



ELEVATING ARMENIA'S GLOBAL STRATEGIC VOICE

APRI Armenia
Three Years in **Action**



The launch of APRI Armenia in 2022 was prompted by a dire need for deep insight, dynamic policy dialogue, and a clear understanding of Armenia's geopolitical and domestic context. We are an independent, nonpartisan organization, founded by the Armenian General Benevolent Union (AGBU).

APRI Armenia is a world-class, independent, and nonpartisan think tank focused on advancing:

- **Regional stability**
- **Sustainable prosperity**
- **Civic engagement**

Our vision is a safe and prosperous Armenia in a stable and prosperous region. **Our mission** is to shift Armenia's trajectory toward a more stable and sustainable future.

Our approach is built on three main activities: **Targeted Policy Research, Strategic Convening, and Authoritative Communications.**





WHY WE EXIST AND WHY OUR WORK MATTERS?

■ Independent, Research-Driven Voice

APRI Armenia creates an important Armenian voice. Armenia needs clear, evidence-based perspectives on its key strategic directions and policies across security, foreign policy, economic development, and more. And that voice should be independent, guided by the country's long-term interests, based on data and analysis. We engage with policymakers and related stakeholders in a civic and constructive spirit; we work with the government, not for the government.

■ Systems for Lasting Impact

We focus on identifying systematic barriers to Armenia's stability and future development. Through rigorous analysis and convenings with stakeholders, we make action-oriented recommendations for change and create pathways that can unlock Armenia's full potential.

■ Elevating Armenia Globally

Armenia has historically been underrepresented in key international discussions. We work to change this by promoting Armenia's expertise, research-based perspectives, and priorities on the global stage and in many crucial conversations.

Our work matters because the future of Armenia depends on ideas that are rigorous, independent, and actionable and serve Armenia's best interests. We are here to ensure that we shift Armenia's trajectory toward a more stable, sustainable, and democratic future.



