



ARMENIAN CONSTITUTIONAL RIGHT-PROTECTIVE  
CENTRE (ACRPC) NGO

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A WORLD LIVING WITH PRINCIPLES OF LOVE AND TOLERANCE  
WHERE LAW AND JUSTICE GIVEN ABOVE REIGN

# ANNUAL REPORT 2003

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## 1. ACRONYMS USED

- AAA– Armenian Assembly of America
- ACRPC - Armenian Constitutional Right-Protective Centre
- AMD – Armenian Dram
- C.O.R.DAID – Catholic Organization for Relief and Development Aid
- CRINGO – Caucasus Refugee/IDP NGO
- CRS – Catholic Relief Services
- HR - Human Rights
- IAS – International Accounting Standards
- IFES – International Foundation for Election Systems
- NGO – non-governmental organization
- NGOC – AAA NGO Training & Resource Center
- HRLN - Human Rights Library Network
- HQC – High Qualification Commission
- LS - Legal Subjects
- MES – Ministry of Education and Science
- NIE – National Institute of Education
- PR – Public Relations
- RA – Republic of Armenia
- UN – United Nations
- UNDP – United Nations Development Programme
- UNDPPI – United Nations Department of Public Information
- UNHCR - United Nations Office of High Commissioner for Refugees
- UNICEF - United Nations Children’s Fund
- USA – United States of America

## 2. FOREWARD

Dear Colleagues,

“Armenian Constitutional Right-Protective Centre” (ACRPC) NGO is kindly presenting the Annual Report of 2003 for your consideration.

In 2003 the organization celebrated its 15 years of age, which was granted with several achievements. Among them the following were worth to mention:

For the first time a professional strategic plan for the years of 2003-2006 has been elaborated and the work has being organized not with the project-to-project approach but in accordance with the professionally elaborated plan.

The Human Rights School Ninth Advanced Course was organized through new – collaborative methodology facilitated by the experts from the National Institute of Education (NIE) (former Center for Educational Reforms) of the RA Ministry of Education and Science. The new set of methods revealed the advantages and considerably raised the efficiency of teaching.

On the base of regional Human Rights libraries in Vanadzor, Hrazdan and Dilijan a Human Rights Library Network has been created.

On 23 September 2003, by the decision of the RA Higher Qualification Committee the ACRPC review *For the Sake of Justice* was approved as a legal scientific-methodological publication.

The ACRPC staff passed a full course of institutional development, the outcomes of which were more than satisfying. An effective job division has been carried out, which has resulted in improving the time management, internal monitoring and regulations of the work. Also, the local and international volunteers of the organization play their important role in ACRPC. Helping the staff members in their daily work they develop their skills in parallel.

Since 2001 ACRPC has been passing annual external audit, and in 2003 the external audit of ACRPC financial-economical activities of 2002 was held in accordance with the international standards. The 2003 external audit is being planned to.

We gratefully acknowledge and express our warm gratitude to the donor-organization C.O.R.DAID of the Netherlands and Department of State Public Affairs of the US Embassy in Armenia, the RA Government and all those collaborating organizations that supported our activities within the reporting period.

We welcome and would be grateful for any remark and suggestion concerning the presented report.

Respectfully,



Gevork Manoukian  
ACRPC Chairman

### 3. INTRODUCTION

#### 3.1. Organizational Background

“Armenian Constitutional Right-Protective Centre” NGO was established in 1988 with the name Constitutional Groups Association among several political and non-formal organizations in Vanadzor with the goal of forming democratic classes through a democratic constitution. The organization was registered in 1995 and registered in 1999 in the RA Ministry of Justice as a non-profit, non-political independent organization ruled by the RA Constitution and Law, ACRPC Charter, as well as the Universal Declaration of Human Rights and international standards and principles of Human Rights.

ACRPC has been implementing projects aimed at disseminating Human Rights and Democracy ideas among and through its beneficiaries and cooperating organizations.

- Since 1996 the organization has been training specialists and secondary school teachers involved in Legal Subjects (LS).

- In 1996 the Human Rights Library was established in Vanadzor and since 2002, through the project *Human Rights Library Network* supported by the Department of State Public Affairs of the US Embassy in Armenia the Human Rights Library Network has been created that

includes Lori, Tavoush, Kotayk, Gegharkounik and Ararat regions of Armenia.

- Since 1989 the review *For the Sake of Justice* has been published. Alongside, the organization has been carrying out informative and analytical scientific and methodological publications and translations.

In 2002 ACRPC was associated with the UN Department of Public Information and at present has its permanent US liaisons in the UN Headquarters in New-York.

