

Strategic Development Plan 2026–2030

Research Center on Security Policy (RCSP)

President's remarks

The purpose of this document is to set out how RCSP will continue to fulfil its mission over the next five years and how we will strive to do so more effectively. In the following pages, we reflect on the current situation of the world, the region, Armenia and our organization. Against that background, we go on to specify the vision, mission, goals and values of the organization and set out how we will enhance our efforts to provide evidence for policymaking and public debate.

The strategy is being written at a time when Armenia is facing unprecedented challenges while performing exceptionally well across many indicators. Economic growth, as measured by gross national income, is strong, and the economic rebound post-COVID-19 and post 2020 war has exceeded general expectations. Unemployment is at a historically low rate, and the public finances are in surplus.

Beyond economic indicators, Armenia faces a number of challenges.

Taking a broader, more global view, there are many changing factors that will impact life in Armenia. Technological change, most notably with regard to artificial intelligence (AI), is likely to accelerate, with consequences that are difficult to anticipate. Climate change is also likely to continue, even if progress on GHG reductions is achieved.

Geopolitics and regional politics are another arena of considerable instability, as evidenced, for example, by the delayed peace process between Armenian and Azerbaijan and consequently delayed normalization between Armenia and Turkey. Given these and other challenges, first of all Russian hybrid warfare against Armenia, it is clear that there continues to be a need for strong evidence and a research base to guide policy. We will only anticipate and address the political, security, economic, social and environmental problems of our time by first ensuring that we have a clear understanding of those problems and the processes underlying them.

Through the actions outlined in this strategy, we aim to ensure that this center will continue to provide high-quality research to inform policymaking in Armenia. Loyal to our motto Democracy, Sustainable Development, Security

President of RCSP Areg Kochinyan

Introduction

The **Research Center on Security Policy (RCSP)** enters its 2026–2030 strategic cycle with a renewed commitment to advancing democratic resilience, sustainable security governance, and evidence-based policymaking in Armenia and the broader region. As an independent, non-partisan think tank, RCSP provides strategic research, high-impact public communication, and targeted policy consultations in the fields of foreign policy, national security, and democratic development.

During the previous project cycle, RCSP successfully transitioned from an emerging initiative into a fully established and operational think tank, with strengthened institutional frameworks, a clear strategic vision, and a significantly expanded influence both domestically and internationally.

Through strengthened governance frameworks, high-impact research, targeted advocacy, and innovative public outreach, RCSP has advanced its mission of promoting democratic resilience and regional peace. The organization's growing network of local and international partners, combined with its expanded media presence and direct policy engagement with Armenia's leadership, has positioned RCSP as a credible and influential voice in shaping the country's strategic future. On the programmatic front, RCSP became one of Armenia's most active actors in Track 2 diplomacy and policy advocacy. Over the course of one year, the Organization conducted over 60 bilateral Track 2 meetings with Turkish and Azerbaijani counterparts, making RCSP the most active Armenian think tank in this sphere.

At the local level, RCSP broadened its public engagement by producing multimedia content and working closely with civil society leaders and policymakers, focusing on the Armenia–Azerbaijan peace process, democratic resilience, and strategic security issues. Building on these achievements, RCSP is well-positioned to deepen its impact, extend its reach, and contribute further to Armenia's democratic and strategic transformation in the years ahead.

Context: Armenia's Shifting Security and Policy Environment

Between 2022 and 2025, Armenia underwent a dramatic recalibration of its geopolitical orientation and internal policy priorities. The fallout from a series of destabilizing events, including the 2021–2022 attacks on sovereign Armenian territory, the 2022 blockade of the Lachin Corridor, and the September 2023 forced displacement of Armenians from Nagorno-Karabakh, has fundamentally reshaped the nation's public sentiment and strategic calculus.

In the wake of these developments, Armenia began distancing itself from traditionally dominant actors in the region and actively pursued greater alignment with democratic states and institutions. Key milestones include the suspension of active participation in the CSTO, the withdrawal of Russian border guards from key checkpoints, the initiation of a visa liberalization dialogue with the EU, and the signing of landmark partnership agreements with the United States and European Union in 2024 and 2025.

This pivotal shift has elevated the role of civil society organizations, expert networks, and independent institutions in peacebuilding, public diplomacy, and policy innovation.

