

**IMPLEMENTATION ACTION PLAN  
OF THE ANTI-CORRUPTION STRATEGY OF THE REPUBLIC OF ARMENIA**

#	Sector	Objective	Action	Implementing Agency	Deadline	Notes
1.	Implementation of the Anti-Corruption Strategy					
1.1		Approving the Anti-Corruption Strategy of the Republic of Armenia	Draft decree of the RoA Government on Approving the RoA Anti-Corruption Strategy and Implementation Action Plan submitted to the RoA Government	Staff of the RoA Government	2003	
1.2			Regular analysis and monitoring of the causes and incidence of corruption in various sectors	Respective public administration agencies, international organizations, and non-governmental organizations	Regular	
1.3			Development of specific short-term and long-term projects in the frameworks of the Anti-Corruption Strategy	Respective public administration agencies, international organizations, and non-governmental organizations	2004-2005	
2.	Legislative sphere					
2.1		Ensuring publicity of laws and other legal acts	Designing the RoA Government web site to contain laws and other legal acts	Staff of the RoA Government	2004-2005	
2.2		Addressing inconsistencies between laws and other legal acts and eliminating gaps that are conducive of corruption	Examination of draft laws and other legal acts for anti-corruption risks	RoA Ministry of Justice, respective public administration agencies	Regular	
2.3			Analysis of laws and other legal acts to discover anti-corruption risks	RoA Ministry of Justice, respective public administration agencies	Regular	
3.	Harmonization of the legislation with the respective international standards					

3.1.		Application by the Republic of Armenia of the principles laid down in the international instruments that have an anti-corruption focus	1. 1996 Action Plan against Corruption adopted by the Council of Europe Committee of Ministers	RoA Ministry of Foreign Affairs, RoA Ministry of Justice	2004-2005	
3.2.			The 20 Guiding Principles for the Fight against Corruption adopted by the CoE Committee of Ministers on November 6, 1997, Recommendation (97) 24	RoA Ministry of Foreign Affairs, RoA Ministry of Justice	2004-2005	
3.3.			Recommendations adopted by Conferences of CoE Ministers of Justice (La Valletta 1994, and Prague 1997), and the creation of a special group of states against corruption (GRECO)	RoA Ministry of Foreign Affairs, RoA Ministry of Justice	2004-2005	
3.4.		Ratification of, or accession to, international anti-corruption treaties by the Republic of Armenia	1999 January 17 Criminal Law Convention on Corruption and Civil Law Convention on Corruption	RoA Ministry of Foreign Affairs, RoA Ministry of Justice	2004-2005	
4.	Economic concerns					
4.1		Revealing and downsizing the “grey” economy	Draft Law on Fighting the Acquisition of Proceeds and Assets from Illegal Transactions (“The Law on Money Laundering”)	RoA Ministry of Finance and Economy RoA Central Bank	2004-2005	
4.2	Banking sector	Streamlining the provisions of the law concerning the terms and conditions of performing forex transactions, licensing forex dealers and exchange offices, and conducting forex supervision	Draft RoA Law on Foreign Exchange Regulation and Foreign Exchange Supervision	RoA Central Bank	December 2003	

4.3		Regulating the activities of commercial banks and other entities authorized to render settlement services, ensuring transparency and controllability of cash flows, and reducing the amount of cash circulating in the economy	Draft RoA Law on Settlement Systems	RoA Central Bank	December 2003	
4.4		Adopting a package of official commentaries to the legal acts enforced by the RoA Central Bank	Draft decision of the RoA Central Bank Board on Adopting a Package of Official Commentaries to the Legal Acts Adopted and Enforced by the Central Bank	RoA Central Bank	December 2003	
4.5		Defining subjective criteria for valuation of financial asset by commercial banks and credit organizations	Draft decision of the RoA Central Bank Board on Credit Risk Assessment Methodologies and Criteria	RoA Central Bank	2004	
4.6	Tax sector	Eliminating various tax privileges granted by law	Drafting amendments and additions to the respective laws	RoA Ministry of Finance and Economy State Tax Service adjunct to the RoA Government	2004-2005	
4.7		Utmost streamlining of tax accrual and payment arrangements, simplifying the rights and responsibilities of entities involved in tax affairs, addressing inconsistencies, ensuring sustainability of the tax legislation, improving tax legislation and supervision, and codifying tax legislation	Draft Tax Code of the RoA	RoA Ministry of Finance and Economy State Tax Service adjunct to the RoA Government	2004-2005	
4.8		Widening the circle of citizens who are required to disclose their income	Draft RoA Law on Disclosure of Assets and Income of Natural Persons	State Tax Service adjunct to the RoA Government	2004-2005	
4.9		Exacerbating the liability for tax evasion	Submitting to the RoA Government draft decrees of the RoA Government on amendments and supplements to respective laws and the Code	RoA Ministry of Finance and Economy State Tax Service adjunct to the RoA Government	2004-2006	