The 2003 was the year of institutional development for the organization: within the framework of the donor organization C.O.R.DAID of The Netherlands the staff passed a program of institutional development in the AAA NGO Training and Resource Center of Armenia. Successfully completing the course, the staff members were awarded with Certificates of Completion. During and after the course with the endeavors of the staff members the *ACRPC Strategic Plan for Developing Legal Culture in Armenia in 2003-2006* was elaborated, and ACRPC assumes the paper as one of the achievements of the organization: representing the continuation of the policy adopted from the start it clearly underlines the pathway through which ACRPC goes towards the mission, which is:

**To contribute to the development of the society's legal culture in Armenia through scientific activity, education, informational dissemination and advocacy**

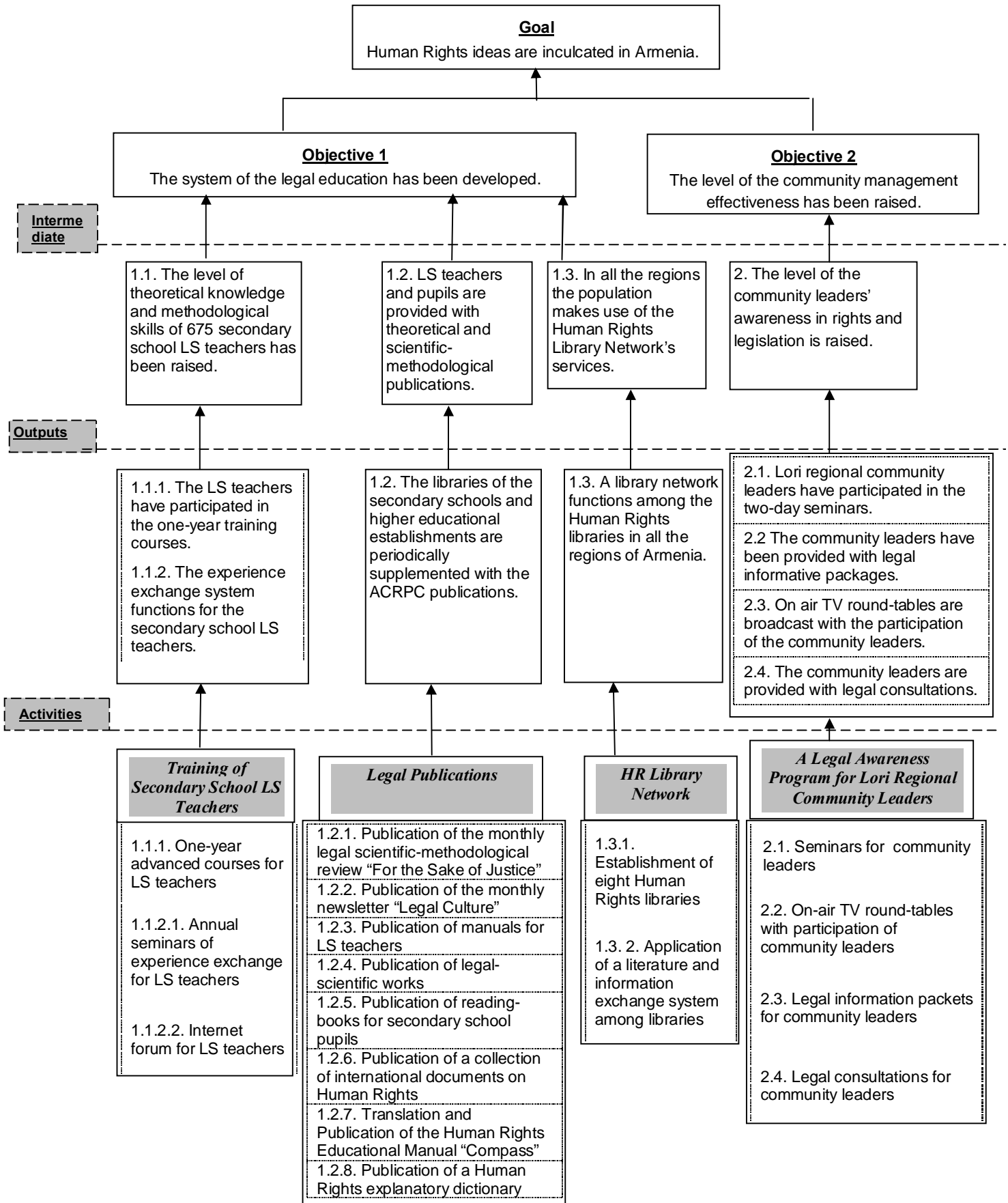
The enthusiasm made towards reaching the goals and realizing the plan gave their fruitful outcomes both within the internal management of the organization and in extending its image and respect among international and local organizations and the Government during the year of 2003.

The staff members' close team currently involving 25 people is formed willing and aimed to reach mission formulated due to unanimous endeavors.

We believe that eventually the Rule of Law based on the requirements of justice will be established.



