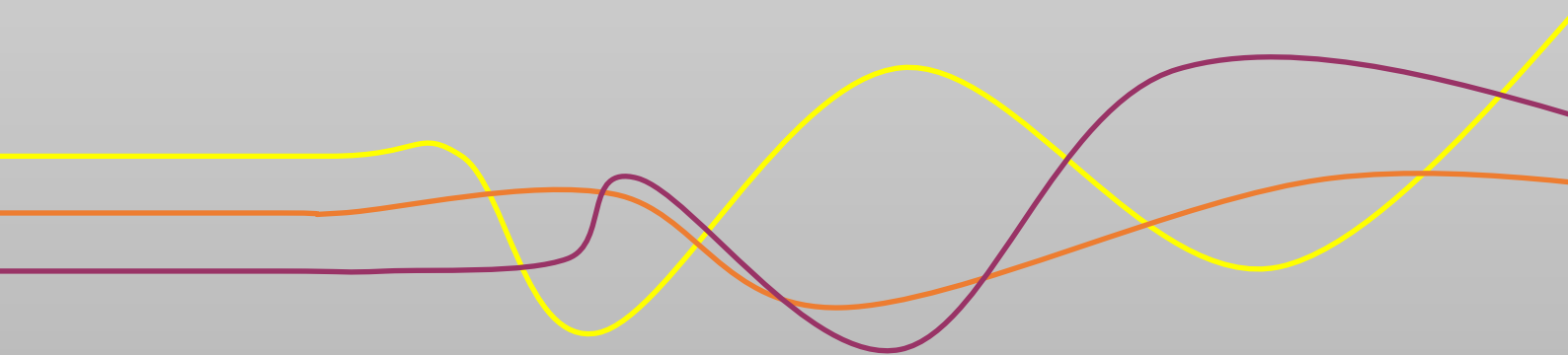


# ANNUAL REPORT 2019

Caucasus Research Resource Center - Armenia Foundation



**[www.crrc.am](http://www.crrc.am)**

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## ABOUT

CRRC-Armenia Foundation is a regionally focused and nationally based independent, non-partisan research center.

The CRRC network includes regional offices in Armenia, Azerbaijan, and Georgia established by Eurasia Foundation with the financial support of Carnegie Corporation of New York in 2003. Since 2013 CRRC-Armenia is operating as an independent legal entity, guided by the common commitment of regional cooperation.

### OUR VISION

Our vision is to be recognized nationally and internationally as a leading force in the social science research and to influence policymaking agenda in the country and beyond by setting the highest international standards and building a vibrant community of outstanding social scientists.

### WHAT WE DO

CRRC-Armenia is actively involved in data collection and data analysis. We adhere to the highest standards of the American Association of Public Opinion Research in all aspects of our work. In this regard, Caucasus Barometer is the largest data collection endeavor in the South Caucasus providing the opportunity to examine the socio-economic and political perceptions in Armenia, Azerbaijan, and Georgia from 2004 to present.

Throughout its history, CRRC-Armenia has collected data for such major international organizations as the World Bank Group, United Nations, GIZ, OECD, USAID, ASCN, and other international and national partners. On top of data collection, researchers engaged with CRRC-Armenia have produced dozens of scientific papers, research reports, and policy briefs.

### LEADERSHIP

2019 was a year of significant changes in CRRC-Armenia. After 16 years-long leading of the organization Heggine Manasyan took the Director of Research & Institutional Development role within CRRC-Armenia, while the Board appointed acting Research/Deputy Director (since 2016) Sona Balasanyan as the new Chief Executive Officer.

Sona Balasanyan is an assistant professor at YSU and holds PhD in Sociology from the same university and Master of Science degree from Oxford University. Her working experience covers wide range of sociological researches and methodology expertise. Ms. Balasanyan's publications include scientific journals and books on education and other topics.

Heggine Manasyan, a Doctor of Economic Sciences, was appointed Director of Research & Institutional Development of CRRC-Armenia. Dr. Manasyan has an undisputed reputation in development of valuable research and open data cultures in Armenia. Under her leadership CRRC-Armenia became one of the leading research organizations in the region.

