

ACTION PLAN
FOR THE IMPLEMENTATION OF
THE 2009-2012 ANTI-CORRUPTION STRATEGY OF THE REPUBLIC OF ARMENIA

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| Fight Against Money Laundering and Financing of Terrorism | | | | | | | | |
| 1. Continue to improve the legislation related to fighting ML/TF. | 1.1 Ensure compliance of the RA legislation related to ML/TF with international standards taking into account the best international and domestic practices, in particular by means of developing requirements for financial and non-financial institutions and relationships between criminal prosecution bodies and supervising bodies. | Report of Stage 3 of the RA anti-ML/TF system by the CoE MONEYVAL and the IMF. | Implementation of the recommendations made in the framework of Stage 3 of the RA anti-ML/TF. | Submission and approval the progress report. | | The RA Central Bank (FMC), Ministry of Foreign Affairs, Prosecutor General’s Office, the Police, National Security Service, State Revenues Committee, Ministry of Justice, Ministry of Finance, State Real Estate Cadastre | The RA State budget | <ul style="list-style-type: none">The report of Stage 3 of the RA anti-ML/TF system;The available section of the international databases of politically influential persons. |
| | 1.2 Ensure access to international databases of politically influential persons. | | The FMC and financial institutions have access to international databases of politically exposed persons. | | | The RA Central Bank (FMC) | | |
| 2. Strengthen the institutional capacity of the FMC. | 2.3 Continuously enhance the professional qualifications of the FMC staff. | | | Developing the performance (efficiency) and professional knowledge and skills of the FMC Staff within a unit of time – | Developing the performance (productivity) and professional knowledge and skills of the FMC Staff within a unit of time | The RA Central Bank (FMC) | The RA State budget, the donor community support | <ul style="list-style-type: none">Records of the violations of requirements of the anti-ML/TF legislation, as well as application of proportionate liability measuresQuantitative dynamics of the audit by the RA CB on an annual basis; |
| 3. Strengthen the institutional capacity of the anti-ML/TF oversight bodies. | 3.1 Develop the capacity to perform oversight functions by the RA CB as the authorised body in the field of the fight against ML/TF by means of organizing courses and trainings. | | | Developing the professional knowledge, skills and efficiency in th field of identification and recording of violations of the anti-ML/TF legislation | Developing the professional knowledge, skills and efficiency in th field of identification and recording of violations of the anti-ML/TF legislation | The RA Central Bank | The RA State budget, support from donor organizations | |
| | 3.2 Develop the capacity to perform oversight functions by other authorised bodies in the field of the fight against ML/TF. | | | Developing the professional knowledge, skills and performance in th field of identification and recording of violations of the anti-ML/TF legislation | Developing the professional knowledge, skills and efficiency in the field of identification and recording of violations of the anti-ML/TF legislation | The RA Ministry of Finance, the State Real Estate Cadastre Committee | The RA State budget, support from donor organizations | |
| 4. Enhance the effectiveness of detecting the ML/TF incidents | 4.1 Develop the criminal prosecution and judicial bodies’ professional capacity in the field of ML/TF crimes. | | | Developing the expert knowledge, skills and efficiency of persons responsible for investigating ML/TF criminal cases | Developing the expert knowledge, skills and efficiency of persons responsible for investigating ML/TF criminal cases | The RA Prosecutor’s Office, the National Security Service under the GoA, the RA Judicial Department | The RA State budget, the donor community support | <ul style="list-style-type: none">Statistics of cases instituted on charges of ML/TF at the stage of preliminary investigation, those submitted to the court on the basis of indictment as well as convicting judgments;Defined procedures ensuring cooperation between the RA CB, FMC and criminal prosecution bodies (yes/no). |

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| | | 2009 | 2010 | 2011 | 2012 | | | |
| Public Finance Management | | | | | | | | |
| 5. Increase the discipline and transparency of public finance management. | 5.1. Expand the introduction of program budgeting. | <p>The program budgeting requirements are laid down by law.</p> <p>The share of expenditures of the bodies involved in program budgeting in the overall expenditures of the 2010 RA State budget is at least 75%.</p> <p>The expenditure programs that are not in tune with the program budgeting format have been harmonized with the requirements of program budgeting.</p> | <p>The 2011 RA State budget has been drafted in conformity with the requirements of program budgeting.</p> <p>The procedures for drafting budget documents have been harmonized with the legislative amendments laying down the program budgeting requirements.</p> | <p>The 2012 RA State budget has been drafted in conformity with the requirements of program budgeting.</p> <p>Methodological guidelines on State bodies’ reports of expenditure program implementation and monitoring.</p> | <p>The 2013 RA State budget has been drafted in conformity with the requirements of program budgeting.</p> <p>Include information about organizations receiving delegated budget allocations, as well as about financing contracts between primary and delegated recipients of budget allocations in budget documents.</p> | The RA Ministry of Finance | The RA State budget, donor organizations | <ul style="list-style-type: none">• The ratio of the number of State bodies included in the program budgeting reform process to the overall number of State bodies;• Tangible, accessible and measurable indicators for measuring the deliverables envisaged by the strategic planning standards established by the public finance management authorized body (yes/no);• The baselines describing the current situation necessary for public finance planning and targets have been established by the public finance management authorized body (yes/no);• The methodological guidelines provided by the public finance management body underscore the requirement of including a monitoring plan and risk assessment in budget requests (yes/no). |
| | 5.2. Increase the accountability of budget allocations. | | <p>The requirements related to reports on the basis of non-financial, substantive performance indicators for services rendered by State non-commercial organizations (SNCO) have been established.</p> <p>The pilot project of fiduciary (trust based) control of SNCOs has been implemented. Guidelines on the consolidation and monitoring of SNCOs reports by the RA Ministry of Finance and authorized bodies.</p> <p>The civil servants of the RA Ministry of Finance have been trained in the monitoring of SNCOs.</p> | <p>The mandatory requirement related to publication of reports on the financial resources of organizations delivering public services at the expense of budget resources and their expenditures has been established.</p> | <p>The provisions necessary for the exercise of fiduciary (trust-based) control of SNCOs have been laid down by law.</p> | The RA Ministry of Finance | The WB grant IDF TF-092616 Pilot Project for Fiduciary Control of SNCOs, the RA State budget | <ul style="list-style-type: none">• The ratio of the number of SNCOs that have submitted reports containing substantive indicators to the overall number of present-day SNCOs (the closer it is to 1 the lower the corruption risk);• The mandatory requirement related to publication of reports on the financial resources of organizations delivering public services at the expense of budget resources and their expenditures has been laid down by law (yes/no);• The planned methodology of the fiduciary control of SNCOs has been approved (yes/no);• Templates for procurement agreements for SNCOs have been approved (yes/no). |
| 6. Improve the functions and procedures of State budget expenditure management. | 6.1 Improve the procedures for the monitoring, auditing and reporting of the State budget expenditure management and introduce a comprehensive and reliable system of data management. | <p>The technical proposal and tender documentation for the financial management information system have been approved.</p> | <p>The software and hardware programs for financial management information system have been purchased.</p> <p>The financial management information system has been piloted in certain bodies.</p> | <p>The software and hardware for the financial management information system has been acquired, and the financial management information system has been piloted in some institutions .</p> | | The RA Ministry of Finance | The RA State budget, The WB Grant IDF TF-090559 Capacity Building in the RA Government for the Financial Management Information System. | <ul style="list-style-type: none">• The expenditure management system is based on an electronic system (yes/no);• The paperwork-related functions of the treasury have been completely digitalized (yes/no);• The responsibilities of the State budget expenditure management staff have been clearly defined (yes/no). |
| 7. Improve the accounting in the public sector. | 7.1.Consolidate the introduction of accounting in the public sector. | <p>The accounting standards in the public sector have been established.</p> | <p>The provisions on accounting in the public sector have been defined by law.</p> | <p>The procedures for accounting in the public sector have been introduced in all public administration bodies.</p> | <p>The procedures for accounting in the public sector have been introduced in all public administration bodies.</p> | The RA Ministry of Finance | The RA State budget, The WB Grant IDF | <ul style="list-style-type: none">• The accounting standards in the public sector are in tune with the international best practice (yes/no); |

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| | | | <p>The procedures for accounting in the public sector have been established.</p> <p>Methodological guidelines on accounting in the public sector have been developed.</p> <p>.</p> | Accountants in public administration bodies have undergone training. | All accountants in the public sector have undergone training. | | TF-058039 for the Implementation of the International Accounting Standards in the Public Sector. | <ul style="list-style-type: none">• The ratio of the number of trained accountants in the public sector to the overall number of accountants in the public sector;• The ratio of the number of public administration bodies applying the procedures for accounting in the public sector to the overall number of public administration bodies;• The ratio of the number of local self-government bodies applying the procedures for accounting in the public sector to the overall number of local self-government bodies. |
| 8. Consolidate the internal audit system. | 8.1 Improve the quality of internal audit plans and reports. | | <p>The methods and procedures for financial, functional compliance and effectiveness audit and risk assessment have been introduced in the internal audit practice.</p> <p>The internal audit standards for the public sector have been approved.</p> <p>The State internal financial control strategy has been approved.</p> <p>Rules of ethics for internal auditors have been developed.</p> | Control over the quality of internal audit plans and reports in the public sector has been exercised in tune with the approved standards. | | The RA Ministry of Finance | <p>The RA State budget,</p> <p>the WB Grants IDF TF-056827 Armenia: Internal Audit in the Public Sector;</p> <p>Armenia: Internal Audit in the Public Sector – 2</p> | <ul style="list-style-type: none">• The ratio of the number of audit plans and reports fully/partially conforming to the internal audit standards in the public sector to the overall number of audit plans and reports;• The ratio of the number of persons that have participated in training courses in internal audit in the public sector and received the relevant qualification to the overall number of participants of training courses;• The professional qualification standards of internal auditors comply with the international best practice; |
| | 8.2 Improve the professional capacity and level of independence of auditors. | The RA Law on Internal Audit has ensured the independence of internal auditors in the public sector. | Training courses for internal auditors in the public sector are being organized, professional qualification standards for internal auditors have been established. | | The RA Ministry of Finance | The RA state budget | | |
| 9. Develop the external audit system in the public sector. | 9.1 Strengthen the institutional and professional capacity of the RA Control Chamber. | | The professional qualification standards of the RA Control Chamber staff have been reviewed. | Methods and procedures for financial compliance and effectiveness, as well as environmental audit and risk assessment complying with the international standards and best practice have been introduced. | Control has been established over the official reaction to the RA Control Chamber audit reports. | The RA Control Chamber | The RA state budget, support from donor organizations | <ul style="list-style-type: none">• The RA Control Chamber has been lawfully applying the elements of financial, compliance, effectiveness and environmental audit (yes/no);• The ratio of the number of official responses to the RA Control Chamber audit reports to in the period of successive annual reports.• Number of risk assessment reports in the area of public finance management |
| 10. Improve the RA Government’s accountability to the legislative branch of power. | 10.1 Strengthen the professional capacities of he RA NA | | The procedures for public finance control by the RA NA committees have been established. | The provisions on increasing public participation in discussions of the draft RA State budget and the RA Government’s report on the State budget implementation in the RA National Assembly have been laid down. ՀՀ Ազգային ժողովում | The procedures for increasing public participation in discussions of the draft RA State budget and the RA Government’s report on the State budget implementation in the RA National Assembly have been introduced. | The RA Ministry of Finance, civil society organizations (with agreement) | The RA State budget, donor organizations | <ul style="list-style-type: none">• The relevant amendments have been made in the RA Law on the Rules of Procedure of the National Assembly with a view to increasing the control of the National Assembly standing committees over the RA State budget implementation (yes/no);• The number of civil society organizations having participated in the discussion of the RA State budget and the GoA report on the State budget implementation in the RA National Assembly. |

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| | | 2009 | 2010 | 2011 | 2012 | | | |
| The Public Procurement System | | | | | | | | |
| 11. Ensure the openness, transparency, accountability and lawfulness of public procurement. | 11.1. Improve the existing procurement system and strengthen the institutional capacity of public procurement authorized bodies. | The strategy of public procurement system reform has been approved | <p>The status of the Public Procurement Agency (PPA) has been reviewed.</p> <p>Qualification standards for procurement specialists (procurement officers in state bodies staff of the PPA) have been established.</p> | The procedures for regulating the conduct and conflict of interests of procurement process participants, including procurement specialists, have been introduced. | The system of education, continuous training and qualification of procurement specialists has been introduced. | The RA Ministry of Finance | The RA State budget | <ul style="list-style-type: none">• The State public finance authorized body has set up qualification standards for the staff of the PPA (yes/no);• The State public finance authorized body has set up professional codes of conduct and conflict of interests for procurement specialists (yes/no);• Following a review of the PPA status, the agency is not directly involved in organizing targeted bids and signing procurement contracts (yes/no);• The ratio of the number of qualified procurement specialists to the overall number of the staff.• PPA has been transformed into an electronic procurement service center (yes/no)• PAA has been provided with quality specialists, state-of-the-art information technologies and high-powered communication channels (yes/no)• The ratio of the number of bids submitted by the electronic procurement system to the overall number of tenders in the same period of time• Action plan and schedule for the introduction of an electronic procurement system has been approved (yes/no)• The ratio of the number of procurements made by the electronic procurement system to the overall number of tenders made in a non-electronic format in the same period of time• Adequate individual liability sanctions for breaking the deadlines and procedures of the public procurement process have been established (yes/no)• The State public procurement authorized body posts procurement plans by state bodies in its unified website• Procedure for the declaration of tender commission members' conflict of interests has been established (yes/no)• Consultative body on procurement has been established (yes/no)• Annual public procurement reports are published (yes/no)• An independent system of procurement-related complaints has been established (yes/no)• Non-price evaluation criteria for bids have been established (yes/no)• The ratio of the number of complaints considered by the court to the overall number |

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| | | | | | | | of submitted complaints <ul style="list-style-type: none"> • The ratio of the number of complaints related to the procurement process considered by the procurement complaints council to the overall number of submitted complaints • Tender commission meetings are videotaped (yes/no) • Number of public press conferences on public procurement, percent • Announcement for especially large tenders (over 90 mln dram) are published including in foreing languages and by electronic channels • The average duration of time between the completion of public procurement tender processes and the publication of their results • The average duration of time between the publication of the results of public procurement tender processes and the signing of contracts with winning organizations • The ratio of the number of public procurement tenders with the participation of foreign companies to the overall number of procurements made in the same period of time |
| 11.2 Introduce an electronic procurement system. | Agreement on the development and purchase of electronic bidding software has been signed | Electronic bidding software developed and tested | Electronic bidding system has been used by state bodies | Action plan and schedule for the introduction of an electronic procurement system has been approved | The RA Ministry of Finance | The RA State budget and other | |
| 11.3. Improve control over the adherence to public procurement procedures. | | Individual liability for heads of various agencies for following the procurement deadlines and procedures has been established. Procurement plans by state bodies are posted on the State public procurement authorized body's unified website | The requirement of declaring the conflict of interests of tender commission members has been laid down by law | The procedures for declaring the conflict of interests of tender commission members has been introduced. | The RA Ministry of Finance | The RA State budget | |
| 11.4 Improve trust towards the public procurement process. | | The 2009 public procurement report has been published. Procurement complaints council has been established, which is independent from the State public procurement authorized body, the PPA and other bodies of the executive government The non-price criteria for bid evaluation and the preliminary screening | The 2010 public procurement report has been published. | The 2011 public procurement report has been published. | The RA Ministry of Finance | The RA State budget | |

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| | | <p>procedures have been established</p> <p>A consultative body on procurement has been established with the participation of representatives of state bodies, non-governmental organizations and other stakeholders</p> | | | | | |
| <p>11.5 Ensure a competitive environment in the public procurement process.</p> | | <p>The procedures for disseminating exhaustive information on public procurement in the most common international languages and by electronic channels have been introduced.</p> | <p>The procedures stimulating competitive types of procurement and the participation of various companies have been introduced.</p> | | <p>The RA Ministry of Finance</p> | <p>The RA State budget</p> | |

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| Tax and Customs Systems | | | | | | | | |
| 12. Increase the effectiveness of human resource management in the tax service. | 12.1 | | | | | | | <ul style="list-style-type: none">• The ratio of the average remuneration of tax officers to that of the managerial staff in private companies;• The ratio of the number of the tax officers’ bonuses to the total number of tax officers;• The number of professional advancements within the tax service to the total number of conducted attestations;• The ratio of the number of trained officers in the tax service to the total number of professional advancements;• Topics related to the anti-corruption measures have been included in the training curricula for tax officers (yes/no);• The number of trained officers in the tax authorities to the total number of tax officers;• The ratio of the number of rotations in the tax authorities to the total number of tax officers;• The ratio of the number of official inquiries in the tax authorities to the total number of dismissals from office;• The ratio of the number of violations of the rules of ethics in the tax authorities to the total number of disciplinary penalties;• The ratio of the number of violations of the rules of ethics in the tax authorities to the total number of disciplinary proceedings;• A clear procedure for the conflict of interests cases in the tax authorities has been put in place;• The ratio of the number of the conflict of interests cases in the tax authorities to the total number of tax officers. |
| | 12.2 Introduce procedures ensuring transparency and objectiveness in tax service appointments and clarify the procedures for tax officers’ professional advancement. | | The tax officers’ job descriptions have been produced. A bonus system based on the performance indicators of tax officers has been introduced. | A performance-based system of professional advancement for tax officers has been introduced. | The evaluation of efficiency of the performance-based system of professional advancement for tax officers has been completed. | The State Revenue Committee under the GoA | The RA State budget | |
| | 12.3 Improve the training system for tax officers. | | A training center for tax service has been opened and a procedure for compulsory training has been defined. The compulsory training curricula for tax officers have been approved. The topics related to the oversight of citizens’ declarations of property and income, to the detection of corruption cases on the basis of their outcomes, as well as to other anti-corruption measures have been included in the curricula for compulsory training of tax officers. | 300 tax officers have been trained. | 300 tax officers have been trained. | The State Revenue Committee under the GoA | The RA State budget | |
| | 12.4 Draw up procedures for the rotation of tax officers. | | The best international practice in the field of the rotation of tax officers has been examined, on the basis of the developed recommendations the current procedure for the rotation of tax officers has been improved. The procedures for the rotation of tax officers have been drawn up. | The procedures for the rotation of tax officers have been introduced. | The practice of implementation of tax officers’ rotation procedures has been consolidated. | The State Revenue Committee under the GoA | The RA State budget | |
| | 12.5 Establish consistent and stringent internal audit over the lawfulness of tax officers’ operations. | | The procedures on the audit over the lawfulness of tax service operations have been drawn up. | The procedures on the audit of the lawfulness of tax service operations have been introduced. | | The State Revenue Committee under the GoA | The RA State budget | |
| | 12.6 Finalize the code of conduct for tax officers and establish control over their observance. | | The current code of conduct for tax officers has been amended and the internal oversight procedures have been introduced. | The norms on liability for violating the rules of ethics for tax officers have been made more stringent. | | The State Revenue Committee under the GoA | The RA State budget | |
| | 12.7 Introduce the institute of regulation and declaration of the conflict of interests in the tax service. | | The strategy and program for the introduction of the system of conflict of interests for civil officers imply the regulation of the tax and customs officers’ conflict of interests as well as the liability measures for violations of the established procedure. The international best practice in the field of detection of the conflict of interests cases by means of analyzing the third-party information on matters related to the tax and customs officers’ conflict of interests has been examined and the recommendation have been drawn up. | The procedures for declarations of the tax and customs officers’ conflict of interests have been introduced. | The procedures for the detection of the tax and customs officers’ conflict of interests, including on the basis of the conflict of interests declarations, have been introduced. | The State Revenue Committee under the GoA | The RA State budget | |

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| | | | The procedures for declarations of the tax and customs officers' conflicts of interest have been established. | | | | | |
| 13. Continuously reduce any direct contacts between tax officers and taxpayers. | 13.1 Develop electronic tax services. | More than 30 per cent of taxpayers' Statements are developed by means of automated systems. (This is an indicator) The requirement to submit taxpayers' Statements to the tax authorities by mail or electronically has been regulated by law. | The automated system for the delivery of reminder-notifications to taxpayers has been introduced. More than 50 per cent of taxpayers' Statements are drawn up by means of automated systems. (This is an indicator) A public awareness program to regulate the electronic submission of taxpayers' Statements to the tax authorities. | Taxpayers' Statements are fully drawn up by means of automated systems. Minimum 90 per cent of taxpayers submit electronic tax Statements. (This is an indicator) | An automated system of delivery of reminders-notifications to taxpayers. | The State Revenue Committee under the GoA | The RA State budget | <ul style="list-style-type: none"> • The ratio of tax Statements submitted to the tax authorities otherwise than by direct handover to the general number of Statements, per cent; • A sublegislative act has clearly established the requirement to submit tax Statements by post or electronic mail (yes/no); • Information reception centers serving taxpayers have been established (yes/no); • The ratio of cameral inspections by the tax authorities to the total number of conducted inspections; • The number of contacts with taxpayers to the growth of tax revenues collected in the same period of time; • The ratio of the number of complaints against the operations of the tax authorities to the total number of judgments in favor of the economic entities; • The ratio of the number of complaints against the operations of the tax authorities to the total number of judgments issued in favor of the tax authorities. |
| | 13.2 Establish customer relations and information reception centers for taxpayers. | The strategy on tax customer relations has been approved. The number of customer relations users has increased by 15 percentage points. | The number of customer relations users has increased by 15 percentage points. | | | The State Revenue Committee under the GoA | The RA State budget | |
| | 13.3 Develop a self-evaluation system for selecting those taxpayers that are subject to inspection by tax authorities and for planning such inspections. | | More than 60 per cent of taxpayers that are subject to inspections are selected by means of a risk criteria-based system (RCIS) for selecting taxpayers that are subject to inspection. | More than 80 per cent of taxpayers that are subject to inspections are selected by means of a risk criteria-based system (RCIS) for selecting taxpayers that are subject to inspection. | The taxpayers subject to inspection are selected exclusively by means of a risk criteria-based system (RCIS) for selecting taxpayers that are subject to inspection | The State Revenue Committee under the GoA | The RA State budget | |
| | 13.4 Introduce methods and procedures for identifying the <i>corpus delicti</i> of corruption in the course of investigation of tax crimes and identifying the ties between economic and corruption-related crimes. | | The international best practice in identifying the <i>corpus delicti</i> of corruption in the course of investigation of tax crimes and in identifying the ties between economic and corruption-related crimes has been studied and recommendations have been made. The procedures for identifying the <i>corpus delicti</i> of corruption in the course of investigation of tax crimes and for identifying the ties between economic and corruption-related crimes by the internal bodies and/or jointly with other investigative bodies have been drawn up. | Joint training for officers in different investigative bodies in the methods and procedures for identifying the <i>corpus delicti</i> of corruption in the course of investigation of tax crimes and identifying the ties between economic and corruption-related crimes. | | The State Revenue Committee under the GoA The RA Prosecutor General's Office | The RA State budget | |
| 14. Increase the transparency, accountability and lawfulness of the tax service operations. | 14.1 Establish common procedures within the tax service and ensure their application. | | The guidelines and manuals for the uniform application of the internal tax administration procedures have been approved. The level of satisfaction of taxpayers with services delivered by tax officers has increased by 10 percentage points. | Training of taxpayers and tax officers in the uniform application of the internal tax administration procedures. The level of satisfaction of taxpayers with services delivered by tax officers has increased by 10 percentage points. | | The State Revenue Committee under the GoA | The RA State budget | <ul style="list-style-type: none"> • Common internal procedures for the tax service have been established; • There is control over the uniform application of the common internal procedures of the tax service to taxpayers; • The internal audit function has been finalized within the tax service (yes/no); • The results of detection of corruption cases within the tax authorities and prosecution of the guilty individuals are regularly published (yes/no); • The ratio of cases instituted by the investigative unit within the tax authorities to the total number of tax officers; • The number of taxpayer-applicants appealing against the complaint procedure within the |
| | 14.2 Publish guidelines for taxpayers, including by posting them on the official website of the tax service and regularly update them. | | A reference on the most common mistakes in the tax officers' and taxpayers' practice has been developed and updated on a monthly basis. | The taxpayer guidelines have been published and posted on the official website of the tax service and are regularly updated. | | The State Revenue Committee under the GoA | The RA State budget | |
| | 14.3 Complete the introduction of the internal audit system in the tax service. | | The internal audit and risk detection procedures for the tax authorities have been drawn up. The procedure for regularly making public the results of internal audits has been drawn up. | The results of the proceedings for internal audit and of prevention, detection and prosecution of corruption within the tax service are being published. | | The State Revenue Committee under the GoA | The RA State budget | |