### 3.2. ACRPC Strategic Plan in Schematic Diagram



### 3.3. Projects Implemented in 2003

No.	Project Title	Donor Organization	Project Description in Brief
1	<p><b>"Strategic Plan for Developing Legal Culture in Armenia"</b></p> <p>June 2003- April 2004</p> <p>Euro 59 000</p>	<p><b>C.O.R.DAID</b></p> <p>P. O. Box 16440 2500 BK The Hague, The Netherlands Lutherse Burgwal 10 Tel: 31 70 3136 300 Tel/Fax: 31 70 3136 301 E-mail: <a href="mailto:cordaid@cordaid.nl">cordaid@cordaid.nl</a></p>	<ul style="list-style-type: none"> <li>• HR School Annual Advanced Course</li> <li>• Publication of monthly legal scientific-methodological review <i>For the Sake of Justice</i> and distribution to secondary schools of Armenia</li> <li>• New edition of English version of <i>Human Rights Notion</i> booklet</li> <li>• Provision of HRLN services</li> <li>• External audit of ACRPC financial-economical activities of 2002</li> <li>• HR School building design</li> <li>• Project monitoring and assessment</li> </ul>
2	<p><b>"Transition Year 2002" Suppletion</b></p> <p>March-May 2003</p> <p>\$ 44 090</p>	<p><b>C.O.R.DAID</b></p> <p>P. O. Box 16440 2500 BK The Hague, The Netherlands Lutherse Burgwal 10 Tel: 31 70 3136 300 Tel/Fax: 31 70 3136 301 E-mail: <a href="mailto:cordaid@cordaid.nl">cordaid@cordaid.nl</a></p>	<ul style="list-style-type: none"> <li>• HR School Eighth Course Distance Learning: second test and final examination</li> <li>• Publication of the monthly review <i>For the Sake of Justice</i> and distribution to secondary schools of Armenia</li> <li>• Provision of HRLN services</li> <li>• Project monitoring and assessment</li> </ul>
3	<p><b>"Democracy and Human Rights-1" Transition Year 2002</b></p> <p>February 2002- February 2003</p> <p>\$ 130 045</p>	<p><b>C.O.R.DAID</b></p> <p>P. O. Box 16440 2500 BK The Hague, The Netherlands Lutherse Burgwal 10 Tel: 31 70 3136 300 Tel/Fax: 31 70 3136 301 E-mail: <a href="mailto:cordaid@cordaid.nl">cordaid@cordaid.nl</a></p>	<ul style="list-style-type: none"> <li>• HR School Eighth advanced 20-day on-going and 11-month distance learning course</li> <li>• Training on <i>Institutional Development for ACRPC</i> conducted by AAA NGO Training and Resource Center</li> <li>• <i>Training for ACRPC HR Educationalists</i> conducted by NIE of the RA Ministry of Education and Science</li> <li>• ACRPC educationalists' participation in HR training programs abroad</li> <li>• Publication of the monthly review <i>For the Sake of Justice</i> and distribution to secondary schools of Armenia</li> <li>• Provision of Vanadzor HRL services</li> <li>• External audit of ACRPC financial-economical activities of 1999-2001</li> </ul>
4	<p><b>Human Rights Library Network</b></p> <p>September 2002- September 2003</p> <p>\$ 12 745</p>	<p><b>Department of State Public Affairs of US Embassy in Armenia</b></p> <p>18, Marshal Baghramyan Ave., RA Tel:(374 1) 521 611,529 825, Fax:(374 1) 151 550 E-mail: <a href="mailto:usis@usis.am">usis@usis.am</a></p>	<ul style="list-style-type: none"> <li>• Reequipment of HR libraries in Lori, Tavoush and Kotayk regions</li> <li>• Installment of contemporary computer library programs</li> <li>• Trainings for librarians</li> </ul>



## 4. PROGRAMS AND SERVICES FISCAL YEAR 2003

### 4.1. Human Rights School

4.1.1. January 18-19, the HR School organized the Eighth Annual Advanced Course first test to which 48 learners participated. 43 learners passed their test successfully.\*

4.1.2. Within April-May, the learners presented the second test papers, which were checked and reviewed by the ACRPC educationalists and with corresponding comments and recommendations sent back to the learners for further revision and improvement of their work. The learners were provided with required consultations of the field.

4.1.3. In June, with cooperation of NIE specialists, the School organized a three-day seminar on *Legal Subjects with New Methodology*, in which 29 LS school teachers participated. The main goal of the seminar was to test the collaborative methods of teaching that were adopted to apply for raising the efficiency of the trainings conducted by the School\*\*.

4.1.4. In parallel the next course preparatory activities were held:

Up to June, 164 applications for participation in the Ninth Annual Advanced Course had been received. The applications underwent a paper-based selection, and 134 applicants were invited to interviews. 81 LS teachers from all the regions of Armenia were selected as the course participants.

August 9-29 the first 20-day session of the course was held in "Tsitsernak" camp nearby Vanadzor. 75 teachers from the selected 81 attended the course. They were signed contracts of participation with.



4.1.5. The Narrative Report on *The Human Rights School Ninth Advanced Course* was published in the Armenian and English languages in the Special Annex of the September issue of the review *For the Sake of Justice*\*\*.

4.1.6. The Course was completed its work on 29 August 2003.

### 4.2. Human Rights Library Network (HRLN)

4.2.1. During the reporting period the steady increase of the Network's beneficiaries was obvious.

The library services included:

- providing requested publications to the readers
- copying service (three pages free-of-charge)
- the reading-room services.

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\* February 8 was test retaking open door's day for the learners.

\*\* For the reports E-versions please visit "Human Rights Education" link in [www.acrpc.am](http://www.acrpc.am).



