

“Armenian Council” Research Center

Non-Governmental Organization

**Annual Report
2025**

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Introduction

The “Armenian Council” Research Center non-governmental organization (formerly the Research Center for Security and Policy NGO) conducts in-depth expert research and analysis, and provides consulting services related to various areas of political, security, and public life.

The Council regularly organizes a wide range of events, including interviews, press conferences, trainings, lectures, and expert meetings. The organization also implements educational, publicist, analytical, and research projects, and publishes, produces, and disseminates scientific, analytical, and informational materials.

The Council’s **mission** is *to increase and promote* the development of rational thinking within society.

The Council’s **objective** is to ensure the examination and analysis of political, military-political, economic, and other issues unfolding in Armenia, the region, and the broader geopolitical context; to assess threats and produce policy forecasts; to develop countermeasures and anticipate their outcomes; and to disseminate all of the above in the form of evidence-based conclusions and recommendations.

Activities

In 2025, the “Armenian Council” Research Center focused its activities on the implementation of the following programs and initiatives.

1. **“Crafting a More Resilient Democracy”**

“Crafting a More Resilient Democracy” grant project included a series of individual activities aimed at strengthening the resilience of the democratic system and increasing the capacity for sovereign choice.

The primary objective of the project was, first and foremost, to engage young people and, through media platforms, to raise public awareness of democratic processes, peace, reforms, and proactive policymaking.

The project consisted of four main components:

The “**One Minute About What Matters**” short media videos, which addressed our positions on peace with neighboring countries, Armenia’s resilience, the elimination of vulnerabilities, European integration, and a number of other topics.

Armenia and Russian

On Arming Azerbaijan

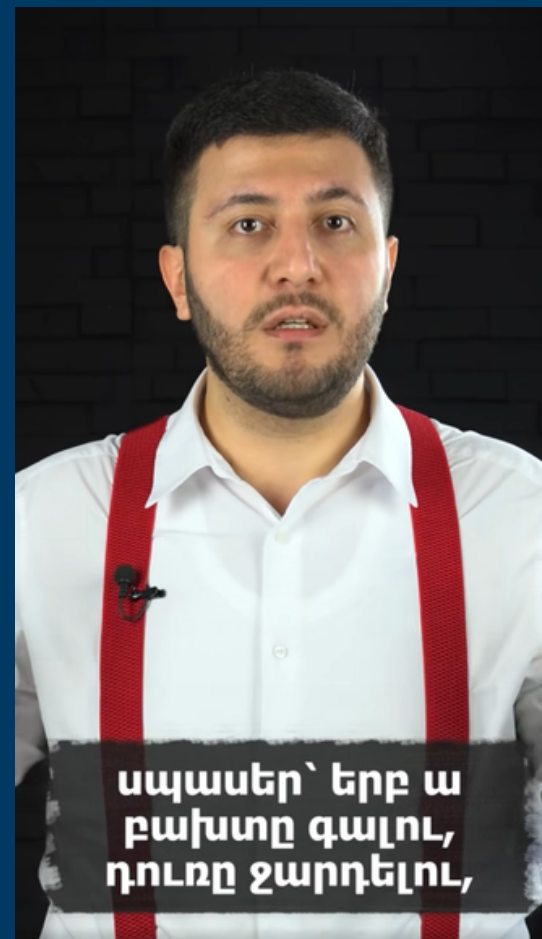
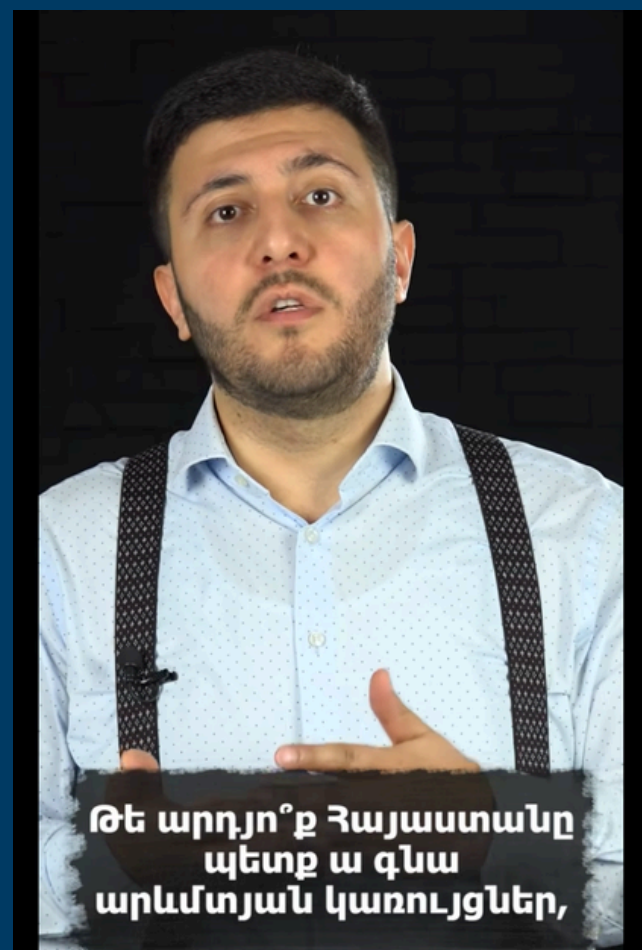
*What is the recipe for resolving
Armenian-Azerbaijani Conflict*