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| | | | A complete internal audit is being conducted in the tax authorities. | | | | | tax service; • There are ‘hot lines’ and the feedback mechanisms on the official website of the tax service designed to raise the public and taxpayers’ trust; • The ratio of the number of measures taken in response to complaints submitted by taxpayers to the total number of complaints; • Increase of decisions issued by the Appeals Commission in favour of taxpayers. |
| | 14.4 Establish control over the lawfulness of administrative proceedings conducted by tax service officials. | | The procedures for appealing against tax service operations and officials have been clarified The ‘hot line’ and the feedback mechanism on the official website of the tax service designed to raise the public and taxpayers trust have been introduced. | The level of trust in the complaint procedures among taxpayers has increased by 20 percentage points. | The level of trust in the complaint procedures among taxpayers has increased by 20 percentage points. | The State Revenue Committee under the GoA | The RA State budget | |
| | 14.5 Introduce effective procedures of cooperation between the tax authorities and the civil society organizations. | | The concept paper on the institute of tax brokers has been approved. | The memos on cooperation between the tax authorities and the civil society organizations have been signed. | | The State Revenue Committee under the GoA | The RA State budget | |
| 15. Increase the effectiveness and accountability of the customs service management. | 15.1 Introduce a performance evaluation system in the customs service, procedures for the professional advancement of customs officers as well as a procedure for compulsory regular rotation of customs officers. | | The performance evaluation system for customs officers has been introduced. The procedures for the professional advancement and rotation of customs officers have been established. | The procedures for the professional advancement and rotation of customs officers have been introduced. | The application of the procedures for the professional advancement and rotation of customs officers are being overseen. | RA State Revenues Committee under the GoA | The RA State budget | <ul style="list-style-type: none"> • The ratio of the customs officers included in the customs officer's performance evaluation system to the total number of customs officers; • The ratio of customs officers seconded by rotation to the total number of customs officers; • The number of complaints against violations of the customs officers' rules of ethics; • The ratio of the number of green channel declarations to the total number of declarations; • The ratio of the number of declarations for post-clearance control to the total number of declarations; • The ratio of the number of customs declarations submitted via self-declaration and electronic channels to the total number of submitted customs declarations; • The ratio of economic entities having obtained the password for a customs software to the total number of participants of external economic operations; • The number of persons having been granted a customs broker’s license; • The number of border customs posts with a dual channel system of customs control; • The timeframe necessary for customs arrangements; • The comparison of the time required for customs arrangements and the number of documents submitted to the competent authorities in charge of border controls following the introduction of the ‘one stop shop’ principle with the same indicators prior to the introduction of the ‘one stop shop’ principle; • The number of reduced documents; |
| | 15.2. Introduce rules of ethics for customs officers and exercise oversight over their observance. | | The rules of ethics for customs service have been finalized. | The observance of the rules of ethics by customs officers is being overseen. | | RA State Revenues Committee under the GoA | The RA State budget | |
| | 15.3 Publish annual reports on the operations of the customs service. | | The annual report on 2009 operations of the customs service has been published. | The annual report on 2010 operations of the customs service has been published. | The annual report on 2011 operations of the customs service has been published. | RA State Revenues Committee under the GoA | The RA State budget | |
| | 15.4. Introduce a system of customs audits based on risk management. | | Educate and train the experts responsible for the risk management system database, supervision of monitoring, elimination or reduction of risks, risk profiles as well as risk management. The customs audit risk criteria based on risk management have been reviewed. | The customs audit risk criteria based on risk management have been reviewed and introduced. | The customs audit risk criteria based on risk management have been reviewed and introduced. | RA State Revenues Committee under the GoA | The RA State budget | |
| | 15.5. Expand the circle of persons submitting customs declarations via self-declaration , as well as the access to the institute of customs brokers. | Increase the number of persons submitting the customs declaration via self-declaration by 15 percentage points. | Increase the number of persons submitting the customs declaration via self-declaration by 15 percentage points. In all regional customs units, customs posts and customs storage facilities there are customs brokers. | Increase the number of persons submitting the customs declaration via self-declaration by 15 percentage points. | More than a half of persons submitting customs declarations are doing that via self-declaration. | RA State Revenues Committee under the GoA | The RA State budget | |
| | 15.6. Introduce a dual channel (green and red channels) system of control over persons departing and arriving across the RA customs border by vehicles. | A dual system of customs control has been introduced in more than a half of customs posts. | A dual system of customs control has been introduced in more than two-thirds of customs posts. | A dual system of customs control has been introduced in all customs posts. | The risk criteria of the dual system of customs control have been reviewed. | RA State Revenues Committee under the GoA | The RA State budget | |
| | 15.7. Set up monitoring of the customs arrangements timeframe. | | The system of monitoring of the customs arrangements timeframe has been created. | The system of monitoring of the customs arrangements timeframe has been introduced. | | RA State Revenues Committee under the GoA | The RA State budget | |
| | 15.8 Introduce a ‘one stop shop’ principle enabling the competent authorities to exercise control in a single place at the same time. | | The procedure for combining the separate control procedures in border customs posts on the basis of the ‘one stop shop’ principle has been established. | The ‘one stop shop’ principle has been introduced. | | RA State Revenues Committee under the GoA | The RA State budget | |

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| | 15.9 Harmonize the list of documents submitted for customs control to the international best practice. | | Reduce the number of documents submitted for customs control taking into account the international best practice. | | | RA State Revenues Committee under the GoA | The RA State budget | <ul style="list-style-type: none"> • The customs control documents and customs clearance timeframes in the framework of the TIR Convention; • The ratio of the number of conscientious economic entities engaged in foreign economic activity to the total number of economic entities engaged in foreign economic activity. |
| | 15.10 Establish simplified customs procedures for vehicles transporting goods in the framework of the International Road Transit Convention (TIR). | | The system of transporting goods from one customs unit to another by carriages in the framework of the International Road Transit Convention has been simplified and respective procedures are published. | | | The State Revenue Committee under the GoA | The RA State budget | |
| | 15.11 Establish simplified procedures for conscientious economic entities. | | | | The criteria and procedures for recognizing conscientious economic entities by the customs authorities have been introduced. | The State Revenue Committee under the GoA | The RA State budget | |
| 16. Ensure equitable sharing of the customs burden between economic entities and the transparency and lawfulness of the customs service. | 16.1 Clarify and simplify the legislative regulation of customs administration and introduce transparent and simplified procedures. | | <p>Study the international best practice in the field of legislative regulation of customs administration which <i>inter alia</i> implies making recommendations on improvements.</p> <p>The legislation regulating customs administration has been reviewed on the basis of the submitted recommendations and harmonized with the international standards and best practices.</p> | The procedures reflecting the changes in the requirements of the legislative regulation of customs administration have been introduced. | | The State Revenue Committee under the GoA | The RA State budget | <ul style="list-style-type: none"> • The number of facts related to business undertakings; • Legislation harmonized with the international standards; • The ratio of the number of transactions determined by the method of transaction price to the total number of transactions; • Frequency of publishing the outcomes of the progress of reforms in customs administration; • The number of users of the information on the measures of liability for customs infringements and the most common mistakes posted on the official website of the customs service. |
| | 16.2 Establish clear criteria for the determination of customs values and ensure their accessibility, including through electronic channels. | The methodology of goods valuation and approaches has been published on the Customs web page. | WTO-compliant procedures for Customs valuation have been fully introduced and published. | | | The State Revenue Committee under the GoA | The RA State budget | |
| | 16.3 Establish audit over ensuring that equal conditions and equal approaches are applied to economic entities. | | The internal audit system aimed at ensuring equal conditions for economic competition has been introduced. | | | The State Revenue Committee under the GoA | The RA State budget | |
| | 16.4 Inform the public about the progress of customs administration reforms. | The procedure for periodical updating of the public on the progress of customs administration reforms has been established. | The procedure for periodical updating of the public on the progress of customs administration reforms has been introduced. | | | The State Revenue Committee under the GoA | The RA State budget | |
| | 16.6 Ensure direct contacts between the heads of the customs authorities, citizens and economic entities via the official website of the customs service and hot lines. | | <p>The procedures for complaining against tax service operations and officials have been clarified.</p> <p>The ‘hot line’ and the feedback mechanism on the official website of the tax service designed to raise trust among the public and participants of external economic activity have been introduced.</p> | The trust in complaint procedures among the participants of external economic activity has risen by 20 percentage points. | The trust in complaint procedures among the participants of external economic activity has risen by 20 percentage points. | The State Revenue Committee under the GoA | The RA State budget | <ul style="list-style-type: none"> • There is a hot line and an effective feedback mechanism on the official website of the customs service that help to build trust among the public and economic entities. |
| | 16.7 Introduce a unified system for providing technical assistance to economic entities in customs procedures and information technologies. | At least two professional training programs for customs brokers conducted. | The guidelines for economic entities for the usage of customs procedures and information technologies have been published and posted on the official website of the customs service. At least two professional training programs for customs brokers conducted. | <p>The interactive information provision system has been introduced on the official website of the customs service.</p> <p>At least two professional training programs for customs brokers conducted.</p> | At least two professional training programs for customs brokers conducted. | The State Revenue Committee under the GoA | The RA State budget | |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| Education Sector | | | | | | | | |
| 17. Ensure continuous identification and prevention of corruption risks in education development policy. | 17.1 Include studies on the perception of corruption in every level of education, assessment of risks, transparency of systems management, participation and other areas of research among analyses carried out in the process of developing the RA education policy. | | <p>The corruption risks in the primary and secondary vocational education system have been assessed and provisions on their reduction have been laid down in the framework of the RA primary and secondary vocational education strategy.</p> <p>The corruption risks in the higher education system have been assessed and provisions on their reduction have been laid down in the framework of review of the RA higher education strategy.</p> | | The corruption risks in general education system have been assessed and provisions on their reduction have been laid down in the framework of review of the RA high school network development strategy. | The RA Ministry of Education and Science | The RA State budget, donor organizations | <ul style="list-style-type: none">The non-governmental organizations specialized in the RA education system have been conducting participatory monitorings of corruption perception at every level of education, assessment of risks and transparency of systems management (yes/no);Percentage of informal payments in the education system (PRSP Social and Civil Exclusion and Inequality Indicators - indicator e2.6)Amendments in the area of education, in the RA legislation and procedures introduced as a result of risk assessment and impact assessment of implemented activities |
| 18.Increase the effectiveness, accountability and lawfulness of the education sector management. | 18.1 Increase the openness and effectiveness of control in the higher, primary and secondary vocational education systems. | | <p>The requirement of mandatory inclusion of the issues on the prevention and identification of corruption risks on the agenda of the management boards in the RA higher, primary and secondary vocational education institutions by the RA Government’s authorized representatives, as well as the relevant procedures have been established.</p> <p>The management boards of the RA higher, primary and secondary vocational education institutions regularly discuss issues related to the prevention of corruption risks and detection of corruption manifestations in certain institutions.</p> <p>The competences of the RA Government’s authorized body with regard to the organization of education process in higher education institutions have been clarified by law.</p> <p>The procedures for studying the organization of education process in higher education institutions have been introduced.</p> | <p>The management boards of the RA higher, primary and secondary vocational education institutions regularly discuss issues related to the prevention of corruption risks and detection of corruption manifestations in certain institutions.</p> <p>At least 75 per cent of the RA higher education institutions have been subjected to studies on the organization of education process in higher education institutions.</p> <p>The public, including social partners have been notified of the services delivered by the secondary education and teaching system.</p> | <p>The management boards of the RA higher, primary and secondary vocational education institutions regularly discuss issues related to the prevention of corruption risks and detection of corruption manifestations in certain institutions.</p> <p>All of the RA higher education institutions have been subjected to studies on the organization of education process in higher education institutions.</p> <p>A quality management system has been introduced in multifunctional centers.</p> | The RA Ministry of Education and Science | The RA State budget | <ul style="list-style-type: none">Issues related to the prevention and identification of corruption risks in certain institutions have been included by the Government’s representatives on the agenda of the management boards of higher, primary and secondary vocational education institutions (yes/no);Powers of bodies performing oversight functions in the education sector and carrying out inspections and studies in education institutions have been separated (yes/no);Public awareness and training programs in anti-corruption subjects are implemented in the education management system (yes/no);Competition procedures for selecting teaching staffs in the RA secondary and higher education system have been established (yes/no);Procedures for the selection, appointment and professional advancement of the human resources in the RA secondary and higher education system have been established (yes/no);Common job descriptions and rules of conduct have been established for staffs in education institutions (yes/no);The procedure for conflict of interests and application of declarations in the area of public service in education institutions have been established (yes/no);The procedure for publishing the teacher’s personal file as a public document has been established (yes/no). |
| | 18.2 Increase the effectiveness of oversight in general education system. | | The legislative provisions related to ensuring complete and effective oversight by the RA State | The 2010 inspection reports of general education institutions have been published. | The 2011 inspection reports of general education institutions have been published. | The RA Ministry of Education and Science | The RA State budget | |

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| | | | Education Inspectorate over the education process in the RA general education institutions have been clarified. The 2009 inspection reports of general education institutions have been published. | The procedures for the oversight of the RA general education institutions by the RA State Education Inspectorate have been clarified. | | | | |
| | 18.3 Strengthen the capacity of education management bodies in the area of prevention of corruption. | | Training programs in anti-corruption subjects for education management bodies' staffs. | 10 per cent of staffs of education management bodies have been trained. | 20 per cent of staffs of education management bodies have been trained. | The RA Ministry of Education and Science, National Education Institute | The RA State budget | |
| | 18.4 Increase the transparency, openness and lawfulness in the selection, appointment, professional advancement as well as regulation of industrial relations with human resources in education institutions. | | Clear procedures for the selection, appointment and professional advancement of teaching staffs have been introduced. | Common rules of conduct for staffs in education institutions have been established. The procedure for applying declarations of conflict of interests in education has been established. | A self-regulatory system for the evaluation of the activities of education institutions and teachers by civil society structures has been introduced. | The RA Ministry of Education and Science | The RA State budget | |
| 19. Increase the transparency, openness, accountability and lawfulness of general education school management. | 19.2 Increase the role of the school councils and advisory bodies in school management. | | Compare model school charters with the existing practice and identify the corruption risks. Procedures ensuring active participation of parents', teachers' and methodological councils in the management and oversight of schools have been established. | Procedures ensuring active participation of parents', teachers' and methodological councils in the management and oversight of schools have been introduced. Provisions increasing the role and powers of students and student councils in high schools have been laid down by law. | Procedures laying down the functions of students and student councils in high schools have been established. Procedures for joint activities of parents', teachers' and students' councils have been introduced. | The RA Ministry of Education and Science | The RA State budget | <ul style="list-style-type: none"> • The number of absences at school for no compelling reason; • The mandatory procedure for keeping records of payments against school services and the nature and purpose of transactions aimed at showing financial assistance to schools has been established (yes/no); • The ratio of the number of schools included in the school Internet network to the overall number of schools in Armenia; • The ratio of the number of schools included in the education management information system to the overall number of schools in Armenia; • The ratio of the number of schools with sites 'for parents' to the overall number of schools in Armenia; • The ratio of the number of absences to the overall number of attendees; • The ratio of the number of absences to the number of informal payments in the same period of time; • The ratio of the number of cases examined by the Education Inspectorate to the overall number of complaints; • The ratio of sanctions applied in secondary education systems to the overall number of complaints. |
| | 19.3 Toughen the oversight over the observance of operational procedures at school. | | Administrative oversight has been established in schools over informal payments. The number of unacceptable absences at schools has been reduced | The number of unacceptable absences at schools has been reduced by 10 percentage points. | Procedures for periodical inventory-making and the practice of electronic accounting in schools have been introduced. The movement of students between different schools | The RA Ministry of Education and Science, the RA Ministry of Finance | The RA State budget | |

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| | | | <p>by 10 percentage points.</p> <p>The requirement related to non-cash forms of payments for school services and for showing financial assistance to schools has been established and the relevant procedures have been introduced.</p> | | in high school has been reduced by 50 per cent. | | | |
| <p>20. Ensure the transparency and independence of knowledge evaluation systems.</p> | <p>20.1 Introduce a common and independent knowledge evaluation system and ensure its compatibility with internationally accepted evaluation standards</p> | | <p>External control of the knowledge evaluation system has been established.</p> | <p>Consistent internal control procedures of the knowledge evaluation system have been introduced.</p> | <p>The updated education programs and their substance have been harmonized with the European standards and the existing demands of the professional labor market including the recognition of awarded credits and qualifications with the European system of credit accumulation of transfer.</p> | <p>The RA Ministry of Education and Science</p> | <p>The RA State budget</p> | <ul style="list-style-type: none"> • A common and independent knowledge evaluation system has been established (yes/no); • Procedures for internal and external control over the knowledge evaluation system have been established (yes/no); • Transparency of common and final examination procedures has been ensured (yes/no); • Procedures for participatory monitoring of the progress of examinations by non-governmental organizations have been regulated (yes/no); • Criteria and lists of sanctions against students infringing on the examination rules have been established (yes/no); • Powers of organizers and controllers during test examinations have been clarified (yes/no). |
| | <p>20.2 Ensure transparency of common and final examinations.</p> | | <p>Involvement of non-governmental organizations in the oversight of examinations has been regulated and the relevant procedures have been introduced.</p> | <p>Powers of controllers during test examinations have been clarified and the criteria and list of sanctions applied by them against students infringing on the rules of examinations have been established.</p> | | <p>The RA Ministry of Education and Science</p> | <p>The RA State budget</p> | |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| Healthcare Sector | | | | | | | | |
| 21. Increase the transparency and accountability of public finance management in the healthcare sector. | 21.1 Continuously clarify the range of healthcare services financed by the State and make them more targeted. | The basic service package (BSP) has been reviewed and amended. The cost of at least 5 percent of healthcare services included in the BSP has been studied and maximally approximated to the real prices. General financing of medical centres (pyramids) has been introduced (co-financing – in-hospital, polyclinic, emergency) | The BSP has been reviewed and amended and the amount of compensation for services delivered by hospitals and PHC medical institutions has been approximated to the real costs, in proportion to the increase of state budget allocations to healthcare sector | The BSP has been reviewed and amended. Priorities for various types of medical aid have been set up and their prices have been differentiated. . | The BSP has been reviewed and amended. Awarding a general certificate for medical aid has been introduced on a probative basis. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none">• The State authorized body has clarified the range of healthcare services included in the BSP (yes/no);• The State authorized body has approved the list of healthcare services approved by the State (yes/no);• The share of allocations to special healthcare programs in the RA State budget (%);• General financing of medical centres (pyramids) has been introduced on a probative basis (yes/no);• Awarding a general certificate of medical aid has been introduced on a probative basis (yes/no). |
| 22. Improve the pricing system in the healthcare sector and remove the conditions conducive to informal payments. | 22.1 Introduce a realistic pricing system in the healthcare sector. | | The first package of standards based on medical science and economics has been developed. The prices of medical services have been classified into clinical-and-cost groups, normative costs have been calculated for medical services. Real cost-based prices for healthcare services have been set up, based on the pace of increase of state budget allocations to healthcare Comprehensive and inclusive campaign and awareness programs about the co-payment system have been carried out among the public and medical workers | The second package of standards based on medical science and economics has been developed. The co-payment system of financial compensation for medical aid has been introduced. The concept of introducing a health insurance system has been developed | The third package of standards based on medical science and economics has been developed. A monitoring of the approved co-payment principles and mechanisms has been conducted and the results have been discussed. | The RA Ministry of Healthcare | The RA State budget, international donor organizations | <ul style="list-style-type: none">• The mechanisms for State regulation of tariffs of paid medical aid and services have been laid down by law (yes/no);• The share of healthcare services justified on the basis of medical science in the general medical aid service types (%);• The number of medical institutions functioning on the basis of temporary pricelists approved by the State authorized body for paid medical aid and services in the overall number of medical institutions (%);• The share of State budget allocations to healthcare services included in the BSP in actual and real costs (%);• The share of medical institutions that haven't adhered to expenditure priorities in the overall number of medical institutions (%);• The share of informal payments in the healthcare sector in the overall healthcare spending (%);• The ratio of the co-payment amount to the real costs necessary for medical aid (%). |
| | 22.2 Introduce a system of pricing for paid medical aid and services in State medical institutions. | | The procedures for State regulation of the tariffs (prices) for paid medical aid and services have been established. | The temporary pricelists for paid medical aid and services in State medical institutions have been approved. | Procedures for distribution of profits from pricing and paid services in medical institutions have been introduced by the founders. | The RA Ministry of Healthcare | The RA State budget | |
| | 22.3 Toughen the control over State medical institutions' adherence to expenditure priorities. | The State medical institutions have submitted annual spending estimates. | The State medical institutions have submitted annual reports on their spending. An increase in the official income of medical institutions' staffs has been registered (remuneration costs amount to 40 % of general costs). An increase in official financial revenues of medical institutions has been registered. | The State medical institutions have submitted annual reports on their spending. The procedures for remuneration and incentives of State medical institutions' staffs have been developed and approved. Medicine costs make up at least 15 percent of total costs in medical institutions | The State medical institutions have submitted annual reports on their spending. Patients under state-funded treatment receive all the required medications The medicine costs amount to 25-30 % of medical institutions' general costs. | The RA Ministry of Healthcare | The RA State budget | |
| 23. Reduce the amount of shadow circulation of money, increase the transparency and accountability of State-financed healthcare services, and | 23.1 Ensure that contractual volumes for State-funded healthcare services are justified, toughen control over the signing of contracts for State- | | Contracts for State-funded healthcare services have been signed on the basis of the analysis of the 2009 performance and potential | Contracts for State-funded healthcare services have been signed on the basis of the analysis of the 2010 performance and potential | Contracts for State-funded healthcare services have been signed on the basis of the analysis of the 2011 performance and potential | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none">• The list of medical conditions and diseases that require urgent medical interference has been clarified (yes/no);• A common database for the RA |

