



HCA Vanadzor office

Strategic Plan for 2006-2010 (Accepted in 2005, revised in August 2007)

1. BACKGROUND INFORMATION

1.1 Establishment and History

Helsinki Citizens' Assembly Vanadzor office is a non-political, non-religious, non-profit NGO, which unites individuals who admit the supremacy principles of democracy, tolerance, pluralism and human rights as values.

In 1992, during the development of its activities, HCA founded Helsinki Citizens' Assembly Armenian Committee. The current head of HCA Vanadzor, Arthur Sakunts, was actively involved in those activities and supported them in Vanadzor.

In March of 1998, Helsinki Citizens' Assembly Armenian Committee founded HCA Vanadzor local office, which at the time was not registered as an independent organization. During the first 1 ½ years HCA Vanadzor was supported through the program "Creation of Local Network of Helsinki Citizens' Assembly in the regions of the Republic of Armenia" implemented by HCA Armenian Committee and financed by the democratic programs of TACIS.

Volunteers played an important role in the organization from the very beginning of its establishment. At the time, Helsinki operated from a two room wooden house.

From the beginning Helsinki had the vision to establish civil society, although at the time it did not have a clear strategic plan.

In 1998, HCA Vanadzor adopted human rights protection as its main strategic direction after a seminar organized by Helsinki Foundation of Poland in Gudauri. The first activity of HCA Vanadzor was a seminar on July 21, 1998 on "The role of information in the formation of civil society". HCA Vanadzor has always acted as a protectorate of the rights to free speech, of the rights of mass media, and of journalists. Forming of the Vanadzor Press Club came naturally to the organization.

Within the framework of the projects of HCA Armenian National Committee, HCA Vanadzor studied the rights of youth, women and the main factors keeping them from getting involved in public processes.

Within the frameworks of these activities, some first steps were taken in using methods of measuring public opinion, organizing round tables, forming cooperation with other NGOs.

Taking into consideration the need for human rights protection related activities, Helsinki fostered cooperation with other human rights NGO-s: Armenian Helsinki Committee, Helsinki Association, Civil Society Institute, Polish Helsinki Foundation for Human Rights, and international human rights organizations, such as Amnesty International and Human Rights Watch.

Before being registered as an independent organization, HCA Vanadzor already had considerable human and professional resources. For further development more human and financial resources were needed, as well as formation of new directions of cooperation.

Mient Jan Faber- HCA political secretary, Mary Caldor – HCA co-chair, Arzu Abdullayeva – coordinator of Azerbaijani National Committee, and representatives of HCA Armenian and Georgian Committees visited HCA Vanadzor on January 31, 1999. As a result, our organization was recognized as a member of HCA South Caucasus network. Afterwards, active strategic established ties with Interchurch Peace Council (IKV, the Netherlands). In September of 2000, HCA Vanadzor realized its first independent project with financial support from IKV. The project raised awareness



in Vanadzor on the commitments of the Republic of Armenia in affiliating with the Council of Europe.

In August 2000, Vilco de Jonge - executive director of IKV, strategic partner of HCA South Caucasus network and Marten van Harten - head of HCA South Caucasus office visited HCA Vanadzor. From this meeting sprang a joint project between HCA Vanadzor and IKV on the rights of missing soldiers of the Karabakh war and solutions to their families' problems.

During 2002-2004, the project was implemented with HCA Azerbaijani Committee and HCA Ganja office, and during 2004-2006 with member organizations of HCA South Caucasus network.

On 9th April, 2001 HCA Vanadzor office was registered as an independent non-governmental organization in the Ministry of Justice.

On May 1, 2002 HCA Vanadzor moved from a two-room temporary dwelling to a new place.

In accordance with new amendments in the RA law "On NGO-s", HCA Vanadzor was re-registered in the Ministry of Justice making its charter in line with the law.

In order to achieve its mission HCA Vanadzor works in three main directions

- human rights defence
- promotion for civil initiatives
- peace-building

1.2 Implemented Projects

After being registered as an independent organization HCA Vanadzor implemented a number of projects on local, national and regional levels in the spheres of human rights and advocacy, peacebuilding, promotion of civil initiatives and environment. The framework of activities became more effective due to involvement of new partners and HCA Vanadzor became known as right protective and peacebuilding organization.