Integration Structures

381K views

342K views

54K Views



- The operation of the “**Democratic Security**” online journal, which elevated research and analytical thinking to a new level and engaged new experts as associated members of the organization.
- The development of the document “**Enhancing Armenia’s Resilience through Domestic Efforts,**” aimed at strengthening the country’s resilience. It enabled representatives of various government agencies, as well as the broader public, to become acquainted with expert analyses and practical recommendations.
- The organization of the “**Discussion Series,**” held on the initiative of the organization with the participation of accredited diplomats in Armenia, as well as representatives of the political, civil society, and media communities.

“**Crafting a More Resilient Democracy**” project was implemented **from August 2024 to July 2025** with funding from the National Endowment for Democracy (NED).

The total budget of the project was **USD 53,980.**

2. “Promoting Democratic Institutionalization”

“Promoting Democratic Institutionalization” grant project aims to strengthen and consolidate democratic institutions and structures in Armenia, to develop and expand public discussions and professional engagements, and to foster dialogue between civil society, the expert community, and decision-makers.

Through accessible formats and targeted awareness-raising, this project encourages active citizen participation and contributes to the development of evidence-based policies.



The main components of the project are:

1. The production of one-minute short videos presenting complex political and geopolitical issues and topics.
 2. The “Democratic Security” online journal, which publishes expert analytical articles on democratic security, reforms, and political developments of importance to Armenia.
 3. The development of policy-related documents focused on security, particularly border security, as a foundation for democratic development.
 4. The project includes discussions with various stakeholder groups, conferences, analytical briefings, and press conferences, creating a collaborative environment to increase dialogue among politicians, diplomats, civil society representatives, media actors, experts, and citizens.
- “Promoting Democratic Institutionalization” project is being implemented **from August 2025 to September 2027** with funding from the National Endowment for Democracy (NED).

The total budget of the project is **USD 166,165**.

3. “Enhancing Armenia’s Resilience, Democracy, and Sovereignty”

The project “*Enhancing Armenia’s Resilience, Democracy, and Sovereignty*” aims to strengthen Armenia’s resilience, democracy, and sovereignty by increasing the engagement of diplomatic actors and civil society in national security issues, reinforcing public policy through independent analysis, and promoting objective media coverage of matters of state importance.

The main components of the project are:

1. The production of short videos presenting key issues related to national security, democracy, and sovereignty, contributing to greater public awareness and the promotion of public discourse.
2. The preparation of articles addressing key issues related to Armenia’s internal and foreign policy, security, and democratic development, providing fact-based and independent analysis.

3. The policy analysis report, which comprehensively examines the key challenges and developments related to strengthening Armenia's resilience, democracy, and sovereignty, while presenting relevant assessments and recommendations.