APRI ARMENIA IN NUMBERS

12

Landmark
Conferences

164

Roundtables

45

Town Halls

204

Participation in
Strategic Policy Events

4,872

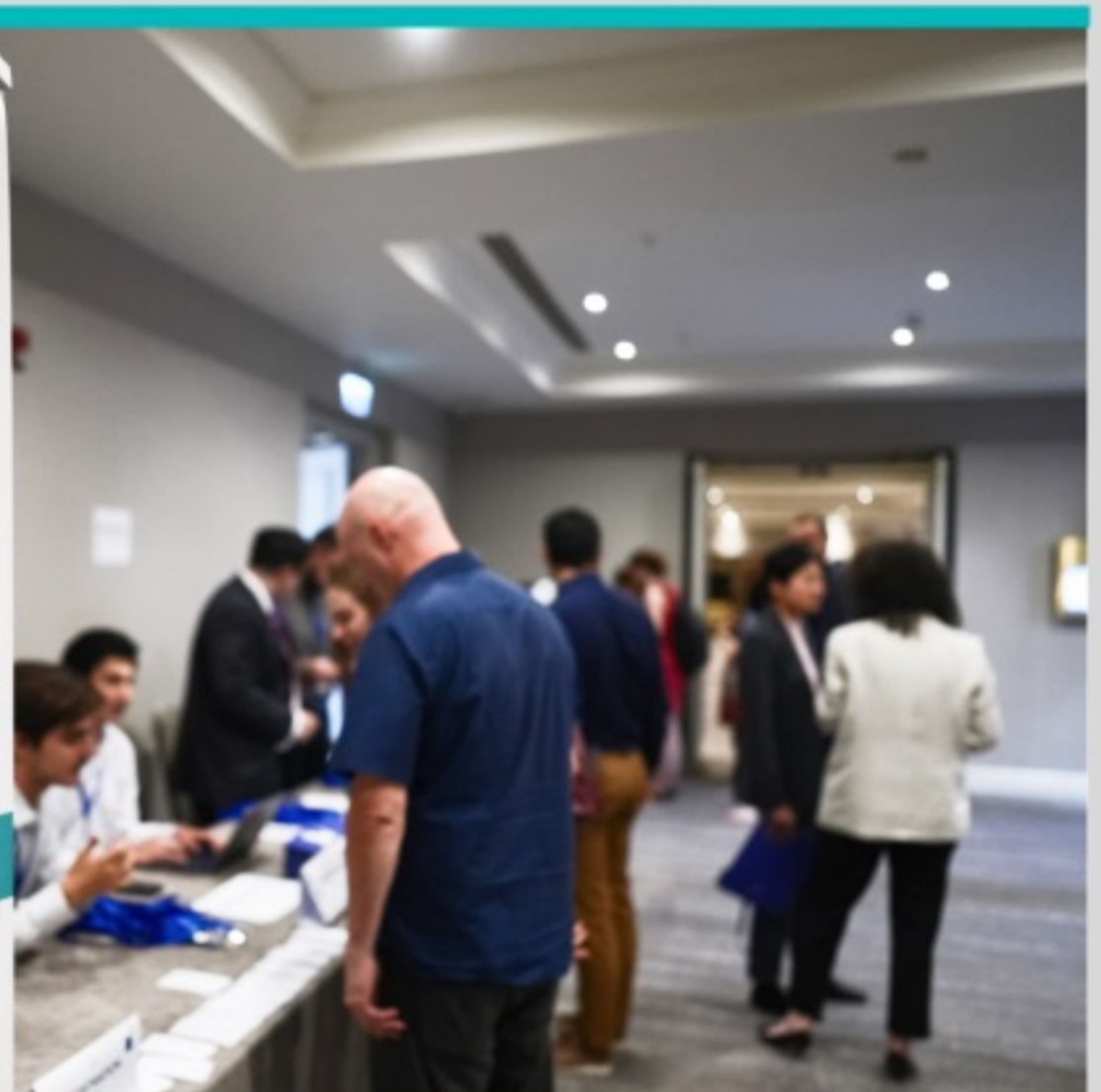
Participants
at Our Events

216

Articles
Penned

677

Media
Coverage





OUR IMPACT TO DATE

Strategic Policy Engagement and Impact

Throughout its years of operation, APRI Armenia has served as a trusted policy partner to policymakers and Yerevan-based diplomats, translating rigorous research into meaningful input for national policy discussions.

- **Strengthening National Resilience:** We provided critical expert input to the National Security Strategy and engaged in high-level Security Council consultations.

- **Defense & Security Oversight:** We were invited to high-level institutional reform discussions with the Ministry of Defence and joined strategic field visits to border communities organized by the Security Council to develop real-time, actionable analysis of regional security risks.

Read the full report:



- **Elevating Armenia's Global Profile:** We facilitated high-level diplomatic engagement, including the Prime Minister's participation in the Munich Security Conference, and hosted senior Armenian officials as keynote speakers at APRI Forums.

- **Strategic Diplomatic Partnerships:** We partnered closely with the Ministry of Foreign Affairs to pioneer the Yerevan Dialogue and secured Armenian representation at the 2025 Abu Dhabi Global Healthcare Week.



OUR IMPACT TO DATE

A Bridge to the Global South: India-Armenia Relations

We recognize the important need for Armenia to diversify its partners and create new allies. APRI Armenia pioneered the exploration of India-Armenia relations. By cosponsoring the Raisina Dialogue in 2023 – India’s flagship conference on geopolitics – we have placed Armenia on the map of the Global South, creating tangible links with major Indian think tanks.

- **We established working relationships** with leading Indian think tanks, including the Ministry of External Affairs and Observer Research Foundation, creating direct channels for policy dialogue and idea exchange.
- Through published articles, expert exchanges, and ongoing collaboration, **Armenia-related analysis** now appears **more frequently and more positively** in Indian policy discussions.
- Trusted Indian partners have visited Armenia, produced analytical articles, and **contributed to** shaping a more informed and constructive **Indian understanding of Armenia’s geopolitical role**.
- **We coordinated visits** by Indian business delegations to Armenia, resulting in ongoing projects and joint initiatives between Armenian and Indian partners. The economic dimension of the relationship is now moving from exploration to implementation.



