



APRI APPLIED POLICY
RESEARCH INSTITUTE
ARMENIA

APRI ARMENIA

2025 IMPACT REPORT

ADVANCING SECURITY AND ELEVATING ARMENIA
ON THE GLOBAL STAGE

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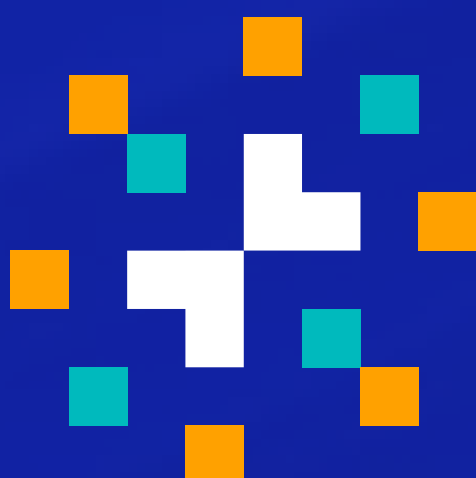
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A WORD FROM THE LEADERSHIP

“

Throughout 2025, our initiatives — spanning high-level strategic dialogues in Munich to actionable domestic public administration reforms — have successfully anchored the institute as a critical catalyst for regional stability and evidence-based progress. As we move forward, we remain deeply committed to driving the fact-based analyses and high-level convenings necessary to help foster the creation of a resilient and sustainable country. We could not have done all of these without your support. The partnership with you is essential to continue to develop a secure and stable Armenia. Thank you for being part of APRI Armenia's mission.

“

By bringing together fact-based research and high-level discussions, APRI Armenia provides the clear direction needed to tackle major national opportunities. This practical approach brings genuine value to the country's ongoing development.



LARA SETRAKIAN,
PRESIDENT



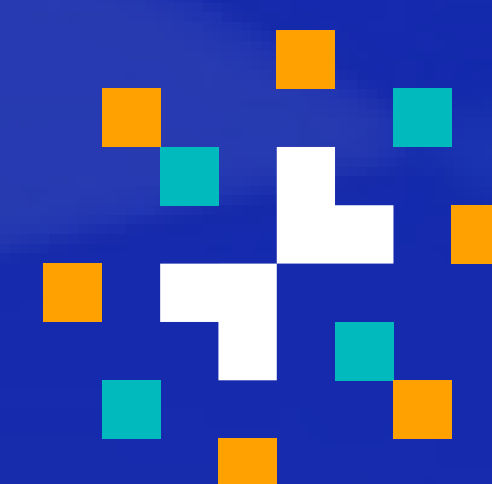
YERVANT ZORIAN,
CHAIR OF THE BOARD OF TRUSTEES



ABOUT APRI ARMENIA

The Applied Policy Research Institute of Armenia (APRI Armenia) is an independent think tank and policy accelerator focused on advancing regional stability, sustainable prosperity, and civic engagement.

Since its launch in 2022, APRI Armenia has evolved into a nationally embedded and internationally connected strategic policy research foundation.





2022

2023

2024

2025

IN THREE YEARS, WE HAVE

- Raised Armenia's profile in policy convening conversations
- Established APRI Armenia’s position in the top tier of policy convening platforms
- Produced agenda-setting research on deterrence, foreign policy, and good governance reform

- Built a majority-Armenian funding base ensuring intellectual independence and a focus on the issues we consider to be critical
- Earned international recognition as one of the “100 Think Tanks to Watch” globally
- Created a strong institutional culture, built on collaboration and high-quality constructive evidence-based research

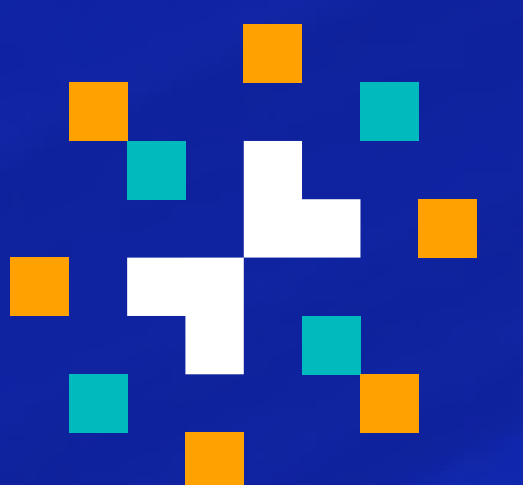
APRI ARMENIA’S IMPACT IS VISIBLE IN INFLUENCE, ACCESS, CREDIBILITY, AND INSTITUTIONAL DURABILITY.



INSTITUTIONAL CONTEXT

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.

What makes APRI Armenia unique is our ability to combine local talent with diaspora repatriates, creating a richer and more globally informed perspective. We are committed not only to analyzing challenges but also to offering practical solutions and actionable recommendations that can drive meaningful change. At the core of our work is a long-term endeavor: to build a strong and sustainable institution.

