms, regional branches, surveys, stakeholder consultations, monitoring tools, and programme records to assess performance and identify emerging trends.
- 2.3 strategic performance review: Programme results shall be regularly compared against strategic objectives and expected outcomes. Variances will be identified and corrective measures introduced where necessary to improve implementation effectiveness.

3. Mid-term and final evaluation

Evaluation type	Purpose	Timing	Tools and methods
Mid-term evaluation	Assess strategic progress and identify necessary adjustments for the remaining implementation period	Q4 2028	Performance metrics, surveys, programme reports
Final evaluation	Assess the overall effectiveness, impact, relevance, and sustainability of the strategy	Q4 2030	Performance metrics, beneficiary surveys, independent evaluation

4. Monitoring, evaluation and learning (MEL) framework matrix

Level	Activity / measure	Monitoring tools	Frequency	Responsible	Notes / priority
Impact	Strengthening democratic resilience and integrating human security into governance systems	National assessments, independent analyses	Monthly summaries and annual assessments	Executive director, regional branch managers	Focus on links between policy, governance, and societal change
Outcomes	Increased civic participation and evidence-based policymaking	Programme reports, beneficiary surveys	Quarterly and annual	Programme coordinator	Detailed analysis of participation and policy-influence indicators
Outputs	Research studies, educational programmes, governance innovations	Publications, digital monitoring systems	Monthly / quarterly	Programme managers	Consolidation and analysis of data from all strategic programmes
Activities	Implementation of the five strategic programmes	Annual work plans, resource utilization reports	Monthly / annually	Programme coordinator	Reporting against programme-specific kpis
Mid-term evaluation	Assessment of strategic progress	Metrics, surveys, programme reports	Q4 2028	Mel team, board	Findings used to inform strategic adjustments and programme refinement
Final evaluation	Assessment of the strategy's overall impact	Metrics, beneficiary surveys, independent evaluation	Q4 2030	Mel team, executive director, board	Supports organizational learning and future strategic planning
Knowledge transfer	Application of monitoring and evaluation findings to future programmes and policymaking	Learning briefs, seminars, workshops, peer exchanges	Monthly / quarterly / annually	Programme coordinator, head office	Ensure a continuous knowledge cycle: research → policy → programme development

5. Key performance Indicators (KPIs)

- **KPI 1:** Comparison of the percentage of programmes implemented annually against planned targets and intended results.

- **KPI 2:** Level of participation of beneficiaries and partners.
- **KPI 3:** Number and impact of evidence-based reforms adopted.
- **KPI 4:** Implementation of knowledge transfer and learning activities.

Annex 4. Human resources plan

Purpose

The human resources plan aims to ensure the effective implementation of the organization's strategic programmes by:

1. Clearly defining positions, roles, and responsibilities.
2. Strengthening the professional, digital, and organizational capacities of staff members.
3. Coordinating the work of the central office and regional branches.
4. Ensuring legal and operational transparency.
5. Supporting the successful achievement of strategic objectives and programme outcomes.

The structure of human resources

Level	Position / team	Main responsibilities	Working time / duration	Reporting line	Notes
Governance	General assembly	Supreme governing body; approval of strategic directions and major organizational decisions	Periodic meetings throughout the year	Active members of the general assembly	Approval of strategic priorities and oversight of organizational performance
Governance	Board	Strategic oversight, advisory support, and programme review	Quarterly meetings	Five independent experts	Expertise in human rights, education, and civil society development
Executive management	Executive director	Executive leadership, programme coordination, external representation, and institutional development	Full-time, ongoing	Accountable to the general assembly and board	Ensures strategic coherence and external partnerships
Programme management	Programme coordinator	Programme planning, implementation monitoring, reporting, and coordination across strategic programmes	Full-time, ongoing	Executive director	Responsible for thematic and annual reporting and ensuring programme integration