## PEOPLE

### BOARD OF TRUSTEES

**Mary Sheehan**

Board Chairperson

International Organization for Migration (retired)

**Andrew Coxshall**

Chair of Finance and Audit Committee

Partner KPMG (retired)

**Horton Beebe-Center**

Eurasia Foundation, President (retired)

**William Hanlon**

UNICEF Sukhumi, Chief of Field Office

**Anna Ohanyan**

Stonehill College, Chair of the Department of Political Science and International Studies

**Deana Arsenian**

Carnegie Corporation of New York, Vice President

**Talar Kazanjian**

AGBU Armenia, Executive Director

**Yeva Avakyan**

Save The Children US, Associated VP, Gender Equality

in loving memory of our beloved friend and mentor

**Roy Southworth**

Board Chairman

## PEOPLE

### TEAM

**Sona Balasanyan**  
Chief Executive Officer

**Heghine Manasyan**  
Director of Research & Institutional Development

**Arpine Arakelyan**  
Office and Human Resources Manager

**Ella Karagulyan**  
Program Manager for Data Initiative

**Mariam Arakelyan**  
Program Manager & Research Associate

**Argishti Zurabyan**  
Fundraising & Development Officer

**Ryan Matthews**  
Research & Development Officer

**Tigran Matosyan**  
Senior Research Analyst

**Mariam Yevdokimova**  
Junior Research Analyst

**Arpi Grigoryan**  
Research Associate

**Irina Yesayan**  
Research Assistant

**Anahit Hakobyan**  
Domestic Assistant

**Arthur Apresyan**  
IT Manager

**Hovhannes Asatryan**  
Communications Manager

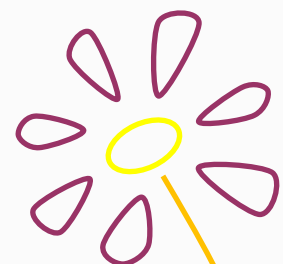
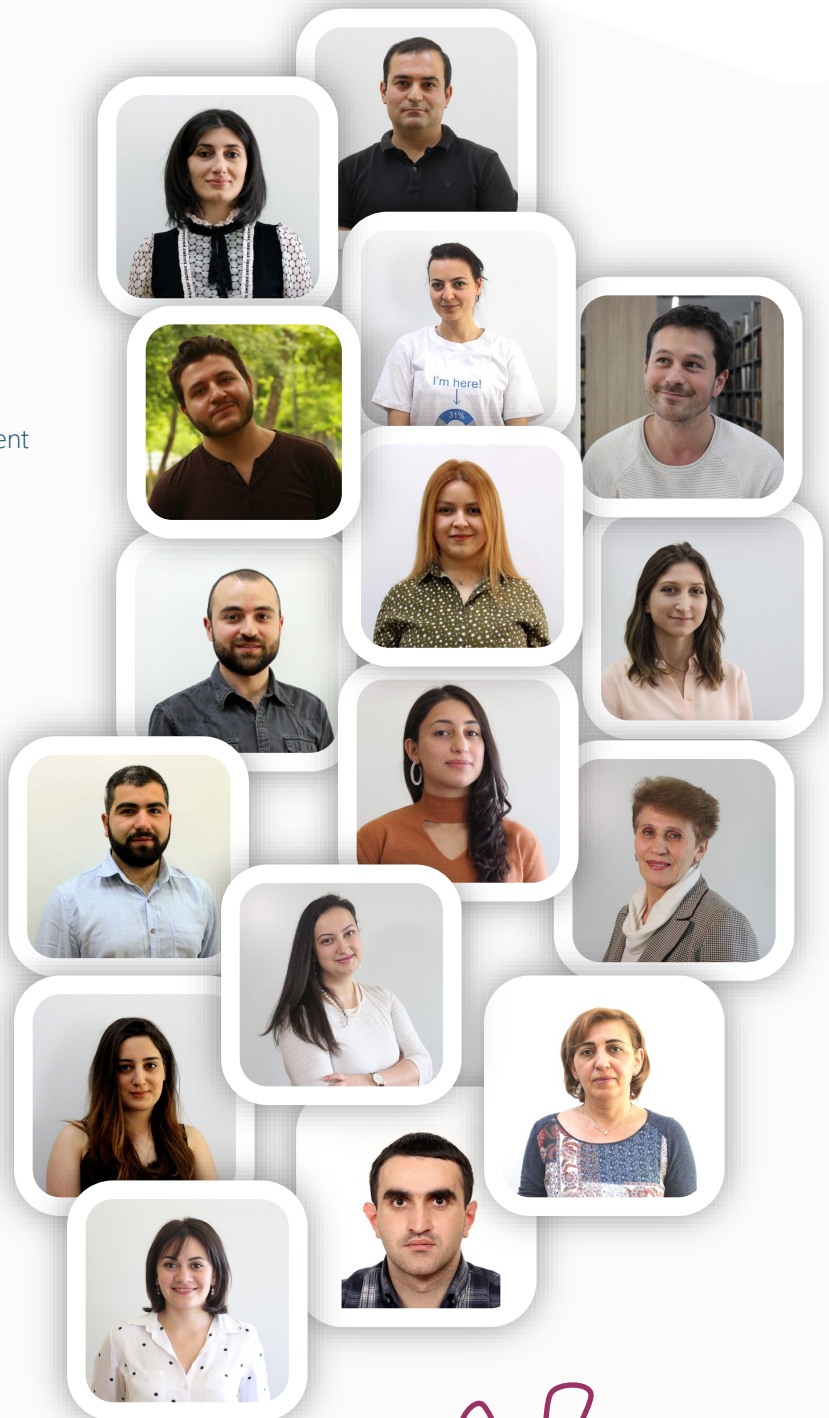
**Hayk Smbatyan**  
Associated Researcher