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| increase the transparency and accountability of medical institutions. | funded healthcare, and prevent the possible upward distortions and losses for medical institutions. | | volume increases. In 2009 the incompatibility of the bases for State-funded healthcare in medical institutions does not surpass 3% of the performance. At least 9% of profitability of medical institutions has been ensured. | volume increases. In 2010 the incompatibility of the bases for State-funded healthcare in medical institutions does not surpass 2% of the performance. At least 11% of profitability of medical institutions has been ensured. | volume increases. In 2011 the incompatibility of the bases for State-funded healthcare in medical institutions does not surpass 1% of the performance. At least 12% of profitability of medical institutions has been ensured. | | | <p>healthcare system has been established (yes/no);</p> <ul style="list-style-type: none"> Common electronic systems for keeping track of medical, statistical and financial data have been introduced in medical institutions (yes/no); The ratio of the number of medical institutions' official websites that post the required information to the overall number of medical institutions (%); The degree of actual performance deviations from contractual volumes (%); The medical institutions' profitability compared with sale volumes (%). |
| | 23.2 Clarify the list of medical conditions and diseases that require urgent medical interference excluding any scope for ambiguity or misinterpretation. | The list of medical conditions and diseases that require urgent medical interference has been reviewed and clarified. | | | | The RA Ministry of Healthcare | The RA State budget | |
| | 23.3 Establish a common database in the RA healthcare system. | | A common electronic systems for keeping track of medical, statistical and financial data of medical institutions has been developed A list of required information to be posted on official websites of medical institutions and standards have been developed. | In 25% of medical institutions common electronic systems for keeping track of medical, statistical and financial data have been introduced. The required information (in accordance with an approved list) is being posted on official websites of 30% of medical institutions. | In 80% of medical institutions common electronic systems for keeping track of medical, statistical and financial data have been introduced. The required information (in accordance with an approved list) is being posted on official websites of 70% of medical institutions. | The RA Ministry of Healthcare, | The RA State budget, international donor organizations | |
| 24. Improve the full exercise of patients' rights. | 24.1 Regulate fully the rights and responsibilities of patients and medical personnel. | | The procedures for the exercise of the rights of patients and medical personnel as well as those of complaint for their violations have been introduced. Special notification procedures for patients including by mechanisms of State certificates for free medical aid have been introduced. | Specific programs for informing patients receiving State-funded in-hospital treatment about their rights and medical aid volumes have been implemented. | The standards for evaluation and control of the quality of medical aid and services have been established. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none"> The rights and responsibilities of patients and medical personnel have been laid down by law (yes/no); State certificates for general medical aid have been introduced (yes/no); Information related to the rights of patients receiving State-funded in-hospital treatment as well as the medical aid volumes is accessible and available at reception rooms (yes/no); Criteria for the evaluation and control of medical aid and services have been established (yes/no); The ratio of the number of complaints with regard to violations of medical personnel's rights to the overall number of complaints received and considered by the State authorized body in the same period of time (%); The ratio of the number of complaints with regard to violations of patients' rights to the overall number of complaints received and considered by the State authorized body in the same period of time (%); The ratio of the number of medical aid cases delivered in necessary volumes and by using the required technologies to the overall number of medical aid cases (%); The medical effectiveness coefficient/the ratio of the |

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| | | | | | | | | <p>number of medical cases having reached standard medical results to the overall number of medical cases (%);</p> <ul style="list-style-type: none"> • The social effectiveness coefficient/the ratio of the number of patients satisfied with the results of treatment to the overall number of medical cases (%); • The quality coefficient/ the ratio of the number of medical cases treated on the basis of professional requirements and technologies to the overall number of medical cases (%). |
| 25. Ensure that healthcare personnel are selected on a competitive basis and that medical personnel correspond to their positions. | 25.1 Develop and introduce a system of competitions to fill the vacancies in state and community medical institutions. | | The criteria for optimal number of medical staff have been established The procedure for competition to fill the vacancies in medical institutions with State participation has been introduced. | The procedures for control over approving State medical institutions' staff lists have been established. | The common tariffs for State medical institutions' personnel's minimum salary have been established. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none"> • A competition procedure for filling in the vacancies in medical institutions has been established (yes/no); • The criteria for optimal number of personnel in medical institutions have been established (yes/no); • Common tariffs for State medical institutions' personnel have been established (yes/no); • The ratio of the medical personnel recruited on a competitive basis to the overall number of medical personnel (%); • The ratio of the average salary of State medical institutions' personnel to the country average (%). |
| 26. Reduce the shadow turnover of pharmaceuticals and increase the effectiveness of expert oversight of their turnover. | 26.1 The state oversight over the turnover of pharmaceuticals has been regulated by law. | | The specialized structure for pharmaceutical turnover oversight, including its monitoring and analysis has been established; the procedures required for its activities have been introduced. | The licensing system for pharmaceutical activities has been improved. Administrative and criminal liability for professional violations jeopardizing the quality of medication and patents' health. | The minimal requirements with regard to laboratory, clinical activities, production, supply and pharmacy activities as well as procedures for State control over their observance have been established. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none"> • A specialized structure for overseeing the turnover of pharmaceuticals, including its monitoring, data collection and analysis has been created (yes/no); • The production and distribution of medicines not corresponding to medicinal quality standards and counterfeit medication has been criminalized (yes/no); • The number of administrative sanctions for professional violations jeopardizing the medicinal quality and patient's health (absolute figure for each reporting period); • The level of the shadow turnover of pharmaceuticals (%). |
| 27. Ensure the transparency, accountability and lawfulness of the State medication procurement and the centralized distribution process. | 27.1 Clarify the regulation of the medical procurement process. | | The share of financial resources intended for the State medication procurement in the State budget allocations to the healthcare system has increased by 20 per cent. The procedures for ensuring transparency and | The procedures for overseeing the performance of supply-related contractual obligations by organizations winning in the bidding competition for centralized procurement of pharmaceuticals have been | The market of the pharmaceuticals included in the list of basic essential medicines has been studied. The procedures for protecting competition in the relevant pharmaceutical | The RA Ministry of Healthcare, the RA Ministry of Finance, the State Procurement Agency | The RA State budget | <ul style="list-style-type: none"> • The share of the financial resources intended for the State medication procurement in the State budget allocations to the healthcare system (%); • The ratio of volumes of centralized 'special' medication |

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| | | | accountability in the centralized State medication procurement process have been introduced. | introduced. | product market have been developed. | | | to the really required volumes for patients undergoing regular medical check-ups (%); <ul style="list-style-type: none"> Performance acts have been submitted by organizations winning in centralized State procurement bidding competitions (yes/no). |
| 28. Ensure the transparency, accountability and lawfulness of the process of providing medicines free of charge or on preferential terms in out-patient polyclinics. | 28.1 Clarify the regulation of reimbursement for the medication included in the list of essential medicines by the State and introduce the relevant procedures. | | <p>The criteria and frequency of mandatory review of the list of essential medicines have been defined.</p> <p>The financial quotas for acquisition of medicines free of charge or on preferential terms have been calculated on the basis of the real needs.</p> | The procedures for providing medicines free of charge or on preferential terms have been clarified. | The medicinal needs of persons in vulnerable groups and lists of diseases have been satisfied. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none"> The frequency of review of the lists of essential medicines has been defined (yes/no); The ratio of the number of refusals to satisfy persons in out-patient polyclinics that are entitled to free of charge medicine or to medicine on preferential terms to the overall number of cases (%); The level of reaction to applications/complaints related to distribution of medicines (%). |
| 29. Ensure the transparency, accountability and lawfulness of the humanitarian aid medication receipts, storage and distribution. | 29.1 Clarify the procedures for receiving, storing and distributing medicines through humanitarian aid channels and ensure their transparency. | | The procedures for proper oversight over receiving, storing and distributing medicines through humanitarian aid channels have been established. | The procedures for regulating the information flows related to humanitarian aid medication turnover and for redistribution of such medication have been introduced. | | The RA Ministry of Healthcare, the GoA Charity Programs Coordination Commission | The RA State budget | <ul style="list-style-type: none"> The level of correspondence of the types of medicines received through humanitarian aid channels to the list of essential medicines approved by the State (%); The share of unused and stricken-off-the-list medicines in the overall volume of medicines received through humanitarian aid channels (%). |
| 30. Ensure the transparency, accountability and lawfulness of the intra-hospital turnover of pharmaceuticals. | 30.1 Review the procedures regulating the intra-hospital turnover of pharmaceuticals in medical institutions. | | The procedures of the pharmaceutical treatment committees' performance in hospitals have been clarified and external control over their activities has been established. Optimal schemes of pharmaceutical treatment and professional control over their application have been established. | The procedures for controlling the adherence to spending priorities by the in-hospital medical institutions have been introduced. | The mechanisms ensuring the lawfulness of mandatory provision of the medication prescribed by medical doctors have been introduced. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none"> Pharmaceutical costs have been included in the price for paid medical aid on a mandatory basis (yes/no); The ratio of the volume of medicines prescribed to patients to that obtained by them (%); The share of medical institutions that have pharmaceutical treatment rooms in the overall number of medical institutions (%). |
| 31. Ensure the lawfulness of medication extermination. | 31.1 Establish a procedure for secure extermination of the outdated and unusable medication in line with the WHO recommendations. | | <p>The procedure for secure extermination of the outdated and unusable medication has been established.</p> <p>The procedures for control and responsibility for secure extermination of the outdated and unusable medication have been established.</p> | | | The RA Ministry of Nature Protection, the RA Ministry of Healthcare | The RA State budget, donor organizations | <ul style="list-style-type: none"> The procedure for mandatory extermination of the outdated and unusable medication in conformity with the RA Law on Pharmaceuticals has been adopted (yes/no); The ratio of the cost of outdated and unusable medication accumulated in medical institutions to the cost of existing medication resources (%). |
| 32. Enure adequate financing of the emergency medical aid project. | 32.1 Envisage adequate financing for the emergency medical aid calls financed by | | Realistic prices have been set up for emergency medical aid calls. | The healthcare budget allocations to the organization of the emergency medical aid | The emergency medical aid actually provided to all patients applying to the | The RA Ministry of Healthcare, | The RA State budget | <ul style="list-style-type: none"> The prices set up for the emergency medical aid calls financed by the State have |

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| | the State. | | | have increased by 50 per cent. | emergency medical aid station (department) is reimbursed by the State. | the Yerevan Municipality, the RA Marzpetarans | | increased by 50 per cent (yes/no). |
| 33. Increase the efficiency, transparency and accountability of the emergency medical aid system. | 33.1 Establish intensified oversight over performance of State-funded emergency services. | | The level of satisfaction of the public with emergency services has been evaluated (the relevant surveys have been held). State commissions have been introduced in medical institutions having emergency services. | The procedures regulating the paid emergency services have been introduced. | The procedures for complaints and reactions to complaints have been introduced. | The RA Ministry of Healthcare, the Yerevan Municipality, the RA Marzpetarans | The RA State budget | <ul style="list-style-type: none"> The amounts allocated from the State budget to emergency medical aid services in the overall structure of the RA State budget healthcare programs (%); The ratio of the unjustified emergency calls to the overall number of calls (%); The medical institutions having emergency services take part in bidding competitions for State commissions (yes/no). |
| 34. Increase the transparency, accountability and lawfulness of the out-patient healthcare medical institutions' performance. | 34.1 Ensure the effectiveness of the out-patient healthcare medical institutions' performance. | | The mechanisms for control over the improper referrals of patients to stationary hospitals by polyclinics have been introduced. The clinical guidelines and criteria based on conclusive medicine have been introduced in the PHC system. Realistic prices for out-patient medical services have been set up. The financing indicators based on the out-patient medical services' performance have been established. | <p>The methods of medical assistance quality management and improvement at the primary healthcare level (PHC) have been introduced.</p> <p>The methods and procedures for remuneration and encouragement of family physicians and narrow specialists on the basis of out-patient medical service performance evaluation have been introduced.</p> | The calculation of financing of remuneration and incentives of family physicians and narrow specialists in the PHC system is based on the evaluation and performance of the quality of delivered services and results of treatment. Summarize the reports on the basis of out-patient medical service performance evaluations. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none"> Clinical guidelines and criteria based on conclusive medicine have been introduced in the PHC system (yes/no); The financing of family physicians' and narrow specialists' remuneration and incentives in the PHC system is based on the evaluation of the quality of delivered services and results of the treatment (yes/no); The ratio of the number of referrals of patients to stationary hospitals from polyclinics to the overall number of cases (%); The ratio of the number of cases when medical aid has been shown in the necessary volume and through the relevant technologies in the PHC system to the overall number of out-patient medical services (%). |
| 35. Increase the transparency, accountability of the hygiene and epidemiological service performance. | 35.1 Increase the effectiveness of control in the hygiene and epidemiological service. | | The draft RA law on Maintaining Public Health Safety has been reviewed and amended The RA Law on Maintaining Public Health Safety has been adopted. | <p>The procedures ensuring the transparency of oversight over the adequate level of preliminary and regular health checks for the public health security entities' personnel have been developed.</p> <p>The procedures necessary to ensure the fulfillment of the requirements related to the public health safety stemming from the RA Law on Maintaining Public Health Safety have been established.</p> | The procedures ensuring the transparency and accountability of oversight functions have been introduced. | The RA Ministry of Healthcare | The RA State budget | <ul style="list-style-type: none"> The RA Law on Maintaining Public Health Safety has been adopted Procedures to ensure the application of the RA Law on Maintaining Public Health Safety have been adopted (yes/no); New reporting forms and record-keeping forms used in the system have been developed and adopted The share of properly approved normative legal documents among the total number of normative legal documents that have to be developed (percent) The share of standardized laboratory tests among the total number of laboratory tests The share of workers who have undergone regular medical examination among the total number subject to such examination (percent). |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| The Judiciary | | | | | | | | |
| 36. Expand the use of the alternative dispute resolution methods. | 36.1 Clarify the legislative framework for introducing arbitration for family and labor related disputes. | | Draft amendments to the RA Civil Procedure Code, the RA Labor Code and the RA Family Code. | Training courses for arbitrators and judges in family and labor related disputes. | Clarified permissible limits for dispute resolution via arbitration for family and labor related disputes. | The RA Ministry of Justice the RA Judicial Department | The RA State budget | <ul style="list-style-type: none">The ratio of the number of arbitration cases to the total number of court cases in the same period of time;Increase of the cases resolved via arbitration. |
| 37. Improve the material guarantees of judges’ activities alongside exacerbating liability for infringements in the exercise of the judicial power. | 37.1 Take measures to increase the pay rate for judges of courts of general jurisdiction. | | Examine the international experience with the material guarantees for the activities of judges. | Introduce a system enabling the review of the judges’ salary as well as ensure an adequate amount of the judge’s salary. | Reduce the significant differences between the pays of various instance court judges. | The RA Ministry of Justice, the RA Ministry of Finance, the RA Judicial Department | The RA State budget | <ul style="list-style-type: none">Average pay for the employees in the judiciary compared with the average pay of employees in private law firms (%) (PRSP Social and Civil Exclusion and Inequality: Monitoring Indicators, e1.2);Assessment of public trust in the judiciary (survey). |
| | 37.3 Increase criminal liability for any interference with the activities of the court with a view to obstructing the administration of justice. | | Draft of the relevant amendments to the RA Criminal Code on judges receiving bribes, adopting an obviously unfair judicial decision for mercantile or other personal reasons and interfering in any way with the exercise of justice. . | Assessment of public trust in the judiciary. | | The RA Ministry of Justice, The RA Judiciary Department, | The RA State budget | |
| 38. Ensure transparency and accountability in matters related to conflict of interests, and declaration of income and property of judges. | 38.1 Increase the role of the Ethics Commission under the Council of Court Chairs in matters related to ensuring transparency of the judges’ financial resources by <i>inter alia</i> defining the procedure for considering issues of financial transparency of judges by the Ethics Commission on the basis of communications from the RA nationals and physical persons as well as other related procedures. | | The procedure for considering issues of financial transparency of judges by the Ethics Commission on the basis of communications from the RA nationals and physical persons has been defined. The declarations of income and property of judges are posted | Introduce the system of conflict of interest for judges and draft the relevant legislative amendments. | A system of declaration of judges’ interests. | the RA Judicial Department The RA Ministry of Justice, | The RA State budget, donor support | <ul style="list-style-type: none">The ratio of cases related to the declaration of the property, income and interests considered by the Ethics Commission under the Council of the Court Chairs to the total number of cases considered by the CCC Ethics Commission. |
| 39. Improve the process of induction and in-service training of candidates for judges. | 39.1Extend the period of education in the RA Judicial School including the probation period in courts in line with the internationally accepted standards | | Study of the international practice and recommendations. Draft amendments to the RA Judicial Code. | The period of education in the RA Judicial School including the probation period in courts has been extended. | | The RA Ministry of Justice, the RA Judicial Department | The RA State budget, donor support | <ul style="list-style-type: none">The minimum duration and requirements of individual training courses in the Judicial School for prosecutors, defense lawyers and investigators acting as candidates for judges have been regulated (yes/no);The ratio of the number of judges trained in corruption prevention and fighting, as well as in the code of conduct for judges to the total number of judges. |
| | 39.2 Legislatively regulate the minimum duration of individual training courses in the judicial school for prosecutors, defense lawyers and investigators acting as candidates for judges and define the course requirements. | | The individual training courses in the Judicial School for prosecutors, defense lawyers and investigators acting as candidates for judges have been reviewed Draft amendments to the RA Judicial Code. | Approved training course in the RA Judicial School, reviewed requirements. | | The RA Ministry of Justice, the RA Judicial Department, the RA Judicial School | The RA State budget | |
| | 39.3 Include in the training guidelines approved by the RA CCC directions related to corruption prevention and code of conduct for judges. | | Mandatory training topics approved by the RA CCC; inclusion of international practice. | Training courses in corruption prevention and fight, as well as in the code of conduct for judges have been conducted. | | the RA Judicial Department, the RA Judicial School | The RA State budget, support of the donor organizations | |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| | | Criminal-Executive Service | | | | | | |
| 40. Improve mechanisms for public and administrative oversight over the implementation of criminal-executive service functions. | 40.2 Post the reports of the Public Monitoring Group and the comments of the RA Ministry of Justice on these reports on the official website of the RA Ministry of Justice. | The reports of the Public Monitoring Group and the comments of the RA Ministry of Justice on these reports are posted on the official website of the RA Ministry of Justice. | The reports of the Public Monitoring Group and the comments of the RA Ministry of Justice on these reports are posted on the official website of the RA Ministry of Justice. | The reports of the Public Monitoring Group at the Detention Facilities of the criminal-executive services and the comments of the RA Minister of Justice on these reports can be accessed via the official website of the RA Ministry of Justice. | The reports of the Public Monitoring Group at the Detention Facilities of the criminal-executive services and the comments of the RA Minister of Justice on these reports can be accessed via the official website of the RA Ministry of Justice. | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none">The ratio of the number of administrative inspections by the Department of Supervision within the RA Ministry of Justice to the total number of published outcomes of participatory monitoring in the same period of time;The ratio of frequency of participatory monitoring to the total number of reports published by the Public Monitoring Group at the Detention Facilities of the criminal-executive services in the same period of time. |
| | 40.3 Clarify the functions of the Department of Supervision within the RA Ministry of Justice and define the administrative monitoring procedures. | | Examine the functions and administrative monitoring procedures of the Department of Supervision within the RA Ministry of Justice as well as the relevant international practice. Draft decree of the RA Minister of Justice on approving the charter of the Department of Supervision within the RA Ministry of Justice. | | | The RA Ministry of Justice | The RA State budget | |
| | 40.4 Introduce criteria for evaluating the effectiveness of operations of the criminal-executive services. | | Operating procedure for structural units of criminal-executive services by sectors have been developed and introduced. | The effectiveness of operating procedures of structural units of criminal-executive services by sectors have been evaluated. | | The RA Ministry of Justice | The RA State budget | |
| 42. Encourage the recruitment of quality human resources in the criminal-executive services. | 42.2 Introduce objective qualification criteria for positions in the criminal-executive services. | | Job descriptions for the criminal-executive services positions have been introduced. | | | The RA Ministry of Justice, | The RA State budget | |
| | 42.3 Review and improve the training programs for the officers within the criminal-executive services. | | Improved training programs for the officers within the criminal-executive services. | Improved program of training courses for the officers within the criminal-executive services in line with the established timeline. | Improved program of training courses for the officers within the criminal-executive services in line with the established timeline. | The RA Ministry of Justice | The RA State budget, donor support | |
| 43. Prevent criminal-executive service officers and persons serving their sentences from growing too close to each other | 43.1 Define cases when transfer of the relevant employee of the criminal-executive services to another position should be mandatory. | | Draft amendments to the RA Law on the Criminal-Executive Service. Application of the rotation procedure for officers in the criminal-executive services. | | | The RA Ministry of Justice | The RA State budget, donor support | <ul style="list-style-type: none">The legislation has defined the imperative cases for transferring the officers within the criminal-executive services to another position (yes/no); |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| State Registration of Legal Entities | | | | | | | | |
| 44.Simplify the process of State registration of legal entities. | 44.1 Approve the templates required for State registration of commercial legal entities and ensure access to them through the official website of the RA Ministry of Justice. | | Present the templates required for State registration of commercial legal entities. | Test the system for receiving and filling in the templates required for State registration of commercial legal entities through the official website of the RA Ministry of Justice. | The templates required for State registration of commercial legal entities can be accessed electronically and a mechanism for online State registration has been established. | The RA Ministry of Justice | The RA State budget, the support of donor organizations | <ul style="list-style-type: none">• The number of electronic users of the services delivered by the State Register;• The ratio of refusals to register on the grounds of conviction for crimes laid down by the RA Criminal Code to the number of legal entities. |
| | 44.2 Introduce a mechanism for checking the information on the criminal past of legal entities at the time of their State registration. | | Study the international practice in the field of checking the information on the criminal past of legal entities at the time of their State registration. Submit drafts of legislative amendments related to the refusal to register persons having committed specific crimes under the RA Criminal Code. | Organize technical work ensuring declaration of the information related to the criminal past of legal entities at the time of State registration. | There is a comprehensive database for the information related to the criminal past of legal entities at the time of State registration within the State Register of Legal Persons. | The RA Ministry of Justice, the RA Ministry of Economy, the Police under the GoA | The RA State budget | |
| 45. Introduce the principle of ‘one stop shop’ (one window) in the area of State registration of legal entities. | 45.2 Establish a procedure for getting the documents from other State agencies required for registration through the State Register of Legal Entities. | | Develop a procedure for acquiring the documents required from other State agencies for the purpose of State registration of legal entities through the State Register of Legal Entities. | Introduce and test the mechanism for online acquisition of taxpayers’ codes. | The documents required from State agencies for State registration of legal entities are available through the State Register of Legal Entities. | The RA Ministry of Justice, the RA Ministry of Economy, the RA State Revenue Committee under the GoA | The RA State budget | <ul style="list-style-type: none">• The ratio of the number of online registrations of company names to the total number of registrations of company names in the same period of time;• The ratio of the number of online acquisitions of taxpayers’ codes to the total number of legal entities that have obtained State registration. |
| | 45.3 Reduce the timeframes for the provision of documents certifying absence of obligations on the part of legal entities and for registration of their dissolution. | | Submit legislative amendments directed at reducing the timeframes for the provision of documents certifying absence of obligations on the part of legal entities and for registration of their dissolution. | Introduce and test the automated systems for the acquisition of the documents required from the competent regional subdivisions of tax authorities for the dissolution of legal entities. | The registrations following dissolution of a legal entity are limited to the authorized body - one tier. | The RA Ministry of Justice, the RA State Revenue Committee under the GoA | The RA State budget | |
| 46.Improve the administrative oversight mechanisms applied within the authorized State body. | 46.1 Review the oversight methods applied to the activities of State register bodies and establish procedures for consolidating their results. | | Introduce the procedures for evaluating the activities of the State register bodies and consolidating their results and develop performance evaluation guidelines. | Introduce effective incentive mechanisms for officers in the State register bodies | | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none">• The ratio of the number of disciplinary liability measures against the officers in the State register bodies to the total number of officers;• The ratio of the cases of encouragement to the officers in the State register bodies to the total number of officers. |