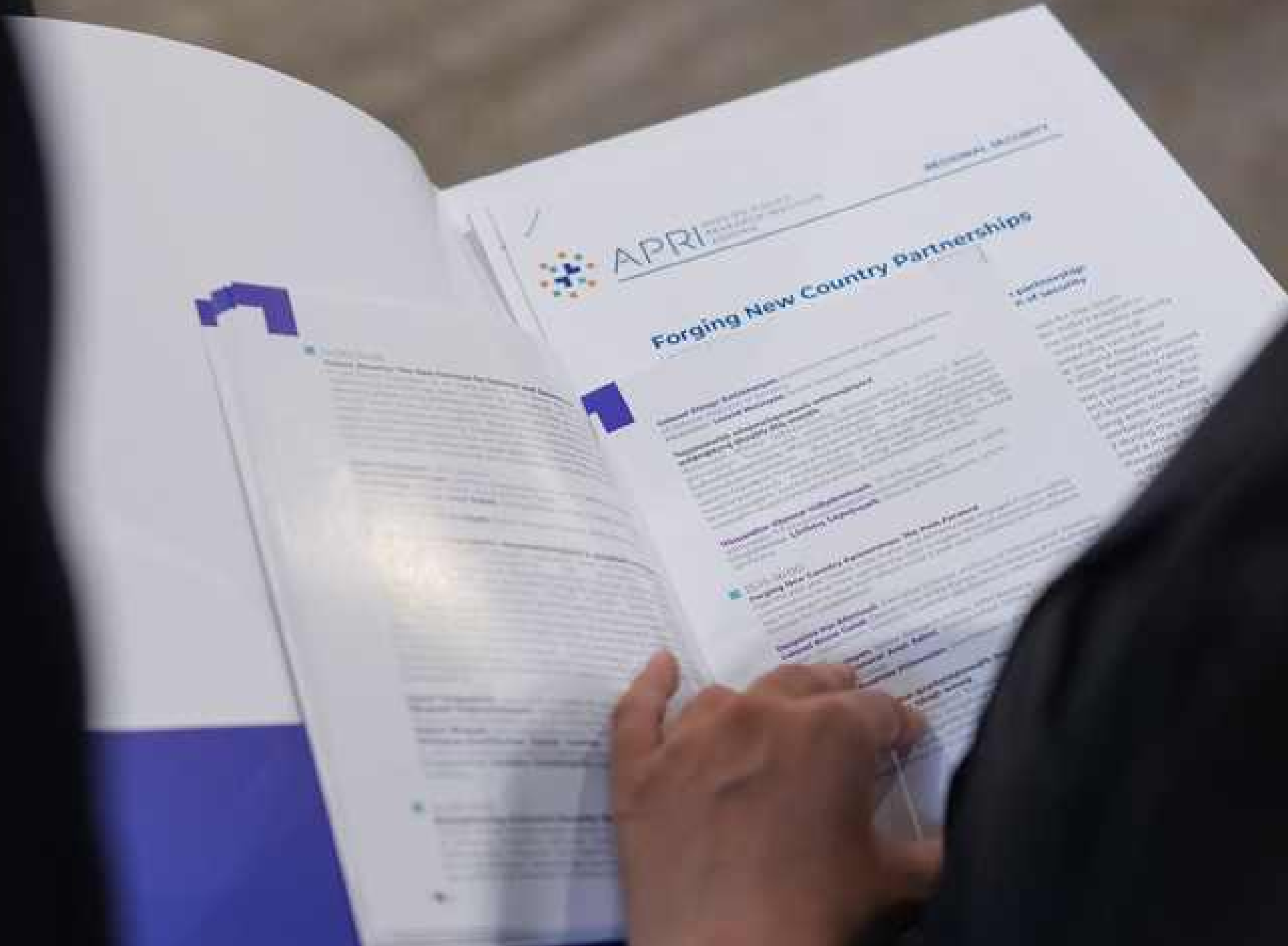


FROM INCEPTION, APRI ARMENIA AIMED TO

- Deliver evidence-based and actionable policy research in areas critical to Armenia's future
- Convene strategic stakeholders across geopolitical divides on matters essential for Armenia's development
- Embed Armenia within global policy networks



WITHIN THREE YEARS, APRI ARMENIA HAS SUCCESSFULLY ADVANCED ITS THREE PRIMARY GOALS.

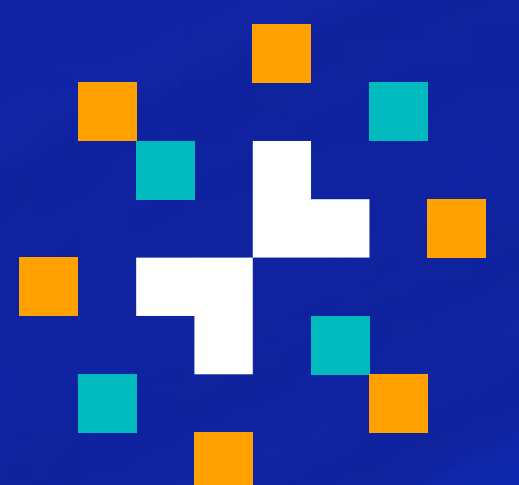


IMPACT & RECOGNITION

The year 2025 was marked by significant geopolitical shifts in and around Armenia, reshaping regional dynamics and international engagement. Throughout the year, APRI Armenia closely followed these developments:

- providing timely analysis and in-depth publications;
- organizing strategic convening;
- contributing to public discourse through interviews with both local and international media.

2025 also marked an important milestone for APRI Armenia with the launch of our pilot project on Public Administration Reforms.



ONE OF THE “100 THINK TANKS TO WATCH”

APRI Armenia has been recognized as one of the “100 Think Tanks to Watch 2025” by On Think Tanks, joining an esteemed group of institutions, including Ifri, Bruegel, the Stockholm International Peace Research Institute, the Brookings Institution, Chatham House, Istituto Affari Internazionali, and the Observer Research Foundation.

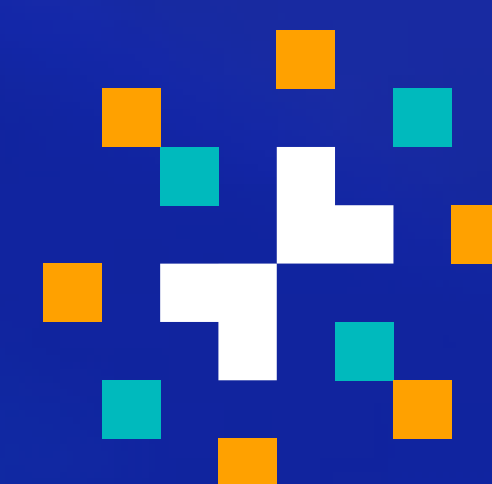
This distinction reflects the value placed on these organizations by peers globally — recognition grounded in the sector’s collective knowledge, experience, and appreciation of good practice.