The chart below is presenting the HRLN beneficiaries' number per provided services:

Months	Increase	Total	Provision of publications		Copying service		Reading-room
			Borrowers	Title	Users	Pages	
Jan	5	92	20	50	46	133	26
Feb	13	177	69	341	41	229	54
Mar	13	235	49	89	95	430	91
Apr	16	302	47	87	118	552	137
May	27	505	167	239	112	441	226
Jun	20	381	103	170	91	378	187
Jul	33	351	109	235	82	246	160
Aug	21	314	130	440	61	230	123
Sept	23	338	100	184	67	201	171
Oct	30	592	148	272	126	373	318
Nov	19	401	120	215	73	219	207
Dec	12	284	103	126	44	132	137
TOTAL	232	3972	1165	2448	956	3564	1837

4.2.2. Within February-May the HRLN book fund database was created.

4.2.3. Taking the readers' requirements into consideration, the Library Usage Regulations were periodically modified. The latest version of the paper was put into usage in May 31.

4.2.4. On June 13 Dilijan HR Library opened its doors for the public. Representatives of local and international organizations, Lori and Tavoush regional mass media and ACRPC beneficiaries were invited to the opening ceremony.

On August 6 Mr. John Ordway, the US Ambassador in Armenia, together with a number of Embassy's employees visited the library.

The event was illuminated by Lori and Tavoush regional mass media. A press release was made and distributed to 25 republican press agencies, TV and radio stations and other organizations.

4.2.5. July-September were months of institutional capacity development of the librarians.

Particularly, a contract was signed with Lori Regional State Library, according to which their specialists conducted trainings for the Network's librarians on the library work, the fund systemization, including recording and categorizing of the literature. In parallel, practical work was conducted; within which 550 pieces of literature of 265 titles were recorded into the computer library program WINISIS.

4.2.6. The effectiveness of service provision was considerably increased. A number of conveniences for the beneficiaries were created.

### **4.3. Publications**

The key goal of the ACRPC publication activity remained the in-time and periodical issue of the review *For the Sake of Justice*.

4.3.1. Issues of 37-48 were published each in 1500 copies print run. The review was distributed free of charge mainly to the educational establishments, schools, right-protective NGOs, and other beneficiaries engaged in the activities of the relevant field.

4.3.2. During the first quarter of the year the preliminary measurements were taken to make the review scientific-methodological, accordingly considerable changes took place in the Editorial Board. Its new staff was approved in March: it was recruited with eminent methodologists, scientists, lawyers and professors of the relevant field of the Republic. A procedure was approved to receive recommendations or viewpoints of a certain Board member for a certain article publication. Thus, mainly legal-scientific articles were included in the review. Also, since February 2003, the articles have been followed by English and Russian summaries.

An inquiry was submitted to the RA High Qualification Commission (HQC) to approve the review suitable for these publication. On April 23, 2003 the review was registered in the Commission's list.

4.3.3. In general, 93 scientific articles of 47 authors were published, among which the twelve were doctors and nine were candidates of sciences, the fourteen were research students of various higher educational establishments and the RA National Academy of Science. Thus, having supplemented the requested number of published scientific articles, two of the research students defended candidate theses and were awarded scientific degrees of candidates of science.

4.3.4. In June, starting from issue 41, the format of the review was modified and matched up with the adopted standards. In order to include maximum information, since January the review has been published in the format that exceeded the previous issues almost five times.

4.3.5. Since autumn the Editorial Department has been implementing preparatory activities and necessary steps to register the review in the HQC Armenia with higher scientific degree of doctorate.

4.3.6. In collaboration with UNDP/ Armenia, ACRPC carried out the Russian-Armenian translation of the Report on *UN Activities in Armenia: Educators' Perspective*. It was a sum-up of the sociological survey results conducted in February-July 2002 by the initiative of the DPI Armenia with the support of the Office of the UN Resident Coordinator and other UN agencies in Armenia. Surveyed were teachers of the legal subjects *Human Rights, Civic Education and State and Law*, which were mandated in the secondary school curriculum in September 2002 by the RA MES.

The survey identified the level of the LS teachers' awareness and knowledge about the UN and provided suitable references for increasing its activities efficiency in Armenia.

4.3.7. A charter for *Legal Culture* periodical publication was elaborated to submit to the RA Ministry of Justice for approval.

#### **4.4. Public Relations**

During 2003 the PR activities were implemented according to the designed action plan in the following main directions:

1. Membership
2. Collaboration
3. Web-site creation
4. Informational means
5. Activity surveys
6. Coordination of volunteers' activities

##### **4.4.1. Membership**

Collaboration within the frames of the membership to the networks CRINGO and STRUGGLE AGAINST CORRUPTION was developed. A series of seminars and other meetings for various beneficiary groups were held. Ways of further collaboration were clarified.