**Sonya Msryan**  
Associated Researcher

**Susanna Karapetyan**  
Associated Researcher

in loving memory of our beloved friend and colleague

**Tigranuhi Markosyan**  
Development & Fundraising Officer



## 2019 HIGHLIGHTS

13 projects finished  
+ 9 ongoing projects  

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22 projects

6 public presentations

6 trainings

**1st** Think Tank Forum brought together research organizations' representatives, field experts, Government and Parliament representatives to discuss challenges in the field

9 fellows engaged in CRRC-Armenia's work

## IMPACT AREAS



Health & Environment



Economy & Labor Market



CSOs, Human Rights & Civic  
Education



Education, Skills & Research  
Capacity Building



Evaluation Research & Policy  
Making



Media



Migration



Gender



## MAIN PROJECTS



### Research-Driven Media in New Armenia (ReDriM) Caucasus Barometer

Funder  
NED



Project Budget 2019  
\$59,940

#### Project Objective

The Research-Driven Media in New Armenia (ReDriM) project seeks to support Armenia's transformation process by making quality data on social, economic and political processes available and by engaging journalists in its use, analysis and dissemination. It is a ten-month country-wide project designed by the Caucasus Research Resource Center (CRRC)-Armenia for the National Endowment for Democracy Institute.

The project's specific objectives are:

- To make available a nationwide realistic understanding/snapshot of the perceptions, concerns and estimations of the public in new Armenia on political and socio-economic developments through the Caucasus Barometer survey, concurrently making an attempt to get a more nuanced understanding of people's attitudes in Artsakh through a pilot Caucasus Barometer research effort.
- To empower journalists in Armenia and Artsakh, with a special focus on investigative media, representatives of critical, analytical and watchdog media, imparting them research-driven skills and knowledge, therewith enabling them to have targeted use of research findings and open data in order to reflect results-/perceptions-based information to the public at large.

#### Research Design

The activities of the 2019 wave of the CB included updating of the questionnaire, population sampling, interviewers training, conducting survey fieldwork/data processing and disseminating the findings of the survey through written outputs and a forum.

CRRC-Armenia cooperates with a wide-ranging network of journalists and media professionals to advertise the project and issues a call for application for enrollment. The project team evaluates the applications and selects forty candidates from Yerevan, ten provinces of Armenia and Artsakh for enrollment in two two-day long workshops aiming to assemble a representative group of participants with regard to gender, location, freelance/institutional affiliation, and area of expertise representing investigative critical, analytical and watchdog journalism and other media outlets. The priority is given to alternative new media representatives.