THE GEOPOLITICAL
FUTURE OF THE
SOUTH CAUCASUS

TARGETED POLICY RESEARCH

Applied policy research aimed at Armenia's critical issues is at the core of APRI Armenia's work. Together with a proactive stakeholder engagement model this ensures that we remain informed and contribute to the thinking of policy considerations grounded in evidence. Ultimately, these engagements and focus on policy-relevant issues enable APRI Armenia to produce evidence-based and action-oriented analysis.



OUR ACHIEVEMENTS AND KEY PUBLICATIONS

Report on **“Armenia’s Foreign Policy after the Second Nagorno-Karabakh War: Diversification in the Post-Unipolar World,”** authored by Benyamin Poghosyan. The report was the first research publication in Armenia to examine Yerevan’s challenges in diversifying and deepening diplomatic, economic, and security relationships over the last four years.



Targeted policy briefs for the Government of Armenia on emerging security risks, including potential escalation scenarios and the Iran–Israel War

Report on **“Türkiye’s Policy in the South Caucasus: Navigating Normalization Efforts Amid Ankara’s ‘Azerbaijan First’ Policy,”** authored by Benyamin Poghosyan. He examines the main directions of Türkiye’s foreign policy in the region, building on insights from desktop research, 18 interviews, and other convening opportunities. This was the first report ever produced in Armenia analyzing Turkish foreign policy in the South Caucasus within the context of Armenia—Türkiye normalization.



APRI Armenia prepared two papers for the **Observer Research Foundation America: “India and the South Caucasus: Infrastructure, Arms, and Geopolitical Competition”** and **“A Blueprint for Shaping India–Armenia Economic Partnership.”**



Advisory engagement with the Ministry of Defense of Armenia to discuss key issues concerning the country’s security and defense system

Expert input to the National Security Strategy process contributing analysis and policy recommendations; participation in Security Council consultations and field visits to border communities to better understand the realities and security needs on the ground

Foundational white paper on **“Reassessing Armenia’s Deterrence Strategy in 2025,”** authored by Leonid Nersisyan. The paper reviews the ongoing process of rebuilding Armenia’s deterrence mechanisms, in particular the reforms of the Armed Forces and the diversification of the country’s foreign policy. It also provides recommendations regarding defense procurement and planning, capacity-building, and the local defense industry.



APRI Armenia contributed the concluding chapter to **The Air War in Ukraine: The First Year of Conflict,** edited by Dag Henriksen and Justin Bronk, offering an in-depth analysis of drone warfare in Ukraine—a study described **by Adrien Gorremans** (Military Fellow, IFRI’s Security Studies Center; officer of the French Air and Space Force) as “likely the best assessment to date of the air aspect of the Russo-Ukrainian War.”



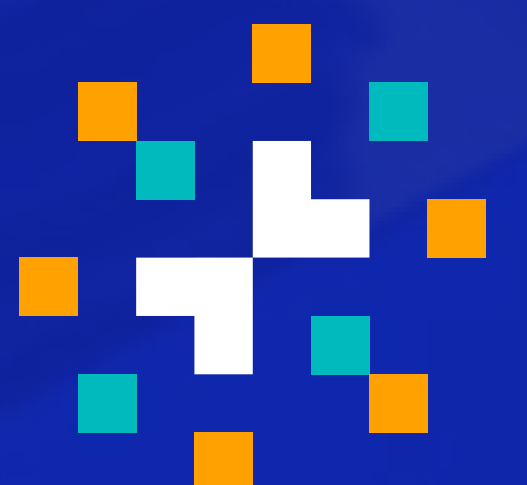
The culmination of our pilot project on **“Better Policy: Reforms to Armenia’s Public Administration,”** authored by Hovsep Babayan. This report is the product of extensive research aimed at assessing the implementation of the Public Administration Reform Strategy and exploring both structural and cultural barriers to effective policymaking, and offers actionable insights for improving the system. This was the first ever study on Armenian public administration reforms by a local organization. APRI Armenia submitted a response to the government’s public consultation on proposed changes to the Strategic Management Procedure (resulting in 7 of the 15 recommendations being accepted by the government, fully or partially)





STRATEGIC CONVENING

Through diverse events, we foster collaboration, facilitate knowledge exchange, and catalyze transformative ideas that contribute to realizing Armenia's potential and improving our region. APRI Armenia's carefully curated meetings and events gather key stakeholders around targeted policy issues.



KEY ACHIEVEMENTS AND NUMBERS

800 UNIQUE PARTICIPANTS

including policymakers, international development actors, experts, business leaders, and members of the Armenian diaspora—engaged in APRI Armenia’s events, including 250 at the 2025 APRI Forum.



THE MUNICH SECURITY CONFERENCE

we became the first Armenian organization to host a side event at the Munich Security Conference.



INSTITUTIONAL PRESENCE ON THE GLOBAL STAGE

including at Davos Lodge (the World Economic Forum), the Raisina Dialogue, the Eighth Congress of Leaders of World and Traditional Religions in Kazakhstan, the 2025 Tehran Dialogue Forum, and the 11th International Forum Primakov Readings.