The following projects have been realized:

#	Name of Project	Goal	Am. of the grant	The year received	The organization, which provided grant	Other NGO-s
1.	"Support of the activities of HCA-Vanadzor office"	1. Publication of 3 brochures on "Civil Society" in Armenian, Russian and English. 2. Organization of 2 discussions on the theme "RA Duties in the Affiliation with the Council of Europe".	2500 USD	November 2000	NOVIB Netherlands	NO
2.	"Certificates for Apartment Purchase"	Support of the citizens, suffered from the earthquake, formation of necessary documents for getting certificates for apartment purchase	6000 USD	September 2001	URBAN Institute	NO



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

3.	Organization of seminars on "Principles of Human Rights Protection and Civil Society" for the Vanadzor students	1. Training students for acquiring knowledge on human rights and civil society 2. Training on the National and European mechanisms of human rights protection 3. NGOs, as a mechanism for civil activeness	5300 USD	September 2001	World Learning	NO
4.	"Peace- Building in the South Caucasus"	1. Development and strengthening of South Caucasian HCA offices 2. Study of the problems of the missing soldiers of the Karabakh war	34580 Euro	November 2001	Interchurch Peace Council (IKV), the Netherlands	YES
5.	"Cooperation Mechanisms between Vanadzor Citizens and Local Self-governmental Bodies"	1. Public Awareness raising on the role, functions and meaning of the local governmental bodies by organizing TV live programs 2. Elaboration of cooperation mechanisms between the citizens and local governmental bodies and publication of booklets	13600 USD	April 2002	"Eurasia" foundation	NO
6.	"Cooperation with the aim of protecting Debed River Basin"	The aim of the project was public awareness raising on the environmental protection of Debed river basin and the legal bases of the protection of river ecosystems.	USD 2500	December 2003 - January 2004	Development Alternatives Incorporated	NO
7.	"Promotion of civil initiatives fighting against corruption in Vanadzor, Alaverdi and Stepanavan towns of Lori region "	The aim of the project was public awareness raising with the purpose of preventing corruption	2500 USD	January- June 2004	USAID, World Learning	NO
8.	"Red bridge" regional program	Promotion for the formation of cooperation between cross-border settlements	20200 EURO	2003-2004	ICCO, IKV /The Netherlands/	YES
9.	"Yellow Tulips"	Study the problems of missing persons of the Karabakh war and their families	5200 EURO	2004 October	ICCO, IKV /The Netherlands/	YES



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

10	“Monitoring of Freedom of Information”.	to promote the implementation of the law “On Freedom of Information” in the Lori region.	640 USD	March-October 2004	OSCE Yerevan office	YES
11	Capacity Building Program	HCA Vanadzor office capacity building	44.250 EURO	2003-2006	ICCO, IKV /The Netherlands/	YES
12	“The establishment of the Vanadzor Press Club”		7031 USD	2004 October-2005 February	“Eurasia” Foundation	YES
13	Translation of Symposium materials and organization of a round within the framework of New Tactics in Human Rights micro-grant project	It aimed at raising awareness among right protective organization in Armenia on the activities taken place in Ankara, Turkey during the International Symposium	USD 250	February-April, 2005		NO
14	“Yellow Tulips” regional project	The aim is to promote the return of the missing persons of the South Caucasus, to promote the integration of the former prisoners of war, hostages and the families of missing persons in the society through formation of national and international dialogue and corresponding legislative initiatives.	21660 EURO	2005-2006	ICCO, IKV /The Netherlands/	YES
15	“Trustbuilding” regional project	Increase tolerance and understanding between conflicting sides of the Nagorno Karabakh conflict.	24.000 EURO	2005-2006	ICCO, IKV /The Netherlands/	YES
16	“Crossing borders”	The aim is to promote the formation of atmosphere of trust at cross-border inhabitations of the South Caucasus, spreading cross-border cooperation experience at cross-border inhabitations of the South Caucasus	12.700 EURO	2005-2006	ICCO, IKV /The Netherlands/	YES



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

17	„Increasing the quality of civil participation in the elections of Local Authorities and Referendum of 2005”	Right protection of the voters and candidates, prevention of falsifications	27633 USD	2005 September-2006 February	OSI	YES
18	”Isolated Civilization”	The aim is to increase the role of the inhabitants of temporary dwellings in the protection of their own rights and interests	10.000 USD	March-October 2006	OSI, World Bank	NO
19	Public Awareness Raising Campaign on Freedom of Religion in Armenia	To promote tolerance towards religious organizations and their involvement into public processes	7990 USD	2005-2006	Embassy of the Kingdom of the Netherlands	NO
20	Summary of the methods, mechanisms, tactics and strategies used in the direction of human rights protection of HCA Vanadzor by presenting concrete examples and facts and preparation of the report on “The state of human rights in Vanadzor and Lori region in 2004 and 2005”	Methods, technologies and forms used by HCA Vanadzor office in process of human rights protection process, situation of human rights in Lori region in 2004-2005	2896 USD	2006	Counterpart International	NO
21	Protection of the rights of former Prisoners of War and their families; their Integration into society		697.00 AMD	May-September 2007	Counterpart International	NO
22	Development of right protection capacities of HCA Vanadzor office	Formation of quick response mechanisms of human rights protection	36.000 USD	2006-2009	Open Society Institute, Embassy of the Kingdom of the Netherlands	no



2. MISSION

The *mission* of HCA Vanadzor is the promotion and support for civil initiatives, strengthening right protective and peace building activities on local, national and regional levels.