RCSP's Role: Responding to a Transformative Era

In the current era marked by shifting geopolitical alignments, post-war challenges, and democratic aspirations, the Research Center on Security Policy (RCSP) is committed to shaping a resilient and forward-looking national agenda for Armenia. As a trusted, non-partisan, knowledge-based think tank, RCSP has rapidly earned recognition for its impact on political and geopolitical processes, media, public opinion and education, applied research and analysis.

With the mission to foster rational, evidence-based thinking and strengthen informed public discourse, the Organization conducts comprehensive threat assessments, develops political forecasts on military-political issues concerning Armenia, the wider region, and global dynamics, and designs countermeasures to anticipate and mitigate emerging risks. Through evidence-based analysis and actionable recommendations, RCSP enhances public understanding and supports informed decision-making.

Guided by its motto—Democracy, Sustainable Development, Security—RCSP envisions a secure, democratic, and resilient Armenia, rooted in human rights, equality before the law, and

international cooperation, where policymaking is shaped by rigorous analysis, inclusive dialogue, and a steadfast commitment to peace, justice, and sustainable development.

In line with the "Real Armenia" concept endorsed by the Armenian government, our organization fully supports Armenia's pragmatic and balanced foreign policy agenda. This approach is anchored in the belief that all efforts should be directed toward strengthening Armenian statehood within its internationally recognized borders. We share commitment to pursue a sovereign, peaceful, and secure future for the country through diversified international partnerships. In the short term, we recognize Armenia's intention to attain a non-bloc status, while also supporting its long-term aspiration for Euro-Atlantic integration. Our work is focused on advancing these goals through democratic development, institutional resilience, and regional cooperation.

Through active engagement in regional normalization efforts, including Armenia–Turkey and Armenia–Azerbaijan dialogues, RCSP plays a vital role in advancing informed political discourse across Armenia and the South Caucasus. The goal of the Organization is to thoroughly examine, analyse, and assess threats while providing political forecasts on military-political issues concerning Armenia, the region, and broader geopolitical developments. Furthermore, it focuses on devising countermeasures, predicting outcomes, and presenting evidence-based summaries and actionable recommendations to enhance public understanding and support informed decision-making. Drawing on its agile, multidisciplinary team, the Center seeks to expand its strategic influence by deepening research capabilities, broadening public engagement, and proactively shaping Armenia's foreign policy outlook through knowledge-driven initiatives, advocacy, and inclusive dialogue.

Building on Success

The Organization has built a strong reputation in political and geopolitical processes, media, public opinion and education, applied research and analysis leveraging its lean but agile team to deliver high-impact programs.

Building on successful initiatives such as the *Crafting a More Resilient Democracy* program and the *Dilemma TV series*, RCSP plans to scale its efforts through operational excellence, expanded partnerships, and innovative funding models.

Crafting a More Resilient Democracy

This project has been a key pillar of the Organization's success. This multi-dimensional project combines public education, policy development, and strategic communication through the following initiatives:

- Video Series: These 1-minute social media videos focus on tackling disinformation and propaganda through a fact-based, concise, and user-friendly approach. The content is presented objectively and engagingly, aiming to inform and resonate with a broad audience, particularly young people. Notably, this initiative has already proven successful, garnering over 350,000 views per video on average, and approximately 4,2 million views for 15 episodes in total.
- *Democratic Security* Online Journal: The Journal is an analytical monthly journal populated by contributions from RCSP experts. With over 2,000 readers per article, the journal serves as a key platform for sharing opinions and generating ideas, with several of our policy recommendations having influenced security-related policymaking.
- Policy Papers: Research-based pieces focused on democratic resilience and security strategy.
- Stakeholder Dialogues: Briefing offered to stakeholders such as diplomats, civil society, media representatives, students, citizens and others focus on pressing issues via over 60 closed meetings.
- The *Dilemma* TV Series: Co-produced with Boon TV, this series promotes civic engagement and discourse on national security and democratic governance. *Dilemma* is the most-watched program on Boon TV (40% of all top 100 broadcasts) and garners 5,000–10,000 views per episode on average on YouTube.
- *Track 2 diplomacy*: RCSP maintains direct working relationships with the U.S. State Department, the Ministries of Foreign Affairs of Poland, Germany, and Romania, as well as with the EU Special Representative's Office and the European External Action Service. Its experts are actively engaged in Track 2 diplomacy, having held over 60 meetings with Turkish and Azerbaijani counterparts during the reporting period, positioning RCSP as Armenia's most active think tank in this field. Additionally, as part of the Prime Minister's informal advisory group, RCSP's President contributes policy expertise during monthly consultations with both the Prime Minister's Office and the Security Council.