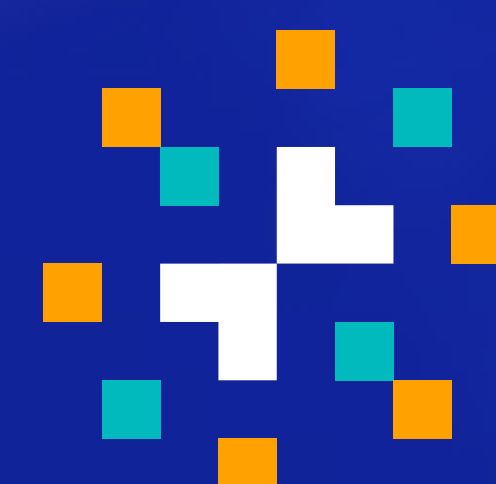


2025 APRI FORUM

FINDING STABILITY IN AN UNSTABLE WORLD



2025 EVENTS



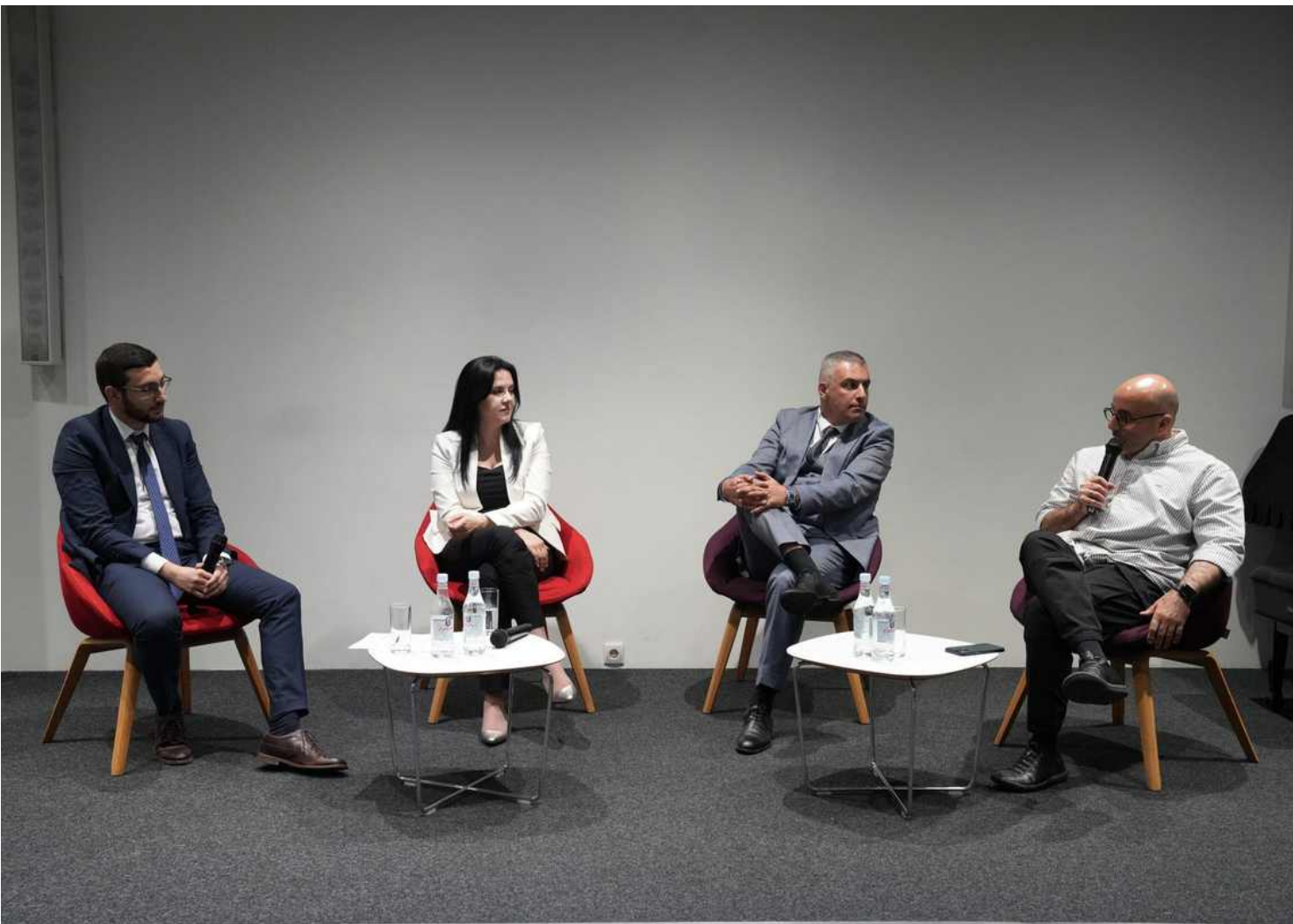
2025 KEY EVENTS



2025 APRI FORUM



ARMENIA ENGINEERING WEEK



PUBLIC ADMINISTRATION REFORM PILOT REPORT LAUNCH



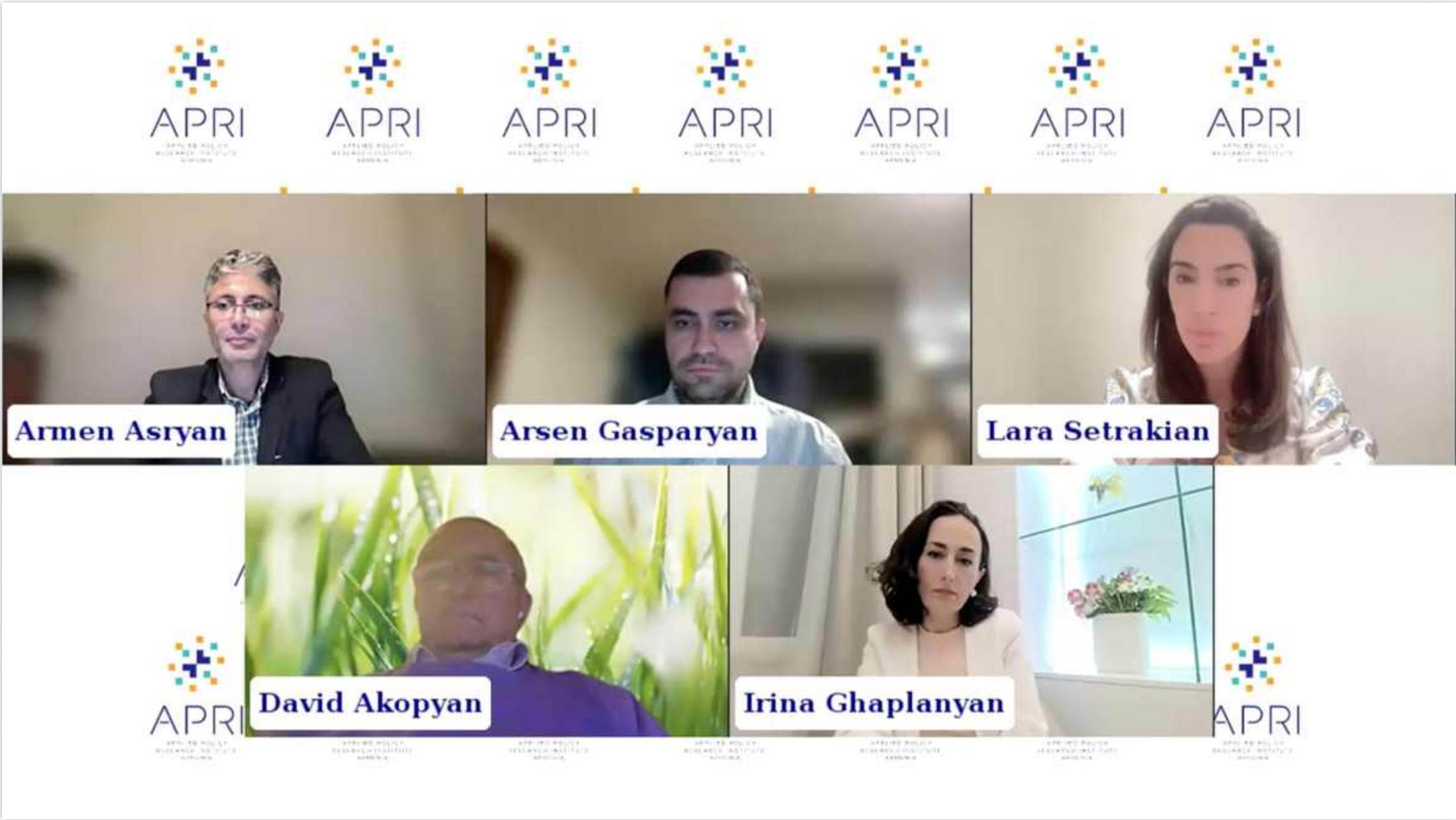
APRI ARMENIA, BELGIAN EMBASSY AND GHENT UNIVERSITY JOINT EVENT: EXPLORING ARMENIA-EU RELATIONS: CHALLENGES, OPPORTUNITIES, AND FUTURE DIRECTIONS



APRI ARMENIA YOUTH TOWN HALL: DIVERSIFICATION OF ARMENIAN FOREIGN POLICY AND CHANGING REGIONAL GEOPOLITICS



APRI ARMENIA-ORF MUNICH SECURITY CONFERENCE SIDE EVENT: MINILATERALISM AND THE SHIFT FROM GLOBAL ALLIANCES TO TARGETED PARTNERSHIPS



APRI VIRTUAL TOWN HALL: A PRELUDE TO COP17



APRI ARMENIA VIRTUAL TOWN HALL: "ARMENIA-AZERBAIJAN-TÜRKIYE: ASSESSING RECENT DEVELOPMENTS AND WHAT'S AHEAD"

PROJECT SNAPSHOT: 2025

APRI FORUM

FINDING STABILITY IN AN UNSTABLE WORLD

245 unique participants

58 speakers

including 14 international speakers from 8 countries

34 media reports

covering the 2025 Forum, which increases our institutional credibility

Amidst ongoing conflicts in Ukraine and the Middle East, the political metamorphosis under the Trump administration, and persistent instability, the APRI Forum provided a place to think through and discuss these challenges and how to navigate them.

The three-day conference brought together policymakers, diplomats, business leaders, civil society representatives, and engaged Armenians to address a range of critical issues—from fostering technology and investments and advancing energy security to navigating shifting geopolitics and strengthening civic engagement. Thought leaders from various fields debated actionable recommendations for ways to meet Armenia's challenges in an increasingly volatile world.



Discussion focused on:

- Regional security and geopolitical trends in the South Caucasus
- Armenia's foreign policy, strategic partnerships, and defense reforms
- Economic development, investment, and infrastructure