3. VISION

The *vision* of HCA Vanadzor is to form a society where supreme values of human rights, democracy and peace are respected.

4. LEADING PRINCIPLES

Leading principles of HCA Vanadzor are

1. Protection of every person’s dignity is the basis for civil society
2. Any violated right is to be defended
3. There is no alternative for the peaceful conflict resolution
4. Protection of the conflict victims does not depend on their nation, race, religion or gender.
5. The right of each individual is violated as long as there is one person with violated rights
6. Civil Society and democracy start from your community
7. The precedent formed by your own example is the best stimulus for the support of civil initiative
8. To advocate without pursuing political goals
9. Participation ensures democracy
10. Not to be afraid of being minority

**5. INTERNAL ENVIRONMENT OF THE ORGANIZATION:
ANALYSIS OF WEAKNESSES AND STRENGTHS**

	Strong	Weak
Governance		
Organization Structure	1.The NGO has traditional structure <ul style="list-style-type: none"> • general meeting • board • president/head • staff 	
Management Capacities and Interests	1.Existence of departments/ sectors 2.Existence of departments with responsible people who are professional in their field 3.Job descriptions for employees	1. The management capacities of responsible persons are weak 2. There is need to revise the job descriptions and make them in line with the current conditions
Standards, Procedures and the Charter	1.Existence of an order for organizing the work	1.Weak system of encouragement and punishment 2.There is different approaches towards the order



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

		of organizing the work among the staff and the governing bodies
Control System	<ol style="list-style-type: none"> 1. There are mechanisms of control 2. There is a responsible for the control and he is perceived by the staff as such 	<ol style="list-style-type: none"> 1. The system of encouragement and punishment is not always used 2. Weak perception of control system by the staff
Planning System	<ol style="list-style-type: none"> 1. Existence of strategic plan 	Short-term plans are not always made up
Information Management System	<ol style="list-style-type: none"> 1. There is an information management system available for the whole staff 2. There is a web-site of the organization 	<ol style="list-style-type: none"> 1. Obligatory system of the analysis of preliminary information is not used
Human Resources		
Number of Employees	<ol style="list-style-type: none"> 1. The number of employees corresponds the amount of the work 	<ol style="list-style-type: none"> 1. Lack of relevant employees in some kinds of work
Professional Skills and Experience	<ol style="list-style-type: none"> 1. Experienced head of organization, who is known in NGO sector 2. Professional and experienced staff 3. The staff has skills of fundraising and making project proposals 4. Possibility of ongoing capacity development for beginners 	<ol style="list-style-type: none"> 1. Lack of substitutes
Attitude	<ol style="list-style-type: none"> 1. Existence of motivated staff 	Need for forming problem solving mechanisms in inter-personal work relations and regular review
Technical Resources		
Material Resources	<ol style="list-style-type: none"> 1. Need for more working space 2. Existence of relevant equipment/property 3. Existence of necessary literature and materials 4. Existence of photo and video cameras 	<ol style="list-style-type: none"> 1. Lack of working space for the current amount of work 2. Need for some new property
Information Resources	<ol style="list-style-type: none"> 1. Existence of a telephone 2. Access to internet 	
Computer Equipment	<ol style="list-style-type: none"> 1. Existence of intranet and computers 2. Existence of video editing equipment 	<ol style="list-style-type: none"> 1. Lack of computers for doing the whole work at a time



	3.Existence of a copying machine, printer and scanner	
Transport	1.Existence of own mini-bus	2.Physical wear and tear of the transport
Financial Resources		
Fundraising Capacities	1.The staff masters the skills of fundraising	1.No fundraising plan
Financial Management System	1.There is capacity of making financial reports that meet the requirements of different donor organizations	
Funding Sources	1.The main financial support is through international donor organizations 2.The book-keeping is in accordance with the national legislation	1.Very often there is more work than finances 2.Short-terms of grant projects provided by international donors
Service Providing		
Sector Analysis	1. There are three project departments <ul style="list-style-type: none"> • legal consultancy • peace-building and regional projects • support for civil initiatives 	
Recognition by the Community	1.Good reputation among local and international organizations and structures	1.Not comprehensive understanding by the community about the activities of the organization
Impact Analysis	1.The staff has enough knowledge to carry out impact analysis 2.The staff has worked out questionnaire for impact analysis	1. No impact analysis has been carried out
Advocacy		
Importance and experience of advocacy	1.The staff pays much attention to advocacy 2.The organization has experience in advocacy by creating precedents	1.The continuation in advocacy was not ensured