Project details are available at [CRRC-Armenia website](#).

Caucasus Barometer data is available [here](#).

Caucasus Barometer [ODA Tool](#).





## MAIN PROJECTS

### The Media for Informed Civic Engagement (MICE)

#### Funder

USAID Armenia



Project Budget 2019

\$9,500

#### Partners

EPF, MIC, YPC



#### Project Objective

Media Initiatives Center implemented the USAID-funded Media for Informed Civic Engagement project, in partnership with Eurasia Partnership Foundation, Internews Media Support NGO, Caucasus Research Resource Center-Armenia, and Yerevan Press Club.

The project aimed at improving the quality of journalism and of alternative content about the Government of Armenia's policies and planned reforms (with an emphasis on USAID-supported reforms on decentralization, transparency and accountability, and social-sector policy reforms); increasing citizens' and CSOs' knowledge and skills to make them savvy media consumers; engaging journalists and active citizens in the production of multimedia content that stimulates a vibrant discussion in society about the reforms; and equipping media with skills to conduct reliable fact-based reporting and digital storytelling.

#### Research Design

The impact of the project was assessed through a number of tools, including three (baseline (2015), mid-term(2017), and end-line(2019)) quantitative surveys conducted by CRRC-Armenia about citizens' awareness of the reforms and their attitudes toward the media coverage of the reforms. The findings of the baseline study were compared with the mid- and end-line surveys to track the dynamics of MICE performance against the outcome indicators.

Project details are available at [CRRC-Armenia website](https://www.crcc-armenia.org).



## MAIN PROJECTS



Civil Society Organizations' Development Program (CSO DePo)

### Funder

USAID Armenia



Project Budget 2019

\$66,108

### Partners

EPF, MIC,  
Support for Noyemberyan NGO,  
Martuni Center,  
Goris Press Club



### Project objective

The “CSO DePo: CSO Development Program” at large aimed at strengthening Civil Society Organizations’ capacity in Armenia under USAID’s Development Grants Program (DGP). It fostered sustainable civil society development through strengthening the capacity of CSOs as critical actors to advance and oversee reform, improved services and contributed to the development of more effective governance in the economic, democratic, health and social spheres.

### Research Design

CRRC-Armenia, within The Consortium of six NGOs led by Eurasia Partnership Foundation (EPF) in Armenia, designed and implemented CSO needs assessment baseline(2015) and end-line (2019) market researches including:

- A quantitative survey among 100 CSOs across Armenia.
- A qualitative study (focus-group discussions, in-depth and expert interviews) among main stakeholders (including CSOs participating in the Project).

The findings of the study were used by the Consortium to develop a special Armenia-tailored CSO Capacity Measurement Tool.

During the Project, CRRC-Armenia provided professional expertise and training to CSOs on research design and implementation, data collection and data analysis.

Project details are available at [CRRC-Armenia website](https://www.crcc-armenia.org/).



## MAIN PROJECTS

### Access to Justice and Human Rights in Armenia

#### Funder

USAID Armenia, ABA ROLI



Project Budget 2019

\$23,250

#### Partners

Freedom House, Pact



#### Project objective

The objective of the project was to find out how the Armenian public understands its rights and its familiarity with, and perceptions of, state and non-state human rights mechanisms to defend its rights. The project aimed at creating stronger linkages between the Human Rights Defender's Office of the Republic of Armenia, Human Rights Organizations (HROs), youth and other stakeholders and supporting communications and public education strategies.

#### Research Design

Quantitative survey and qualitative interviewing methods were used for the implementation of the research project. Within the framework of the project, the Access to Justice Assessment Tool was used, which is structured to focus on six essential elements of access to justice: Legal Framework, Legal Knowledge, Advice and Representation, Access to a Justice Institution, Fair Procedure, and Enforceable Solution.

Project details are available at [CRRC-Armenia website](https://www.crrc-armenia.org).