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| Service for Compulsory Enforcement of Judicial Acts | | | | | | | | |
| 47. Increase the capacity of compulsory enforcement bodies to detect the debtor’s property. | 47.1 Improve the capacity of compulsory enforcement bodies to detectdebtor’s property. | | A study of international experience with mechanisms for detecting debtor’s property has been completed. Training for the staff of the service of compulsory enforcement of judicial acts on detecting debtor’s property conducted. | Mechanisms of cooperation between various agencies for the purpose of detecting debtor’s property have been developed. | The compulsory enforcement bodies’ capacity to detect the debtor’s property has been improved. | The RA Ministry of Justice | The RA State Budget | <ul style="list-style-type: none">• The ratio of the cases of non-detection of the debtor’s property by compulsory executors to the cases of detection of property in the framework of CEJA proceedings;• The average required period for the detection of the debtor’s property compared with the preceding year. |
| 48. Imprpove the oversight mechanisms within the RA Ministry of Justice. | 48.1Review the methods of oversight over the activities of the service for compulsory enforcement of judicial acts and define procedures for summarizing their results. | | The order of the RA Minister of Justice on approving the charter of the Department of Supervision within the RA Ministry of Justice. The procedure for evaluating the activities of the service for compulsory enforcement of the RA judicial acts and for summarizing their results has been introduced and the performance evaluation guidelines have been developed. | A unified procedure for the preparation and institution of disciplinary proceedings against the officers of the service for compulsory enforcement of judicial acts has been developed. | Mechanisms of encouragement for officers ensuring compulsory enforcement of judicial acts have been introduced. | The RA Ministry of Justice | The RA State Budget | <ul style="list-style-type: none">• The charter of the Department of Supervision within the RA Ministry of Justice has been approved (yes/no);• A procedure for summarizing the results of the activities of the Service for Compulsory Enforcement of Judicial Acts has been defined (yes/no);• A unified procedure for the preparation and institution of disciplinary proceedings against the officers of the Service for Compulsory Enforcement of Judicial Acts has been defined (yes/no);• The ratio of the disciplinary measures against the officers in the Service for Compulsory Enforcement of Judicial Acts to the total number of officers;• The ratio of the incidents of encouragement of the officers of the Service for Compulsory Enforcement of Judicial Acts to the total number of officers. |
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| The RA Police | | | | | | | | |
| 49. Improve traffic rules and norms prescribing sanctions for violating these rules. | 49.1 Remove the ambiguity of legal regulation and norms that leave room for misinterpretation. | | Submit draft amendments to the RA Code on Administrative Offenses as well as the 2007 RA Government Decree on Approving the RA Traffic Rules and the List of Defects and Conditions Prohibiting the Operation of Vehicles. | The norms laying down traffic rules in the RA Code on Administrative Offenses and in the Traffic Rules have been made uniform. | | the Police under the GoA | The RA State budget | <ul style="list-style-type: none">The ratio of the number of acts filled in by the traffic police on subjecting individuals to administrative liability that do not contain the description of the matter to the total number of acts filled in in the same period of time (the closer it is to one the higher are the corruption risks);The ratio of the number of acts filled in by the traffic police that are not supported by the relevant evidence to the total number of acts filled in in the same period of time (the closer it is to one the higher are the corruption risks);The ratio of the number of judicial applications filed against the traffic police to the total number of administrative sanctions applied by the traffic police in the same period of time. |
| | 49.2 Remove the dangers of discretion when choosing the types of liability and penalties as well as other obstacles creating preconditions for infringing traffic rules. | | Following a review, any discretion by a traffic policeman in applying administrative sanctions has been minimized. | Compiling traffic accident schemes eliminates any discretion. | | The Police under the GoA | The RA State budget | |
| 50. Increase the transparency and openness of traffic police activities. | 50.1 Establish procedures for ensuring the transparency of the police material incentives and the proceeds and expenditures of the off-budget technical development fund. | | | A public awareness program related to the legislation regulating the traffic, the police material incentives and the proceeds and expenditures of the off-budget technical development fund. The by-laws ensuring implementation of the public awareness program have been enacted. | The outcomes of the public awareness programme. | The Police under the GoA | The RA State budget | <ul style="list-style-type: none">Frequency of notifying drivers of the legislation regulating traffic;The relative level of accidents in the country (the percentage ratio in successive time periods). |
| | 50.2 Establish procedures to ensure access to statistics about traffic accidents and registered administrative offenses. | | | The statistics about traffic accidents and registered administrative offenses and the system of evaluation of police efficiency based on it have been introduced. Published reports on the participatory monitoring conducted by the civil society organizations. | Published reports on the participatory monitoring conducted by the civil society organizations. | The Police under the GoA, civil society organizations. | The RA State budget, the donor community support | |
| 52. Increase the effectiveness of the State register of population. | 52.1 Improve the State register system. | The outcomes are according to the RA migration system and the schedule of activities stemming from the concept paper on electronic passports containing biometric data and identification cards. | | | | The RA Police under the GoA | The RA State budget | <ul style="list-style-type: none">The ratio of the number of applications related to inaccuracies in the State register data to the total number of reviews and updates of the database in the same period of time. |
| | 52.2 Regulate the use of the State register data while providing public services. | | | | | | | |
| | 52.3 Establish norms according to which a person would be considered duly notified if a notice has been sent to the person’s address, including in cases when the actual place of residence of the person is different. | | | | | | | |
| 53. Introduce adequate legal norms to ensure the security of personal data. | 53.1 Establish legal consequences for not reporting the relevant information to the State register of population, residing without an identity card, State register officials failing to provide the information required by law or providing incomplete | The outcomes are according to the RA migration system and the schedule of activities stemming from the concept paper on electronic passports containing biometric data and identification cards. | | | | The RA Police under the GoA, the National Security Service under the GoA | The RA State budget | <ul style="list-style-type: none">The number of administrative sanctions applied for not reporting the relevant information to the State register of population, residing without an identity card, State register officials failing to provide the information required by law or providing incomplete |

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| | information. | | | | | | | information. |
| 54. Ensure the lawfulness of the police activities and increase their responsibility | 54.1 Ensure that administrative acts on administrative liability are lawful and meet the legal requirements. | | | Professional training courses for traffic police officers in the structure and requirements of a lawful administrative act have been developed. Professional training courses for traffic police officers. | Guarantee liability for those police officers that have filled in an unlawful administrative act. | The Police under the GoA | The RA State budget, the donor community | <ul style="list-style-type: none"> The ratio of the number of official inquiries within the police to the total number of administrative sanctions applied to police officers in the same period of time; The ratio of the number of inquiriesof official inquiries carried out within the police to the total number of appeals against police officers’ actions in the same period of time; Increase of the average pay of police officers (%) compared with the previous year. |
| | 54.2 Improve access to procedures for appealing against police officers’ actions. | | | Simplified procedures for appealing against police officers’ actions have been introduced, their accessibility, timeliness, as well as adequate safeguards for the protection of rights have been ensured. Public awareness measures related to appeals against police officers’ actions. | A report on the evaluation of the effectiveness of the procedures for appealing against police officers’ actions. | The Police under the GoA, | The RA State budget, the donor community | |
| 55. Ensure proper quality of police organs’ work and service to the public. | 55.1 Minimize the need for intermediary police units and police officer-citizen contacts. | | A programme for introducing an accessible system for posting the application forms for services delivered to citizens by the police on the official website of the police and for enabling their submission and processing by the Internet or in any other manner. | The outcomes are according to the programme. | The outcomes are according to the programme. | The Police under the GoA | The RA State budget, the donor community | <ul style="list-style-type: none"> The number of citizens that use the police services delivered to the public electronically or in any other manner; Cooperation memos have been signed between the police organs and specialized civil society organisations (yes/no); The ratio of the number of complaints about the delays in the delivery of public services to the general volume of services delivered in the same period of time; The ratio of the number of TV and radio broadcast hours aimed to raise public awareness on the police activities to the general number of TV and radio broadcast hours dedicated to the coverage of the activities of public administration bodies. |
| | 55.2 Introduce procedures to encourage cooperation between the public and the police as well as the civil society participation. | | The international practice related to the cooperation between the police and civil society organisations has been studied and the scope of cooperation have been defined. | Cooperation memos have been signed between the police organs and specialized civil society organizations. | Outcomes of activities implemented on the basis of the cooperation memos signed between the police organs and specialized civil society organizations. | The Police under the GoA | The RA State budget | |
| | 55.3 Encourage public awareness of police activities and proper coverage of citizens’ rights and responsibilities and administrative processes. | | Analysis and evaluation of the current situation of public awareness of police activities and proper coverage of citizens’ rights and responsibilities; as well as administrative processes and a medium-term program for future activities. | Cooperation memos have been signed with NGOs with a view to obtaining free of charge consulting services, clarification of the current procedures, identification and evaluation of the citizens’ needs in more vulnerable areas of police activities. | Report on the implementation of the program of actions for the proper coverage of citizens’ rights and responsibilities and administrative processes. | The Police under the GoA | The RA State budget, the donor community | |

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| Political Corruption | | | | | | | | |
| 56. Improve the legislation ensuring transparency, openness, accountability and lawfulness of the legislative power. | 56.1 Establish rules of conduct for parliamentarians. | | The relations with regard to the rules of conduct for the RA NA members have been regulated by law. | Measures of liability for the violation of the rules of conduct have been established. The RA NA Rules of Procedures have laid down the powers of the NA ad hoc ethics committee. | The RA NA ad hoc ethics commiittee is working. | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none">• The relations with regard to the rules of conduct in the RA National Assembly have been regulated by the RA Law on the Rules of Procedure of the National Assembly (yes/no);• A code of conduct laying down the key principles of the RA NA member’s conduct has been produced (yes/no);• The code of conduct for the RA NA members regulates the rules of the member’s conduct in the NA and its standing committees, as well as in their relations with bodies of public administration and local self-government, their officials, non-governmental organizations, mass media, in foreign countries and with foreign nationals (yes/no);• The ratio of the number of hearings related to parliamentarians’ conduct to the total number of hearings in the RA NA in the same period of time;• The ratio of the number of complaints against the RA NA member’s negative conduct and incidents covered by the mass media to the total number of hearings in the RA NA in the same period of time; |
| | 56.2 Improve the mechanisms for the declaration of parliamentarians' interests. | | The procedure and terms for declaring the aforesaid interests by the RA NA members have been established. | The rules of ethics for parliamentarians in cases of conflict of interests have been stipulated by law | | The RA Ministry of Justice | The RA State budget | |
| | 56.3 Ensure the enforcement of the constitutional provisions related to the ban on parliamentarians engaging in entrepreneurial activities. | | The ban on the RA NA members engaging in entrepreneurship as well as the forms prohibiting and permitting their participation in a company have been established. The liability measures for any violation of the ban on the RA NA members engaging in entrepreneurship have been established. | The procedure for the RA NA members performing scientific, academic and creative work and the remuneration for such work has been established. The procedure for immediately notifying the RA NA competent committee when a parliamentarian engages in entrepreneurship or violates any of the terms laid down in Article 65 of the RA Constitution has been established. | The measures to be taken by the RA NA competent committee when a breach of the terms laid down in Article 65 of the RA Constitution has been detected or investigated and the procedure for that have been established. | The RA Ministry of Justice | The RA State budget | |
| | 56.4 Finalize the norms related to the ban on receiving gifts by parliamentarians. | | The procedure for receiving gifts by parliamentarians has been established. | The procedure for returning the banned gifts or handing them over to the State has been established. | | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none">• The procedure and terms for declaration of interests by parliamentarians in the rules of conduct has been established (yes/no);• The code of conduct for the RA NA members regulates the parliamentarian’s conduct in case of conflict of interests, the impermissibility of the exercise of the parliamentarian’s powers on orders or in the interests of other persons, as well as the rules of conduct excluding any influence on the parliamentarian’s decisions by other persons due to family, social, official or any other reasons (yes/no);• The RA Law on the Rules of Procedure for the National Assembly lays down a provision on compulsory withdrawal of the parliamentarian in case of conflict of interests (yes/no);• The ratio of the number of declarations submitted by the parliamentarian when making a legislative initiative in the National Assembly, as well as before any deliberation (including voting) on the issue in the sessions of the National Assembly or its committees to the total number of votes taken by the NA in the same period of time;• The RA Law on the Rules of Procedure for the National Assembly has laid down the forms prohibiting and permitting parliamentarians’ participation |

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- in companies (yes/no);
- The RA Law on the Rules of Procedure for the National Assembly has laid down the procedure for the RA NA members performing scientific, academic and creative work and for receiving remuneration for such work (yes/no);
- The ratio of the number of hearings organized by the competent committee on cases of violation by the RA NA member of the terms in Article 65 of the RA Constitution and other terms to the total number of the NA hearings in the same period of time;
- The ratio of the number of deliberations organized by the competent committee of the National Assembly on the detection or inquiry into a fact of violation of the terms of Article 65 of the RA Constitution to the total number of the NA deliberations in the same period of time;
- The regulation of the ban on receiving gifts by parliamentarians is based on the provisions laid down in the judges’ code of conduct on legislative regulation of the ban on receiving gifts by officials;
- The provisions on receiving or giving consent to receive gifts by a parliamentarian in office, as well as on disallowing any family member living with him/her to engage in such acts and the exceptions to the ban on receiving gifts have been laid down;
- The maximum value of permissible gifts which, if exceeded, the parliamentarian will be obliged to notify the committee overseeing the rules of conduct of parliamentarians has been established;
- The procedure for returning a gift or handing it over to the State has been established;
- The concept of a gift comprising any leasing, property sold or service rendered at an excessively low cost, the free of charge use of another’s property has been defined;
- The ratio of the number of cases of receiving gifts by RA NA members to the total number of RA NA hearings on the topic of the code of parliamentarians’ conduct in the same period of time;
- The provisions on the NA Chairman or the NA State and Legal Committee regarding the reasons for parliamentarians’ absences from the NA votes compelling have been removed from the RA Law on the Rules of Procedure for the National Assembly (yes/no);
- The RA Law on the Rules of Procedure for the National Assembly has established the list of cases for considering the reasons for

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| | | | | | | | | <p>parliamentarians’ absences from the NA votes compelling and the justifications in each and every case (yes/no);</p> <ul style="list-style-type: none"> The ratio of the number of the NA members absenting from the NA votes to the total number of the NA members. |
| 57. Improve the parliamentary immunity system. | 57.1 Establish a parliamentary immunity system that would rule out the possibility of politically motivated prosecution. | | | The rules with regard to identifying those that abuse parliamentary immunity, properly informing the public on such cases and on applying measures of liability have been established. | The skills of journalists in conducting investigations with a view to detecting the cases of abuse of parliamentary immunity as well as in notifying the public of journalistic investigations have been improved. | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> The RA Law on the Rules of Procedure for the National Assembly has established the provision on the impermissibility for a parliamentarian to make any reference to his/her immunity in any legal relation (yes/no); The ratio of the number of initiatives for the review and/or elimination of the parliamentary immunity to the total number of parliamentarians; The ratio of the number of complaints related to abuse of parliamentary immunity by the RA NA members and the incidents covered by the mass media to the total number of the RA NA hearings related to parliamentarians’ conduct in the same period of time. |
| 58. Ensure effective civil society participation in the legislature’s activities. | 58.1 Broaden the possibilities of effective civil society participation in the work of the RA committees. | | The provisions on allowing the people who participated in the development of draft laws to be discussed at a committee session or who have made recommendations on the drafts to be present at a session without the special decision of the NA committee, have been established. | | | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> The ratio of the number of hearings convened on civic initiative to the total number of NA hearings in the same period of time; The ratio of the number of hearings convened with full participation of civil society representatives to the total number of NA hearings in the same period of time. |
| | 58.2 Broaden the possibilities of effective citizen participation in parliamentary hearings. | | The provision on requiring parliamentary hearings on introducing a draft law or a draft NA decision if at least 1 per cent of citizens who have the right to vote in National Assembly elections signed in support of the said draft has been established. | The provision on ensuring full participation of the representatives of the organizing party in hearings conducted on civil initiative has been established. | The provision on convening parliamentary hearings on a recommendation of an NA faction, of parties or other non-governmental organizations not represented in the NA upon the committee’s decision has been established. | The RA Ministry of Justice | The RA State budget | |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| Electoral System | | | | | | | | |
| 59. Prevent the involvement of electoral commission members in political processes. | 59.1 Prevent the active involvement of electoral commission members in political processes in the year before elections. | | Study the international best practice of forming electoral commissions at different levels and make recommendations on improving the principles of electoral commission formation. | The procedure for forming the RA Central and territorial electoral commissions has been reviewed and the requirements to commission members have been established by law. | | The RA Ministry of Justice, the RA Central Electoral Commission | The RA State budget | <ul style="list-style-type: none">• The number of public servants appointed at electoral commission members;• The ratio of the number of public servants appointed as electoral commission members to the total number of commission members. |
| 60. Improve the procedure for considering the applications and complaints sent to electoral commissions. | 60.1 Ensure the citizens’ constitutional right to an effective judicial remedy in processes related to the outcomes of elections. | | | <p>The provisions exacerbating the liability of electoral commission members have been established.</p> <p>The procedure for considering the applications and complaints in electoral commissions has been clarified including the applicable provisions of the RA Law on Principles of Administration and Administrative Proceedings with regard to electoral legal relations making it mandatory to consider all the complaints in a commission’s session.</p> | The procedures for appealing against decisions of electoral commissions in court have been clarified. | The RA Ministry of Justice, the RA Central Electoral Commission | The RA State budget | <ul style="list-style-type: none">• The RA Constitutional Court’s recommendations in relation to the 2007 parliamentary elections on the procedure for considering electoral complaints (yes/no) have been implemented;• The ratio of complaints considered by electoral commissions to the total number of complaints;• The ratio of the number of deliberations with the participation of applicants’ and complainants’ representatives to the total number of deliberations over applications and complaints in the same period of time;• The ratio of the number of appeals against electoral commission decisions taken to the court to the total number of applications and complaints received by the commissions in the same period of time;• The ratio of the number of court cases for the protection of citizens’ constitutional rights related to the outcomes of elections to the total number of judicial proceedings on election-related issues in the same period of time; |
| 61. Increase the civil society's participation in monitoring the election processes. | 61.1 Introduce effective mechanisms ensuring the civil society's participation in monitoring the election processes. | | | <p>Public awareness on electoral commission powers has been improved.</p> <p>A hotline has been introduced in the RA Central Electoral Commission and territorial electoral commissions.</p> <p>Training courses in the RA electoral legislation jointly with the Central Electoral Commission have been designed and conducted for NGO and mass media representatives carrying out observation missions in electoral processes.</p> | Training courses in the RA electoral legislation jointly with the Central Electoral Commission have been designed and conducted for NGO and mass media representatives carrying out observation missions in electoral processes. | the RA Central Electoral Commission, civil society structures (by agreement) | The RA State budget, donor community support | <ul style="list-style-type: none">• The number of alerts received by electoral commissions via hotlines;• The ratio of the number of the operational measures taken in response to alerts received by electoral commissions via hotlines to the total number of alerts;• The number of courses organized for organizations on an observation mission;• The ratio of the number of publications and monitoring reports reflecting the outcomes of an observation mission to the total number of organizations and mass media on an observation mission. |
| 62. Continuously improve the process of voter list maintenance. | 62.1 Improve the quality of compiling the State register of population and continue to work towards introducing local registers. | | | Voter lists have been updated. | | The RA Police under the RA Government | The RA State budget | <ul style="list-style-type: none">• Local registers of population have been introduced in the whole of the RA territory (yes/no);• The ratio of the number of inaccuracies in voter lists to the number of voter list updates in the same period of time; |