6. EXTERNAL ENVIRONMENT OF THE ORGANIZATION

6.1 External Opportunities And Threats Of The Organization Activities

Situation	Opportunities	Threat
Political Level		



HELSINKI CITIZENS` ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

Existence of executive, legislative and judicial power established through corruption		Has a negative influence on the situation of human rights.
Dependence of legislative and judicial powers from the executive body		Inhibits for implementation of the right to fair trial
Unpredictability of the authorities		Opinion is formed among society that it is impossible to restore the violated rights. There is lack of initiatives among society.
Relations with different governmental bodies and some Members of Parliament	Possibility of joint work and cooperation	
Lack of principle of rule of law, non application or wrong application of laws.		There is an atmosphere of fear and being not protected in society; the participation of citizens in protecting their own rights decreases. For instance: The level of participation of citizens in public actions held by HCA Vanadzor is low. /Particularly, during March-May of 2003 criminal actions were performed against HCA Vanadzor. On March 8, the door glass was broken and on March 14, the organization was set on fire. On March 15-25, the head of the organization was under administrative arrest. /These violations were performed during elections when the organization was fulfilling observing mission and at the same time protected the rights of a young Vanadzor citizen, who had been tortured in the Police Station.
Unstable situation in the region, especially the existence of the Karabakh conflict		It reduces possibility of the formation and application of the regional right protection mechanisms High level of militarization and the absence of public control over military forces bring to their influence on political, economic and public processes, which negatively impacts the



HELSINKI CITIZENS` ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

		democratic changes and formation of legal culture.
Badly established political parties and unstable political system		Decrease of the impact of the organization in advocacy processes.
Public Level		
The are many pro-governmental and politicized NGOs in NGO sector		Reduction of public trust towards the activities of the organization In some cases unpredictability of partner organizations
Dependence of mass-media from the authorities		Dissemination of information is restricted, the activity of the organization is either not presented or is presented partially/distorted
Cooperation with local, national and international organizations	Increasing level of recognition of the organization	
Willingness of beneficiaries to take part in the activities of the organization and to support	Opportunity of civil participation Increasing effectiveness of solving some problems	
Absence of civil thinking		Citizens involvement in public-political processes is limited
Inadequate reaction of local NGO-s towards the actions of the authorities		It isolates the organization and decreases the effectiveness of activities
Lack of relevant capacities among NGO sector		The effectiveness of the activities increases
Financial Level		
Reduction of the number of international donor organizations		Financial support of donors decreases
Dependence of business sector from the executive body		The possibility of cooperation is limited, there is no such cooperation at present conditions

6.2 Analysis Of Partnership Of The Organization

Partner Organization	Character of Partnership	Importance of the impact for the organization
----------------------	--------------------------	---



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

		Important	Very important
NGOs			
HCA Armenian Committee	HCA Armenian Committee has always been and is our strategic partner. Until 2005 it cooperated with us in the projects implemented by Interchurch Peace Council /IKV, the Netherlands/		X
Chamber of Advocates	The cooperation was within the institutional development and trainings for human resources.. The lawyer of the organization has been a member of the Chamber since 2006.	X	
“Civil Society Institute”	HCA Vanadzor cooperates with this organization in penitentiary system in the direction of protecting rights of detainees. Since 2004 HCA Vanadzor has become a member of the public monitoring group at detention facilities of RA Ministry of Justice.		X
Armenian Helsinki Committee	The cooperation has started since 2003 and became stronger in 2005, in joint programs and development of the staff		X
Transparency International (Armenian branch, regional development center)	The cooperation has started since 2006, in the sphere of revealing corruption during the election process		X
ABA CELLI	Cooperation has started since 2007 in developing the staff and in the projects that provided legal support in electoral processes. At present the process of establishing legal clinic is being discussed.		
Armenian Helsinki Association	Cooperation that has started since 1999 is mainly in joint steps directed towards human rights protection	X	
Journalistic NGOs			
Yerevan Press Club	Since 2003 strategic cooperation with Yerevan Press Club has been formed. Yerevan Press Club has an important influence on the development of free media and protection of journalists' rights in Lori region particularly in Vanadzor. Within this cooperation, HCA Vanadzor gets involved in activities		X



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

	realized at national level. (In May 2003 during the parliamentary and presidential elections, employees of HCA Vanadzor participated in media pre-electoral campaign monitoring). During 2006-2010 HCA Vanadzor intends to involve the resources of that organization in its institutional development.		
Association of Investigative Journalists (HETQ)	Cooperation with this organization is expressed in disseminating information on facts of human rights violation on national level. This organization greatly contributes to the development of professional skills of the staff.	X	
Information Freedom Center	This organization has had a great impact on HCA Vanadzor since 2003. The cooperation with this organization is through monitoring projects. HCA Vanadzor carries out monitoring of the application of the RA law "On Freedom of Information". The monitoring is being carried out at present too. In 2006, HCA Vanadzor was awarded a prize for being the very organization which used the right to freedom of information in the republic in the best way.		X
Internews- Armenia	This organization is the strategic partner of HCA Vanadzor. The cooperation was formed within the institutional development project of "Capacity Building Program" implemented by HCA Vanadzor. The trainings organized within the framework of the project CBP are carried out by the specialists of Internews – Armenia, particularly in making social advertisements and developing Public Relations. Very often with the support of "Internews - Armenia" NGO HCA Vanadzor is included in projects at national level. With the aim of capacity building HCA Vanadzor will continue involving the resources of Internews during 2006-2010.		
"Asparez" journalists' Club of Gyumri	"Asparez" journalists' club of Gyumri is a strategic partner of our activities during 2005-2006. Cooperation was expressed in awareness raising on the right to freedom of information, constitutional		X