“Enhancing Armenia's Resilience, Democracy, and Sovereignty” project was implemented from August 2024 to July 2025 with funding from the Democracy Development Foundation (DDF).

The total budget of the project was **AMD 7,367,250**.



4. “I Am Political” Project

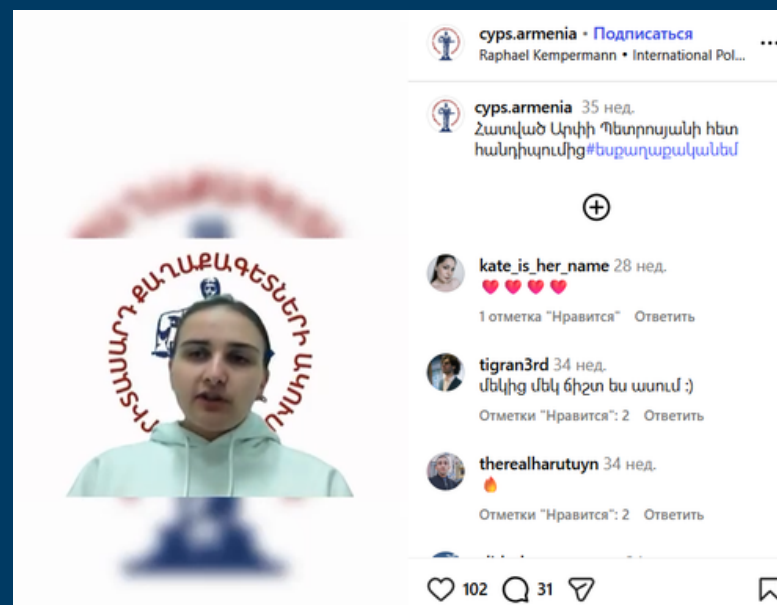
The “I Am Political” project aims to identify the level of political participation among young people in Armenia through the use of focus group methodology, examine successful practices, and develop educational and public communication tools to encourage their informed engagement in democratic processes.

The components of the project are:

1. The organization of online interviews during which young people, experts, and politicians discuss different forms of political participation,
2. The implementation of qualitative research in the form of focus groups involving young people from different communities,
3. The implementation of media campaigns, including thematic reels, infographics, stickers, and memes, highlighting the role of young people in political life,
4. The preparation of a report presenting the mechanisms of youth engagement.

The above-mentioned project is being implemented from June 2025 to September 2025 with funding from the Democracy Development Foundation.

The total budget of the project is **AMD 500,000.**

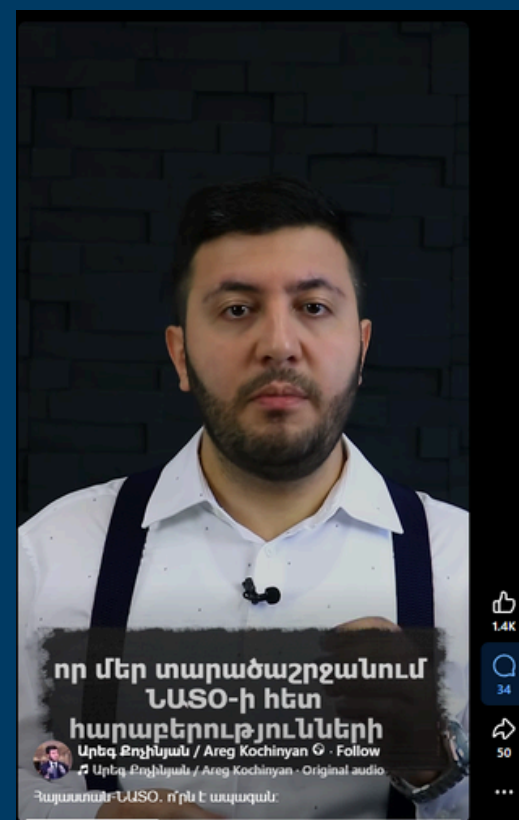
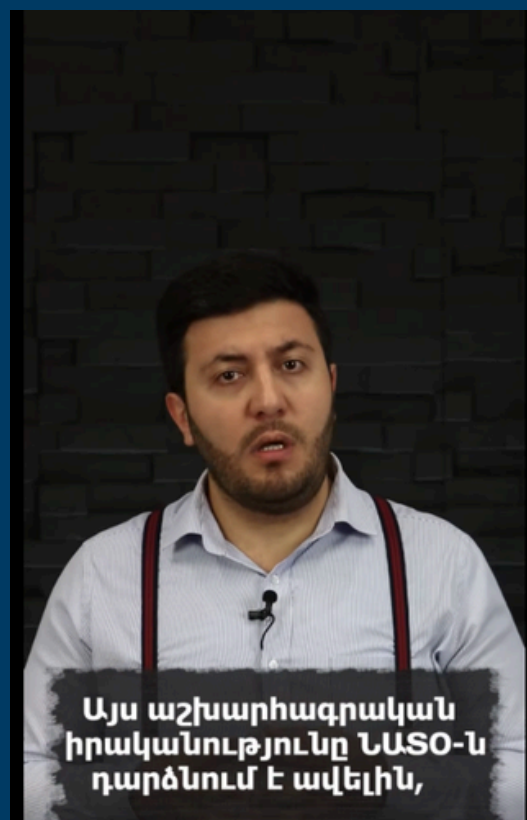