These and other initiatives have been made possible through the support of the *National Endowment for Democracy*, *Democracy Development Foundation*, *Friedrich-Naumann-Stiftung*, and contributions from the Armenian private sector.

Institutional and External Challenges

Despite this momentum, the Center faces both institutional and external challenges that it aims to overcome through a thoughtfully planned and executed strategic development plan.

One of the fundamental structural challenges lies in the fact that the Armenian government does not have a strong tradition of working with think tanks or civil society organizations in the policymaking process. The field has historically been highly polarized, with limited institutional capacity for evidence-based consultation and cooperation. This has often relegated expert voices to the margins of decision-making, further deepening the gap between civil society and state institutions.

At the same time, the evolving funding landscape has posed significant obstacles. Shifts in U.S. and international donor priorities, particularly the downsizing or closure of major democracy assistance programs, have narrowed the space for sustained civil society support. This presents a paradox: just as the demand for local expertise, independent analysis, and public engagement increases, the institutional and financial resilience of actors like RCSP is under considerable strain.

Additionally, intensifying political polarization and the proliferation of anti-democratic narratives, originating both domestically and from external actors, threaten constructive policy dialogue and democratic pluralism. In such an environment, maintaining a neutral, non-partisan position as a think tank becomes not only more complex but also more critical.

Our Response: A Strategic Development Plan for 2026–2030

In response to this shifting landscape, RCSP's **2026–2030 Strategic Development Plan** outlines a comprehensive roadmap for institutional growth, impact-driven programming, and long-term sustainability.

Strategic Priorities for 2026–2030

RCSP's development over the next five years will be guided by six interconnected priorities:

1. **Institutional Sustainability**
2. **Organizational Growth and Rebranding**
3. **Programmatic Innovation**
4. **Regional and International Collaboration**
5. **Operational Excellence**
6. **Policy Engagement and Advocacy**

1) **Institutional Sustainability**

Establishment of the Board of Trustees – 2026

As a critical step toward enhancing the governance, credibility, and strategic resilience of the organization, RSCP will establish an inaugural Board of Trustees charged with providing high-level oversight and guidance for the organization. The Board will ensure that the organization remains mission-aligned, financially sustainable, and well-positioned to navigate an increasingly complex operational landscape.

Consistent with RCSP's commitment to sound governance, the Board of Trustees will be composed of experienced professionals from diverse sectors: academia, private industry, and civil society. Their role will be to:

- Approve and monitor the implementation of long-term strategies;
- Safeguard the mission and values of the organization;
- Ensure ethical conduct and organizational programmatic accountability.

Establishment of an Emergency Fund & Funding Diversification - 2026-2027

To secure the financial resilience of RSCP in the short and long term, RSCP is committed to:

- Build up reserves to cover **six months of core operating costs** amounting 60.000 USD (salaries, rent, utilities, basic functions) to safeguard organizational continuity in case of emergencies.
- Diversify funding streams and build partnerships with international donors, academic institutions, and the private sector, including donor organizations from at least three countries, and/or three international organizations.

- Advocate for domestic tax policies that generate revenue for RCSP and support the broader vibrance of the NGO sector in Armenia. Specifically, pursuing two tax reform policies:

- **1% Mechanism:** This proposal calls for enabling Armenian businesses to allocate 1% of their existing income tax to an NGO of their choice—following the "1% mechanism" used in several European countries—allowing direct support to civil society without increasing their tax burden.
- **Armenian Corporate Social Responsibility Provision:** A tax incentive for private companies that implement corporate social responsibility (CSR) initiatives.

- Additionally, strengthen ties with the private corporate sector to foster strategic partnerships, support innovation, and broaden the impact of our initiatives.

- Strengthen relationships with Armenian Diaspora organizations and foundations around the world that align with our mission and strategic vision to improve our institutional efficiency abroad and expand funding opportunities.

2) Organizational Growth and Rebranding

Rebranding- December 2025 - May 2026

As part of its 2026–2030 strategic repositioning, the **Research Center on Security Policy (RCSP)** will be rebranded as the **Armenian Council**. This transformation will better reflect the organization's evolving identity, growing regional influence, and expanded research agenda as a credible, leading Armenian think tank.