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

	<p>changes, the institute of human rights defender, in activities for the monitoring of the activities of local self-governmental bodies.</p> <p>Joint projects are implemented with this organization on increasing the role of civil participation (especially during the elections of local self-governmental bodies and referendum of the Constitution in 2005).</p> <p>Cooperation will continue within the framework of the activities directed towards the development of independent journalists and media outlets of other non-capital regions.</p>		
Local and Regional Mass-media			
"Ankyun + 3" Alaverdi	Local media has great role in public awareness raising on the organization activities and their expansion.		X
"Fortuna" Stepanavan		X	
"Lori TV" Vanadzor			X
"Mig Holding " Vanadzor			X
"Loru marz" weekly newspaper		X	
"Haykakan Zhamanak" daily newspaper			X
"Zhamanak Yerevan"			X
"Aravot"			X
Regional NGO-s			
HCA South Caucasus Network	HCA South Caucasus network is of vital importance in forming cooperation with regional NGOs.		X
HCA Georgian National Committee SCIRS			X
HCA Armenian National Committee			X
HCA Azerbaijan National Committee			X
HCA Kazakh office			X
HCA Ganja office			X
Helsinki Initiative '92			X
Georgian organization "Expectation"	Experience exchange in protecting the rights of missin persons and their families		X
CRINGO Network	HCA Vanzador is a member of the Network		X
International Organizations			
IKV PaxCristi	On a regional level the strategic		X



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

	partnership with Interchurch Peace Council (IKV) is very important for expanding and developing the activities of HCA Vanadzor Since 2001 regional projects realized with the support and participation of IKV greatly promoted the institutional development.. In 2007 IKV merged with PaxCristi and is developing the strategy. HCA Vanadzor participated in the discussions and made suggestions.		
UNITED	Since 2005 HCA Vanadzor is a member of UNITED network against nationalism, racism, fascism, discrimination and actively takes part in actions organized by this organization. And HCA Vanadzor is going to make use of the resources of UNITED in its capacity building.	X	
Amnesty International Human Rights Watch	Cooperation with these organizations is conditioned by disseminating information on facts of human rights violations at international level. These organizations support for human rights defence during the realization of activities of HCA Vanadzor		X, X
Helsinki Foundation for Human Rights, Poland	The cooperation with Polish Foundation in 2005-2006 gave an opportunity to three members of HCA Vanadzor to participate in the trainings held in Poland.. This program is ongoing. In April 2006, HCA Vanadzor organized South Caucasus Human rights School in Armenia, in August 2007 HCA Vanadzor held the training on "Monitoring of Human Rights", where the experts were from Helsinki Foundation for Human Rights.		X
Committee for the Prevention of Tortures and Inhuman or Degrading Treatment or Punishment (CPT)	In the direction of protecting the rights of detainees and effectiveness of the activities of juridical department of HCA Vanadzor it is intended to use the experience of this organization during 2006-2010.	X	
International Committee of the Red Cross	Cooperation with ICRC has been formed since 2002. The cooperation is within information exchange on the problems of missing persons and events implemented on this occasion.		X
Network of UNOY Peacebuilder	HCA Vanadzor is a member of this network and one of the members of the organization is a member of the	X	



HELSINKI CITIZENS' ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

	International Steering Group.		
OSCE Yerevan office	There is cooperation with OSCE Yerevan office and it will continue until 2010.		X
New Tactics in Human Rights	In 2004 the coordinator of HCA Vanadzor took part in the International Symposium organized within the project New Tactics in Human Rights and cooperation has been formed. This cooperation provides the opportunity to contribute new mechanisms of protection of human rights and victims of tortures.	X	
Zhenshini Dona	Since 2006, the organization supported in training the staff of the organization.	X	
OWEN German organization	Since 2006, the organization supported in training the staff of the organization.	X	
Donor Organizations			
"Eurasia" Foundation , Counterpart International	These organizations give financial support for the projects that HCA Vanadzor implements		X
Open Society Institute /SOROS Foundation/	During March-October 2006 the foundation supported an advocacy project. Then from November 2006 the foundation supports 3 year human rights capacity building program.		X
ICCO, the Netherlands	This organization has an important impact on the activities of HCA Vanadzor. So far the cooperation with ICCO was through IKV, but institutional development and implementation of strategy would be impossible without financial support of ICCO. ICCO will also have impact on the development and implementation of the current strategy of HCA Vanadzor. HCA Vanadzor took part and made suggestions for the development of the ICCO Strategic plan for 2007-2010. HCA Vanadzor worked out and proposed the project "Civil Control over Military Forces" to ICCO.		X
Other Structures			
Local self-governmental and regional governmental bodies	During the last three years parallel to expanding activities of HCA Vanadzor in Northern Armenia the role of local self-governmental and regional governmental bodies increased in the projects organized by the organization. In peace building, in the formation of	X	