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| | | | | | | | | <ul style="list-style-type: none"> • The ratio of the number of complaints and applications on inaccuracies in voter lists to the total number of corrections made in the course of voter list updating in the same period of time; |
| 63. Make a clear distinction between the day-to-day current political activity of officials and campaign activities. | 63.1 Ensure a distinction between the political activity of officials within the State and local self-government bodies of and campaign activities. | | | <p>The procedure ensuring that all candidates have equal opportunities to make use of the property belonging to State and local self-government bodies has been established.</p> <p>The provisions prohibiting the free or advantageous use of the property belonging to State and local self-government bodies for campaign purposes have been clarified.</p> <p>The procedure for dismissing the persons in political and discretionary positions for the duration of the campaign has been established.</p> | The display of campaign materials on public property in places other than the ones designated for that purpose has been prohibited. | The RA Ministry of Justice, the RA Central Electoral Commission | The RA State budget | <ul style="list-style-type: none"> • The ratio of the number of complaints with regard to violations of the provisions on free or advantageous use of property belonging to State and local self-government bodies for campaign purposes to the total number of complaints; • The provision on ensuring that all candidates have equal opportunities to make use of the property belonging to State and local self-government bodies has been laid down by law (yes/no); • The law has laid down the duty of local self-government bodies to furnish candidates with halls and other facilities with a view to organizing campaign meetings, voters' meetings with candidates, as well as other election-related events; • The legislation has prohibited the display of campaign materials on places constituting public property (yes/no); • The legislation has established the procedure for dismissing the persons in political and discretionary positions for the duration of the campaign (yes/no). |
| 64. Toughen the fight against vote buying. | 64.1 Ensure prevention, detection and public awareness of vote buying. | The provision on prohibiting charitable activities while campaigning and the administrative liability measures for its violation have been established. | | <p>The people engaged in vote buying or selling have been identified and subjected to liability.</p> <p>Education programmes aimed at increasing voters' legal awareness have been introduced.</p> | <p>The people engaged in vote buying or selling have been identified and subjected to liability.</p> <p>Education programmes aimed at increasing voters' legal awareness have been introduced.</p> | The RA Ministry of Justice, the RA Central Electoral Commission, the RA Police under the RA Government | The RA State budget, donor community support | <ul style="list-style-type: none"> • The RA Law on Charitable Activity and the RA Electoral Code have been amended to prohibit any charitable program starting from the day of the campaign up to the voting date other than in the cases laid down by law (yes/no); • The legislation has envisaged administrative liability for engaging in charitable activities in the course of a campaign (yes/no); • The ratio of the number of offenses of vote buying by political parties including for giving, providing or promising money, food, securities, goods and services during the campaign to citizens free of charge or on advantageous conditions, as well as for any other financial and/or material assistance to voters detected as a result of alerts to the number of non-detected cases; • The ratio of the number of citizens participating in an election to the total number of voters included in voter lists; • The RA Government awards grants for organizing public education programs aimed at increasing voters' |

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| | | | | | | | | legal awareness (yes/no); |
| 65. Increase the transparency of political party financing and control over their financial activities. | 65.1 Harmonize the party financing mechanisms with the mechanisms for creation of pre-election funds as stipulated by the RA Electoral Code. | | The provisions prohibiting contributions to political parties by persons without citizenship and organisations where the RA or communities have share, have been laid down in the RA Law on Political Parties. | | | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> The procedures for political party financing of the RA Law on Political Parties have been harmonized with the norms of the RA Electoral Code (yes/no); The RA Law on Political Parties has prohibited non-citizens and organizations where the RA communities have share to make contributions to political parties (yes/no); The RA legislation has laid down provisions on optional audit of all political parties after each national election (yes/no); The criteria of audit of financial-economic activities of political parties envisage a provision on including the financial resources necessary for the mandatory audit in the financial support provided to political parties by the State (yes/no); The ratio of the number of declarations submitted by political parties to the total number of existing political parties; The ratio of the number of financial declarations submitted by political parties that reveal legislative violations to the total number of existing political parties; The ratio of the number of actions taken by competent bodies on the outcomes of declarations submitted by political parties to the total number of declarations submitted by political parties; The ratio of the amount increased at the expense of the financial resources spent during campaigns as assessed by competent bodies to the amount permitted during election campaigns by law; The ratio of the number of submitted declarations to the total number of political parties having participated in an election that have a legislatively defined duty to submit a declaration; The legislation has established the procedure for attracting and disposing non-monetary assets in pre-election funds (yes/no). |
| | 65.2 Introduce the institute of audit of financial activities of political parties. | | <p>The provisions on mandatory audit of financial-economic activities of political parties who have received State financing at a specific period of time after every national election and on optional audit of all political parties by the decision of party assembly or permanently operating body have been laid down.</p> <p>The criteria of mandatory audit of financial-economic activities of political parties have been established.</p> | The financial resources necessary for the mandatory audit are included in the financial support provided to political parties by the State. | There is an audit of financial-economic activities of political parties. | <p>The RA Ministry of Justice,</p> <p>the RA Ministry of Finance,</p> <p>the RA Control Chamber</p> | The RA State budget | |
| 66. Eliminate the immunity of the members of electoral commissions at all levels, as well as registered candidates for elections to the RA National Assembly and local self-government bodies. | 66.1 Limit the immunity of participants of election processes. | | Draft legislative amendments to eliminate the immunity of the members of electoral commission at all levels. | Draft legislative amendments to eliminate the immunity of the registered candidates for elections to the RA National Assembly and local self-government bodies. | | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> The immunity of the members of electoral commissions at all levels has been eliminated (yes/no); The immunity of the registered candidates for elections to the RA National Assembly and local self-government bodies has been eliminated (yes/no). |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| Local Self-Government | | | | | | | | |
| 70. Increase the financial independence of communities and the effectiveness of community budget expenditure management. | 70.6 Ensure effective use of the automated information systems for property and land tax accounting and collections. | | Eliminate the inaccuracies in property and land tax databases, improve and use effectively the automated databases for property and land tax accounting and collection. | | | The RA State Committee of Revenues, the RA municipalities | The RA community budgets | <ul style="list-style-type: none">The share of communities having approved four-year development programs in the total number of communities (%);The number of communities using the GFS 2001 budgeting classification and common accounting and reporting systems;The share of community financial specialists trained in capital planning and budgeting, financial management and crediting in the overall number of community financial specialists (%);The level of introduction of program budgeting in communities (%);The share of communities using automated systems in collecting local fees and charges in the overall number of communities (%);Increased collection of the land tax, property tax, local fees and charges (%);The share of communities’ own revenues in the general budget revenues (%);The amount of community budget per capita expenditures (AMD);The share of new local taxes in community budget revenues (%);The share of complaints related to the organization of community procurement in the overall number of complaints (%). |
| | 70.7 Increase the effectiveness of the process of issuing business licenses in a community territory and collecting fees and charges for them. | Developing an automated program for local fees and charges. | Introduce the automated database of collected local fees and charges in communities. | Effectiveness in the collection of local fees and charges. | | The RA Ministry of Territorial Administration, non-governmental organizations (upon their consent) | The RA State budget, donor community support | |
| | 70.8 Introduce common effective information systems of community property management and community property management plans. | Common effective information systems of community property management. | Guidelines on developing community property management plans. | The common effective information systems of community property management and community property management plans have been introduced. | | The RA Ministry of Territorial Administration, non-governmental organizations (upon their consent) | The RA State budget, donor community support | |
| | 70.10 Establish procedures for organizing the community procurement process aimed at balancing the community heads’ powers and increasing the transparency and openness of the process. | Developing the concept of electronic procurement | After developing the concept of electronic procurement, ensuring a more transparent and open community procurement process by applying the principles and mechanisms described in the concept, which would lead to increased effectiveness and saving of the community budget expenditures. | | | The RA Ministry of Finance | | |
| 72. Increase the transparency and openness of local self-government bodies’ activities. | 72.1 Establish procedures for regularly informing the public about LSGs’ activities. | The procedures for regularly informing the public about the LSGs’ activities have been established. | Information campaigns on the LSGs’ activities have been organized. | Increase of the community’s role, a satisfactory level of public awareness and readiness for public participation. | | The RA Ministry of Territorial Administration, | The RA State budget, the RA community budgets, | <ul style="list-style-type: none">The level of public understanding and awareness of communities’ role and activities (outcomes of community polls);The number of publications and/or public hearings on the draft community budget and budget implementation;The number of educated and trained community leaders and community council members compared with the total number of community leaders and community council members (%);The number of citizens having participated in receptions organized by community leaders and councils – by communities;The ratio of the number of applications and complaints related to the sale and/or use of community property to the overall number of decisions on property sale and/or use adopted in the same period of time;The number of citizens’ applications and complaints related to public services provided by LSGs;The ratio of the hours devoted to the coverage of the State policy in the area of local self-government to the number of hours aiming at raising public awareness on LSGs’ activities. |
| | 72.2 Establish clear procedures for mandatory publication of information about draft community budget and budget implementation and for organizing public hearings on the subject. | Procedures for mandatory publication of information about draft community budget and reports of budget implementation, as well as for organizing public hearings. | Consistent implementation of the established procedures, significant increase of the transparency and openness of community budgets and budget implementation reports. | | | The RA Ministry of Territorial Administration, | The RA community budgets | |
| | 72.4 Improve the process of receiving citizens by the LSGs. | Develop procedures for organizing citizen reception by the LSG. | Increase of the transparency of community leaders’ and councils’ activities, strengthen the public relations of the LSGs. | | | The RA Ministry of Territorial Administration, the RA municipalities | The RA community budgets | |
| | 72.5 Improve the institutes and procedures for public auctions for the community property. | Analysis of the disposal of land considered to be community property and development of methodological guidelines based on that analysis. | Gradual increase of the transparency and openness of public auctions for the community property. | | | The RA Ministry of Territorial Administration, the RA municipalities | The RA community budgets | |
| | 72.6 Increase the level of public awareness and involvement in public services provided by the LSGs. | Gradual increase of the level of public awareness and involvement in public services provided by the LSGs using the available forms of public relations (mass media, television, meetings, social surveys, etc). | | | The RA Ministry of Territorial Administration, | The RA State budget, the RA community | | |
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| | | | | | | the RA municipalities, | budgets, donor community support | |
| 73. Increase the accountability and lawfulness of LSGs’ activities. | 73.3 Clarify the procedures for internal and external audit in communities. | Analysis of internal audit standards | Development of methodological guidelines based on the analysis of internal audits | Increase of the effectiveness of internal audits, as well as of the responsibility and accountability of LSGs. | | | | <ul style="list-style-type: none">• The number of reviewed LSG decisions, court applications and cases of no confidence in community leaders as a follow-up to the measures taken by a marzpet in exercising administrative control;• The number of communities having introduced internal audit procedures;• The share of communities where community leaders submit four-year community development programs to community councils for discussion and approval and later publish them in the overall number of communities (%);• Systems and procedures for monitoring and evaluating the community service providers have been introduced in communities (yes/no);• The ratio of the number of communities with State registration of all the community property to the overall number of all the RA communities (%). |
| | 73.4 Establish a legal requirement for community leaders to prepare reports on the implementation of four-year community development programs, submit these reports to community councils for discussion and approval and publish them and introduce the relevant procedures to achieve this. | | Legislative requirement for community leaders to prepare reports on the implementation of four-year community development programs, submit these reports to community councils for discussion and approval and publish them, as well as the relevant procedures. | Introduce the accountability of community leaders with regard to the implementation of four-year community development programs, apply the relevant procedures. | | The RA Ministry of Territorial Administration, the RA municipalities | The RA State budget, | |
| | 73.5 Establish clear indicators for the work performed by providers of community services and introduce monitoring and evaluation systems and procedures in communities. | Clear indicators for the work performed by providers of community services. | Evaluation and monitoring systems and procedures for providers of community services. | Introduced monitoring and evaluation systems and procedures for providers of community services. | | The RA Ministry of Territorial Administration, according to the LSG scopes of competence - State authorized bodies, non-governmental organizations (upon their consent) | The RA State budget, donor community support | |
| | 73.6 Clarify the conditions and procedures for mandatory State registration of community property. | Analyze procedures for mandatory State registration of the RA community property. | Consistently ensure and finalize mandatory State registration of the RA community property. | | | The RA Ministry of Territorial Administration, | The RA community budgets | |
| 74. Increase the effectiveness, transparency and accountability of cooperation between communities and condominiums. | 74.1 Clarify the forms of community support to condominiums, new conceptual approaches to condominiums. | | | Lawful and clear forms of community support to condominiums, transparency and accountability of cooperation between communities and condominiums. Develop new conceptual approaches to condominiums. | Lawful and clear forms of community support to condominiums, transparency and accountability of cooperation between communities and condominiums. | The RA Ministry of Urban Development, the RA Ministry of Territorial Administration, communities, condominiums | The RA State budget, the RA community budgets, | <ul style="list-style-type: none">• The ratio of the expenditures for the exercise by condominiums of powers delegated by LSGs to the total community expenditures (%); |
| | 74.2 Clarify and regulate the relations between communities, condominiums and residents and establish State control over the lawfulness of these relations. | | | Regulate State control over the lawfulness of the relations between communities and condominiums. Clear community-condominium-resident relations, clear differentiation between their scopes of responsibility. | Clear community-condominium-resident relations, clear differentiation between their scopes of responsibility. | The RA Ministry of Urban Development, communities condominiums | | |
| 75. Increase the effectiveness of civil registry services. | 75.1 Introduce a modern technology system to ensure uniform operation of civil registry services and automate their functions. | | Furnish civil registry services with high-tech equipment. A common electronic database for civil registry services, a common modern technology system. | Automated functions of civil registry services. | Highly effective operations of civil registry services. | the RA Ministry of Territorial Administration, The RA Ministry of Justice, non-governmental organizations (upon | The RA State budget, donor community support | <ul style="list-style-type: none">• Legislation requires an increase in rural community budget revenues at the expense of state duty charged from the given community’s members for civil registry services• The ratio of the number of civil registry services with online resources and a website to the overall number of civil registry services (%); |

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| | | | | | their consent) | | |
| 76. Develop the LSGs’ capacity and establish a comprehensive community service system. | 76.1 Consistently develop the municipal service system. | Procedures for ensuring the transparency and openness of competitions to fill the vacancies in the municipal service. | The skills related to the use of community information technologies have been incorporated in mandatory training programs for municipal servants. Implementation of education and training programs for community servants | Continuous improvement, organization and implementation of education and training programs for municipal servants. | | | <ul style="list-style-type: none">• The number of competitions announced on the basis of the new procedures for filling in vacancies in the municipal service;• The number of cooperation memos and/or agreements signed between LSGs and community private sector, NGOs and other stakeholder groups;• The number of powers delegated by LSGs to strengthen the social partnership;• The ratio of the number of grant programs for educating and training the LSG and municipal servants to the overall number of education and training programs implemented in the same period of time (%);• The ratio of the number of communities that have websites with online resources to the overall number of communities (%);• The ratio of the number of communities with internal computer networks to the overall number of communities (%). |
| | 76.3 Develop and introduce procedures for effective cooperation with, awareness raising and involvement of civil society in communities, promote LSG activities and practice aimed at social partnership and delegation of LSG powers. | Procedures for effective cooperation, awareness raising and involvement of civil society with LSGs. | Cooperation memos and/or agreements signed between LSGs and community private sector, NGOs and other stakeholder groups. Foster and promote the practice of LSG activities aimed at social partnership and delegation of powers. | | The RA Ministry of Territorial Administration, non-governmental organizations (upon their consent) | donor community support, The RA community budgets, | |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| Private Sector | | | | | | | | |
| 78. Strengthen the prevention of corruption supply in the private sector. | 78.1 Consolidate the introduction of the international accounting and audit standards. | The international accounting standards (IFRS) have been translated. | <p>The international accounting standards (IFRS) have been approved.</p> <p>The international audit standards (IFRS) have been translated.</p> <p>The accountants’ qualification and professional training system complies with the established standards.</p> | <p>The international audit standards (IFRS) have been approved.</p> <p>The auditors’ qualification and professional training system complies with the established standards.</p> | <p>All economic entities providing auditing services have been applying the established audit standards.</p> <p>The financial reports and financial information of large economic entities and those representing the public interest are accurate.</p> | <p>The RA Ministry of Finance,</p> <p>the State Revenue Committee under the GoA,</p> <p>the Armenia Accountants and Auditors Association (by agreement)</p> | <p>The RA State budget,</p> <p>USAID</p> | <ul style="list-style-type: none">• The ratio of the number of economic entities applying the international audit standards to the overall number of economic entities;• The ratio of the number of large economic entities applying the international accounting standards to the overall number of economic entities;• The ratio of the number of economic entities publishing financial reports and financial information to the overall number of economic entities;• The ratio of the number of reports submitted to tax, customs and statistics services in a manner other than direct handover (%) to the overall number of reports (PRSP Social and Civil Exclusion and Inequality Monitoring Indicators e5.2- e5.4 indicators) |
| | 78.2 Ensure equal conditions for competition. | Harmonize the legislation in the area of protection of economic competition to the EU standards. | Develop and approve a quarterly strategy on the protection of economic competition in Armenia. | According to the approved strategy. | According to the approved strategy. | <p>The RA Ministry of Economy,</p> <p>the RA State Commission for the Protection of Economic Competition</p> | <p>The RA State budget</p> | <ul style="list-style-type: none">• The ratio of the number of administrative proceedings initiative by the RA State Economic Competition Commission aimed at ensuring equal conditions for competition to the overall number of sanctions applied against companies as a result of these proceedings in the same period of time;• The ratio of the number of discussions on legislative amendments before their entry into force to the overall number of legislative amendments in the same period of time. |
| 79. Ensure honest work of private organizations. | 79.1 Assist in adopting and adapting the International Chamber of Commerce (ICC) regulations and rules of ethics for combating corruption. | | <p>Study the institutional capacity for adopting and adapting the International Chamber of Commerce (ICC) regulations and rules of ethics for combating corruption and make the relevant recommendations.</p> <p>The concept paper and action plan on regulating rules of honest conduct and conflict of interests in the private sector have been developed.</p> | <p>The criteria and procedures based on the ICC regulations and rules of ethics for combating corruption have been established.</p> | <p>Codes of honest conduct and conflict of interests have been introduced in private organizations.</p> | <p>The RA Ministry of Economy,</p> <p>the RA Chamber of Commerce and Industry (with agreement)</p> | <p>The RA State budget,</p> <p>Private Sector Participation and Cooperation</p> | <ul style="list-style-type: none">• The RA Chamber of Commerce and Industry has adapted the International Chamber of Commerce (ICC) regulations and rules of ethics for combating corruption (yes/no);• The RA Chamber of Commerce and Industry has established a model code of conduct for private organizations (yes/no);• The ratio of the number of honest commercial practice encouraged by the RA Chamber of Commerce and Industry to the overall number of reprimands and incentives applied by the Chamber in the same period of time;• The ratio of the number of private organizations having established codes of conduct and rules preventing conflict of interests to the overall number of private organizations. |
| 80. Encourage cooperation between commercial organizations and the State. | 80.1 Stimulate the application of honest commercial practices in contractual relations. | Mechanisms for rating and encouraging organizations have been established. | <p>The applied ratings and incentives have becomes the subject of public discussions.</p> | <p>Involve exclusively those deemed ‘honest’ in cooperation projects between the State and the private sector.</p> | <p>Involve exclusively those deemed ‘honest’ in cooperation projects between the State and the private sector.</p> | <p>The RA Ministry of Economy</p> | <p>The RA State budget,</p> <p>Private Sector Participation and Cooperation</p> | <ul style="list-style-type: none">• The RA Chamber of Commerce and Industry makes and publishes the rating of companies with honest commercial history (yes/no);• The RA Chamber of Commerce and Industry has established prizes for honest businesses (yes/no);• The share of services delivered by means of electronic governance systems in the services delivered through links between State officials and businesses (%). |
| | 80.2 Introduce company rating systems on the basis of the principle of self-regulation. | Assist in the development of independent organizations, websites and mass media for company rating. | Support the integration into similar international systems. | <p>Develop and introduce mechanisms for encouraging companies with high rating.</p> | <p>Develop and introduce mechanisms for encouraging companies with high rating.</p> | <p>The RA Ministry of Economy</p> <p>The RA Central Bank,</p> <p>the State Revenue Committee under the GoA,</p> | | |