## MAIN PROJECTS

### Public Opinion Household Survey on Corruption in Armenia

**Funder**  
USAID Armenia

**Partners**  
TIAC



**Project Budget 2019**  
\$32,000

#### Project objective

The public opinion survey on corruption was conducted by the CRRC Armenia, commissioned by Transparency International Anticorruption Center. The survey aimed at finding out:

- The perceptions of Armenian residents on the overall situation in Armenia, corruption and its manifestations.
- Their personal experience with corruption phenomena.
- Manifestations of public and individual behavior towards corruption.
- Awareness and evaluation of anti-corruption initiatives undertaken in the country; the main sources of corruption-related information.
- Changes in the perceptions and behavior of Armenian residents after the months of April and May 2018.
- In the event of comparable data, the changes in the perceptions of corruption and related issues over the past nine years.

The survey set the task of generating practical information that can be useful to the Government, the civil society and the private sector, in order to improve the public administration sector and develop anticorruption policies and programs.

#### Research Design

The survey questionnaire was developed by the CRRC-Armenia and TIAC, drawing on previous survey questionnaires as well as the current developments in anti-corruption policy. The survey data were collected between 17 October and 2 December 2019, through face-to-face interviews. The survey participants included 1,500 RA citizens aged 18 and older. The quality of the collected data was checked by callbacks to about 17 percent of the respondents.

Project details are available at [CRRC-Armenia website](https://www.crcc-armenia.org).



## MAIN PROJECTS



### Civic Engagement in Local Governance (CELoG)

#### Funder

USAID Armenia



#### Project Budget 2019

\$71,000

#### Partners

CFOA, EPF, ISTDC, YPC, AJC



#### Project Objective

The Civic Engagement in Local Governance (CELoG) Program was a USAID funded five-year activity, aimed at increasing civic engagement in decentralization and local self-government reform. It provided citizens with reliable information and strengthened civil society's capacity to promote effective, accountable and participatory local governance.

The Program was implemented by a Consortium of local organizations led by the Communities Finance Officers Association (CFOA) in cooperation with the partner organizations: ISTDC, YPC, AJC, EPF, and CRRC-Armenia.

CRRC-Armenia contributed to the program by providing evidence-based methodological and practical support. To meet that end, CRRC-Armenia has undertaken a countrywide household survey of civic engagement – the CELoG Index, aimed at exploring the current situation and identifying ways of improving the civic engagement in local self-governance in Armenia by understanding and measuring it.

#### Research Design

CELoG Index implements a standardized questionnaire based on aggregate set of indicators for a quantitative assessment of the civic engagement in local self-government. It is developed in partnership with other members of the CELoG Consortium, implementing a methodology produced by the CRRC-Armenia. In the frames of that process, a countrywide survey covering 1,500 respondents is implemented by CRRC-Armenia and the results are to be widely disseminated.

Project details are available at [CRRC-Armenia website](http://www.crcc-armenia.org).



## MAIN PROJECTS

### Role of School Snacks on School Performance of Preschool Children in Armenia

Funder  
WFP



Project Budget 2019  
\$49,000

Partners  
IFPRI



#### Project objective

The specific goal of the project was to conduct impact evaluation for WFP's school feeding program and provide recommendations at policy, strategic and implementation levels promoting WFP's school feeding planning efforts in Armenia.

The project has a broader significance at two dimensions, namely:

1. For the WFP Armenia Country Office:

- The results of the impact evaluation helped WFP to have targeted and results-based planning in its Country Strategic Plan 2019-2023;
- The impact evaluation promoted strengthening of the design and implementation of the National School Feeding Program: WFP supported the efforts of the Government of Armenia in reaching the targets set forth under the Sustainable Development Goals 2 and 17.

2. For the WFP Regional Bureau, the given evaluation offered approaches that can be used in similar (small) countries in the region in aligning to the new school feeding policy.

#### Research Design

This survey had two rounds of assessments to be conducted – Round 1 was envisaged for the fall of 2018 and Round 2 for the spring of 2019. The following activities were carried out:

- Document current coverage of meals in 100 preschools in the target provinces as well as the current practices of 1100 parents in regard to providing meals prior to the school day.
- Evaluate the introduction of school snacks among 50 preschool children in schools of Lori, Gegharkunik, and Shirak through Randomized Controlled Trial (RCT), and assess the potential role of school meals in preschools.
- Conduct a brief survey of school administrators of each school to assess the management and practical considerations of implementation.

