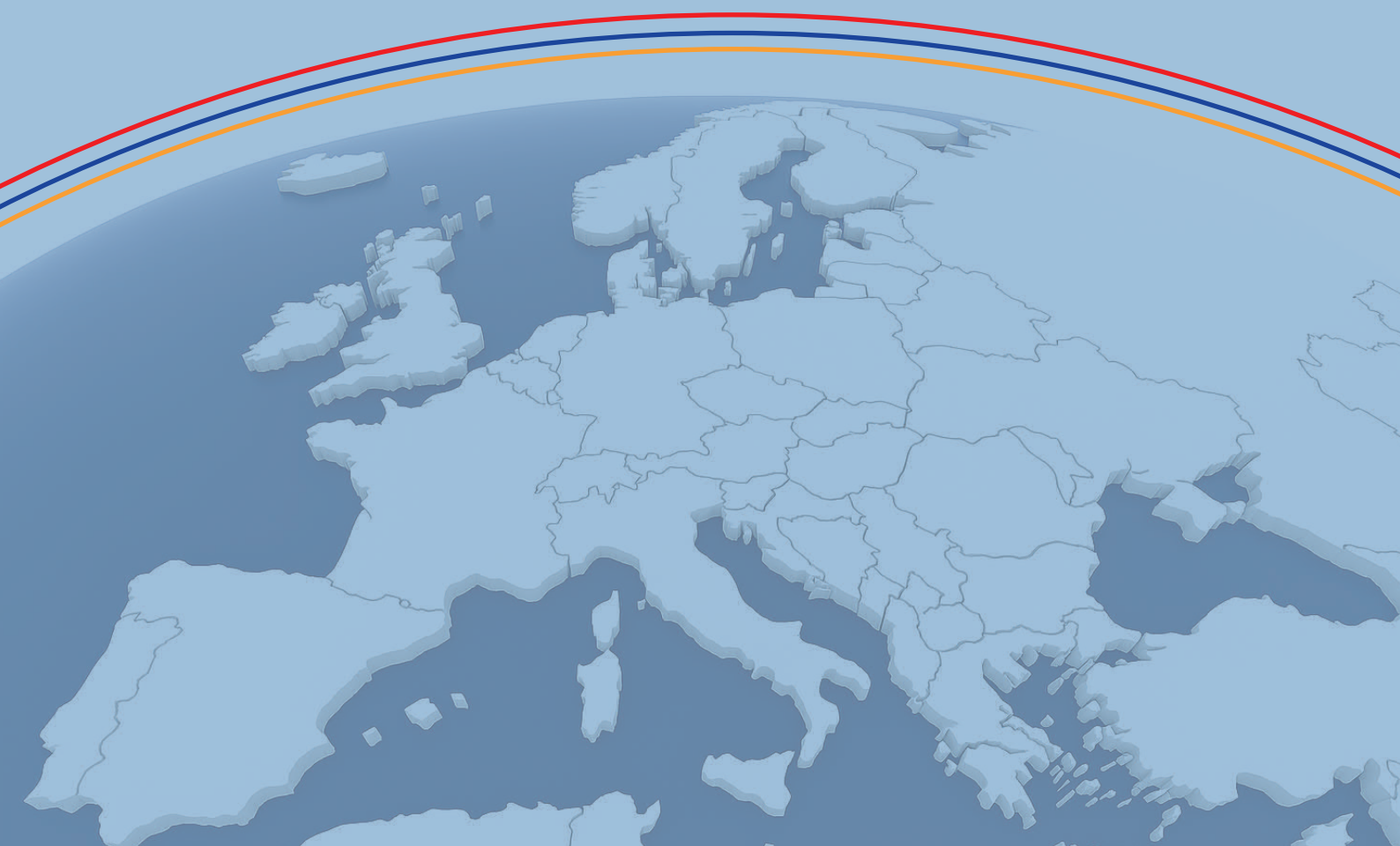


STUDY ON THE PUBLIC ACTIVITIES OF THE DIPLOMATIC MISSIONS OF THE REPUBLIC OF ARMENIA



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Observations on the Public Activities of the Diplomatic Missions of the Republic of Armenia

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SUMMARY

The purpose of the study is to assess the effectiveness with which the Embassies of the Republic of Armenia (RA) carry out their mandate to represent Armenia, protect national and civic interests, promote bilateral cooperation, and ensure the articulation of Armenia's stances in international platforms.