- Institutional governance and reforms
- The role of the Armenian diaspora in national resilience
- Spontaneous discussions on critical geopolitical developments, including the 12-day Iran conflict
- Facilitated discussion between different centers of power, fostering engagement between diverse geopolitical perspectives



FEEDBACK ABOUT THE 2025 APRI FORUM

“

The 2025 APRI Forum is the best conference from [the] thousands I’ve attended

Foreign think tank leader

“

Very strong program, touches on all the key questions and what we want to learn more about

EU official

“

I value the diversity of views and speakers presented here

Armenian entrepreneur

“

APRI uniquely created a space where East met West to exchange experiences, address pressing issues, challenge perspectives, and explore shared solutions. Thank you APRI team for an excellent forum and an enriching experience

Foreign expert

“

Thank you for the invitation and constructive questions that shaped the interesting discussion

Senior RA official

We thank the sponsors and partners of the 2025 APRI Forum

SPONSORS:



PARTNERS:



PROJECT SNAPSHOT: APRI ARMENIA YOUTH ENGAGEMENT

TOWN HALL: DIVERSIFICATION OF ARMENIAN FOREIGN POLICY AND CHANGING REGIONAL GEOPOLITICS



The impact

Students developed a deeper grasp of regional dynamics and honed their critical thinking skills.

APRI Armenia's Youth Engagement Program aims to strengthen critical and analytical thinking skills among young professionals and to inspire and cultivate the next generation of Armenian policy leaders in Armenia.

Within this program, on November 11, 2025, APRI Armenia hosted an interactive discussion on the **"Diversification of Armenian Foreign Policy and Changing Regional Geopolitics"** with students specializing in International Affairs and Political Sciences at various Armenian universities. The event aimed to deepen students' understanding of ongoing regional geopolitical developments and the foreign policy opportunities and challenges confronting Armenia.