For Round 1 and Round 2 assessments that were conducted among 1,100 pre-school (Grade 0) and 1,100 Grade 1 students, the following methodical tests were applied: Wechsler Preschool and Primary Scale of Intelligence: WPPSI-IV; Bracken School Readiness Assessment; Raven's Colored Progressive Matrices; British Picture Vocabulary Scales and Verbal Fluency Tests.

Project details are available at [CRRC-Armenia website](https://www.crrc-armenia.org).



## MAIN PROJECTS

### Public Opinion on Country Priority Areas

**Funder**  
USAID Armenia



**Project Budget 2019**  
\$57,920

**Partners**  
NDI



#### Project objective

The project pursued an overall goal of conducting a qualitative study to acquire a nationwide realistic understanding/snapshot of the perceptions, concerns and estimations of the public on socio-economic developments, political parties, parliamentary factions, women parliamentarians and other associated topics.

#### Research Design

The research base for the project was a nationwide representative sample for constituents of 18 years and older. Sample size was 1200 (95% confidence interval) respondents from Yerevan and urban/rural areas of 10 regions of Armenia.

In addition to the nation-wide representative survey, CRRC-Armenia did an oversampling with introduction of gender and age quotas to assure gathering of data that will be in line with the gender ratio as recorded by the National Statistical Committee. 324 more interviews with male citizens were conducted.



## MAIN PROJECTS

### Final Evaluation of the Project “EU4Youth: Better Skills for Better Transition”

#### Funder

European Union



Project Budget 2019/20

\$19,910

#### Partners

Save the Children International



#### Project objective

The goal of the project was to conduct summative evaluation of the project “EU4Youth: Better Skills for Better Transition”. The main addressees of the final evaluation were Save the Children and the EU.

The evaluation aimed at providing detailed and in-depth information about the relevance, effectiveness, efficiency, impact and sustainability of the project, to determine the extent to which the project targets were met at output and outcome levels, to document lessons learned, identify unexpected or unplanned issues that might have hindered or facilitated the success of the project and to provide practical recommendations for follow-up.

#### Research Design

The evaluation had two main components:

- Secondary data analysis.
- Primary data collection and analysis.

Primary data was gathered through:

- Key informant interviews with Ministries and/or employment services.
- Trainers and other experts involved in project implementation.
- Phone interviews with business owners or employers that employed disadvantaged youth as a result of the project under consideration.
- Focus group discussions with youth.
- An online survey (as a supplementary method) with youth.
- Group discussions with partner organizations staff, trainers and other experts involved in project implementation.

Project details are available at [CRRC-Armenia website](https://www.crrc.am/en/our-work/evaluation).





## MAIN PROJECTS

### Financial Literacy for Migrants

**Funder**  
BMZ

**Partners**  
SBFIC



**Project Budget 2019/20**  
\$20,741

#### Project objective

The objective of the current assignment was to conduct a mapping study on migrants in Armenia and assess their needs in terms of financial literacy, elaborate recommendations, a communication strategy, as well as a budgeted action plan based on the study for the implementation of specific interventions.