##### **4.4.2. Collaboration**

During 2003 ACRPC continued closely cooperate with local and international organizations of the field in the frames of which the following was carried out:

- February 16-21, in Tbilisi-Likani, Georgia - within the program supported by the European Youth Fund of Strasbourg, France - Human Rights Elucidation Centre Georgia, Bureau for Human Rights, Legislation Protection Azerbaijan and ACRPC jointly organized a *Human Rights Training for Caucasian Young Lawyers*. Among a number of trainers invited from various countries, also Gevork Manoukian participated in the training and presented the topic *Human Rights and Strasbourg European Court*.
- On March 7, jointly with NIE of the Ministry of Education a round-table on Human Rights Education in Armenia was organized in the Institute to discuss *Secondary School Legal Subjects Teachers' Qualification Development Draft Conception* elaborated by ACRPC educationalists. Representatives of the Government, international organizations, NGOs of the relevant field and beneficiaries participated in the discussion.
- March 31-April 2, Gevork Manoukian was invited to Tirana Result Conference on Human Rights. He presented a report on *Translation of Vision and Mission into Strategy and Organizational Development*. A documentary film on ACRPC history and activities of the past 15 years was released.
- On June 20, within the frameworks of the program of CRINGO, on the occasion of the Refugees' International Day, a series of republican events under the motto *World in Eyes of Children* was organized and held in Vanadzor.
- On August 12, as a representative of the republican net of *The UN Millennium Development Goals* the editor of the ACRPC review participated in the organization and implementation of the meeting attended by the UN Resident Coordinator in Armenia, representatives from Lori regional state governing and local self-governing bodies, NGOs and the mass media.
- Among a number of key activities of the field it was worth to mention the attendance of Mr. Gevork Manoukian and John and Janice Hahn, ACRPC Representatives in UNDP in New-York, in the 56th Annual

DPI/NGO Conference on *Human Security and Dignity: Fulfilling the Promise of the United Nations* in September 2003.

- On September 26, in Vanadzor Human Rights Library jointly with OSCE Field Office in Armenia, a training seminar on *Ombudsman* was held with participation of HR School post-graduates and current learners, library readers, ACRPC staff and representatives of the local mass media.
- February-June, in cooperation with the World Learning Inc. Vanadzor Branch Office, within the experience exchange program *Civil Society/Open Doors* a series of visits and meetings of schoolchildren to ACRPC Office were organized. The children were acquainted with the organizational infrastructure, the current projects, the departmental and volunteers' activities.
- On December 10 - the Human Rights Day – with cooperation of UNDPI Armenia, a series of republican events devoted to the Universal Declaration of Human Rights 55<sup>th</sup> and Vienna Declaration and Programme of Action 10<sup>th</sup> anniversaries were organized in Vanadzor Charles Aznavour Cultural Palace. The events coincided with the celebration of ACRPC's 15<sup>th</sup> anniversary.

To the events representatives of the Government and heads of UN agencies in Armenia: Ms. Lise Grande - UN Resident Representative/UNDP Regional Coordinator, Mr. Valeri V. Tkatchouk - UNDPI Representative, Mr. Lloyd Dakin - UNHCR Representative, Mr. Branislav Jekic - UNICEF Representative, Ms. Kristine Mardirossian – OSCE First Secretary, HR Officer, Ms. Aida Topusyan - Vice-Minister of the Ministry of Education and Science of Armenia, Mr. Arakel Gyulbudaghyan – NIE Representative, Gregory Nazaryan - JAA Project Administrator, were invited to participate.



Welcoming the participants, they all introduced the state of human rights education in Armenia and stressed the importance of its further promotion in the country.

Within the series, a round-table and a press conference on *Human Rights Education in Armenia* were held, too\*.

- In 2003, ACRPC was involved in the activities of forming an anticorruption republican forum.

#### 4.4.3. ACRPC Web-Site

The installment of ACRPC web-site in June was one of the achievements of 2003. Both the Armenian and English versions of the site – [www.acrpc.am](http://www.acrpc.am) - consisted of eight sections and 20 sub-sections, the information of which were permanently being changed and added.

The site is being updated daily thus providing its visitors with up-to-date current information. The overall number of the visitors made 2500 per half-year.

The design of the site is to be modernized in the coming future.

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\* A press release on the events was made and distributed to 25 republican press agencies, TV and radio stations and other organizations (see in "News" link in [www.acrpc.am](http://www.acrpc.am)).

#### **4.4.4. Informative Means**

- In December ACRPC and HRLN newly prepared colorful fact sheet was republished in 500 paperback copies print run in the Armenian and English languages, in which also the fundraising part was added.
- After the HR School Ninth Annual Advanced Course first session a ten-minute film elucidating the activity was drafted. The final version of the film in Armenian and English will be released in 2004.
- Small calendars devoted to the 15th anniversary of ACRPC were published in 2000 copies print run and 500 pens with ACRPC logo and contact data were distributed among ACRPC beneficiaries and collaborators, as well as during various local and international measurements.

#### **4.4.5. Activity Survey**

In 2003 researches were carried out in various fields of ACRPC activity, among which the following could be mentioned:

- To find out the efficiency of the HR School Ninth Course first session's teaching process the PR Department organized and held a sociological survey, the results of which were summed up and published in Special Annex of *The Human Rights School Ninth Course* of the review September issue\*.
- To reveal the need in volunteers' forces and to raise the effectiveness and productivity of their work in ACRPC, the PR Department held a sociological survey in ACRPC.

#### **4.4.6. Coordination of Volunteers' Activities**

In 2003 the PR Department considerably improved and developed the volunteers' activities coordination process. The volunteers' corps was recruited with new young people, reaching 40 people at the end of the year. They had their active contribution in the implementation of ACRPC mission.