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| | 80.4 Introduce electronic governance systems in the relations between State officials and businesses. | Launch the project on introduction of electronic governance systems. | Non-public administration functions are being delegated as required by the project. | Develop the capacity of institutional structures supporting businesses. | Develop the capacity of institutional structures supporting businesses. | The RA Ministry of Economy | | |
| 81. Introduce corporate governance principles in companies. | 81.1 Separate and clarify by law the relations between shareholders (owners) and executive directors. | The voluntary code of corporate governance reflecting the international best practice has been developed. The procedures for official responsibilities and accountability for company directors' boards have been established. | Introduce the voluntary code of corporate governance. | Evaluation of results of introduction of the voluntary code of corporate governance. | Revision of code, if necessary. Consistent continuation and improvement of the process. | The RA Ministry of Economy | The RA State budget, Private Sector Participation and Cooperation | <ul style="list-style-type: none"> The ratio of the number of organizations applying the voluntary code of corporate governance to the overall number of organizations adhering to corporate governance. |
| | 81.2 Stimulate the openness of company activities. | Develop the mechanisms of openness of companies' activities. | Introduce the mechanisms of openness of companies' activities. | Introduce the mechanisms of openness of companies' activities. | Introduce the mechanisms of openness of companies' activities. | The RA Ministry of Finance, The RA Ministry of Economy | | |
| 82. Strengthen the capacity of the RA Chamber of Commerce and Industry and other organizations representing business interests. | 82.1 Develop cooperation with the International Chamber of Commerce. | | Adopt an annual program on the course of cooperation at the beginning of the year and summarize the outcomes at the end of the year. | Adopt an annual program on the course of cooperation at the beginning of the year and summarize the outcomes at the end of the year. | Adopt an annual program on the course of cooperation at the beginning of the year and summarize the outcomes at the end of the year. | The RA Ministry of Economy, the RA Chamber of Commerce and Industry, the RA Development Agency the RA Businessmen's and Industrialists' Union (with agreement) | The RA State budget, Private Sector Participation and Cooperation | <ul style="list-style-type: none"> A cooperation agreement has been signed between the RA Chamber of Commerce and Industry and the International Chamber of Commerce and/or the current cooperation has been expanded (yes/no); The ratio of the number of study or reconnaissance tours abroad for the employees and representatives of private companies to the overall number of persons employed by the same company; The ratio of the number of employees and representatives of private companies having undergone education or training in corporate governance to the overall number of persons employed by the same company. |
| | 82.2 Reduce the corruption supply in the private sector, adopt the best international practice, organize study and reconnaissance tours for employees and private sector representatives. | | Sign cooperation memos and agreements with large organizations representing businesses. | | | The RA Ministry of Economy, the RA Chamber of Commerce and Industry, the RA Businessmen's and Industrialists' Union (with agreement) | | |
| | 82.3 Organize education and training courses on corporate governance. | Actively involve the private sector representatives in the process of development and public discussion of the code of corporate governance. | Adopt a program for informing the public about the code of corporate governance and take the relevant measures. | Implement a program of regular training on the basis of agreement(s) with education institutions. | Implement a program of regular training on the basis of agreement(s) with education institutions. | The RA Ministry of Economy, the RA Chamber of Commerce and Industry, the RA Businessmen's and Industrialists' Union (with agreement) | | |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| CORRUPTION PREVENTION MEASURES | | | | | | | | |
| Integrity in Public Service | | | | | | | | |
| 83. Consolidate the legislative regulation of all types of public service. | 83.1 Extend public service to services rendered by State commercial and non-commercial organizations. | | The new draft RA Public Service Strategy has been approved. The draft RA Law on Public Service has been submitted to the RA NA for discussion. | The RA Law on Public Service has entered into force. | | The RA Civil Service Council, The RA Government Staff, The RA Public Administration Reform Commission, | The RA State budget, donor organizations | <ul style="list-style-type: none">The ratio of the number of services rendered by State commercial and non-commercial organizations prior to the adoption of the RA Law on Public Service to the number of services rendered after the adoption of the above law. |
| | 83.2 Establish common principles for regulating the rights and responsibilities, recruitment, promotion and dismissal, codes of conduct and conflicts of interests of public servants. | | The common principles for regulating the rights and responsibilities, recruitment, promotion and dismissal, codes of conduct and conflicts of interests of public servants have been incorporated in the draft strategy. The draft RA Law on Public Service incorporates the relevant provisions. | | | The RA Civil Service Council, The RA Government Staff, The RA Public Administration Reform Commission, | The RA State budget, donor organizations | |
| 84. Introduce mechanisms for quality control and evaluation of public services. | 84.1 Establish indicators and procedures for the quality of public services in accordance with international standards including deadlines for operations, as well as minimum thresholds for operational costs, citizens’ perception of and satisfaction with the service quality. | | Compliance of the criteria of public services quality and current procedures with the international standards, studies and surveys on the basis of the types of services. | Approved service quality criteria on the basis of the types of services. | Public services quality criteria have been established by the State authorized body regulating public services. | The RA Ministry of Economy, the relevant stakeholder ministries and other State agencies | The RA State budget, donor organizations | <ul style="list-style-type: none">The ratio of the number of citizens’ complaints related to public services to the number of State commercial and non-commercial organizations subjected to liability by the State authorized body in the same period of time;A procedure/guidelines have been produced by the RA Government on reporting and performance evaluation of State commercial and non-commercial organizations. |
| 85. Introduce an effective common public service management institute. | 85.1 Establish the goals and functions, the scope of power, accountability and procedures for the common public service authorized body. | | The draft RA Law on Public Service incorporates a provision on the common authorized body. | The legal acts related to establishing a common authorized body for the RA public service management, as well as policy development and implementation in this field have been adopted. | The authorized body for the RA public service management, as well as policy development and implementation in this field has been operating and receives budget funding. | The RA Civil Service Council, The RA Government Staff, The RA Public Administration Reform Commission, | The RA State budget, donor organizations | <ul style="list-style-type: none">A common authorized body for the RA public service management, as well as policy development and implementation in this field has been established (yes/no). |
| 86. Reduce the role of political officials in building a professional staff as well as in discretionary decisions made by a single person. | 86.1 Consolidate the procedures for recruiting State servants on the basis of competitions. | | | The authorized State service administration body has established clear criteria for the selection and appointment of one of the candidates having passed the competition threshold. | The legal acts related to the authorized State service body have been adopted. | The RA Civil Service Council, The RA Government Staff, The RA Public Administration Reform Commission, | The RA State budget, donor organizations | <ul style="list-style-type: none">The ratio of the number of State servants with any political affiliation to the overall number of State servants (the closer it is to zero the lower is the level of influence of the political conjuncture);The ratio of the number of State service appointments made by chiefs of staffs to the overall number of such positions. |
| | 86.2 Recognize the chief of staff of the relevant body as a person responsible for filling the vacancy in that particular body. | | This provision has been incorporated in the draft RA Law on Public Service. | The chief of staff of the relevant body is fully responsible for filling the vacancy in that particular body. | | The RA Civil Service Council, The RA Government Staff, The RA Public Administration Reform Commission, | The RA State budget, donor organizations | |

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| 87. Reduce the corruption risks in public service recruitment procedures. | 87.1 Outsource the organizational work for the recruitment, testing and knowledge evaluation with a view to filling the public service vacancies. | | <p>Make the civil service-related amendments to the RA Law on Civil Service.</p> <p>The organizational work for the recruitment, testing and knowledge evaluation with a view to filling the civil service vacancies are being performed in relevant State bodies.</p> | Amendments to the relevant legislative acts of the State and municipal service authorized bodies. | The functions related to the performance of State service competition attestations and knowledge evaluation have been outsourced to specialized institutions. | The RA Civil Service Council, The RA Government Staff, The authorized State service administration bodies, | The RA State budget, donor organizations | <ul style="list-style-type: none"> The ratio of the number of professional advancements in State service on the basis of new procedures to the overall number of State servants; The ratio of the number of complaints considered by the State service authorized body to the overall number of the received complaints. |
| | 87.2 Recognize the qualification certificates in the relevant area issued by relevant academic and educational institutions. | | The draft RA Law on Public Service has incorporated this provision. | Amendments to the relevant legislative acts of the State and municipal service authorized bodies. | The relevant draft legislation of the authorized public service body. | The RA Civil Service Council, The authorized State service administration bodies, | The RA State budget, donor organizations | |
| | 87.3 Decentralize the interview phase of public service candidates' selection to relevant public administration bodies. | | <p>Legislative amendments related to the introduction of a new decentralized system of civil service competitions.</p> <p>The new RA Law on Public Service has incorporated the provision on decentralized system of civil service competitions and interview process.</p> | The relevant State and municipal service authorized bodies have been fully in charge of the interview phase of the candidates' competitions. | The relevant State and municipal service authorized bodies have been fully in charge of the interview phase of the candidates' selection. | The RA Civil Service Council, The RA Government Staff, The RA Public Administration Reform Commission, | The RA State budget, donor organizations | |
| | 87.4 Introduce a grading system for the evaluation of interview results and a system whereby the winning candidate is selected by a collective body. | | The RA Law on Public Service has incorporated this provision. | The legislative amendments related to the introduction of a grading system in public service competitions, attestations and interviews have been made. | The grading system in public service competitions, attestations and interviews has been used by the State and municipal service authorized bodies and the winning candidates are being selected on a collective basis. | <p>The RA Civil Service Council, The RA Government Staff, The RA Public Administration Reform Commission,</p> <p>the RA authorized public service body</p> | The RA State budget, donor organizations | |
| 88. Increase public servants' level of accountability. | 88.1 Introduce an integrated system of remuneration, incentives and promotion of public servants based on performance evaluation. | | <p>Introduce a pilot system of annual work plans in public administration bodies.</p> <p>All State service authorized bodies have established a procedure and developed guidelines for reporting and performance evaluation f State servants.</p> <p>A pilot system of remuneration and incentives based on performance evaluation has been introduced.</p> | The integrated system of remuneration, incentives and promotion based on performance evaluation on the basis of work plans has been introduced in all public administration bodies. | The integrated system of remuneration, incentives and promotion based on performance evaluation on the basis of work plans has been introduced in all municipal administration bodies. | <p>The RA Government Staff, The RA Public Administration Reform Commission,</p> <p>the WB Public Sector Modernization Project</p> | <p>The RA State budget,</p> <p>donor organizations,</p> <p>WB</p> | <ul style="list-style-type: none"> The ratio of the number of cases of remuneration incentives and promotion based on performance evaluation on the basis of work plans to the overall number of State servants in public service. |

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| 89. Consolidate the training programs for State and municipal servants. | 89.1 Include in mandatory trainings for State and municipal servants courses in restrictions of State servants' activities, regulations on codes of conduct and conflicts of interests, effective communication, service provision, freedom of information, anti-corruption measures and other similar subjects. | | Develop training courses in restrictions of State servants' activities, regulations on codes of conduct and conflicts of interests, effective communication, service provision, freedom of information, anti-corruption measures, etc. | At least half of State and municipal administration authorized bodies have approved the training modules. | The training curricula approved by all State and municipal administration authorized bodies. | The RA Public Administration Reform Commission, the RA Ministry of Territorial Administration, the RA Civil Service Council, other RA public administration stakeholder agencies | The RA State budget, donor organizations | <ul style="list-style-type: none"> The mandatory training modules approved by the State and municipal administration authorized body/bodies include topics on restrictions of State servants' activities, regulations on codes of conduct and conflicts of interests, effective communication, service provision, freedom of information, anti-corruption measures (yes/no); |
| 90. Reduce the corruption risks related to State and municipal service functions. | 90.1 Introduce special courses in the means of prevention, investigation and prosecution of corruption related to State and municipal service functions, organize education programs and use detailed guidelines on State and municipal service procedures. | | State and municipal mandatory trainings organised on the basis of special training courses and guidelines on education programs. | State and municipal trainings organised on the basis of special training courses and guidelines on education programs. | The guidelines on special training courses and education programs have been developed and used. | The RA Public Administration Reform Commission, the RA Ministry of Territorial Administration, the RA Civil Service Council, other RA public administration agencies | The RA State budget, donor organizations | <ul style="list-style-type: none"> The ratio of the number of academic institutions delivering training in corruption issues and anti-corruption policy to the overall number of academic institutions issued the right to deliver training by the authorized State service body/bodies (the closer it is to one the more effective the specific event has been) |
| 91. Increase the competitiveness of remuneration in public service. | 91.1 Develop a medium and long-term policy for remuneration of State and municipal servants. | | The strategy and program of actions on remuneration in public service have been approved. | The outcomes are according to the approved program provisions. | The outcomes are according to the approved program provisions. | The RA Ministry of Labor and Social Issues, the RA Ministry of Economy, the RA Ministry of Finances, the RA ministries, other RA public administration stakeholder agencies | The RA State budget, donor organizations | <ul style="list-style-type: none"> Increase the level of benefits and bonuses to public servants (yes/no); The ratio of public servants' adevarge salary to the average in the private sector / adequacy. |

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| 92. Introduce adequate incentive and responsibility mechanisms in public service areas with particularly high corruption risks. | 92.1 Establish particularly favorable conditions for remuneration, material and moral incentives in the judiciary, prosecutorial, tax, customs, police and national security services and for political and discretionary positions, as well as adequate control mechanisms and particularly strict liability. | | The provision has been incorporated in the public service remuneration strategy. | <p>The outcomes are according to the approved program provisions.</p> <p>Amendments on more stringent material sanctions have been made to the laws regulating various types of State service.</p> | <p>The outcomes are according to the approved program provisions.</p> <p>Amendments on more stringent material sanctions have been made to the laws regulating various types of State service.</p> | <p>The RA Ministry of Labor and Social Issues,</p> <p>the RA Ministry of Economy,</p> <p>the RA Ministry of Finances,</p> <p>the State Revenues Committee under the RA Government,</p> <p>the RA Police,</p> <p>the RA National Security Service,</p> <p>the RA Prosecutor General’s Office,</p> <p>other RA public administration agencies</p> | The RA State budget | <ul style="list-style-type: none"> The ratio of the number of dismissals based on the new procedures in State service to the overall number of State servants; The ratio of the number of sanctions for violating the codes of conduct and conflicts of interests to the overall number of corruption-related applications. |
| | 92.2 Use off-budget resources for remuneration and incentives in the medium term. | | The provision has been incorporated in the medium-term and long-term policy strategy and program on remuneration in the RA public service. | The outcomes are according to the approved program provisions. | The outcomes are according to the approved program provisions. | <p>The RA Ministry of Labor and Social Issues</p> | <p>The RA State budget,</p> <p>The RA Ministry of Finances</p> | |
| 93. Consolidate and optimize the regulation of public servants' codes of conduct and conflict of interests. | 93.1 Establish common principles and rules of conduct and conflict of interests for persons in political, discretionary and other public service positions, set sanctions for breaking specific rules of conduct. | | <p>A strategy and program on the code of ethics and conflict of interests for public servants.</p> <p>The RA Government has adopted a common code of conduct for State officials on the basis of the model code of conduct recommended by the CoE Committee of Ministers.</p> <p>A law on the code of ethics and declaration of interests has been adopted including the procedures for declaration of public officials' property and income.</p> | <p>The outcomes are accoding to the strategy and progarm for public servants' codes of conduct and conflict of interests.</p> <p>Procedures for declaration of interests have been introduced at all levels of public service.</p> | The outcomes are accoding to the strategy and progarm for public servants' codes of conduct and conflict of interests. | <p>The RA Civil Service Council ,</p> <p>The RA Government Staff,</p> <p>the RA Anti-Corruption Council,</p> <p>independent experts</p> | <p>The RA State budget,</p> <p>donor organizations,</p> <p>the World Bank</p> | <ul style="list-style-type: none"> The ratio of State officials' declared actual salary and income (the closer it is to one the lower is the corruption risk potential). |
| | 93.2 Include the current system of property and income declaration by State officials into a common system for declaration of interests. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The procedures for delcaraion of State officials' property and income have been included in the law on codes of ethics and conflict of interests.</p> | A specialized State authorised body on the code of ethics and conflict of interests has been recognized as the authorized body for State officials' property and income declaration. | | <p>The RA Civil Service Council,</p> <p>The RA Government Staff,</p> <p>the RA Anti-Corruption Council,</p> <p>independent experts</p> | The RA State budget | |

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| 93.3 Introduce particularly strict rules and procedures for regulating the conduct and conflict of interests in specific areas of public services with higher corruption risks, including the judiciary, prosecutorial, tax, customs, police and national security services as well as for political and discretionary positions. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The law on rules of ethics and conflict of interests includes the relevant procedures.</p> | The relevant amendments are made in other legal instruments. | | <p>The RA Civil Service Council, The RA Government Staff,</p> <p>the RA Anti-Corruption Council, independent experts</p> | The RA State budget |
| 93.5 Toughen the rules and restrictions on the giving and receiving of gifts | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The draft law on public servants' code of ethics and conflict of interests regulates rules and restrictions on the giving and receiving of gifts.</p> | Draft legislation on rules and restrictions on the giving and receiving of gifts has been developed | Rules and restrictions on the giving and receiving of gifts are enforced | <p>The RA Civil Service Council, The RA Government Staff, The RA Ministry of Finance,</p> <p>the RA Ministry of Justice,</p> <p>the RA Anti-Corruption Council, independent experts</p> | The RA State budget |
| 93.6 Introduce a procedure preventing public servants from engaging in other activities. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The draft law on public servants' code of ethics and conflict of interests regulates the scope of preventing public servants from engaging in other activities</p> | The legislative drafts preventing public servants from engaging in other activities have been developed | The rules and restrictions preventing public servants from engaging in other activities are effective. | <p>The RA Civil Service Council, The RA Government Staff,</p> <p>the RA Ministry of Justice,</p> <p>the RA Anti-Corruption Council, independent experts</p> | The RA State budget |
| 93.7 Encourage those people who report the violations of codes of conduct and conflicts of interests and introduce a system for their protection. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The draft law on public servants' code of ethics and conflict of interests regulates the scope of protection of persons who report violations of codes of conduct and conflicts of interests.</p> | An RA law on informers and their protection has been enacted. . | The RA law on informers and their protection has become effective. | <p>The RA Civil Service Council, The RA Government Staff,</p> <p>the RA Anti-Corruption Council, independent experts</p> | The RA State budget |

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| | 93.8 Introduce a differentiated system of declaration for officials in political, discretionary, managerial and highest group positions, chief and leading group positions, positions in services and functions with higher corruption risks and for public servants who are not involved in decision-making processes. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The draft law on public servants' code of ethics and conflict of interests regulates the differentiated system of declaration for officials in political, discretionary, managerial and highest group positions, chief and leading group positions, positions in services and functions with higher corruption risks and for public servants who are not involved in decision-making processes.</p> | The system for declaring conflicts of interests has been developed and operates in public administration bodies. | The outcomes are according to the program. | <p>The RA Civil Service Council, The RA Government Staff,</p> <p>the RA Anti-Corruption Council, independent experts</p> | The RA State budget | |
| 94. Introduce a decentralized model for managing effectively the system of public servants' codes of conduct and declaration of interests. | 94.1 Define the objectives and functions, responsibilities, accountability and procedures of the central authorized body managing the system of public servants' codes of conduct and declaration of interests. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The draft law on public servants' code of ethics and conflict of interests regulates the objectives and functions, responsibilities, accountability and procedures of the central authorized body managing the system of public servants' codes of conduct and declaration of interests.</p> | Draft legislation on establishing the central authorized body managing the system of public servants' codes of conduct and declaration of interests. | A register of declaration of interests has been created in all State administration institutions. | <p>The RA Civil Service Council, The RA Government Staff,</p> <p>the RA Anti-Corruption Council, independent experts</p> | The RA State budget | <ul style="list-style-type: none"> The ratio of the number of public administration bodies with ethics commissions to the overall number of public administration bodies. |
| | 94.2 Establish an ethics commission in every State body. | | <p>A model charter for ethics commissions has been approved by State service administration authorized body/bodies to be applied in every body on a mandatory basis.</p> <p>Ethics commissions are established in half of State administration and municipal bodies.</p> | | | The RA Civil Service Council, The RA Government Staff, | The RA State budget | <ul style="list-style-type: none"> |
| | 94.3 Recognize the chief of staff as official responsible for introducing the code of conduct, creating and maintaining the register for declaration of interests, observing the control procedures, producing reports on issues of ethics and conflict of interests in a particular body. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The draft law on public servants' code of ethics and conflict of interests regulates the place and role of the chief of staff related to introducing the code of conduct, creating and maintaining the register for declaration of interests, observing the control procedures, producing reports on issues of ethics and conflict of interests in a particular public</p> | The chiefs of staffs in public administration and urban municipalities have been performing the functions laid down by the draft law on public servants' code of ethics and conflict of interests. | The outcomes are according to the program. | <p>The RA Civil Service Council, The RA Government Staff, The RA Anti-Corruption Council,</p> <p>independent experts</p> | The RA State budget | <ul style="list-style-type: none"> |

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| | | | administration body. | | | | | |
| 95. Strengthen the capacity of those who are responsible for issues related to public servants’ codes of conduct and declaration of interests in State and municipal bodies. | 95.1 Introduce practical guidelines on declaration of interests, codes of conduct and norms of ethics and related procedures, reporting of violations, cases and facts, investigation and sanctions. | | <p>The provision has been incorporated into the strategy and program for public servants' codes of ethics and conflict of interests.</p> <p>The practical guidelines on declaration of interests, codes of conduct and norms of ethics and related procedures, reporting of violations, cases and facts, investigation and sanctions have been drafted.</p> | The practical guidelines on declaration of interests, codes of conduct and norms of ethics and related procedures, reporting of violations, cases and facts, investigation and sanctions are used in practice. | The outcomes are according to the program. | <p>State authorized body on codes of conduct and declaration of interests of public servants in State and municipal bodies,</p> <p>The RA Civil Service Council,</p> <p>independent experts</p> | The RA State budget | <ul style="list-style-type: none"> The ratio of the number of copies of the published guidelines on declaration of interests, codes of conduct and norms of ethics and related procedures, reporting of violations, cases and facts, investigation and sanctions for public servants in State and municipal bodies to the overall number of public servants. |
| | 95.2 Organize the training of officials responsible for public servants’ codes of ethics and declaration of interests in State and municipal bodies on the basis of the introduced guidelines. | | Training modules for officials responsible for public servants’ codes of ethics and declaration of interests on the basis of the practical guidelines on declaration of interests, codes of conduct and norms of ethics and related procedures, reporting of violations, cases and facts, investigation and sanctions. | Regular training courses for officials responsible for public servants’ codes of ethics and declaration of interests. | Regular training courses for officials responsible for public servants’ codes of ethics and declaration of interests. | <p>State authorized body on codes of conduct and declaration of interests of public servants in State and municipal bodies,</p> <p>the RA Civil Service Council,</p> <p>the RA State Revenues Committee under the RA Government,</p> <p>other stakeholder public administration agencies</p> | The RA State budget | <ul style="list-style-type: none"> |
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| 96. Ensure the transparency and openness of declaration of interests by public servants. | 96.1 Introduce procedures for posting the declarations of interests, including the property and income declarations of persons in political, discretionary and managerial positions in State service and in highest positions in civil service on the official websites of the relevant agencies and establish control over their observance. | | Draft legislation on posting declarations of interests, including the property and income declarations of persons in political, discretionary and managerial positions in State service and in highest positions in civil service on the official websites of the relevant agencies and on establishing control over their observance. | The declarations of interests, including the property and income declarations of persons in political, discretionary and leadership positions in State service and in highest positions in civil service are posted on the official websites of the relevant agencies and control over their observance is ensured. | The outcomes are according to the monitoring indicators. | All RA Public Administration Bodies | The RA State budget | The ratio of the number of inquiries by citizens and mass media on the declarations of interests to the overall number of sanctions for violations of declaration of interests and codes of conduct. |