The rebranding process will include:

- **A new name and visual identity**, signalling a mature, nationally rooted yet regionally engaged institution;
- **A comprehensive communications overhaul**, including a redesigned website, updated communications plan and other relevant documents, publication templates, strategic

messaging, and a strengthened social media presence led by the newly recruited Social Media Marketing (SMM) Specialist;

- **A broadened research and activity scope:** While continuing our core work on security, broaden the scope of our research to adopt a more comprehensive approach that effectively addresses public policy issues relevant to our existing pillars: Democracy, Sustainable Development, and Security. These include, but are not limited to:

- **Democracy:** democratic resilience, civic governance, social inclusion (gender equality, youth empowerment, rural communities, Armenian diaspora)
- **Sustainable Development:** economic policy, energy and environmental policy
- **Security:** technology trust and security (cybersecurity, misinformation), infrastructure (water supply management and security, food security), conflict transformation, regional cooperation, peacebuilding, etc.

This shift from *RCSP* to the *AC* underscores the organization's ambition to address a wider spectrum of policy challenges relevant to Armenia and the region.

Improved Logistical Planning- December 2026 - December 2029

Our organization currently operates with a dedicated in-house team of five full-time staff members: the President, Programs Coordinator, Executive Assistant, Project Assistant and a resident Expert. In addition, we collaborate with four contract-based experts, two translators, an editor, and a cleaning staff member. Accounting services are outsourced to a specialized external provider.

Expansion of the Core Team

To effectively deliver on its strategic goals and respond to the growing complexity of regional security and policy issues, the Organization will undertake a targeted expansion of its institutional capacity. Key staffing actions include:

- **Recruitment of the second in-home expert**, with specialization in emerging or underrepresented areas within the scope of the Organization's mission;
- **Broadening the pool of associated experts** by hiring at least two additional associated experts to formalize a network of affiliated scholars, practitioners, and consultants from

Armenia and the wider region, ensuring the organization can rapidly and credibly respond to diverse thematic priorities, including, but not limited to, infrastructure, energy, food security, environmental security, and related areas;

- **Hiring of new key administrative staff**, including:

- A **Social Media Marketing (SMM) Specialist**, tasked with elevating the Organization's digital outreach, visibility, and public engagement;
 - An **outsourced lawyer**, to handle our compliance and contract review needs;
 - An **outsourced attorney**, to represent the organization in possible court proceedings, ensuring effective legal protection, compliance with applicable regulations, and safeguarding of institutional interests.
 - Two **regional Program Coordinators** and assistants for administering the works of the regional offices.
- Simultaneously, we plan to strengthen internship and volunteering experiences for prospective candidates through:
- Strengthening partnerships with both public and private universities;
 - Creating structured pathways for student engagement, academic recognition, and skill-building—such as offering tailored learning tracks or micro-certification programs for volunteers (e.g., “Volunteer Media Assistant” or “Policy Volunteer Fellow”);
 - Launching a residency program that grants master's-level students researcher status, allowing them to contribute articles to the organization's online journal;
 - Establishing official partnerships with organizations that work with volunteers, such as Birthright Armenia, Armenian Volunteer Corps, Repat Armenia, and similar initiatives, to broaden outreach and attract highly motivated individuals.

As part of our institutional development efforts, we are actively planning to expand and strengthen our presence both in Armenia's regions and in the United States. This will enable us to broaden our areas of activity and more effectively address current and emerging challenges.

We also recognize the growing need to relocate to a more suitable office space that can accommodate our expanding team while ensuring a comfortable, efficient, and sustainable working environment.

Therefore, the organization will

- 1) rent a new office space that can house the expanding core team and serve as a stable operational base for meetings, workshops, and visiting experts,
- 2) open two regional offices in Armenia,
- 3) open an office in Washington DC, USA.

These offices will:

- Provide a **professional and permanent working environment** for both permanent staff and project-based consultants;
- **Enable staff growth** in alignment with the strategic plan;
- Bolster **organizational culture** as thriving hubs for both staff and the broader community of professionals invested in Armenia's future;
- **Reinforce the Organization's credibility** with donors, partners, and stakeholders by signalling long-term investment in institutional development.