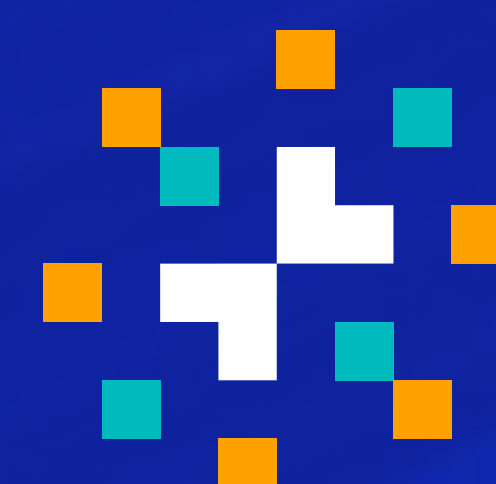




STRATEGIC CONVENING ABROAD

EXTENDING ARMENIA'S STRATEGIC PRESENCE

APRI Armenia has institutionalized high-level strategic convening opportunities beyond Armenia to showcase a strong and constructive analytical voice in international debates.



SIDE EVENT AT THE 2025 MUNICH SECURITY CONFERENCE

The impact

APRI Armenia strengthened high-level international engagement, fostered dialogue with leading global policymakers, and enhanced Armenia's visibility in key strategic forums.

APRI Armenia was **the first Armenian institution to host a side event at the Munich Security Conference**, one of the world's most prestigious platforms for international security and policy dialogue. The breakfast roundtable convened heads of state, senior ministers, and leading policy experts to discuss the **shift from global alliances to targeted partnerships**.

The session examined **challenges facing multilateral frameworks and the rise of minilateral coalitions**, offering participants actionable insights into evolving global governance and strategic cooperation.





RAISINA DIALOGUE

In March 2025, the Observer Research Foundation hosted its annual Raisina Dialogue, India's largest geopolitical and geoeconomic conference, under the theme of **"Kālachakra: People, Peace, Planet."** APRI Armenia's President Lara Setrakian and Research Fellows took part in the conference held in New Delhi. Discussions were held on minilateralism, the rise of the Global South, US–Russia negotiations, and ongoing geopolitical changes in Armenia's neighborhood.

The impact

Our participation strengthened APRI Armenia's international profile, deepened engagement with global policy leaders, and provided actionable insights to inform Armenia-focused research and strategic policy recommendations.

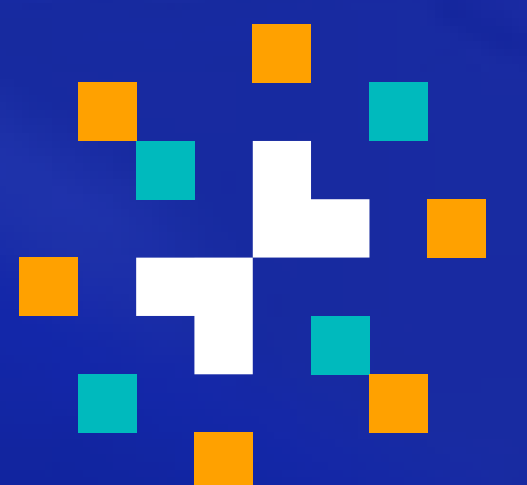

H. HOVNANIAN
FAMILY FOUNDATION

We thank the H. Hovnanian Family Foundation for supporting the participation of APRI Armenia's delegation



STRATEGIC EVENTS IN ARMENIA

APRI Armenia's participation in strategic events in Armenia showcases our reputation as a leading voice on EU-Armenia relations and regional connectivity.



EXPLORING ARMENIA–EU RELATIONS: CHALLENGES, OPPORTUNITIES, AND FUTURE DIRECTIONS

Co-organized by Ghent University Eueast Platform, the Belgian Embassy to Armenia, and APRI Armenia.

On March 18, 2025, APRI Armenia co-organized a high-level discussion on **Armenia–EU relations**, in partnership with Ghent University's Eueast Platform and with support from the Embassy of Belgium in Armenia. The panels explored **Armenia's geopolitical positioning, EU engagement, human rights promotion, and the prospects and challenges of EU accession.**



YEREVAN DIALOGUE 2025

The Yerevan Dialogue 2025 “Navigating the Unknown” brought together a diverse local and global community of high-level officials, policymakers, academics, civil society leaders, and private-sector experts to discuss and develop solutions to the global challenges we face today.

APRI Armenia contributed by leading discussions between different poles of power on **the South Caucasus as a strategic hub for trade and connectivity** and on **the governance of emerging technologies such as AI and dual-use innovations**.

Beyond the panels, the event was a valuable opportunity for the APRI Armenia team to engage in dialogue, collaboration, and the building of new connections across sectors and borders.



ORBELI FORUM 2025: BUILDING PEACE AND MULTILATERAL COOPERATION

At the Orbeli Forum, APRI Armenia facilitated a high-level discussion on **South Caucasus cooperation with the EU, the Shanghai Cooperation Organization, and the Eurasian Economic Union (EAEU)**. The session examined Armenia’s foreign policy diversification, regional partnerships, and the interplay between EAEU membership and EU engagement.

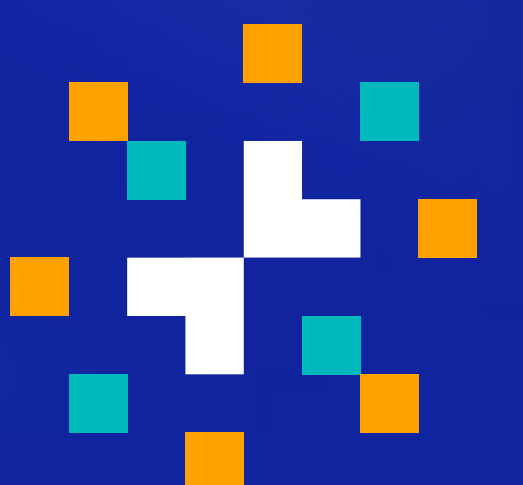
These discussions fostered dialogue among regional and international experts and reinforced APRI Armenia’s role as a leading voice on regional integration and policy innovation.