Support staff	Administrative assistant, accountant, lawyers, branch assistants and other support personnel	Operational, financial, administrative, and legal support	Full-time, ongoing	Executive director / programme coordinator / accountant	Ensures compliance with donor requirements, legal regulations, and financial transparency standards
Regional teams	Branch managers and regional staff	Implementation of local programmes, data collection, community engagement, and stakeholder relations	Full-time, ongoing	Programme coordinator	Ensures integration of local data and community perspectives into national programmes

Staff capacity development programme

1. Professional development: strengthen legal, political science, social research, policy analysis, and other specialized professional competencies relevant to the organization's strategic priorities.
2. Digital skills development: build staff capacities in data analysis, digital citizenship, information management, digital communication, and information security.
3. Operational capacity building: enhance competencies in project management, budgeting, financial management, monitoring and evaluation, reporting, and organizational administration.
4. mentorship and peer learning: facilitate knowledge exchange among regional teams, promote mutual learning, and strengthen leadership and management capacities across all organizational levels.
5. Intellectual independence and innovation: develop skills in civic innovation, strategic thinking, evidence-based policymaking, advocacy, and institutional leadership.

Long-term human resources objectives

- Establish a professional, well-coordinated, and competent workforce capable of delivering the full scope of the organization's strategic programmes.
- Maintain an effective governance and management structure that ensures strong coordination between the central office and regional branches.
- Build a skilled and empowered team capable of advancing human rights protection, civic participation, democratic resilience, and human security throughout Armenia.

- Create an organizational culture that promotes continuous learning, innovation, accountability, collaboration, and professional excellence.
- Strengthen staff retention, well-being, and institutional memory to ensure long-term organizational sustainability.

Annex 5. Communication strategy 2026–2030

1. Communication purpose and strategic vision

1.1 Purpose

This communication strategy aims to position the organization as Armenia’s leading human security and civic innovation think tank, while strengthening public visibility, strategic partnerships, and policy influence.

The strategy ensures that all communication products:

- Strengthen credibility and institutional integrity;
- Reinforce evidence-based messaging grounded in data and research;
- Highlight regional engagement and impact;
- Contribute to institutional sustainability;
- Support long-term fundraising and partnership development.

1.2 Communication vision

By 2030, the organization will be recognized both in Armenia and internationally as a trusted analytical platform that convenes civic actors and promotes democratic reform.

Communication will no longer be viewed merely as a tool for information dissemination. Instead, it will serve as a driver of change.

This strategy transforms visibility into influence, and influence into partnerships that become the foundation for long-term democratic progress.

2. Communication objectives (2026–2030)

- Increase institutional visibility at both national and international levels.
- Position the organization as a leading human security and civic innovation think tank through high-quality publications and expert analysis.
- Support fundraising and partnership development by producing communication products tailored to donor audiences, including the EU, embassies, and international organizations.
- Strengthen public trust and civic engagement, particularly among young people and regional communities.
- Establish a unified institutional brand across the Yerevan headquarters and the regional branches in Gyumri (north), Gavar (centre), and Goris (south).

3. Core communication principles

Principle	Description
Integrity and credibility	Information is accurate, reliable, transparent, and ethical.
Clarity	Communication is accessible, concise, and consistent.
Strategic alignment	Messages are aligned with the organization's mission, donor priorities, and policy environment.
Evidence-based approach	Research, data, and the rights-tracker dashboard underpin all communications.
Human-centred storytelling	Narratives reflect citizens' voices and real-life experiences.
Regional inclusion	Communications highlight the depth and impact of regional engagement.

4. Institutional messaging architecture (2026–2030)

4.1 Core message

“Advancing civic innovation, protecting human security.”

4.2 Strategic communication pillars

1. Human security as the foundation of democracy

- Rights are at the heart of resilience, stability, and public trust.
- Human security connects governance reform, democratic development, and social well-being.

2. Evidence for accountability

- The organization provides independent, evidence-based, and credible analysis.
- The rights-tracker dashboard demonstrates measurable change and progress.

3. Civic innovation and youth leadership

- Young people are key drivers of democratic renewal.
- Digital citizenship is an essential component of future governance.

4. Participatory governance and reform

- Public policies should be developed through inclusive, transparent, and participatory processes.