	<p>cross-border cooperation, in the regional projects Trustbuilding, Crossing Borders local self-governmental bodies, state governmental bodies, particularly administrations of Lori, Taush and Shirak regions are represented as our partners.</p> <p>There is some contradiction with Vanadzor municipality. It is connected with the fact that HCA Vanadzor demanded from the municipality to give the decisions of 2002-2003 of the mayor and avagani (city counselors). Therefore cooperation is through contacts with some employees.</p>		
RA Government	<p>During 2006-2007, cooperation was formed on the issues of missing persons. With the aim of solving the problems of missing persons, POWs and their families HCA Vanadzor started working with the ministry of defence, state commission on POWs, missing persons and hostages. According to RA legislation the initiative of presenting draft laws to the National Assembly mainly belongs to the government. This is the reason that in presenting the law "On Information Bureau of Missing Persons" worked out by HCA Vanadzor Ministry of defence will be decisive and important.</p>	X	
Ministry of Justice	<p>HCA Vanadzor is a member of public monitoring group of RA Ministry of Justice. Ministry of Justice has an influence on the protection of rights in penitentiary system, especially penal service. The acting legislation of RA regulates the relationship between public monitors and penal service, but the role of the monitoring group in the sphere of defending the rights of imprisoned citizens remains limited.</p>	X	

7. STRATEGIC GOAIS

Strategic goals of HCA Vanadzor are:

- To promote the improvement of legislation and its application



- To contribute to effective mechanisms of restoring violated rights
- To promote for the peaceful resolution of the Karabakh conflict
- To protect the rights of victims of conflicts
- To promote the formation of civil control over military forces
- To promote the formation of atmosphere of trust and tolerance between the parties involved in the conflict
- To increase the role of citizens in decision making processes on local, regional and national levels
- To promote the reduction of corruption risks on local and national levels

The operative aims of HCA Vanadzor are

In the sphere of right protection

Strategic Goal 1

Improvement of legislation and its application

Operative aims

- 1.1 To promote the correspondence of the national legislation and its application to the principles of the European Convention on Human Rights and Fundamental Freedoms
- 1.2 To promote the correspondence of the national legislation on the rights of detainees and its application to the standards of the European Convention on Human Rights
- 1.3 To promote the adoption of the law regulating the problems of missing persons and their families
- 1.4 To support the application of the law "On Alternative Service"

Strategic Goal 2

Contribution of effective mechanisms of restoring violated rights

Operative aims

- 2.1 To support the contribution of mechanisms of quick response to human rights violations in Northern Armenia
- 2.2 To support the formation and contribution of human rights monitoring system for protecting the rights of socially vulnerable groups
- 2.3 To support public awareness raising on human rights situation in Northern Armenia
- 2.4 To promote the development of free legal consultancy system
- 2.5 To promote the formation of public control over the actions of judicial power
- 2.6 To promote formation of civil control over the implementation of the study of applications, statements, appeals addressed to authorities by citizens
- 2.7 To support establishment of administrative courts
- 2.8 To promote formation of cooperation in South Caucasus in the sphere of human rights



In the sphere of Peacebuilding

Strategic Goal 1

To promote for the peaceful regulation in South Caucasus

Operative aims

- 1.1 To support empowerment of civil potential in the peaceful resolution of the conflict
- 1.2 To support the expansion of the frames of Armenian-Azeri bilateral meetings and the targets involved in peace building activities (relatives of missing persons, former POWs, refugees and their relatives)
- 1.3 To support the formation of an atmosphere of mutual trust in South Caucasus
- 1.4 To support the formation of humanist attitude towards Azerbaijani graveyards in Armenia
- 1.5 To support the development of cooperation between Armenian and Georgian cross-border settlements
- 1.6 To promote active participation of youth in peacebuilding processes

Strategic Goal 2

Advocacy of victims of conflicts

Operative aim

- 2.1 To support and carry out lobbying to international structures for protecting the rights of victims of conflicts by cooperating with civil society groups and NGOs involved in the conflict

Strategic Goal 3

To support formation of civil control over military forces

Operative aims

- 3.1 To support formation of civil control over army drafting
- 3.2 To support ensuring transparency of military expenses
- 3.3 To support capacity building of those who carry out civil control

Strategic Goal 4

To support the formation of an atmosphere of trust and tolerance towards conflicting parties