5. NATO TV Series and Short Videos Project

The purpose of this project is to inform the Armenian public about NATO–Armenia cooperation and its potential prospects by increasing a more realistic understanding and perception, as well as countering disinformation and propaganda narratives directed against NATO.

The components of the project are:

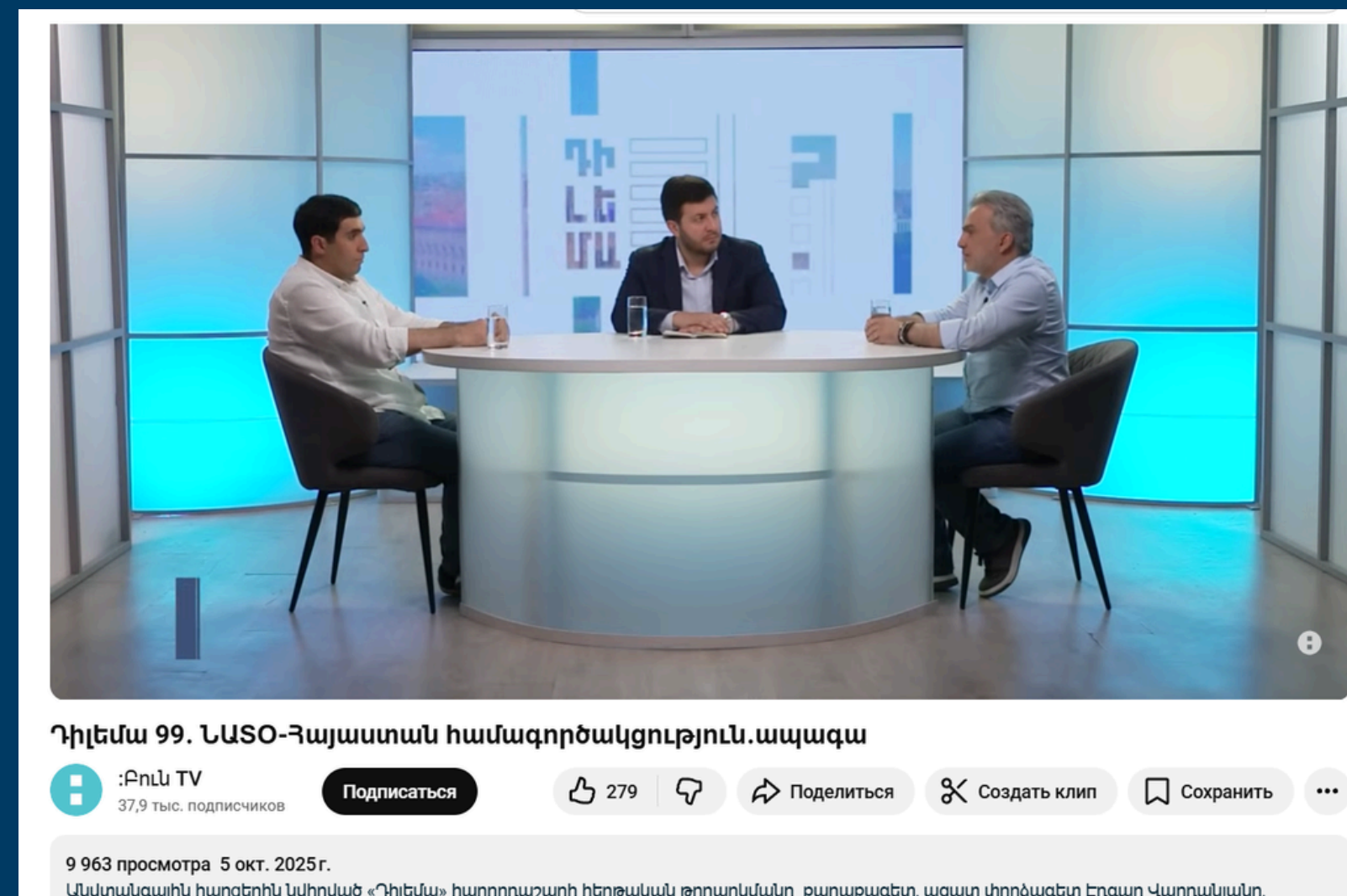
1. The production of short videos presenting the activities of NATO in general, as well as NATO–Armenia cooperation, to the Armenian public.