4.10		Enhancing the arrangements for protection of taxpayer rights	In consultation with taxpayers, amending and supplementing the complaints procedures of the State Tax Service adjunct to the RoA Government	State Tax Service adjunct to the RoA Government	December 2003	
4.11		Strengthening internal audit in the State Tax Service adjunct to the RoA Government	Publicizing the findings of audit	State Tax Service adjunct to the RoA Government	Regular	
4.12	Customs sector	Improving the technical capacity of customs agencies in order to enhance the efficiency of customs surveillance	Implementing a medium-term program to install state-of-the-art monitors, equipment, and jewelry detectors in customs houses and customs points Creating customs inspection and registration sites in customs houses and customs points and equipping them with necessary hardware Amending the customs legislation in this respect	State Customs Committee Adjunct to the RoA Government	2004-2006	
4.13		Improving the management system of customs authorities in order to reduce the risks of corruption	Introducing a network connecting the customs authorities together (cable and satellite)  Reviewing the customs laws and procedures (clarification, streamlining, and optimization) in line with the access capacity created by the network to be created between customs authorities in 2003	State Customs Committee Adjunct to the RoA Government  State Customs Committee Adjunct to the RoA Government	2003  2004-2006	
4.14		Improving the publicity and awareness of customs procedures	Creating a customs manual	State Customs Committee Adjunct to the RoA Government	2003-2004	
4.15		Simplifying procedures of obtaining export permits required from exporters and reducing the number of documents required	Simplifying procedures and reducing the number of required documents	State Customs Committee Adjunct to the RoA Government	2004	
4.16		Improving the customs legislation to reduce corruption risks	Submitting a draft RoA Law on Amendments and Supplements to the Customs Code	State Customs Committee Adjunct to the RoA Government	2004-2005	
4.17	Healthcare sector	Improving the arrangements for healthcare and health service quality management and control	Draft RoA Law on Healthcare	RoA Ministry of Health	2004-2005	
4.18			Defining qualitative and technical criteria on medical services	RoA Ministry of Health	2004-2007	
4.19			Creating a healthcare information network	RoA Ministry of Health	2004-2007	

4.20		Improving the system by which government-subsidized healthcare contracts are placed with medical institutions	Submitting to the RoA Government the draft decree of the RoA Government on establishing a competitive procedure for placing government-subsidized healthcare contracts with healthcare institutions	RoA Ministry of Health	2004-2007	
4.21		Reducing the amount of cash circulating in medical institutions and minimizing the possibilities for corruption	Draft Law on Health Insurance	RoA Ministry of Health	2004-2006	
4.22	Education sector	Implementing a system of lawful and transparent payments in educational institutions	Submitting to the RoA Government the draft decree of the RoA Government on the Procedure of Setting and Implementing Payments in Educational Institutions Draft Law on Amendments and Supplements to the RoA Law on Education	RoA Ministry of Education and Science	2004 2004-2006	
4.23		Improving the university admission procedures to reduce the risk of corruption, providing equal starting points, and eliminating direct privileges	Draft Law on Amendments and Supplements to the RoA Law on Education Submitting to the RoA Government the draft decree of the RoA Government on creating an assessment and testing center Submitting to the RoA Government the draft decree of the RoA Government on approving the by-laws of the assessment and testing center Submitting to the RoA Government the draft decree of the RoA Government on amending the procedure of studies in post-graduate and doctorate schools Submitting to the RoA Government the draft decree of the RoA Government on amending the procedure of studies in master's programs	RoA Ministry of Education and Science	2003 2003 2004 2004	
4.24		Improving the scheme of government-subsidized education in universities and secondary vocational institutions, and creating equal conditions for the activities of private and public universities	Draft RoA law on higher and post-higher vocational education, draft RoA Law on secondary vocational education Development and adoption of a higher education strategy paper	RoA Ministry of Education and Science	2004-2006 2004	