- On October 3, within the voluntary movement program *Kind Will, Kind Work, Kind End*, the volunteers participated in the first training-informative meeting *To Children about Their Rights*, to which 14 teenagers of the 6-8<sup>th</sup> school grades were involved. On November 10, in Vanadzor HR Library the second meeting was organized, to which 25 pupils of the 8-10<sup>th</sup> grades from the Young Journalists & Legal Protectors' School "Evrika" participated. The children were introduced with ACRPC history and activities, as well as the UN Declaration of Child's Rights, the articles of the RA Convention of Child's Rights. Video films and cartoons on the topics were released and discussed. The participants were shared with the RA Constitution booklets. To hold the meeting representatives from UNICEF Armenia and IFES Lori Branch Office were invited.

### **4.5. Fundraising Activities**

Within the reporting period C.O.R.DAID of the Netherlands remained the main donor of ACRPC.

*"Financial resources were not easily available, so the main concern was the fundraising strategy which had started too late in view of the imminent dangers. Successful fundraising was of the highest priority in order not to lose what had been built in the past two years". (M. Zwamborn: Report of the Mission to Armenia 4-10 May 2003).* During the reporting period the activities of the field borne a spontaneous character and were not completely systemized.

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\* To be found in "Publications" in ACRPC web-site

Through studying the international experience of the field the following measurements were carried out:

4.5.1. May 4-10, Mr. Marcel Zwamborn, Independent International Expert, had his mission to Armenia, within which he met with representatives of about 16 state and international organizations. Among several issues the

potential cooperation with ACRPC was discussed. The meetings had great importance also in improving and developing the organization's future activities. He presented the results of the meetings in his report.

4.5.2. As a follow-up to Mr. Zwamborn's recommendations and by his support a fundraising plan was designed, according to which the following measurements were taken:

- Within ACRPC fundraising and project design working groups were formed.
- During August-December donors' researches and creation of potential donors' databases were carried out taking into account the ACRPC projects distinct orientation. In the result information on more than 250 funding organizations was found.
- Inquiries were submitted to 170 funding organizations.
- Based on the Strategic Plan project proposals were submitted to 140 funding organizations, which expressed their interest in the project proposal.

4.5.3. Due to the requirement of most of foundations on having an organization of Internal Revenue Service as a fiscal agent, ACRPC applied to Catholic Relief Services (CRS) Office in Armenia with a request of partnership. The ACRPC project proposal was reviewed by CRS European Program Review Experts' Committee and a number of recommendations and suggestions on it were provided. In October-December, facilitated by an independent expert, ACRPC Project Design and Fundraising Department made the corresponding modifications and on 26 December the Committee approved the revised project proposal for jointly submitting to a number of funding organizations.

## **4.6. Institutional Development**

### **4.6.1. Training Programme for ACRPC HR Educationalists**

Within the frames of the program *Methodological Training Course for ACRPC Human Rights Educationalists* specialists from NIE conducted seminars, during which the participants studied and practiced collaborative teaching methodology. Means of its usage were elaborated to provide the HR School annual courses efficiency and sustainability through significantly increasing the number of course participants and raising the level of programmed academic materials assimilation by them.

### **4.6.2. Staff Training Programme**

Taking into consideration Mr. Marcel Zwamborn's recommendations provided in his Report of May 2003 C.O.R.DAID supported the project *Institutional Development for ACRPC*. Within the frames AAA NGO Training and Resource Center's specialists held training seminars and consultative meetings.

In his *Report of the Mission to Armenia 4 - 10 May 2003* he particularly wrote\*:

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\* To the readers' attention some parts of the report is being presented.



## **“Development of Institutional Capacity of ACRPC”**

... ACRPC has made considerable progress in the areas of development of goals and strategies, development of human rights expertise, budgeting and accounting.

In the areas of leadership, management of human and financial resources, as well as establishing the satisfaction of beneficiaries, staff and society satisfaction, steps have been taken and, with the help of the NGOC, systems and instruments have been developed.

The proof of the pudding is in the eating, so ACRPC has to learn by implementing the plan and using the instruments that have been developed whether the plan and instruments will actually work and where these may need re-adjustment. The design of the plan and the instruments is such that the evaluation has every confidence that the implementation will work successfully.

### **Remarks on specific issues of institutional development**

... With regard to developing a new leadership approach, ACRPC has made efforts to implement the recommendations of the May 2002 report\*\*.

With regard to developing goals and strategies a major improvement can be found in the 3 year strategic plan. The participatory process through which the plan was developed is one of the best assurances that the plan will become a tool that will be actually used by the staff. The plan is quite a step forward compared to the previous project proposal. It contains the elements which are necessary to plan, monitor, evaluate and adapt the strategies and activities of ACRPC.

ACRPC has concretely invested in development of the expertise of the staff. The completion by the staff of various courses does indeed ensure a sufficient level of expertise. This expertise can be “advertised” as one of the organization’s core competences and can be exploited in order to get access to other actors in the field of human rights (education) in Armenia as well as to funding.