2. A television series presenting the prospects of Armenia–NATO cooperation and seeking to foster a more realistic and well-grounded understanding of the partnership.

The above-mentioned project was implemented *from July 2025 to September 2025* with funding from the NATO Liaison Office in Georgia.

The total budget of the project was **EUR 6,900**.



«Ժողովրդավարական անվտանգություն»



ԱՌՏԱՆՑ ՊԱՐԲԵՐԱԿԱՆ

Ինքնիշխանության ամրապնդումը՝ Հայաստանի արտաքին քաղաքականության բազմազանեցման միջոց

Սույն վերլուծական հոդվածը Հայաստանի արդի քաղաքական կյանքում գոյություն ունեցող երկու առանցքային և միաժամանակ միահյուսված հասկացությունների մասին է՝ ինքնիշխանության ամրապնդման և արտաքին քաղաքականության բազմազանեցման: Ինքնիշխանության ամրապնդումը Հայաստանին բազմազանեցված արտաքին քաղաքականություն վարելու հնարավորություն է ընձեռելու: Դա, ինքնաբերաբար, նպաստելու է երկրի ինքնիշխանության շառավղի ընդլայնմանը: Եվ, ընդհակառակը, ինքնիշխանության նվազեցման դեպքում՝ նահանջ է արձանագրվելու դեպի տարիներ ի վեր գոյություն ունեցող ...