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| | 96.2 Introduce procedures for public response to citizens' inquiries or media publications about declaration of interests by officials and establish control over their observance. | | Draft legislation on public response to citizens' inquiries or media publications about declaration of interests by officials and on establishing control over their observance. | The State and municipal service administration authorized body/bodies has/have approved the procedure for mandatory responses to negative publications on State and municipal bodies' officials by mass media. | The outcomes are according to the monitoring indicators. | The RA Government Staff, The RA Civil Service Council, the RA Anti-Corruption Council, independent experts | The RA State budget | |
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| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| PREVENTIVE MEASURES IN COMBATING CORRUPTION | | | | | | | | |
| Public Reporting | | | | | | | | |
| 97. Ensure the principle of openness of reports on activities of public administration bodies. | 97.1 Introduce clear procedures for regular and periodical publication of action plans and reports (at least once a year) of public administration and local self-government bodies and for applying public supervision mechanisms and establish control over their observance. | | The procedure for publishing reports on the activities of the RA State and local self-government bodies has been established by the RA Government and the relevant authorized body. 50% of RA State and local self-government bodies publish their reports as per the defined procedure. | 80% of the reports on the activities of the RA State and local self-government bodies have been made public. | All the reports on the activities of the RA State and local self-government bodies have been made public. | The RA Government’s Staff, RA ministries, Bodies under the RA Government, marzpetarans, local self-government bodies, other agencies | The RA State budget | <ul style="list-style-type: none">• The information subject to mandatory publication in conformity with the RA Law on Freedom of Information and the annual and progress reports of different bodies are being published (with a note on the place of publication and the number of published copies for each public administration institution) (yes/no);• The ratio of the number of broadcast hours for the presentation and coverage of the State policy to the number of hours dedicated to programs covering the reports of public administration institutions;• The ratio of the number of official sites displaying reports of public administration bodies to the overall number of websites of public administration institutions (the closer it is to 1 the more effective is the anti-corruption policy in that particular area) |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| CRIMINALIZATION MEASURES IN COMBATING CORRUPTION | | | | | | | | |
| Criminalization of Corruption and Law-Enforcement | | | | | | | | |
| 98. Consolidate and clarify the scope of corruption-related crimes. | 98.1Bring together and improve the domestic legislation and practice to reflect the international approaches to criminalization of corruption. | | Study the international practice with a view to clarifying the scope of corruption-related crimes. Harmonize the scope of corruption-related crimes with internationally accepted approaches and stipulate them by law. | Statistics maintained and publicized on the basis of the clarified list of corruption-related crimes. | The wording of corruption <i>corpus delicti</i> that opens scope for a multiplicity of interpretations has been clarified. | The RA Ministry of Justice, the RA Prosecutor’s Office | The RA State budget | <ul style="list-style-type: none">• The ratio of the number of separate corruption-related crimes in the RA to the overall number of corruption-related crimes established by the UN Convention Against Corruption (the closer it is to 1 the more effective is the progress in fulfilling the international commitments assumed by Armenia in the area of criminalization of corruption);• Active trading in influence has been criminalized by the RA criminal legislation (yes/no);• Corruption manifested by abuse of official powers is a crime punishable by law despite the size of inflicted damage (yes/no);• The RA criminal legislation has established a separate crime of embezzlement, illegal appropriation or inappropriate use of property by an official (yes/no). |
| | 98.2 Clarify the legal regulation of the <i>corpus delicti</i> of active and passive bribery. | | Study the international practice of the criminalization of active and passive bribery. Review Articles 311, 312, 311.1 and 312.1 of the RA Criminal Code in tune with the international practice. | The norms of the RA Criminal Code are harmonized with international approaches. | The wording of corruption <i>corpus delicti</i> that opens scope for a multiplicity of interpretations has been clarified. | The RA Ministry of Justice | The RA State budget | |
| | 98.3 Define a separate crime of active and passive trading in influence. | | Study the international practice of the criminalization of active and passive trading in influence. Submit draft amendments to the RA Criminal Code in tune with the international practice with a view to reviewing the <i>corpus delicti</i> of active and passive trading in influence. | Passive trading in influence has been criminalized and the <i>corpus delicti</i> of active trading in influence has been clarified. | The wording of corruption <i>corpus delicti</i> that opens scope for a multiplicity of interpretations has been clarified. | The RA Ministry of Justice | The RA State budget | |
| | 98.4 Review the preconditions for liability for abuse of official powers. | | Study the international practice of criminalization of the liability for abuse of official powers; clarify the boundaries for establishing administrative and/or criminal liability for such acts. Review Article 308 of the RA Criminal Code in tune with the international practice. | The property damage precondition for establishing criminal liability for abuse of official powers has been reviewed. | The wording of corruption <i>corpus delicti</i> that opens scope for a multiplicity of interpretations has been clarified. | The RA Ministry of Justice | The RA State budget | |

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| 99. Increase the effectiveness of the fight against corruption. | 99.1 Reduce the latency of corruption-related crimes. | | Review the legislative provisions on exempting from liability to encourage reporting of corruption crimes by viewing it as a circumstance exempting from criminal liability only if done before the completion of the crime. | In case of bribery, a person is exempt from criminal liability if s/he reports that to criminal prosecution bodies after the promise or offer and later cooperates with them by handing over the object of bribery in the framework of the operative-investigatory measures of imitation of bribe-giving. | As a result of the review of legislative provisions reporting on a crime enables the detection of and evidence-gathering on corruption-related crimes. | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> • The ratio of corruption-related crimes detected as a result of reporting to reported crimes that have not been detected; • The regulation of the <i>corpus delicti</i> of incitement to bribery has been reviewed to prevent discretionary decisions (yes/no); • The ratio of court complaints against imitation of bribe-giving or receiving to the number of actual operative imitations; • The ratio of the satisfied court complaints against operative testing for the detection of bribe-giving or receiving to the number of actual operative testings; |
| | 99.2 Review the <i>corpus delicti</i> and regulation of incitement to bribery. | | <p>Study the international practice of the differentiation between operative testing and incitement to bribery.</p> <p>Submit amendments to the RA Law on Operative Intelligence and the RA Criminal Code aimed at clear differentiation between operative testing and incitement to bribery.</p> | Legislative regulation of operative testing on the basis of strict observance of the requirements envisaged by law have been introduced to prevent incitement to bribery. | All legislative gaps that enable ungrounded or discretionary operative testing and incitement to bribery have been filled in. | The RA Ministry of Justice, the Police under the RA Government | The RA State budget | |
| | 99.3 Subject the conditions for imitation of bribe-giving and operative testing to clear regulation in line with international best practice. | | <p>Study the international practice of imitation of bribe-giving and operative testing.</p> <p>Submit draft amendments to the RA Law on Operative Intelligence aimed at legislative regulation of the condition of imitation of bribe-giving and operative testing.</p> | Operative testing is allowed on in case of possessing operative information about the preparation or the start of the crime of receiving a bribe or a report on an attempt to extract a bribe. | Any action directed at detection of bribery by any person who is not competent to engage in operative intelligence activities must be prohibited. | The RA Ministry of Justice, the Police under the RA Government | The RA State budget | |
| 100. Introduce the institute of criminal liability of legal entities. | 100.1 Criminalize corruption-related crimes committed by physical persons in favor of a legal entity. | | <p>Study the international practice of criminal liability of legal entities; identify the sanctions applied to legal entities.</p> <p>Submit draft amendments to the RA Criminal Code on establishing criminal liability for corruption-related crimes committed by physical persons in favor of a legal entity.</p> | The principle of subsidiary liability of physical and legal persons has been introduced. | Effective, proportionate and preventive criminal and non-criminal sanctions, including monetary sanctions have been established for legal entities subject to criminal, civil and administrative liability. | The RA Ministry of Justice | The RA State budget | |

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| 101. Establish optimal and internationally accepted limitation periods for investigation of corruption-related crimes and prosecution of their perpetrators. | 101.1Study the international practive of acceptable limitation periods for corruption-related crimes. | | Analyze the domestic statistics on discontinuance of proceedings for corruption-related crimes as a result of expiry of limitation periods and compare this statistics with the international practice to evaluate the adequacy of limitation periods for corruption-related crimes in the RA Criminal Code with the peculiarities of detection of such crimes. Submit draft amendments to the RA Criminal Code aimed at establishing longer limitation periods for liability for corruption-related crimes. | Longer limitation periods established for liability for corruption-related crimes in tune with internationally accepted approaches. | | The RA Ministry of Justice, the RA Prosecutor’s Office | The RA State budget | <ul style="list-style-type: none"> A longer limitation period for instituting proceedings for corruption-related crimes in contrast to other crimes has been established in the RA legislation (yes/no); The ratio of the number of proceedings for corruption-related crimes discontinued as a result of expiry of limitation periods to the number of detected corruption-related crimes. |
| | 101.2 Review the procedures for depriving prosecutors and judges of immunity. | | Draft amendments to the RA Law on Prosecutor’s Office aimed at reducing the participation of superior individual decision-makers in matters related to the institution of criminal proceedings against a prosecutor. | Draft amendments to the RA Judicial Code aimed at reducing the participation of superior individual decision-makers in matters related to the institution of criminal proceedings against a judge. | The procedures for depriving prosecutors and judges of immunity have been harmonized with the international requirements. | The RA Ministry of Justice, the RA Prosecutor’s Office, the RA Judicial Department | The RA State budget | <ul style="list-style-type: none"> The participation of superior individual decision-makers in matters related to instituting criminal proceedings against prosecutors and judges has been reduced (yes/no). |
| 102. Ensure proportionate, appropriately strict and effective types of sanctions for corruption-related crimes. | 102.1 Study the international practice of sanctions for corruption-related crimes. | | Analyze the international practice of sanctions for corruption-related crimes and compare them with the sanctions for the relevant crimes in the RA Criminal Code. Submit draft amendments to the RA Criminal Code aimed at reviewing the sanctions to harmonize them with the level of dangerousness of corruption-related crimes. | Envisage civil and administrative law coercive measures alongside criminal law coercive measures in the area of liability for corruption-related crimes . | Sanctions in tune with international standards including civil and administrative law coercive measures established for corruption-related crimes. | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> The ratio of the number of passive corruption cases with the overall number of active corruption cases (the closer it is to 1 the higher is the effectiveness of criminalization of corruption). |
| 103. Develop mechanisms for seizure and confiscation of the proceeds received as a result of corruption. | 103.1Introduce transparent and effective mechanisms for the management of confiscated assets, including by transferring them to the State for State ownership and using them for restitution of the damages caused by the crime or other related programs. | | Study the international practice in the field of management of confiscation of assets received from criminal activities. Submit draft amendments to the RA Criminal Procedure Code aimed at the regulation of the management of confiscation of the assets received from criminal activities. | Ensure legal regulation for transferring the confiscated assets received from criminal activities to the State for State ownership and using them for restitution of the damages caused by the crime or other related programs. | There is a clear institute of management of the confiscated assets acquired by crime. | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> The ratio of the material damage inflicted upon the State on the basis of such cases lodged with the court to the amount recovered before the court proceedings in the same period of time (the closer it is to 1 the higher is the effectiveness of the mechanisms for seizure and confiscation of proceeds received as a result of corruption); The ratio of the amout of the confiscated assets received from corruption crimes to the overall amount of seized assets for the same cases and in the same period of time (the closer it is to 1 the higher is the effectiveness of the mechanisms for seizure and confiscation of proceeds received as a result of corruption); The ratio of the damage inflicted upon the State as a |

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| | | | | | | | | result of corruption-related crimes to the restituted amount in the same period of time (the closer it is to 1 the higher is the effectiveness of the mechanisms for seizure and confiscation of proceeds received as a result of corruption). |
| 104. Increase the effectiveness of the institute of protection for witnesses, experts, victims and informers. | 104.1 Apply properly the current legal norms and mechanisms in the area of protection of witnesses, experts, victims and informers, as well as enlarge their scope by other modern means. | | <p>Study the internationally applied mechanisms for the protection of witnesses, experts, victims and informers and incorporate the relevant provisions in the RA criminal procedure legislation.</p> <p>Study the international practice in the field of protection of persons reporting on corruption-related crimes of their own volition and initiative and incorporate the relevant provisions in the RA criminal procedure legislation.</p> | The norms ensuring complex protection of persons reporting on corruption-related crimes have been incorporated in the RA criminal procedure legislation. | Protection mechanisms for persons reporting on corruption-related crimes in tune with the international approaches are guaranteed. | The RA Ministry of Justice | The RA State budget | <ul style="list-style-type: none"> Provisions on the protection of informers have been laid down in the RA criminal procedure legislation (yes/no); Agreements have been signed and official arrangements made with other States with a view to transferring protected persons (yes/no); The ratio of the number of cases when persons have provided the competent authorities with information about corruption-related crimes of their own volition to the overall number of instituted corruption cases in the same period of time (the closer it is to 1 the more effective is the institute of protection). |
| | 104.2 Sign agreements and make arrangements with other States on the transfer of protected persons. | | Study and clarify the list of the potential partner States for the transfer of protected persons. | Agreements signed and arrangements made with other States with a view to transferring protected persons. | | <p>The RA Ministry of Justice,</p> <p>the RA Ministry of Foreign Affairs,</p> <p>the RA Prosecutor’s Office</p> | The RA State budget | |
| 105. Increase the effectiveness of law-enforcement bodies in combating corruption. | 105.1 Clearly delineate the functions of law-enforcement bodies combating corruption. | | <p>Organize professional trainings for law-enforcement bodies combating corruption aimed at building the capacity for the detection of corruption-related crimes.</p> <p>Create special structural subdivisions or staff positions specialized in investigating various types of corruption-related crimes and furnish them with necessary human, financial and material resources.</p> | Introduce clear coordination and cooperation procedures for law-enforcement bodies combating corruption, including by maintaining common statistics on corruption-related crimes. | Improve the supervisory and control mechanisms over the activities of preliminary investigation and inquiry bodies. | <p>The RA Ministry of Justice,</p> <p>the Police under the RA Government,</p> <p>the National Security Service under the RA Government,</p> <p>the Special Investigative Service within the RA Prosecutor’s Office</p> | <p>The RA State budget,</p> <p>donor community support</p> | <ul style="list-style-type: none"> A common system of maintaining statistics on corruption-related crimes has been established in the Republic of Armenia (yes/no); The ratio of the number of criminal cases instituted in relation to corruption crimes to the overall number of closed cases in the same period of time (the closer it is to 1 the more effective are law-enforcement bodies in the fight against corruption); The ratio of the discontinued corruption cases to the overall number of instituted criminal cases in the same period of time (the closer it is to 1 the more effective are law-enforcement bodies in the fight against corruption); The ratio of the number of court judgments on corruption crimes to the overall number of instituted criminal cases in the same period of time (the closer it is to 1 the more effective are law-enforcement bodies in the fight against corruption); |

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| 106. Ensure active and effective cooperation between law-enforcement bodies and civil society in combating corruption. | 106.1Establish viable legal mechanisms to encourage reporting to law-enforcement bodies about corruption-related offences. | | <p>Study the current international practice in the field of cooperation between law-enforcement bodies and civil society in combating corruption.</p> <p>A program of action with a view to encouraging reporting to law-enforcement bodies about corruption-related offences.</p> | Supplement the norms of the RA Criminal Code with legal mechanisms encouraging reporting to law-enforcement bodies about corruption-related offences and crime-detection. | As a result of reporting on corruption-related offences the effectiveness of detection of corruption-related crimes has increased. | The RA Ministry of Justice, the RA Prosecutor’s Office | The RA State budget, donor community support | <ul style="list-style-type: none"> The ratio of the number of reports on corruption-related crimes imparted on the competent authorities by physical and legal persons through the mass media to the overall number of corruption-related criminal cases instituted by these bodies in the same period of time (the closer it is to 1 the more effective is the cooperation between law-enforcement bodies and civil society organisations); The ratio of the number of official mass media reports about law-enforcement bodies fighting corruption to the overall number of campaigns by these bodies encouraging the cooperation with civil society in the same period of time (the closer it is to 1 the more effective is the cooperation between law-enforcement bodies and civil society organisations); The ratio of the number of corruption-related criminal cases instituted on the basis of reports of physical and legal persons as well as mass media to the number of cases instituted on the basis of crime data as well as detection of traces, evidence by bodies of inquiry, investigators, prosecutors, courts and judges. |
| | 106.2 Develop systems for analyzing reports on corruption-related offences and reacting rapidly to them. | | <p>Study the international practice of receiving reports on corruption-related crimes and reacting to them.</p> <p>A viable inter-agency system of receiving and rapid exchange of reports on corruption-related crimes , including the mechanisms for processing the mass media reports on corruption-related crimes.</p> | Campaigns encouraging reporting on corruption-related offences, mechanisms ensuring openness and accountability with regard to corruption-related reports and of measures taken following such reports. | Public reports of law-enforcement bodies engaged in fighting corruption as well as civil society feedback on such reports. | The RA Ministry of Justice, the Police under the RA Government, the National Security Service under the RA Government, the Special Investigative Service within the RA Prosecutor’s Office | The RA State budget | |
| 107. Develop international cooperation in combating corruption-related crimes. | 107.1Broaden the scope of bilateral and multilateral agreements regulating the issues of mutual legal assistance, transfer of criminal proceedings and extradition of perpetrators of crimes. | | <p>Review the scope of bilateral and multilateral agreements between the RA and other States regulating the issues of mutual legal assistance, transfer of criminal proceedings and extradition of perpetrators of crimes, identify the list of potential partner State.</p> <p>Provisions related to joint investigative operations and special investigative techniques for corruption-related crimes have been incorporated in bilateral and multilateral international agreements and treaties.</p> | Bilateral and multilateral agreements signed between the RA and other States regulating the issues of mutual legal assistance, transfer of criminal proceedings and extradition of perpetrators of crimes. | | The RA Ministry of Justice, the RA Ministry of Foreign Affairs, the RA Prosecutor’s Office | The RA State budget | <ul style="list-style-type: none"> The ratio of the number of cases of cooperation in the framework of bilateral and multilateral international agreements and treaties on corruption-related crimes to the overall number of cases of mutual legal assistance on criminal cases without international treaties in the same period of time (the closer it is to 1 the higher is the international cooperation in combating corruption-related crimes). |

| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| EDUCATION AND TRAINING OF PERSONNEL MANAGING THE CORRUPTION-RELATED INFORMATION | | | | | | | | |
| 108.Implement special anti-corruption education and awareness policy programs. | 108.1Define the requirements for the anti-corruption education process. | | The anti-corruption education programs and other methodological materials necessary for the organization of the education process have been approved; the legal instruments necessary for the introduction of the anti-corruption education system have been developed. The sizes and procedures for budgetary financing of anti-corruption education programs, the problems of corruption and modules on anti-corruption subjects have been included in general and vocational education curricula. | The relevant courses and subjects are taught in general and vocational education institutions. | The relevant courses and subjects are taught in general and vocational education institutions. | The RA Ministry of Education and Science, The RA Anti-Corruption Council, | The RA State budget, donor organisations | <ul style="list-style-type: none">• The share of general and vocational education institutions covering corruption problems and providing courses on anti-corruption topics in the total number of general and vocational education institutions;• The ratio of the number of training courses, scientific and research activities on corruption problems to the overall number of scientific and research activities submitted by a particular institution in the same period of time.• Printed information materials on corruption issues |
| | 108.2 Introduce subjects on prevention, detection and public awareness of corruption in the curricula of certain specialties in higher education and vocational education institutions. | | Subjects and modules on prevention, detection and public awareness of corruption in the curricula of certain specialties in higher education institutions. The corruption problems and modules on anti-corruption topics have been included in the curricula and research lists of masters' programs in higher education institutions. | The relevant courses and subjects are taught and research conducted for certain specialties in higher education and scientific institutions. | The relevant courses and subjects are taught and research conducted for certain specialties in higher education institutions | The RA Ministry of Education and Science, the RA National Academy of the Sciences | The RA State budget | |
| | 108.3 Develop the capacity of higher education institutions involved in the fight against corruption. | Conduct research in the area of capacities and needs of higher education institutions; assess the scope and requirements of the teaching staff that need to be trained. | Develop a training program and curriculum for the teaching staff in higher education institutions. | Deliver training courses to the teaching staff on the basis of the developed training program. | Deliver training courses to the teaching staff on the basis of the developed training program. | The RA Ministry of Education and Science | The RA State budget, donor organisations | |
| | 108.4 Ensure coverage of the introduction of education programs on the fight against corruption. | Press releases, round table discussions, TV programs. | Press releases, round table discussions, TV programs. | Press releases, round table discussions, TV programs. | Press releases, round table discussions, TV programs. | The RA Ministry of Education and Science, The relevant educational establishment | The RA State budget, donor organisations | |
| 109. Introduce and maintain a system of continuous anti-corruption training for public servants. | 109.1 Approve the training programs on anti-corruption issues for public servants and establish a procedure for their organization. | | Training to public servants, including from the police and the prosecutor’s office in a variety of anti-corruption topics including the detection and prevention of corruption and money laundering. The corruption issues and anti-corruption topics have been included in the education and mandatory training programs for public servants. Training courses for public servants, are organized on the basis of the approved program. | Training courses for public servants, are organized on the basis of the approved program. | Training courses for public servants, are organized on the basis of the approved program. | The RA Government Staff, The RA Anti-Corruption Council, the RA Ministry of Education and Science, the RA Civil Service Council, the RA General Prosecutor's Office, the Police, the National Security Service, State Revenues Committee under the RA Government, and other stakeholder State bodies | The RA State budget, donor organisations | <ul style="list-style-type: none">• Frequency of review and revision of corruption issues and modules on anti-corruption topics (%);• The number of delivered anti-corruption training modules for certain specialties in the overall number of trainings to public servants (%);• The number of specialists trained in anti-corruption subjects compared with the list established on the basis of the assessment of needs (%). |
| | 109.2 Assess the capacity of training institutions in State | | Studies to assess the needs of training institutions. | The list of officials that are required to undergo | The list of officials that are required to | The RA Government Staff, | The RA State budget, | |