The scope of the study covers the activities of RA embassies in 40 European countries over the period 2018–2023.

The research methodology combines both quantitative and qualitative indicators. It examines the intensity of official reciprocal visits, the bilateral treaty framework, trade turnover statistics, manifestations of public diplomacy through social media, as well as the responses of host countries to key events for Armenia. In addition, the study analyzes the human and logistical capacities of the embassies.

Data collection was conducted through open sources, including monitoring official websites and social media platforms, submitting inquiries to the Ministry of Foreign Affairs (MFA), reviewing reports, and analyzing media publications.

The findings indicate systemic shortcomings in Armenia's foreign policy, ranging from the absence of a strategic orientation to the lack of mechanisms for performance evaluation. Embassy activities are highly uneven, often dependent on individual initiative and technical capacity. There is also no targeted public diplomacy strategy aimed at systematically presenting Armenia's international image through the promotion of culture, education, science, investment, and public relations.

To address the above and other issues identified in the study, a set of recommendations has been developed:

Formulation of Foreign Policy Strategy and Introduction of an Evaluation System

1. Clearly define foreign policy objectives and priorities, with measurable indicators of progress.
2. Implement a targeted strategy to strengthen interest in the Republic of Armenia in host countries, establish trust-based relations with key state and non-state actors, and advance Armenia's interests consistently.
3. Ensure that the strategy includes a distinct public diplomacy component with measures to actively and consistently promote Armenia's core values, principles, positions, and narratives—engaging local politicians, journalists, think tanks, and influential opinion-makers to keep them informed and involved in discussions and public positions on key foreign policy issues concerning Armenia.
4. Develop a monitoring and performance evaluation plan for embassies, with outcome indicators, to assess the work of RA embassies and relevant MFA divisions on a regular basis (including through annual reports submitted by the embassies). This will help identify effective practices and promptly address systemic shortcomings, including evaluating the expediency of maintaining embassies in certain countries.

5. Within the monitoring framework, introduce mechanisms for ongoing performance oversight, including quarterly reports and, in exceptional circumstances (e.g., military escalation), even weekly reports.
6. Establish mechanisms for monitoring the implementation of interstate agreements, tracking their progress and effectiveness, and, where necessary, revising subsequent diplomatic actions.

Digital Management of Diplomatic Platforms and Development of Public Communication

7. Standardize the structure and style of embassy websites.
8. For embassies covering multiple countries, ensure that each country has a dedicated section on the website.
9. Where possible, use the native or commonly spoken language of the host country on social media platforms.
10. Ensure prompt resolution of technical issues, regular content updates, assessment of update frequency, and statistical analysis of audience engagement.
11. Include links on embassy websites to official social media platforms, ensuring data preservation and archiving.
12. Provide detailed and up-to-date information on meetings, signed agreements, their implementation progress, cultural events, and other significant developments in Armenia.
13. Showcase human-interest stories from both the past and present, featuring prominent figures from Armenia and the host country, including successful cases of bilateral interaction—whether diplomatic, civic, or cultural.

Human Resource Management

14. Review the current distribution, competencies, and workload of human resources to align them with the importance of the countries covered, embassy coverage, and the scope of activities—ensuring effective cooperation, countering anti-Armenian propaganda and disinformation, and carrying out auxiliary functions, including oversight of embassy performance.
15. Publish statistical data on diplomatic and administrative staff or provide clear justification for restricting such information based on risks to Armenia's national interests.
16. Conduct regular training on strategic planning, including monitoring and evaluation, public communication, and the use of digital tools.

General Issues

17. Create platforms for engaging the Armenian diaspora with the aim of advancing, promoting, and enhancing Armenia's public diplomacy.