### **The development of institutional capacity**

#### **Goals and strategies**

Through a participatory process in which all staff was included and with the help of the NGOC, ACRPC has developed a three-year strategic plan. The plan is comprehensive and contains the necessary planning and budget component to allow for plan and organize activities.

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\*\* The expert’s Report of the Mission to Armenia 25 – 30 May 2002 was presented in ACRPC Annual Report 2002.

The plan identifies the elements which are necessary for planning, monitoring, evaluation and adjustment. It identifies:

- the action
- the results
- the steps
- realization timelines
- indicators of effectiveness
- methods, frequency of monitoring and by whom.

The ownership by the staff of the plan is the best assurance that the plan will become a tool that is actively used to implement and improve the work.

The development of public relations activities and anchoring these in the organizational structure by allocating PR activities to a staff member is a good institutional provision to track the changing environment and respond to these changes.

From a strategic point of view it is important that ACRPC steps up its PR activities, clearly displaying how much it has invested in building the human rights and human rights education expertise of its staff by sending them to international courses and trainings, making its potential beneficiaries and stakeholders (Government, international agencies, potential donors) aware of the added value ACRPC can have in the field of human rights (educations).

#### **Human resources management**

In the field of human resources management progress has been made to improve the necessary management skills, systems and instruments.

ACRPC has developed last year a staff work regulations. The twenty three page manual includes job descriptions, all relevant rules and regulations regarding procedures on recruitment/dismissal, payment, holidays, rules on confidentiality, staff meetings, etc.

#### **Management of financial resources**

... Managing (financial) resources means to master the whole cycle of budgeting, accounting, and financial control and ensure that the financial resources at one’s disposal actually come to the benefit of the purpose these resources are meant for. It does not only mean perform the proper controls and show donors that you did not misappropriate funds.

ACRPC has managed to develop a three-year budget with shows the relationship activity – cost. The budget as a whole is realistic and does show the real costs of the organization to perform its duties.

According to the auditor’s management letter, ACRPC had to make adjustments in its financial management and accounting systems. According to information received from ACRPC accountant, all recommendations have been implemented.



... A multi-donor approach is therefore a must and the organization has started to gather in a structured way information on donors, what they fund, according to what system etc. and has sent out the first letters to enquire after funding possibilities.

The accountant and the person who is responsible for PR are working together on a fundraising strategy. Funding (and time) is running out and ACRPC needs to give fundraising (and getting experience on how to fundraise) the highest priority.

Though the ACRPC had had a strategic plan of activities, during the training for the first time a professional strategic plan of the organization's development for the coming three years was made. It clarified the vision, mission, goals and objectives of the organization, as well as the objectives implementation, evaluation and monitoring mechanism as a profound basis of the activities.

The paper was presented to a number of specialists and experts of the relevant field for revision and their recommendations and suggestions helped to further improve and develop it.

#### **4.6.3. Staff Outings**

Staff outings were the part of the internal life of ACRPC. Within the institutional development project the staff retreat programme was realized, which helped the staff to relax after the durable work in the office and have a rest together, as well as to discuss certain issues concerning the work in tranquil conditions.

### **4.7. Organizational Management**

#### **4.7.1. Internal Monitoring and Evaluation**

In 2003 the improvements in the internal management was obvious: a new system of the organization's activities internal monitoring and evaluation through weekly planning/reporting and quarterly and annual reporting was elaborated and put into usage. The measurement considerably contributed to the efficient time management, work systemization and regulation within the organization.

#### **4.7.2. External Monitoring and Evaluation**

4.7.2.1. External monitoring and evaluation were realized through periodical reporting to donors.

Within the frames of the project supported by C.O.R.DAID, May 4-10, 2003, Mr. Marcel Zwamborn, International Independent Expert from the Netherlands, visited the organization for his second mission. He met with a number of officials and organizations involved in HR education in Armenia and had talks on their potential partnership with ACRPC in the field. He had meetings with Lori Regional Governor and Vanadzor Mayor, Ms. Sharon E. Maggard, CRS Vanadzor Project Manager and ACRPC Business Mentor, and the staff.

4.7.2.2. August 27-31, Ms. Nana Dalakishvily, International Independent Expert from Georgia, had her mission to Armenia to assess the efficiency of the methodology applied during the HR School Ninth Advanced Course. In her report *Human Rights Education* she provided a number of recommendations and suggestions aimed at improving and developing further educational strategies:

#### **1.2. Annual Human Rights teaching courses**

*...Since 2001 by the Ministry of Education in the curricula of the 8th, 9th and 10th grades three subjects: Human Rights, Civic Education and State and Law have been implemented. With the support of the Ministry*

*ACRPC has designed and implemented a 150-hour Human Rights course. It refers to the courses held in 2001-2002. ACRPC has a close relationship with the Ministry of Education and implements the methods offered by the representative of Reform Center of the*

Ministry of Education Mr. Manuk Mkrtchyan. The scope of the present mission, conducted by Nana Dalakishvili is to assess the 9th Human Rights course methodology and to give recommendations for the development of Human Rights course which is a core activity for achieving ACRPC's objectives and is closely related to ACRPC's development strategy.