5. Regional presence, national impact

- Voices gathered from Gyumri, Gavar, and Goris shape national policy recommendations and reform agendas.

5. Target audiences and message adaptation

Key audiences

- European union delegation
- European endowment for democracy (EED)
- National endowment for democracy (NED)
- Bilateral development agencies
- United nations agencies (UNDP, UNHCR, OHCHR)
- Eu member state and other embassies
- Ministries, regional administrations, and local governments
- Civil society organizations
- Universities and research centres
- Young people and civic initiatives

Tailored messages

Audience	Core message
EU delegation	The organization contributes directly to the eu-Armenia agenda through rights monitoring, participatory mechanisms, and accountability initiatives.
EED, Brot für die welt	Independent, flexible, youth-driven, and locally rooted approaches to civic innovation and governance experimentation.
NED	Rule of law, transparency, and democratic values grounded in evidence and participation.
Bilateral development agencies	Gender equality, institutional strengthening, human rights protection, and public trust.
UN agencies	Protection of vulnerable groups, responsive interventions, and resilience-building mechanisms.
Diplomatic missions	A trusted local partner with nationwide reach and strong analytical expertise.
Government institutions	Constructive, evidence-based policy recommendations for governance reforms.
Young people	“your voice matters. Your participation shapes rmenia’s future.”

6. Communication tools and channels

6.1 publications

- Human security and civic innovation index (annual)
- Rights-tracker dashboard reports (quarterly)
- Policy briefs (monthly)

- Regional impact reports (twice annually)
- Youth innovation project portfolios (annual)

6.2 digital and media tools

- High-quality short videos (60–90 seconds)
- Documentary-style mini-stories
- Data visualizations and infographics
- Social media platforms: linkedin, facebook, instagram, youtube
- Interactive dashboards

6.3 events

- National policy forums
- Regional public discussions (Gyumri, Gavar, Goris)
- Youth innovation conferences
- Diplomatic briefings
- Human security dialogue series

7. Storytelling strategy (2026–2030)

Narrative themes

- “Stories of democratic resilience”
- “Data for democracy”
- “Voices from the regions”
- “Human security in practice”

Storytelling formats

- Impact stories
- Personal citizen narratives
- Youth project profiles
- Governance success stories
- Legal empowerment case studies
- Infographic-based storytelling

7. Branding and visual identity

Brand values

- Trust
- Independence
- Evidence
- Professionalism

- National reach

8. Branding priorities

- Unified branding across all four offices
- Modern, clean, European style visual identity
- High-impact visuals
- Professional communication in Armenian and English

9. Annual communication cycle (2026–2030)

Quarter	Focus area	Outputs
Q1	Institutional positioning	Annual strategic brief; rights-tracker summary
Q2	Civic innovation	Youth innovation labs; digital communication campaigns
Q3	Governance and human security	Reform pilots; annual index update
Q4	Results and accountability	Annual impact report; partnership forum

10. Crisis communication framework

- Rapid fact-checking and verification procedures.
- One authorized institutional spokesperson.
- Evidence-based public statement issued within 24 hours where appropriate.
- Coordination with partners on sensitive issues.
- Clear communication escalation and approval procedures.

11. Strengthening internal communication

- Monthly team briefings.
- Internal training on storytelling and communication skills.
- Clear coordination procedures between regional offices and headquarters.
- Internal communication handbook covering style, language, and templates.

12. Communication monitoring and evaluation

Indicators

- Growth in donor engagement.
- Increased citation and use of the organizations analytical products.
- Increased media visibility.
- Improved public engagement metrics.
- Higher levels of regional participation.
- Growth in publication downloads and views.

Evaluation tools

- Quarterly communication analytics dashboard.
- Annual communication audit.
- Donor and partner feedback mechanisms.

13. Expected results by 2030

- The Organization is recognized as Armenia's leading national think tank on human security.
- Youth engagement and leadership become defining institutional strengths.
- The Organization's policy recommendations contribute to national reform processes.
- Regional offices operate as hubs of civic innovation and citizen engagement.
- Donor partnerships become stable, long-term, and diversified.
- Communication serves as a key driver of institutional sustainability, influence, and democratic impact.