Read the full report:





Shaping the European Path

Through its inaugural flagship research report and high-level policy dialogues, APRI Armenia has established itself as a credible bridge between Yerevan and Brussels, directly contributing to the European Union's strategic thinking on the South Caucasus.

- The report clearly **mapped mutual expectations** between Armenia and the European Union, assessed realistic pathways for deepening cooperation, and provided practical, policy-ready recommendations for strengthening EU-Armenia relations. These recommendations were formally recognized as highly useful and guiding by the EU Delegation to Armenia.
- The findings of the research became a **direct catalyst** for action. The impulse for APRI Armenia's Public Administration Reforms (PAR) pilot project emerged from these EU-Armenia research conclusions and was strategically aligned with the ongoing PAR Strategy, translating analysis into implementation. This ensured that insights generated through research were transformed into measurable policy engagement and institutional learning.



APRI APPLIED POLICY
RESEARCH INSTITUTE
ARMENIA

HEINRICH BÖLL STIFTUNG
YEREVAN
South Caucasus Region

Read the full report:





Strengthening Public Administration in Armenia

APRI Armenia's in-depth study of the public administration reforms identified key structural and cultural barriers to effective policymaking and delivered practical, evidence-based recommendations to enhance strategic coordination, civil service capacity, and participatory governance.

- Based on the findings of our PAR report, APRI Armenia submitted a response to the government's public consultation on proposed changes to the Strategic Management Procedure. The government has accepted 10 of the 14 recommendations – fully or partially – underscoring APRI Armenia's tangible impact in advancing more effective, resilient, and evidence-driven public administration in Armenia.





OUR IMPACT TO DATE

High-Level Convening and Network-Building Power

APRI Armenia has established itself as a **leading convener of high-level policy dialogue and strategic networking in Armenia**. Through the annual APRI Forum and targeted side events, APRI Armenia consistently brings together senior policymakers, international experts, business leaders, and civil society actors in a trusted, neutral setting.

- APRI Armenia has facilitated numerous structured and informal meetings between international guests and Armenian decision-makers, including representatives of the Prime Minister's Office, ministries, Parliament, and the private sector.

Beyond the Forum, APRI Armenia regularly leverages its networks to connect senior government advisers with foreign delegations, enable dialogue between global thought leaders and Armenia's top leadership, and create cross-sector linkages. These engagements have supported policy exchange, international visibility, and concrete follow-up cooperation.

Global Recognition: APRI Armenia Ranks Among The Top 100 Think Tanks To Watch Worldwide

In 2025, APRI Armenia was recognized among the world's Top 100 think tanks to watch by the leading platform On Think Tanks, underscoring our growing international reputation and drive for impact. This recognition underscores our commitment to evidence-based policy influence, from pioneering joint research with international partners to mobilizing the global Armenian diaspora as a strategic talent pool for national development. Through high-impact publications, strategic dialogue, and global partnerships, APRI Armenia has established itself as one of the most respected and forward-looking policy institutions in the region.





2026 TARGETED POLICY RESEARCH PILLARS

Our strategic objective for 2026 is to reinforce our capabilities as a high-quality and constructive voice, both domestically and abroad, taking a long-term and solution-oriented view on issues critical to Armenia.

Up to 2026, APRI Armenia's core research covered the **regional stability** pillar – in other words, **geopolitics, foreign policy, and regional strategic studies** (defense).

In parallel, while reinforcing our core research capabilities on the regional stability pillar, we now seek to expand our knowledge in **sustainable prosperity** and **civic engagement**. Here is the plan for our 2026 main research pillars and directions:

Regional stability

- US-Armenia
- High-tech diplomacy
- Connectivity
- Armenia-Turkey-Azerbaijan
- Russia in the South Caucasus
- Iran in the South Caucasus
- Central Asia
- Defense cooperation (US, India, France)
- Defense reforms, including command and control (C2) and capacity-building

Sustainable prosperity

- Foreign direct investments
- Leveraging COP17 momentum to expand our network and ultimately identify future research areas

Civic engagement

- Public administration reforms program
- Capacity-building of security institutions
- Youth engagement program



BE PART OF OUR JOURNEY

It is essential for APRI Armenia to stay independent to continue our high-impact work. That's the reason why we rely on visionaries and changemakers – like you – who believe that Armenia's future must be shaped by data, strategic foresight, and intentional, actionable steps.