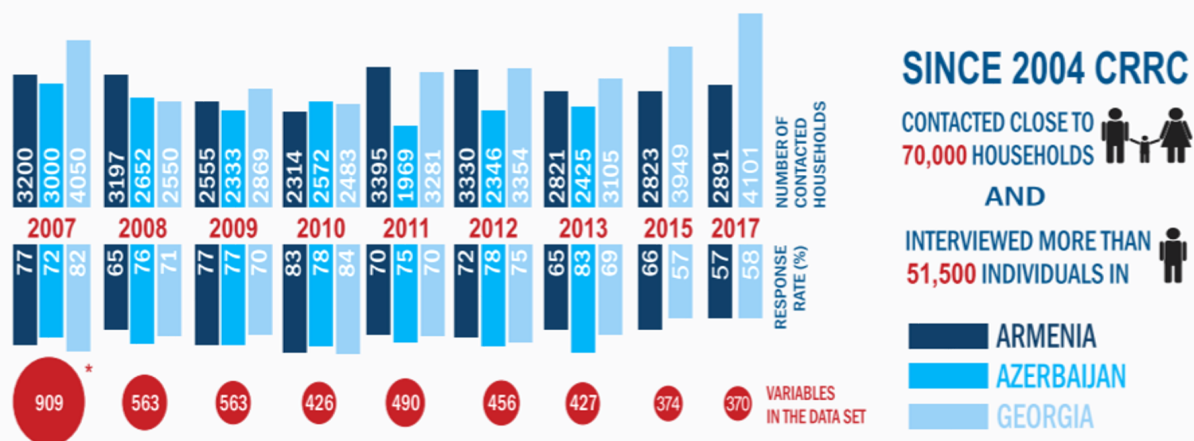
#### Research Design

The mapping study was carried out within September 2019 – March 2020 to (1) identify the main sources of information on migration flows in Armenia, gaps in existing data, and strategic partners involved in migration issues, (2) specify the content of migrants' financial literacy needs and the channels of communication with them, and (3) develop an action plan towards increasing financial literacy of migrants.

For the purpose of the study, literature, data and other available resources on the topic were studied; primary data were collected and thoroughly analyzed. Primary data collection included meetings and discussions with key stakeholders, a round table discussion with representatives of relevant state and non-governmental organizations, as well as focus group discussions (FGDs) with migrant target groups.

Project details are available [here](#).

## THE CAUCASUS BAROMETER



### Background

The Caucasus Barometer (CB) is the first and the largest open-access cross-border coordinated data collection effort in the South Caucasus initiated by the Caucasus Research Resource Centers (CRRC) in 2004. CB seeks to promote evidence-based policy in the South Caucasus by collecting data on a wide variety of social, political and economic indicators and increasing understanding of knowledge, attitudes and practices in Armenia, Azerbaijan and Georgia. CB adheres to the highest international standards for household surveys and brings together experts from Armenia, Azerbaijan and Georgia to ensure that data-collection efforts yield high quality, comparable, publicly accessible and consistent raw data. CRRC encourages the use of CB data through making the datasets along with detailed documentation available for download or analysis online on the local websites and the CB web-portal.

### Data Access

From the very beginning, CB data was intended to be open to all interested parties both inside and outside the region. Documentation available at the CRRC regional website provides detailed information about the survey, including sampling design, questionnaires, interviewer instructions, and fieldwork reports. Survey data is also available through the new CRRC data portal-[www.caucasusbarometer.org](http://www.caucasusbarometer.org). The portal includes an [Online Data Analysis \(ODA\) tool](#), which visualizes cross-country and time-series data for those without data analysis software. Users with advanced statistical skills can download full data sets from the same data portal and conduct their own analysis.

## PARTNERS



## FUNDS

In US Dollars

|  | Year ended 31 December<br>2019 | Year ended 31 December<br>2018 |
|--|--------------------------------|--------------------------------|
| Income from grants                     | 219,929                        | 186,942                        |
| Income from rendering of services      | 180,971                        | 235,607                        |
| Finance income                         | 14,725                         | 11,403                         |
| Other income                           | 3,786                          | -                              |
| <b>Total income</b>                    | <b>419,411</b>                 | <b>433,952</b>                 |
| Employee benefits                      | (273,452)                      | (200,675)                      |
| Trip expenses                          | (10,408)                       | (7,962)                        |
| Depreciation and amortization          | (5,089)                        | (4,426)                        |
| Insurance expenses                     | (2,904)                        | (1,675)                        |
| Office expenses                        | (4,457)                        | (6,882)                        |
| Vehicle lease expenses                 | (5,067)                        | (5,633)                        |
| Representation expenses                | (15,291)                       | (9,283)                        |
| Impairment losses on financial assets  | -                              | (4,729)                        |
| Loss from exchange differences         | (4,633)                        | (1,484)                        |
| Other expenses                         | (30,322)                       | (18,627)                       |
| <b>Total expenses</b>                  | <b>(351,623)</b>               | <b>(261,376)</b>               |
| Result before income tax               | 67,788                         | 172,576                        |
| Income tax expense                     | (15,693)                       | (22,927)                       |
| <b>Result and comprehensive income</b> | <b>52,095</b>                  | <b>149,649</b>                 |