Operative aims

- 4.1 To support involvement of religious and ethnic minorities into civil processes
- 4.2 To promote public awareness raising on the problems of religious and national minorities



4.3 To promote active participation of youth in peacebuilding processes

In the sphere of promotion for civil initiatives

Strategic Goal 1

To increase the role of citizens in decision making processes on local, regional and national levels

Operative aims

- 1.1 To support increasing the role of civil participation in election processes
- 1.2 To support participation of socially vulnerable groups in the protection of their own rights
- 1.3 To promote the application of the law "On Local Referendum"
- 1.4 To support the development of the observation institute in election process in Armenia
- 1.5 To support public awareness raising on the programs of candidates for Members of Parliament and Vanadzor avagani and on the activities of the elected Members

Strategic Goal 2

To promote reduction of corruption risks on local and national levels

Operative aim

- 2.1 To support increasing the role of citizens in preventing corruption
- 2.2 To support the implementation of civil control over realization of the community budget
- 2.3 To support public awareness raising on the law on "Local Referendum"

In order to achieve the above-mentioned strategic goals, HCA Vanadzor aims:

- 1.1 To realize ongoing capacity building of the organization
- 1.2 To realize ongoing structural improvement of the organization
- 1.3 To develop capacities and skills of the staff
- 1.4 To develop working conditions of the organization (expansion of working space, renovation of transport and some technical resources)

The above-mentioned aims can be fulfilled by solving the following objectives:

- Development of human rights monitoring tools and their application in closed and semi-closed institutions
- Preparation and publication of annual reports on human rights situation
- Formation and application of civil and legal mechanisms for human rights protection
- Organization of South Caucasus Human Rights School for teaching the methods of human rights monitoring to the youth of the region
- Implementation of human rights monitoring in conflict regions, preparation of a report and awareness raising among international organizations



- Formation of observing groups, trainings for them and implementation of observation during election processes
- Creation of database of socially vulnerable groups in Northern Armenia
- Formation of monitoring groups, trainings for them and monitoring of the right to fair trial
- Discovering socially vulnerable groups and establishment of public dialogue among them
- Work out of legislative suggestions for protecting the rights of socially vulnerable groups
- Work out of legislative suggestions for human rights protection on local and national levels
- Work out and improvement of legislative mechanisms for protecting the rights of missing persons and their families
- Development and implementation of peace-building projects for the representatives of conflicting parties /youth, NGOs, journalists/
- Organization of inter-cultural meetings
- Formation of civil groups, trainings for having control over the implementation of the resolutions of local self-governmental bodies
- Formation of civil groups for having civil control over military forces, organization of trainings for them and development of a program
- Education of mechanisms of human rights protection to representatives of ethnic and religious minorities
- Contribution of the institute of local referendum and its realization

8. IMPLEMENTATION PLAN AND MONITORING

The planning of HCA Vanadzor activity is realized according to strategic directions

In order to achieve the strategic objectives the structural departments of HCA Vanadzor submit proposals on the annual activities of the department which include

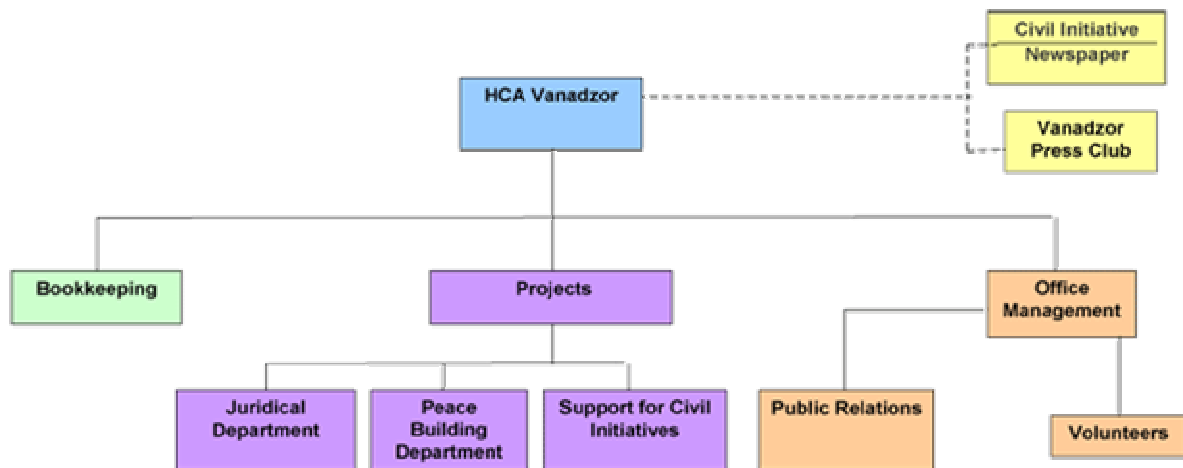
- Duration and dates of implementation
- Responsible persons for activity implementation
- Resources needed for the activity
- Indicators of effectiveness

In order to have control over the activity it is planned to create a joint system of reporting on the planned activities. Every department coordinator presents the report on implemented activities at the end of each year. The activity monitoring is carried out with participation of the staff every year. It includes the comparison of the implemented work and the work plan, the analysis, evaluation according to indicators of effectiveness and the presentation of relevant suggestions according to a beforehand confirmed plan.