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| | bodies involved in the implementation of the anti-corruption policy and define the range of officials and organizations that are required to undergo training through these institutions. | | <p>The verified range (list) of officials to be trained.</p> <p>The list of organizations providing professional training in anti-corruption issues has been clarified.</p> | training and training providers has been harmonized with the demand. | undergo training and training providers has been harmonized with the demand | <p>The RA Anti-Corruption Council, The RA Ministry of Education and Science, The RA Civil Service Council, The RA Prosecutor General's Office, The RA Police under the RA Government, The RA National Security Service, The RA State Revenues Committee and other interested state bodies</p> | donor organisations | |
| | 109.3 Approve continuous anti-corruption training programs and education manuals in the relevant areas. | | Education manuals and training curricula and modules approved in the relevant areas. | Newly developed or updated education manuals and training curricula and modules in the relevant areas. | Education manuals and training curricula and modules in the relevant areas. | <p>The RA Ministry of Education and Science, The RA Anti-Corruption Council, the RA Civil Service Council,</p> <p>the RA General Prosecutor's Office,</p> <p>the Police, the National Security Service, State Revenues Committee under the RA Government,</p> <p>and other stakeholder State bodies</p> | <p>The RA State budget,</p> <p>international and donor organizations' support</p> | <ul style="list-style-type: none"> |
| 110.Improve the system of collection, exchange and analysis of information about corruption. | 110.1 Clarify the procedures for corruption-related data exchange between individual anti-corruption bodies and with international and regional organizations. | | <p>The international practice in the field of corruption-related data exchange between individual anti-corruption bodies and with international and regional organizations has been analyzed and the relevant recommendations has been submitted.</p> <p>Legislative amendments to harmonize the procedures for corruption-related data exchange between individual anti-corruption bodies and with international and regional organizations with the international standards.</p> | Corruption-related data are being exchanged between individual anti-corruption bodies and with international and regional organizations. | Corruption-related data are being exchanged between individual anti-corruption bodies and with international and regional organizations. | <p>The RA Prosecutor General's Office,</p> <p>The RA Police under the RA Government, The RA National Security Service under the RA Government,</p> <p>the RA National Service of Statistics, The RA Anti-Corruption Council,</p> | The RA State budget, donor organisations | <ul style="list-style-type: none"> The number of cases of corruption detected through cooperation with international and regional organizations or the number of cooperation agreements and treaties; The ratio of the number of studies conducted by local organizations as commissioned by the RA Government to evaluate corruption, sectors and areas where it is spread, to detect its trends, risks and manifestations to the overall number of similar studies conducted by foreign NGOs in the same period of time. |
| | 110.2 Consolidate a system of statistics on corruption related offences and introduce a methodology for the analysis of such statistics. | | <p>The legislation has regulated the scope of corruption-related offences. A methodology for corruption cases has been developed.</p> <p>A common methodology for maintaining statistics of corruption cases, including of the monitoring of the progress of the international commitments undertaken by the RA international treaties.</p> | The RA National Service of Statistics has ensured consolidated official statistics on corruption-related cases. | The RA National Service of Statistics has ensured a consolidated official statistics on corruption-related cases. | <p>the RA National Service of Statistics,</p> <p>the RA General Prosecutor's Office,</p> <p>The RA National Security Service under the RA Government,</p> <p>the RA Police under the RA Government, The RA Anti-Corruption Council</p> | The RA State budget, donor organisations | |
| | 110.3 Conduct studies and research to evaluate the | | Studies to evaluate corruption, sectors and areas where it is | Studies and public polls to evaluate corruption, | Studies and public polls to evaluate | The RA Government Staff, | The RA State budget, | |

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| | level of corruption, prevailing types of corruption and sectors and areas where it is spread, including through commissioning such studies to civil society institutions, as well as compare their results with official statistics and use the analysis of these results. | | spread, to detect its trends, risks and manifestations and to develop a public polls methodology. Conduct studies and public polls as commissioned by the RA Government to evaluate corruption, sectors and areas where it is spread, to detect its trends, risks and manifestations. | sectors and areas where it is spread, to detect its trends, risks and manifestations have been conducted as commissioned by the RA Government. | corruption, sectors and areas where it is spread, to detect its trends, risks and manifestations have been conducted as commissioned by the RA Government. | The RA Anti-Corruption Council, civil society organizations (by agreement) | donor organisations | |
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| Strategy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| | | 2009 | 2010 | 2011 | 2012 | | | |
| CIVIL SOCIETY SUPPORT IN THE FIGHT AGAINST CORRUPTION | | | | | | | | |
| 111. Increase civil society’s awareness about corruption, its causes, nature of danger and threats. | 111.1 Carry out campaigns on the causes, consequences and nature of corruption. | | The campaigns on the causes, consequences and nature of corruption have been carried out. | The campaigns on the causes, consequences and nature of corruption have been carried out. | The campaigns on the causes, consequences and nature of corruption have been carried out. | The RA Government Staff, The RA Anti-Corruption Council, Civil society organizations (with agreement) | The RA State budget, donor organizations | <ul style="list-style-type: none">The level of civil society awareness about corruption, its causes, nature of dangers and threats (%);The ratio of the number of corruption-related campaigns to the overall number of education and awareness events in the same period of time. |
| | 111.2 Ensure the coverage of the implementation of the State anti-corruption policy. | | | The State budget has envisaged grants for carrying out campaigns on the causes, consequences and nature of corruption and they have been awarded to local NGOs and mass media. Organize a TV program series on the RA Public TV covering the progress of implementation of the State anti-corruption policy, compile printed and electronic materials on public services and disseminate them among the general public. | Popular manuals, information leaflets, posters, advocacy campaigns organized by NGOs and mass media. | The RA Government Staff The RA Anti-Corruption Council, the RA Public Radio and Television Company, the mass media | The RA State budget, donor organizations | |
| | | 111,3 Ensure regular posting of anti-corruption information on the official websites of public administration and local self-government bodies. | | Launch an official website for the RA anti-corruption strategy linked to the RA Government's website. The current websites of the RA public administration bodies have links to the official website of the RA anti-corruption strategy. | The current websites of the RA territorial administration bodies have links to the official website of the RA anti-corruption strategy. | The (model) official websites created for the RA urban municipalities have links to the official website of the RA anti-corruption strategy. | The RA Government Staff The RA Anti-Corruption Council, the relevant public administration and local self-government bodies | The RA State budget, donor organizations |
| 112. Establish mandatory mechanisms for participation in political decision-making. | 112.1 Involvement of civil society representatives in councils and commissions under the RA decision-making bodies. | | Establish procedures for the participation of civil society representatives in policy decision-making. Civil society representatives are involved in policy-making committees of all public administration bodies. | Civil society representatives are involved in marz councils of territorial administration bodies. | Groups consisting of civil society representatives have been established in larger local self-government bodies. | The RA Government Staff The RA Anti-Corruption Council, the RA Ministry of Territorial Administration | The RA State budget, donor organizations | <ul style="list-style-type: none">Percentage of studies conducted by non-governmental organizations, their conclusions, arguments and public opinion surveys related to draft legislation and sub-legislation;The ratio of the number of publicly discussed draft laws to the overall number of circulated drafts in a given year (%). |
| 113. Ensure openness of the activities of anti-corruption bodies and make them accessible to civil society. | 113.1 Establish public anti-corruption reception rooms in the RA marzes. | Public anti-corruption reception rooms have been established in 5 of the RA marzes. | Public public anti-corruption reception rooms have been established in the 10 RA marzes and in Yerevan. | Public reception rooms' links with the relevant anti-corruption body have been ensured. | The status of public reception rooms has been clarified and their activities have been guaranteed. | The RA Government Staff, The RA Anti-Corruption Council, The USAID Anti-Corruption Program | The RA State budget, donor organizations | <ul style="list-style-type: none">The ratio of the number of 'hotlines' in the RA public administration bodies to the overall number of State bodies providing public services;The ratio of the number of publications on detected corruption cases in the media to the overall number of publications covering offences in the same period of time. |
| | 113.2 Establish anonymous 'hotlines' in all anti-corruption bodies and | | Anonymous 'hotlines' and other electronic means have been established in all anti- | | | The RA Government Staff, The RA Prosecutor’s | The RA State budget | |

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| | provide free consultation by other electronic means. | | corruption bodies to, among other things, provide free consultation to citizens. | | | Office, the RA Police, National Security Service, State Revenues Committee under the RA Government, the RA Control Chamber | | |
| | 113.4 Publicize the activities of anti-corruption bodies by regular programs and publications in the media, public discussions, hearings, printed booklets, conferences and other modern means of public advocacy. | | The activities of anti-corruption bodies by regular programs and publications in the media, public discussions, hearings, printed booklets, conferences and other modern means of public advocacy - 2009-2012 program of action. | The outcomes are according to the program of action. | The outcomes are according to the program of action. | The RA Government Staff, The RA Anti-Corruption Council, the RA Prosecutor's Office, the RA Police, National Security Service, State Revenues Committee under the RA Government, the RA Control Chamber | The RA State budget | |
| 114. Develop civil society's anti-corruption capacity. The outcomes are according to the program of action. | 114.1 Award grants and provide State funding for anti-corruption monitoring and studies for assessing the level and extent of corruption. | | The procedures for awarding grants and providing State funding for anti-corruption monitoring and studies for assessing the level and extent of corruption have been established. | Studies for assessing the level and extent of corruption by professional non-governmental organizations have been sponsored in the framework of State funding. | To be continued. | The RA Government Staff, The RA Anti-Corruption Council | The RA State budget, donor organizations | <ul style="list-style-type: none"> The number of training courses organized for civil society monitoring groups, including investigative journalists and the number of their participants; The share of financial resources provided for anti-corruption monitoring and for studies to assess the level and extent of corruption in the amount of grants awarded to NGOs from the State budget (%). |
| | 114.2 Organize training programs and courses for civil society monitoring groups, including the investigative journalists. | | | 10 training courses have been organized for investigative journalists in the 10 RA marz centers and in Yerevan. | 10 training courses have been organized for investigative journalists in the 10 RA marz centers and in Yerevan. | The RA Government Staff, The RA Anti-Corruption Council, Specialized NGOs (by agreement) | The RA State budget, donor organizations | |
| 115. Activate the dialogue and cooperation between the public administration and local self-government bodies and the public. | 115.1 Introduce procedures ensuring effective implementation of the provisions of the RA Law on Freedom of Information and establish control over their observance. | | <p>The RA Government has adopted the package of draft sub-legislative acts stemming from the RA Law on Freedom of Information.</p> <p>Recommendations on amending the RA Law on Freedom of Information, implementation of the sub-legislative acts adopted on the basis of the RA Law on Freedom of Information.</p> | The result of the monitoring of the implementation of the sub-legislative acts adopted on the basis of the RA Law on Freedom of Information. | The result of the monitoring of the implementation of the sub-legislative acts adopted on the basis of the RA Law on Freedom of Information. | The RA Ministry of Justice, The RA Government Staff, The RA Anti-Corruption Council, the Freedom of Information Security Center NGO (by agreement) | The RA State budget, donor organizations | <ul style="list-style-type: none"> The ratio of the number of public administration institutions having approved the public service standards to the overall number of State commercial and non-commercial organizations providing public services; The ratio of the quantity of information subject to mandatory publication by public administration bodies to the overall quantity of information published by the same State body in the same period of time; The ratio of the number of public administration and local self-government bodies that have an official website to the overall number of existing State bodies; The share of information provided through on-line response mechanisms in the overall volume of the provided information (%); The ratio of the number of State bodies included in corporate information website to the overall number of State bodies |

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| | | | | | | | | <div>providing public services;</div> <div><div></div><div>The ratio of the number of applications/inquiries addressed to the RA State and local self-government bodies to the overall quantity of information provided by these bodies in the same period of time.</div></div> |
| 116. Strengthen and develop the capacity of bodies that provide access to information. | 116.1 Appoint officials responsible for the freedom of information issues within public administration and local self-government bodies and conduct professional training programs for them. | | Analysis, training and assessment of needs with regard to freedom of information functions within public administration and local self-government bodies. Staff members responsible for the provision of information have been appointed in public administration bodies in line with the RA Law on Freedom of Information and training courses have been organized. | Staff members responsible for the provision of information have been appointed in the RA urban municipalities. | The regular training of officials responsible for the provision of information in State and local self-government bodies is delivered on the basis of procedures for mandatory training for State and municipal servants. | The RA Government Staff, The RA Anti-Corruption Council, the RA Ministry of Territorial Administration, the RA Civil Service Council | The RA State budget, donor organizations | <div><div></div><div>The ratio of the number of trained officials responsible for freedom of information issues to the overall number of such officials in the same period of time;</div></div> <div><div></div><div>The number of internal and external communications strategies in State and local self-government bodies.</div></div> |
| 117. Improve the administration of relations between physical persons and legal entities, on the one side, and administrative bodies, on the other side. | 117.1 Periodically analyze and continuously improve the outcomes of the application of the legislative practice of administration. | The sub-legislative acts adopted on the basis of the RA Law on Citizens’ Recommendations, applications and complaints have established procedures for citizens’ applications/complaints. | Contracts clarifying the procedures for mediated discussion and full satisfaction of citizens’ applications/complaints have been signed between administrative bodies providing public services and citizens’ reception rooms. | The system and procedures for anti-corruption citizens’ reception rooms and ‘one-stop shops’ have been expanded. | | The RA Government Staff, The RA Anti-Corruption Council, The RA Ministries | The RA State budget, donor organizations | <div><div></div><div>The ratio of the number of persons representing certain socially vulnerable groups that have been provided with free legal assistance for public protection at the expense of the State resources to the overall number of citizens having been provided with free legal assistance;</div></div> <div><div></div><div>The ratio of the number of claims against the State in administrative courts to the number of judgments against the State (the closer it is to 1 the higher is the voice level).</div></div> |
| | 117.2 The procedures for public services provided by administrative bodies must prevent the receipt of information required from other State bodies via citizens. | Study the procedures for providing public services by administrative bodies; identify the types and volume of information required via citizens. | Recommendations on legislative amendments. | The new monitoring and evaluation procedures have been established. | The procedures for public services provided by administrative bodies prevent the possibility of receiving the information required from other State bodies via citizens. | The RA Ministry of Justice The RA Government Staff, RA Anti-Corruption Council, | The RA State budget, donor organizations | |
| 119. Ensure the professional independence and autonomy of the bodies regulating the media. | 119.1 Increase the economic and professional independence of the mass media. | Control over the accreditation of the mass media and securing of a free environment for their activities has been established. | Control over carrying out the legislative requirements aimed at preventing any pressure on the mass media and journalists has been established. | Control over carrying out the legislative requirements aimed at preventing any pressure on the mass media and journalists is being exercised. | Control over carrying out the legislative requirements aimed at preventing any pressure on the mass media and journalists is being exercised. | The RA Government Staff, The RA Anti-Corruption Council, The RA Ministry of Justice, The RA Prosecuto’s Office the mass media, civil society organizations (by agreement) | The RA State budget, donor organizations | <div><div></div><div>The number of the detected cases of pressure on the mass media and journalists;</div></div> <div><div></div><div>The number of publications and complaints related to the accreditation of the media and securing a free environment for their activities.</div></div> |

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| A MONITORING AND EVALUATION SYSTEM FOR THE RA ANTI-CORRUPTION STRATEGY AND ITS IMPLEMENTATION ACTION PLAN | | | | | | | | |
| 120. Ensure the monitoring (participatory) of the ACSIAP actions and evaluation of their effectiveness in public administration and certain sectors and branches of economy. | 120.1 Build and continuously develop the institutional capacity for the ACSIAP monitoring and evaluation. | | <p>Conduct a study to evaluate the institutional capacity of the RA public administration bodies for the ACSIAP monitoring and evaluation.</p> <p>The methodology for interim participatory ACSIAP monitoring has been approved, including the scope of action for civil society structures in the monitoring process.</p> <p>The relevant ACSIAP monitoring and evaluation structures have been developed in the RA public administration bodies.</p> <p>The procedures for interim participatory ACSIAP monitoring have been approved.</p> | <p>The procedures for ACSIAP monitoring, analysis and evaluation have been established and the relevant guidelines have been introduced.</p> <p>Exchange of information and experience between civil society structures and their coming together within a civil anti-corruption network have been ensured.</p> | <p>The ACSIAP review process has been regulated.</p> <p>The civil anti-corruption network is functional.</p> <p>Analyze the outcomes of participatory monitoring and make recommendation of its basis.</p> | <p>The RA Government Staff, The RA Anti-Corruption Council, the relevant public administration bodies</p> | <p>The RA State budget, donor organizations' support</p> | <ul style="list-style-type: none"> There are relevant ACSIAP monitoring and evaluation structures in all public administration bodies; The number of the RA Government commissions for participatory monitoring of the areas included in the ACSIAP; The ACSIAP final reports have been approved by the RA Anti-Corruption Council; The number of public discussions on the ACSIAP and its implementation results; Increase in the number of reports of participatory monitoring for the evaluation of the corruption risks within the areas and systems included in the ACSIAP (%); Reports of the monitorings in the area of honoring the requirements of the OECD, GRECO and the UN Convention Against Corruption, evaluation of the impact of non-implemented recommendations, expert assessment; The ratio of the number of ACSIAP monitoring and evaluation structures that have been familiarized with the international practice to the overall number of structured involved in the ACSIAP monitoring system (%); Cooperation between the ACSIAP monitoring and evaluation structures within public administration bodies and the RA Anti-Corruption Council structures has been established; The ratio of the number of trained State servants to the overall number of State servants involved in the ACSIAP monitoring and evaluation (%); The ratio of the number of trained civil society representatives to the overall number of civil society representatives that have assumed ACSIAP monitoring and evaluation functions (%). |
| | 120.2 Establish standards and procedures for the ACSIAP performance reports, including for summarizing annual results. | The 2009 ACSIAP performance report. | <p>Templates and guidelines for the ACSIAP performance reports.</p> <p>The 2010 ACSIAP performance report;</p> <p>Monitoring reports on the implementation of the OECD and GRECO recommendations.</p> | <p>The 2011 ACSIAP performance report;</p> <p>Report on honoring the commitments undertaken under the UN Convention Against Corruption.</p> | The 2012 ACSIAP performance report | <p>The RA Government staff The RA Anti-Corruption Council</p> | <p>The RA State budget, donor organizations' support</p> | |
| | 120.3 Apply the international best practice of anti-corruption monitoring and technical assistance. | | TWINING and TAIEX programs in anti-corruption monitoring. | TWINING and TAIEX programs on understanding the international experience of anti-corruption monitoring implemented. | Presenting of Armenia's anti-corruption monitoring experience. | <p>The RA Government staff The RA Anti-Corruption Council</p> | <p>The RA State budget, donor organizations' support</p> | |
| | 120.4 Organize joint training courses in ACSIAP monitoring and evaluation for representatives of State bodies and civil society organizations. | | <p>Subjects of training and timetable of courses.</p> <p>Training courses for representatives of public administration bodies and civil society organizations, including in the participatory monitoring methodology and tools have been organized.</p> | <p>Training courses for representatives of public administration bodies and civil society organizations, including in the participatory monitoring methodology and tools have been organized.</p> | <p>Training courses for representatives of public administration bodies and civil society organizations, including in the participatory monitoring methodology and tools have been organized.</p> | <p>The RA Government Staff The RA Anti-Corruption Council</p> | <p>The RA State budget, donor organizations' support</p> | |
| 121. Ensure the ACSIAP impact assessment by civil society. | 121.1 Assess the perception of reduction in levels of corruption and satisfaction with the pace of the process among households, businesses and other target groups in the society, as well as quality of public services. | | <p>Social survey on the level of corruption among households, businesses and other target groups in the society and the level of their satisfaction with the quality of public services;</p> <p>Changes made in the action plan on the basis of survey outcomes;</p> <p>Final assessment/report on the perception of reduction in levels of corruption and satisfaction with the pace of the process and the quality of public services delivered.</p> | <p>Social survey on the level of corruption among households, businesses and other target groups in the society;</p> <p>Changes made in the action plan on the basis of survey outcomes;</p> <p>Final assessment/report on the perception of reduction in levels of corruption and satisfaction with the pace of the process.</p> | <p>Social survey on the level of corruption among households, businesses and other target groups in the society;</p> <p>Changes made in the action plan on the basis of survey outcomes;</p> <p>Final assessment/report on the perception of reduction in levels of corruption and satisfaction with the pace of the process.</p> | The RA Anti-Corruption Council | <p>The RA State budget, donor organizations' support</p> | <ul style="list-style-type: none"> The number of competitions announced by the RA Government for conducting participatory monitoring surveys in various ACSIAP areas; The number of recommendations included in the ACSIAP impact assessment reports by civil society. |

| tegy Provisions | Action | Deliverables | | | | Responsible Agency | Source of Funding | Monitoring Indicators |
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| ANTI-CORRUPTION POLICY IMPLEMENTATION BODIES | | | | | | | | |
| 123. Develop the Anti-Corruption Council’s capacity in performing functions related to making and revision, coordination and control of the anti-corruption policy as well as assessment of its results. | 123.1Finalize the composition of the Anti-Corruption Council. | | Amendments to the legal acts regulating the activities of the Anti-Corruption Council; The Council involves representatives from the Judicial Department, civil society and businesses. Reports and studies discussed and decisions made. | Reports on anti-corruption policy implementation, decisions made. | Final reports, assessed results and decisions made in the area of anti-corruption policy implementation. | The RA Government Staff, The RA Anti-Corruption Council | The RA State budget | <ul style="list-style-type: none">• The number of sessions convened by the Council;• The RA international commitments assumed under the UN Convention against Corruption, the OECD and GRECO recommendations have been fulfilled. |
| | 123.2 Review the functions of the Anti-Corruption Council. | | Amendments to the legal acts regulating the activities of the Anti-Corruption Council. The Anti-Corruption Council has been performing functions related to broadening and dissemination of the relevant knowledge, involvement of civil society, reacting to citizens’ applications and mass media publications on corruption cases. | The Anti-Corruption Council has been performing functions related to broadening and dissemination of the relevant knowledge, involvement of civil society, reacting to citizens’ applications and mass media publications on corruption cases. | | The RA Government Staff, The RA Anti-Corruption Council | The RA State budget | |
| | 123.3 Establish a structural subdivision under the Anti-Corruption Council. | The legal acts defining the objectives, functions, organizational structure and status of the structural subdivision under the Anti-Corruption Council have been developed and the structural subdivision has been set up. | The structural subdivision has been ensuring the normal functioning of the Anti-Corruption Council. The RA State budget has envisaged the relevant financial resources. | The structural subdivision has been ensuring the normal functioning of the Anti-Corruption Council. A report on the progress of the anti-corruption strategy and its program of actions, as well as on honoring the commitments assumed by international treaties. | The structural subdivision has been ensuring the normal functioning of the Anti-Corruption Council. The process of assessment of results and program review of the anti-corruption strategy and its action program has started. | The RA Government Staff, The RA Anti-Corruption Council | The RA State budget | |
| 124. Increase the effectiveness of cooperation between bodies preventing and detecting corruption. | 124.1 Establish clear procedures for cooperation between bodies preventing and detecting corruption. | | Decision of the Anti-Corruption Council on the cooperation between anti-corruption bodies. | The results of the established procedures have been assessed. | | The RA Government Staff, The RA Anti-Corruption Council | The RA State budget | <ul style="list-style-type: none">• The number of joint training courses,. |
| | 124.2 Develop the cooperation capacity of bodies preventing and detecting corruption. | | Develop topics for training courses for the staffs of State anti-corruption bodies and jointly organized training courses. | Training programs implemented jointly with the private sector and civil society organizations | Training programs implemented jointly with the private sector and civil society organizations | The RA Government Staff, The RA Anti-Corruption Council | The RA State budget, donor organizations | |