KEY CONVENING PLATFORMS

Strategic representation at key convening platforms enables APRI Armenia to amplify Armenia's voice within influential local and international discussions and decision-shaping environments. It ensures sustained access to high-level networks, emerging policy debates, and diverse expert perspectives. Ultimately, it strengthens the institute's ability to shape discourse, build strategic partnerships, and produce timely, well-informed analysis grounded in first-hand insights.



STRATEGIC PLATFORMS



TEHRAN DIALOGUE FORUM



DAVOS LODGE



CONGRESS OF LEADERS OF WORLD AND TRADITIONAL RELIGIONS



EASTSEC FORUM 2025: “STRATEGIC RISKS AND SECURITY DYNAMICS IN EUROPE’S EASTERN NEIGHBOURHOOD”



SECOND SOUTH CAUCASUS REGIONAL DIALOGUE FORUM IN GEORGIA (TRACK 2), ORGANIZED BY LINKS EUROPE FOUNDATION

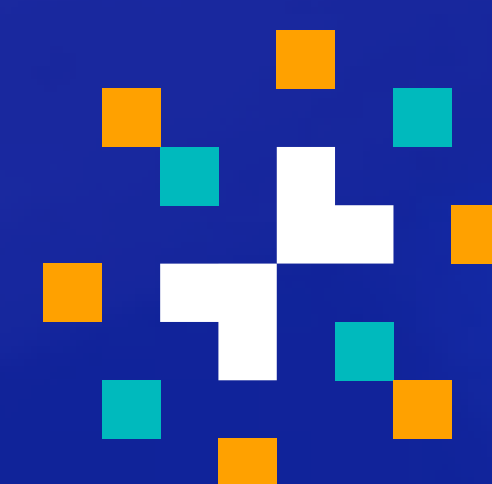


PRIMAKOV READINGS



AUTHORITATIVE COMMUNICATIONS

APRI Armenia has become a trusted analytical interlocutor for diplomatic missions, foreign think tanks, and visiting delegations.



SHAPING DIPLOMATIC UNDERSTANDING OF ARMENIA

- Closed-door briefings for embassies
- Recognition by foreign capitals and think tanks as a reference point for Armenia-related and regional analysis, especially on conflict resolution
- Contribution to diplomatic messaging on sensitive regional issues

The impact

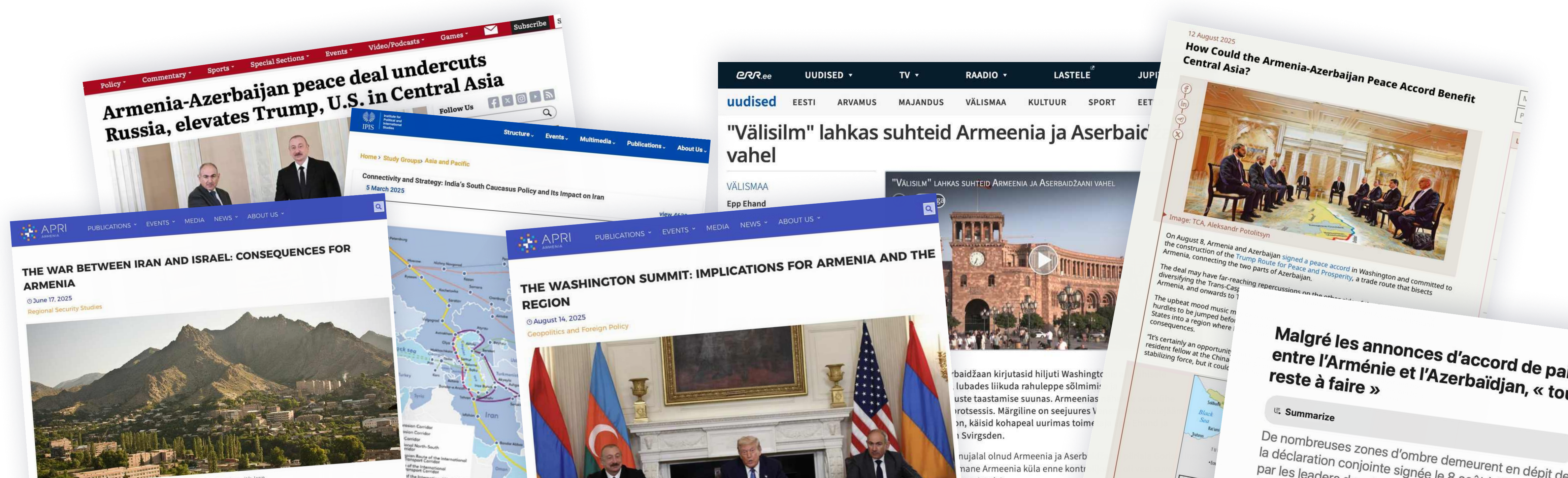
APRI Armenia contributes to how Armenia is framed and understood externally.