9. RESOURCES

For the implementation of the strategic objectives HCA Vanadzor has and is going to involve resources:

Human Resources



HCAV Org ChartENGL

The main staff of the organization consists of 17-45 years old professional individuals who have experience in human resource management, developing and implementing grant project proposals, who have journalistic and legal skills and knowledge.

Implementation of the current work of HCA Vanadzor is provided by 14 volunteers. Hard social conditions, high level of unemployment have their negative impact on the stability of volunteers and human resources. In such conditions only people from more or less socially secure families can volunteer, who are not so many. That is why volunteers always change. During the implementation of the strategic objectives the staff needs to get trainings on staff management, monitoring and evaluation, planning and languages. Trainings are planned for volunteers too. An important issue is to keep the motivation of the employees towards the strategic goals and role which can change due to some objective and subjective reasons.

For the realization of the strategy HCA Vanadzor will work out a regulation for involving volunteers and beneficiaries into the organization activities.

Material Resources

The office of HCA Vanadzor functions in Vanadzor, in the area with 68m² in the address of Tigran Mets 59, which is used free of charge. HCA Vanadzor also owns property. During the implementation of the strategy and development of the organization it will be necessary to enlarge the area of the office, get more property, technical facilities. Owning and using material resources of HCA Vanadzor is realized according to the manual and regulations worked out by the staff. Besides, during the start and finish of each project inventory is carried out.



Information resources

The library and the video library of HCA Vanadzor is a very important information resource. At present electronic database is created and literature should be enriched. It is foreseen to enlarge the contents of literature. HCA Vanadzor has also a web-site which regularly presents the activities of HCA Vanadzor. It is foreseen to develop the web-site in order to expand possibilities.

Financial Resources

Taking into consideration the fact that Armenian legislation does not allow NGO-s to realize commercial actions, paid services – to form budget independently, the main financial sources are international donor organizations, which are based in and outside Armenia. Local financial sources, which are business, donations of citizens, and allocations from local and state budgets, are not applied yet. It is conditioned by a number of factors.

The only real financial source is the citizens' donations for which HCA Vanadzor is planning to implement fundraising actions. And as far as citizens' financial means are insufficient the investments won't be much.

The majority of finances of HCA Vanadzor is currently provided by Society Institute within the framework of a project which will be implemented till 2010. A project was submitted to ICCO and its funding is currently under discussion. For different projects and activities funding is expected from Eurasia foundation, IKV PaxChristi, British Council and the Embassy of the Netherlands, ABA CELLI, UNDPPI. With the aim of financial sustainability, according to strategic directions relevant grant proposals are being worked out which will be submitted to foundations outside of Armenia.

During the coming three years from the viewpoint of providing financial resources work out of mechanisms for planning and control of current expenses will be important.

10. COOPERATION

During the implementation of the strategic activities cooperation with different institutions is a very important condition. For the development of strategic directions cooperation was formed with relevant structures and steps are made to expand the established cooperation. Interchurch Peace Council /IKV, the Netherlands/ (it merged with PaxChristi in 2007) is the strategic partner of HCA Vanadzor in developing the strategic directions. Due to this, cooperation was established with ICCO. In the sphere of human rights protection HCA Vanadzor cooperates with not only local and national human rights organizations but also with regional and international organizations.

HCA Vanadzor intends to continue cooperation with Helsinki Foundation for Human Rights which will give the staff of the organizations the opportunity to attend trainings in the field of human right defence.

Cooperation with international human rights organizations, such as with Amnesty International, Human Rights Watch promotes the increase of role and impact of HCA Vanadzor in the field of right defence, the quality of human rights protection and expansion of activities in this direction.

One of the most important objectives for the organization is to expand and develop cooperation with Information Freedom Center.

In the sphere of peacebuilding and peaceful regulation of conflicts cooperation with the organizations of HCA South Caucasus network is very important for HCA Vanadzor. Armenian Helsinki Committee and Civil Society Institute greatly support to implement activities with the aim of peaceful regulation of conflicts of the region.

The activity of the organization board has a special place for cooperation. With this respect it is necessary to reconsider the structure of the board in order to involve partners and provide structural



HELSINKI CITIZENS` ASSEMBLY VANADZOR OFFICE

59 Tigran Metsi st., Vanadzor, 377204, Republic of Armenia, Tel. (+374 322) 4 22 68, E-mail: hcav@hcav.am

development of HCA Vanadzor. For the expansion of the board the principle of providing structural strengthening through increasing the role of the board will be taken as a basis.