3) Programmatic Innovation- September 2025 - September 2027

As part of its commitment to public engagement and democratic resilience, the Organization will significantly broaden its **educational and media outreach**, with a focus on strengthening civic literacy, promoting informed dialogue, and making security policy more accessible to the general public. Key actions will include:

- **Expanding existing media platforms to ensure the regular and more frequent production and dissemination of media content, with a focus on timely and relevant materials**, particularly:
 - **Dilemma** – RCSP's dialogue-based discussion series, which will be scaled up to include more frequent episodes, thematic mini-series, and collaborations with regional experts, journalists, and public intellectuals, business leaders. In the future, we plan to build on its success by launching a separate English-language series featuring the program targeting non-Armenian speaking audiences.

- *Democratic Security* – an online journal, focused on the intersection of democratic institutions and security, which will evolve into a platform for expert opinion exchange, idea generation, and civic education targeted at both domestic and international audiences. The journal will also be available in printed format issued every 6 months.
- *Video Shorts* – a series of one-minute informative video shorts aimed at addressing external propaganda, countering misinformation, and challenging existing irrational narratives, which we plan to develop into an early-response model to efficiently counter anti-democratic rhetoric in society.
- Expanding the audience for our activities and improving the efficiency of our outreach efforts via disseminating the organization's media content across all major social media platforms, including Meta (Facebook and Instagram), TikTok, X (formerly Twitter), and Telegram.
- **Development of new multimedia formats, including:**
 - Infographics, and interactive visual content for increasing our visibility on the social media platforms;
 - Educational webinars and live discussions for students, educators, and community leaders;
 - Partnerships with local media outlets to disseminate fact-based content in Armenian and regional languages. Additionally, all of the organization's media products will be consistently translated into English, complementing a fully bilingual website;
 - New, interactive formats including policy labs, hackathons, and other event-based engagement strategies;
 - Regional projects, including Armenian-Georgian and Armenian-Turkish roundtables, collaborative research initiatives, and a range of activities designed to bring together regional and international partners.

4) **Regional and International Collaboration - 2026 September - 2029 September**

For the next two years we plan to expand our scope of partnerships with regional and international actors. Particularly, we plan to establish **an international presence through the opening of the Washington, DC office in the United States**, which will serve as a platform for:

- Cultivating strategic partnerships with the US-based think tanks, universities, and policy institutions;
- Facilitating access to international donor and diaspora networks;
- Representing Armenian and regional perspectives in global security and policy forums;
- Supporting Armenian students, and scholars abroad through joint research and policy innovation programs,
- assisting delegations in their mission through our experience
- contribute to the soft power capacity of Armenia

Further, deepen **collaboration with regional partners**, including think tanks, universities, and civil society actors across the South Caucasus, Eastern Partnership countries, and Black Sea region, by:

- Launching joint research and publication initiatives, with a particular emphasis on partnerships with Turkish think tanks
- Organizing regional policy dialogues, roundtables, and training programs
- Contributing to multi-country initiatives on democratic resilience, conflict prevention, and cross-border cooperation.

Strengthening **ties with international donors and multilateral institutions**, by:

- Participating in global advocacy platforms and thematic alliances (e.g., NATO, OSCE, UN and affiliated civil forums);
- Strengthening and effectively continuing ties with the governments of states similar to our current relationships with the USA, UK, Germany, Poland, etc.
- Positioning the Organization as a reliable local partner for regional programs and pilot initiatives;

- Engaging in track 1.5 and track 2 diplomacy spaces with Turkey, Azerbaijan and other regional actors to voice local expertise in international peace and security discussions.

5) **Operational Excellence (2026-2030)**

The Organization has mapped a multi-year effort to build and streamline internal infrastructure consistent with a highly-efficient, growing organization. To improve our operational system, we plan to:

December 2025: Finalize the formulation of the fundamental organizational documentation to ensure standardized organizational procedures, to include:

- Revise of the Organization's Charter;
- Codify, Development Strategy (Fundraising Strategy), Communication, Advocacy & Public Relations Strategy, Relationship Management Strategy, Organizational Infrastructure/HR Documents (Org Chart, Hiring Strategy, Code of Ethics and Conduct, Employee Resources and Benefits), Procedure for reimbursement of business travel and representation expenses, Volunteer and Internship Policy, Environmental and Sustainability Policy;
- Optimize the organizational documentation to detail standard operating procedures for internal document and data management;
- Cybersecurity-related documentation package, including: Standard Operating Procedures (SOPs), Security Policy, Risk Management and Incident Response Plan (IRP), Training and Awareness Documentation.
- Compile all these documents into a unified Organizational Handbook/ Regulation.