How You Can Support

DONATE & PARTNER

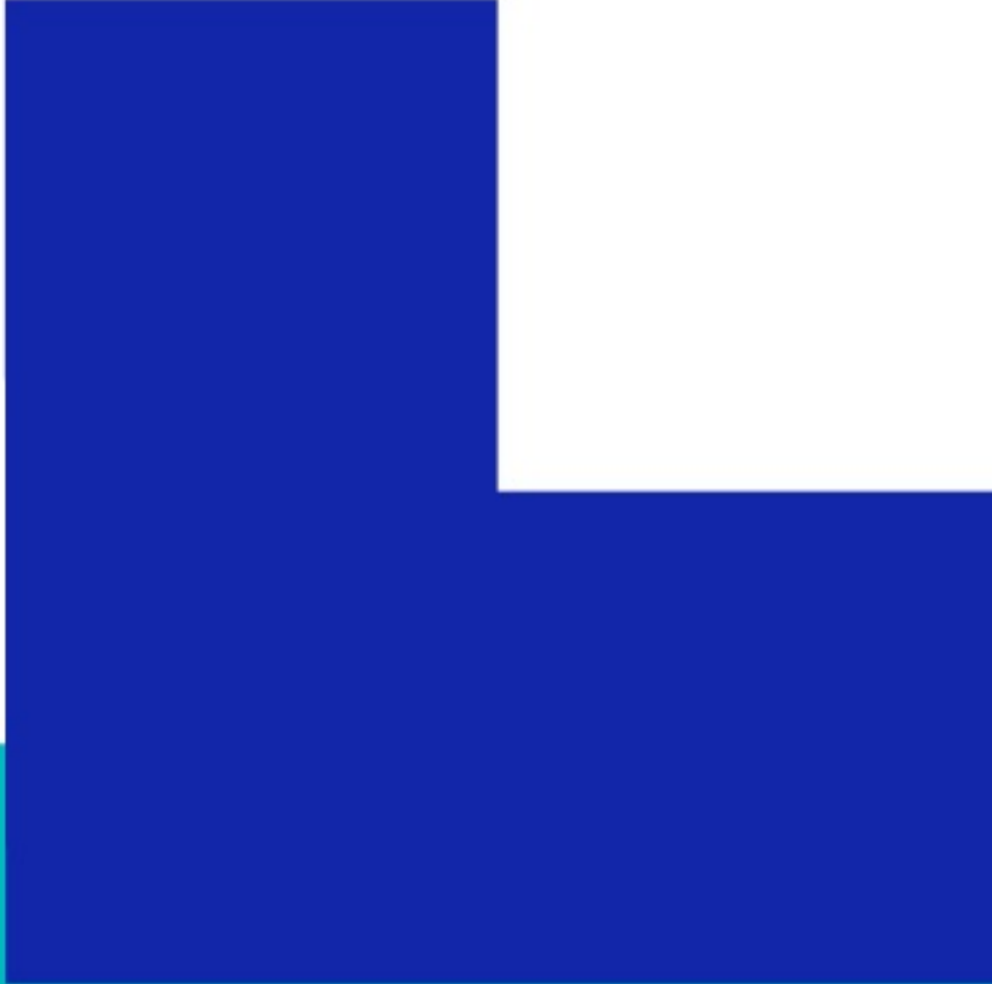
Support our core activities, including specific research tracks in geopolitics, defense, economic security, public administration reforms, capacity-building, youth engagement, and biodiversity. [The average annual cost for each research track: \\$100k](#)

BECOME A MEMBER

Join our network of strategic thinkers and gain access to private briefings, regular updates with exclusive content, and other special benefit package elements

Thank You for Being Part of Our Journey!





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