18 Մայիսի, 2026

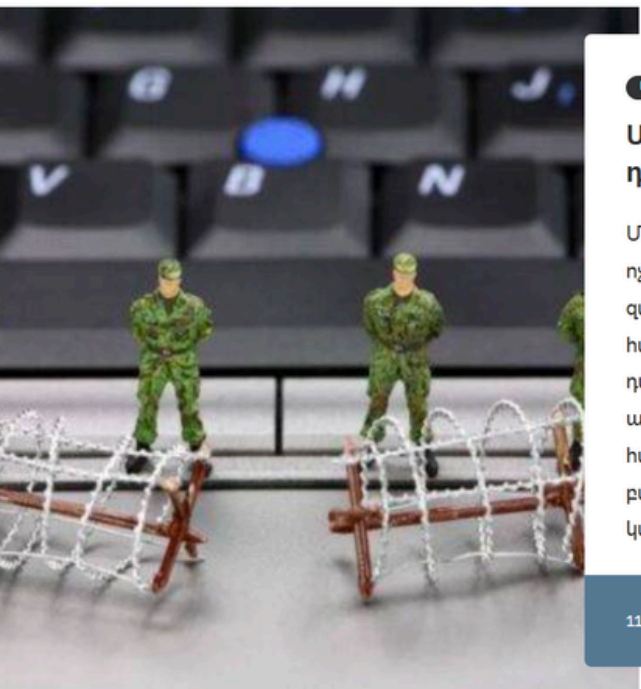


ԱՌՏԱՆՑ ՊԱՐԲԵՐԱԿԱՆ

Գուբե՛րնիա, թե՛ իշխանություն. պետության երկընտրանք

Հայաստանի և Ռուսաստանի հարաբերությունների շուրջ վերջին տարիներին ակտիվացած «Գուբե՛րնիա, թե՛ ինքնիշխան պետություն» բանավեճը որքան էլ քաղաքականացված լինի, իրականում դիպուկ ձևակերպում է անկախությունից հետո հայկական պետականության ամենախորքային դիլեման: Խոսքը ոչ միայն արտաքին քաղաքական կողմնորոշման մասին է, այլև՝ առավել հիմնարար հարցի ...

13 Մայիսի, 2026



ԱՌՏԱՆՑ ՊԱՐԲԵՐԱԿԱՆ

Սոցիալական ցանցերի օգտագործումը Հայաստանի դեմ հիբրիդային գործընթացներում

Մեր ժամանակների հաղորդակցական համակարգերի հնարավորությունները բերել են ոչ միայն կրթական, սոցիալականացման, հանրային հաղորդակցման համակարգերի զարգացման, այլև՝ անվտանգային նոր մարտահրավերներ: Պետության, հասարակության և անհատի անվտանգության հիմնարար բաղադրատարրերից մեկն է դարձել տեղեկատվական անվտանգությունը: Ավելին, մեր օրերի հակամարտություններում տեղեկատվա-հաղորդակցական դաշտը դարձել է հիբրիդային գործողությունների անբաժան բաղադրիչ՝ հանրային կարծիքի մանիպուլյացիայի միջոցով: Նման դրսևորումների ակնհայտ օրինակ ...

11 Մայիսի, 2026

6. “Democratic Security” Online Journal

The purpose of the “Democratic Security” online journal was to contribute to strengthening the resilience of democratic institutions in Armenia and to identifying new approaches in the field of security.

Within the framework of the project, a total of **25 analytical articles** and **31 short analytical briefs** (memos) were prepared, addressing key issues related to Armenia’s foreign and domestic policy, economic developments and opportunities, electoral system reforms, as well as emerging geopolitical trends in international politics.

The above-mentioned project was implemented *from February 2025 to October 2025* with funding from the Friedrich Naumann Foundation for Freedom.

The total budget of the project is **10,000 Euro**.

7. “Dilemma” TV Series

During 2025, the “Armenian Council” Research Center, with the support of Boon TV, broadcast the “Dilemma” television series dedicated to issues of security and democracy.

Various episodes of the series addressed regional security issues, cybersecurity threats, the transparency and challenges of electoral processes, and examined their impact on Armenia’s strategic environment, foreign policy, and democratic development trajectory.



The broadcasts achieved high viewership, highlighting the public interest in and importance of the topics presented.

The project was implemented from September 2025 to December 2025 with funding from Boon TV.

The total budget of the project was **AMD 4,800,000.**

Financial Report

Inflows	AMD	USD	EUR
Boon Scientific-Cultural Foundation - sub-grant	11 300 000		
Democracy Development Foundation - grant	2 067 250		
National Endowment for Democracy - grant		60063	
NATO			6 900
Donations and Support	7 600 000		
Total	20 967 250	60063	6900

Financial Report

Outflows	AMD
Salary	24 363 051
Accounting and legal services	1 941 340,00
Banking services	120 070
Tax payments	4 872 610
Office rent	4 515 000
Expert work	4 294 309
Advertising and marketing	1 407 095
Event organization	2 567 000
Other administrative expenses (Property, equipment, furniture acquisitions, utilities, office services, printing, website upgrade)	2 777 523
Total	46 857 998

Staff

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