December 2026

- Complete the preparation of organizational documentation;
- Conduct a thorough **audit of current financial and operational processes and tools** to identify inefficiencies and gaps;
- Establish and bolster measures for staff physical safety and IT security;

- Promote women's empowerment and ensure gender equality across all levels of staff recruitment, development, and leadership; prioritize hiring a balanced representation of experts and administrative staff;
- Continue the improvement of environmentally sustainable practices within the organization, including sustainable resource use, waste reduction, and environmentally conscious operations.

December 2028 (Evaluation & Future Planning)

- Conduct a comprehensive review of operational efficiency improvements (through document analysis, staff feedback, workflow mapping, and benchmarking);
- Plan for future upgrades and scalability of software and processes (e.g., system updates, cloud storage, automation, and data security);
- Explore integration of emerging technologies (e.g., AI-driven analytics, advanced CRM systems).

6. Policy Engagement and Advocacy

As a key component of its mission, the Organization will strengthen its policy engagement and advocacy efforts to ensure that its research and analysis effectively inform decision-making processes at the local, national, regional, and international levels.

Key priorities include:

- **Building strategic relationships with partners, policymakers, and government institutions by:**
 - Establishing regular consultation mechanisms, policy roundtables, and briefings with relevant ministries, parliamentary committees, and local authorities;
 - Providing timely, evidence-based policy recommendations aligned with government priorities and democratic governance principles;
 - Offering expert testimony and contributing to legislative consultations on security, governance, and regional cooperation
 - Expanding the range of our partner organizations through signing memorandums of understanding with Governmental organisations, local CSOs, further reinforcing our applied research scope and capabilities.

- **Enhancing advocacy capacity through:**
 - Developing clear advocacy strategies tied to priority thematic areas (such as strategies in the areas of democratic resilience, security governance, and regional peacebuilding).);
 - Training staff and affiliated experts in advocacy techniques, communication skills, language skills, and coalition-building;
 - Leveraging partnerships with civil society organizations, media, and academic institutions to amplify policy messages and mobilize public support.
- **Increasing visibility and impact in regional and international policy forums by:**
 - Participating actively in multilateral dialogues, conferences, and working groups focused on security, conflict resolution, and democratic resilience;
 - Publishing policy briefs and position papers that address current challenges and propose actionable solutions;
- **Invest in policy credentials consistent with expanded scope, to include:**
 - Social Inclusion: Analyse and advocate for policies that grow access and engagement for underrepresented groups in Armenia: women, youth, rural communities, and members of the Armenian diaspora.
 - Economic Policy: Analyse and advocate for policies that contribute to and regulate fair, competitive, free markets.
 - Energy and Environment Policy: Analyse and advocate for policies that promote energy independence, waste reduction, and clean energy solutions.

Policy Engagement and Advocacy are a natural extension of the Organization's strength in applied research and the promotion of rational thinking. We hope to use this robust suite of tools to drive policy and cultural change in Armenia that guarantees a democratic, sustainable, and secure Armenia.

Conclusion

Despite significant headwinds, RCSP remains confident in the opportunities for a thriving, secure, and democratic Armenia. To fulfil this through continued institutional strengthening, programmatic innovation, and strategic regional and international partnerships, RCSP will broaden its influence and amplify independent, evidence-based voices at home and abroad. Our initiatives will combine rigorous analysis, targeted policy advocacy, and inclusive dialogue to inform and empower decision-makers, civil society, and the public, ensuring that Armenia's policy landscape is guided by expertise, transparency, and democratic principles.

This Strategic Development Plan charts a pragmatic and ambitious course for 2026–2030, reflecting the organization's evolution from an emerging initiative into a fully established and credible think tank. It builds on our previous achievements, including strengthened institutional frameworks, expanded research outputs, innovative public outreach, and active engagement in Track 2 diplomacy, positioning RCSP to further advance democratic resilience and regional peace.

True to our mission, we are evolving into an even more visible, versatile, and credible institution. We embrace our responsibility to shape a national and regional agenda rooted in justice, human dignity, and sustainable peace. The road ahead requires resilience, innovation, and collaboration, and RCSP is fully prepared to meet this challenge. Guided by this plan, we invite partners, allies, and supporters to join us in strengthening Armenia's democratic and security foundations, expanding our impact, and ensuring that evidence-based, independent voices continue to lead the way in shaping the country's strategic future.

Approved by the President of RCSP

Areg Kochinyan



15.08.2025