Annex 6. Financial strategy and fundraising plan (2026–2030)

1. Purpose

The primary purpose of this annex is to ensure the financial sustainability of “The A.D. Sakharov Armenian human rights protection centre” NGO throughout the period 2026–2030, supporting the effective implementation of its strategic programmes and ensuring long-term organizational impact.

2. Strategic priorities

2.1 financial sustainability

- Develop annual budgets aligned with the organization’s strategic programmes and operational plans.
- Establish a balanced financing model combining support from the European Union, united nations agencies, and local donors, ensuring diversified income sources and reducing financial dependency on a single donor.

2.2 fundraising strategy

International donors

- Pursue funding opportunities from the European Union, Council of Europe, United Nations agencies, European Endowment for Democracy (EED), Bread for the world (Brot für die welt), Sida, and other international funding mechanisms.

Local support

- Organize public fundraising events, charitable campaigns, and community-based fundraising initiatives involving beneficiaries and local stakeholders.

Social entrepreneurship

- Introduce a partially fee-based service model through the provision of professional, community, educational, and advisory services.

Portfolio diversification

- Prioritize long-term and sustainable funding opportunities while reducing exposure to external financial risks and donor dependency.

2.3 Financial management and oversight

- Establish a finance and administration unit within the central office.

- Implement accounting, budgeting, financial planning, and annual auditing procedures consistent with European Union and United Nations standards.
- Conduct regular financial risk assessments and mitigation actions aligned with the organization's risk register.

2.4 Accountability and transparency

- Prepare annual financial reports for presentation to the general assembly and board.
- Publish transparent financial information for donors, partners, and the wider public.
- Conduct interim and final financial analyses linked to the performance and impact of strategic programmes.

2.5 Financial risk management

- Apply a multi-layered risk assessment approach addressing cash-flow instability, donor funding reductions, inflationary pressures, and emergency expenditures.
- Establish a reserve fund to safeguard organizational continuity and programme implementation during periods of financial uncertainty.
- Develop sustainable revenue-generation mechanisms through non-profit and partially income-generating services.

3. Operational measures (2026–2030)

Year	Activity	Responsible	Expected result
2026	Develop programme-based budgets aligned with the strategic plan	Finance unit	Financial plan and resource allocation framework established
2026	Conduct initial financial risk assessment	Finance officer	Financial risk report aligned with the risk register
2026	Explore new donor opportunities and partnerships	Executive director and fundraising officer	Expanded pipeline of funding opportunities
2027	Conduct annual financial audit and publish financial report	External auditor	Transparent and credible financial management system
2028	Launch social entrepreneurship pilot initiative	Business development and finance team	Diversified income streams established
2029	Establish organizational reserve fund	Finance officer	Financial protection mechanism for emergencies created
2030	Conduct final financial analysis and sustainability review	Finance officer and executive director	Sustainable financial strategy and programme continuity secured

4. Alignment with the organizational strategy

- The financial strategy directly supports the implementation of all strategic programmes by ensuring adequate and sustainable financial resources for educational initiatives, governance reforms, civic innovation programmes, human security interventions, and community-based activities.

- The strategy is fully integrated with the risk register and monitoring, evaluation and learning (MEL) framework, enabling continuous monitoring of financial risks, organizational performance, and programme effectiveness.

5. Short-term and long-term impact

Short-term impact

- Improved financial management and planning systems.
- Increased donor confidence and institutional credibility.
- Stable and uninterrupted implementation of strategic programmes.
- Enhanced financial transparency and accountability.

Long-term impact

- A financially sustainable, independent, and trusted organization.
- Diversified and resilient funding streams.
- Increased organizational capacity to implement long-term human rights, human security, civic innovation, and democratic governance programmes.
- Strengthened institutional resilience and reduced vulnerability to external financial shocks.
- Sustainable contribution to the advancement of human rights, democratic development, and citizen participation in Armenia.