### **2.3. Methodology**

The course was conducted with collaborative learning methodology. The methodology has a very interesting and effective organizational structure. It is managed by the control panel, which is coordinated through the computer by a trainer who is in charge of the teaching process.



Such an organizational structure will help:

- to work with individual levels
- to group participants according to their levels
- to involve in the process the successful participants as facilitators
- to group the one level participants for further clarification of issues
- to arrange a meeting of groups, which have passed several issues and want to clarify some of them
- to rotate the members in pairs and groups
- to make the process self-regulated.

### **The resources for the course are learning materials and lectures**

...The work is directed to understand the read text and the delivered lecture. The work starts individually and continues in pairs and in groups. In individual working process the successful participant helps him/her as a facilitator.

After finishing the work on the issue individually, the trainer asks the participant to work in pairs with another teacher of his/her level. After working in pairs they go to the trainer and the trainer sends them to work with the group discussing the same issue.

The participant, who finishes the work in the group, does not wait for the other members, leaves the group and gives an interview to the trainer. After the interview the teacher starts to work on another issue individually.

The control panel that is "the trainer and the computer" facilitates the process. One of the trainers sits before the

computer and manages the process. The trainer marks the levels of the participants' knowledge according to the materials done by them and checks the groups (grouping is made according to their levels).

After the 20-day training the participants were examined according to their level of development. The participants took tests during the whole period of the course after finishing each topic. They must take the final examination at the end of the course only, that is in July, 2004. The main part of the participants managed to study 11-12 themes. There were only a few participants who retarded the others. The individual learning style will be maintained for the future training.

### **2.5. Assessment**

#### **Course Content**

...The content of the course is changed and now it involves themes from the Human Rights, Civic Education and State and Law. The content is based on school textbooks and the demands of the Ministry of Education. The role of the obligatory additional teaching and learning materials is thoroughly decreased. The supplementary materials were available in the library and during the course the thematic films were used.

#### **Methodology**

The course is focused on knowledge delivery. The subjects (Human Rights Education, Civic Education and State and Law) have never existed in school curricula and the teachers have not received education in those subjects at university level. That's why the knowledge oriented teaching and learning is very useful for teachers. In Soviet time the Law has been taught almost in every higher educational establishment, but the efficiency was low and it caused a lot of problems. The teachers need to own basic knowledge in those subjects to run the lessons for the students. The trainers deeply understand the organizational structure of collaborative learning and effectively use the structure conducting the course.

#### **Summary overall assessment**

...ACRPC follows its three-year strategic plan (2003-2006) at the same time cooperating with the Ministry of Education and Science. The content of the course has changed fundamentally. The ACRPC takes the responsibility to train teachers in Human Rights, Civic Education and State and Law.

...The trained teachers are very much satisfied and give advice to others to attend the courses. Gradually teacher's demands to participate in the ACRPC courses will increase.

...For the organization's further development it's better to prepare local trainers at regional and district levels. The trainers may be selected among the successfully trained teachers.

4.7.2.3. Since 2002 ACRPC has been implementing external audit of financial-economical activities. August 2003, Ernst & Young cjsc carried out the external audit of 2002. Their conclusion was the following (cited):

*“We have audited the accompanying balance sheet of “The Armenian Constitutional Right-Protective Centre” NGO as of 31 December 2002 balance sheet and the related statements of revenues and expenditures, cash flows and changes in fund balances for the year then ended. These financial statements are the responsibility of the organization’s management. Our responsibility is to express an opinion on these financial statements based on our audits.*

*Except as discussed in paragraphs 1 and 2 below, we conducted our audit in accordance with International Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.*

*1. We were appointed as auditors of the organization for the year ended 31 December 2002 and in consequence did not report on the financial statements of the previous years. The 2001 figures appearing in these financial statements are for comparative purposes only and have not been audited by us. Any adjustment to these figures would have a consequential effect on the results for the year ended 31 December 2001.*

*2. Because we were appointed as auditors of the organization on 8 August 2003 we did not observe the counting of the physical inventories as of 31 December*

*2002. Owing to the nature of the organization’s records, we were unable to satisfy ourselves as to inventory quantities at 31 December 2002 by other audit procedures. Since opening and ending inventories enter into the determination of the results of operations, we were unable to determine whether adjustments to the results of operations for the year ended 31 December 2002 and to the opening general fund balance might be necessary.*

*3. As more fully explained in note 3 of the financial statements the organization’s policy is to record donations to the extent of expenditures made during the year. This policy of recognizing donations is not in accordance with International Accounting Standards 18 Revenue. Had the organization recorded the revenues according to the IAS 18, the donations of the year ended 31 December 2002 would have increased by AMD (000) 31,358.*

*In our opinion, except for the effect on the financial statements of the matters referred to in the preceding paragraphs 1, 2 and 3 above, the financial statements present fairly, in all material respects, the financial position of the organization as of 31 December 2002, and the results of its operations and cash flows for the year then ended in conformity with International Accounting Standards.*

*Without further qualifying our opinion, we draw attention to the point that the financial statements have been prepared on the assumption that the Armenian Constitutional Right-Protective Centre is a going concern, because the Presidium believe that donors will provide sufficient funds to the organization for it to continue to operate in the foreseeable future.”*

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