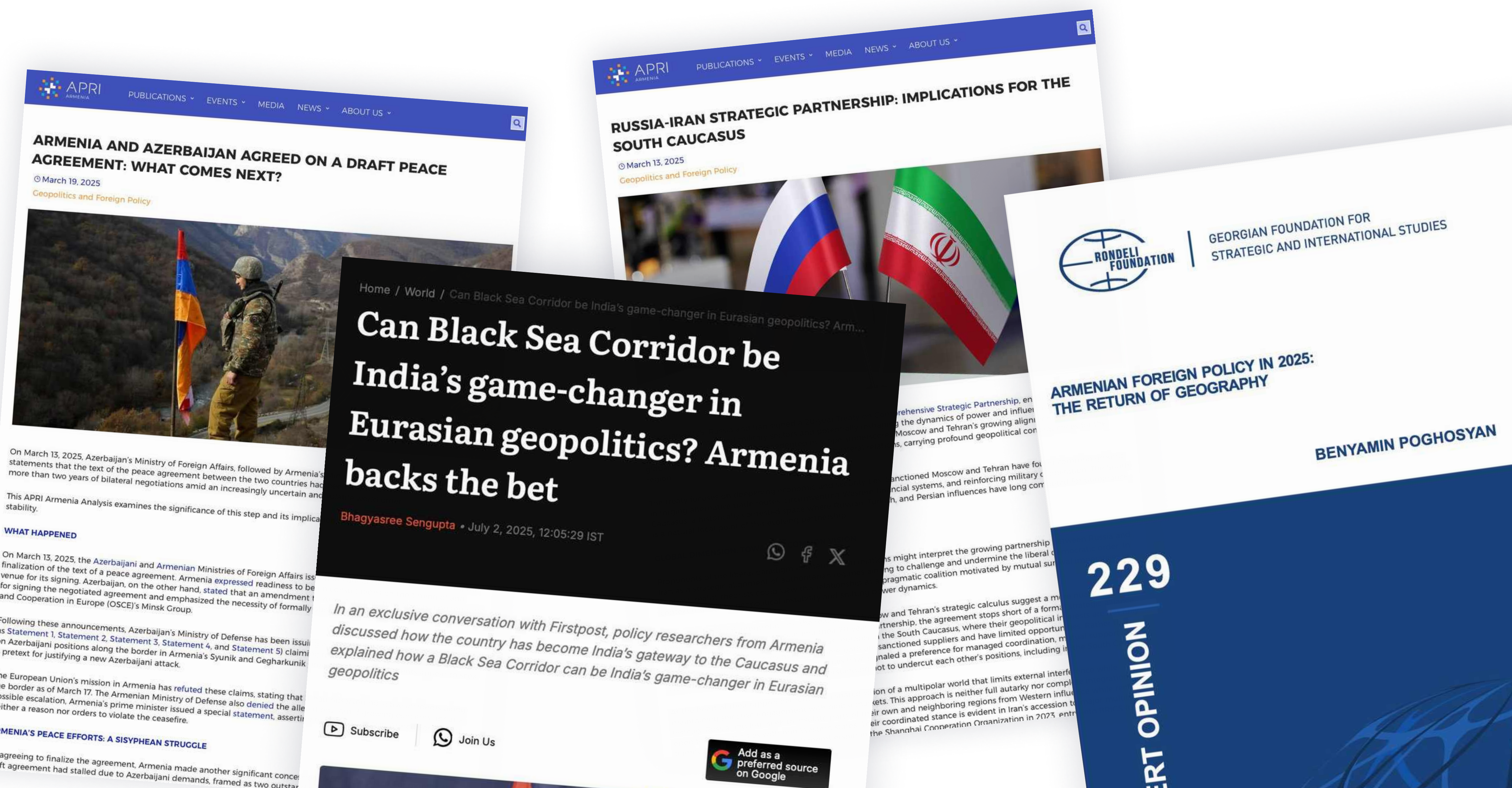
INTERNATIONAL THINK TANKS AND MEDIA PLATFORMS

APRI ARMENIA AUTHORS HAVE CONTRIBUTED TO A RANGE OF INTERNATIONAL THINK TANKS AND MEDIA PLATFORMS. AMONG THEM:

- APRI Armenia authored the article **“Connectivity and Strategy: India’s South Caucasus Policy and Its Impact on Iran”** for the Institute for Political and International Studies.
- **“The War Between Iran and Israel: Consequences for Armenia”** took stock of the 12-day war, highlighting the multidimensional effects of the conflict and offering recommendations to enhance regional stability.
- **The Washington Summit: Implications for Armenia and the Region** provided APRI Armenia’s 360-degree view on the breakthrough and outlined its implications for Armenia, Azerbaijan, their long-running peace process, and relations with their regional neighbors.
- The Washington Summit was among the most widely discussed issues in Armenia, and APRI Armenia representatives addressed it in interviews given to **Le Monde**, **The Washington Times**, **The Times of Central Asia**, **Krautreporter.de**, and **Estonian Public Broadcasting**, as well as to Armenian media outlets, among them **Azattyun.am**, **168.am**, **News.am**, and **ArmRadio**.



- **“Armenia and Azerbaijan Agreed on a Draft Peace Agreement: What Comes Next?”** explored the implications for regional stability and emphasized the urgent need for international diplomatic intervention and strategic actions to ensure genuine peace.
- In a **comment for India’s Firstpost**, APRI Armenia experts discussed the evolution of India–Armenia relations and outlined how the countries can further advance and deepen their bilateral partnership.
- **“Russia–Iran Strategic Partnership: Implications for the South Caucasus,”** by Sergei Melkonian, examined the growing alignment between Moscow and Tehran and what it means for the region.
- APRI Armenia published the commentary **“Armenian Foreign Policy in 2025: The Return of Geography”** with the Georgian Foundation for Strategic and International Studies.



THINK TANK NETWORK EXPANSION IN 2025



INSTITUTIONAL SUSTAINABILITY



The transparency of our financial statements is crucial for demonstrating accountability for the resources entrusted to us and fostering trust among our stakeholders. The 2025 audited financial statement is available [here](#).



BE PART OF OUR JOURNEY

It is essential that APRI Armenia remains 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

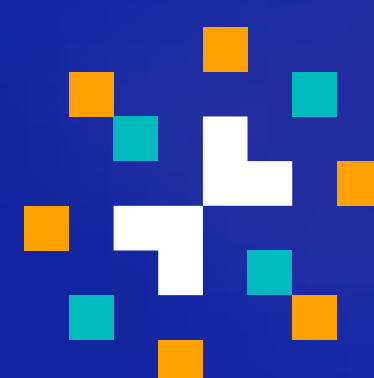
Support specific research tracks in geopolitics, defense, economic security, public administration reforms, capacity-building, youth engagement.



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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