4.25		Widening the autonomy of educational units and institutions	Submitting to the RoA Government the draft decree of the RoA Government on decentralizing the management of special public educational institutions	RoA Ministry of Education and Science	2004-2006	
4.26		Regulating the human resources policies of educational institutions	Draft Law on Amendments and Supplements to the RoA Law on Education	RoA Ministry of Education and Science	2004	
4.27		Improving the university licensing procedure	Draft Law on Amendments and Supplements to the RoA Law on Licensing Submitting to the RoA Government the draft decree of the RoA Government on the procedure of licensing educational activities in the RoA	RoA Ministry of Education and Science	2004	
4.28.	Environmental protection sphere	Improving the conservation of the environment—the atmosphere, water resources, soil, sub-soil resources, the flora, and the fauna, supporting their renewal, and the reasonable/efficient utilization of natural resources	Draft RoA Law on the State Environmental Inspectorate	RoA Ministry of Nature Protection	2004-2005	
4.29.		Environmental surveillance, and improving the performance of entities protecting forests and special conserved zones of nature	Technical refurbishment of the environmental surveillance system, the forest management authorities, and the entities protecting special conserved zones of nature  Creating a computer-based information network, and providing transportation, vehicles, arms, and other technical facilities	RoA Ministry of Nature Protection	2004-2006	

4.30.		Strengthening the human potential of the environmental surveillance system, the forest management authorities, and the entities protecting special conserved zones of nature	Submitting to the RoA Government a draft decree of the RoA Government on creating a training center for the staff of the environmental surveillance system, the forest management authorities, and the entities protecting special conserved zones of nature Developing training programs	RoA Ministry of Nature Protection	2004-2005	
4.31	Business environment concerns	Developing professional organizations to mediate between businesses and public services	Concluding cooperation agreements between ministries and industry associations	RoA Ministry of Trade and Economic Development  RoA Ministry of Agriculture  RoA Ministry of Transport and Communications  RoA Ministry of Energy  RoA Ministry of Health	2004-2005	
4.32		Legislative regulation for a new labor market	Draft Labor Code of the RoA	RoA Ministry of Justice RoA Civil Service Council	2004	
4.33		Facilitating the development of institutional stakeholders performing audit activities, which, in turn, will stimulate the adequate enforcement of audit, accounting, and financial reporting standards	Draft RoA Law of Audits	RoA Ministry of Finance and Economy	2004-2005	
4.34			Defining with clarity the right, responsibilities, and liability of internal and external auditors	RoA Ministry of Finance and Economy	2004-2005	

4.35	Licensing system	Reducing the number of activities subject to licensing	Draft RoA Law on Amending the RoA Law on Licensing	RoA Ministry of Justice, RoA Ministry of Trade and Economic Development, RoA Ministry of Finance and Economy, and other line ministries	2004-2005	
4.36	Creation of a level playing field for competition	Simplifying the powers and functions of the RoA State Committee for the Protection of Economic Competition, spelling out procedures for the application of sanctions by the Committee, and augmenting the powers of the Committee to collect information	Draft RoA Law on Amendments and Supplements to the RoA Law on the Protection of Economic Competition	RoA State Committee for the Protection of Economic Competition	2004-2005	
4.37	Budgetary process and budgetary expenditures	Efficient utilization of community budget subsidies and transfers	Introducing a comprehensive information system on the community budgets execution progress	RoA Ministry of Finance and Economy, RoA Minister for Territorial Administration and Coordination of Infrastructure Activities	2004-2006	
4.38		Harmonizing the accounting systems of budgetary organizations with the internationally-accepted practices and standards of budgetary accounting	Submitting the RoA Public Sector Accounting System Reform Program to the RoA Government for approval	RoA Ministry of Finance and Economy	2004	
4.39		Creating a consolidated database on the utilization of loan and grant funds and developing arrangements for regular monitoring	Publicizing the findings of the monitoring	RoA Ministry of Finance and Economy	2004-2005	
4.40		Consolidating the functions of the state budget, the state fund for social insurance, and community budgets; and monitoring extra-budgetary funds of all the sectors	Publicizing the findings of the monitoring	RoA Ministry of Finance and Economy	2004-2005	



4.41	Public procurement system	Ensuring transparency and publicity of public procurement	Publishing in the official procurement gazette and the web site of the Procurement Agency detailed information on the essential consumables procured for central and local governments, the nomenclature of services, technical specifications, electronic contracting and bidding, and all the cases of complaints to the authorized agency and their outcome	RoA Ministry of Finance and Economy	2004-2006	
4.42		Depriving legal entities that violate competitive practices and business ethics and organizations that have committed corruption-related actions, of the right to bid for public procurement for a certain period of time	Draft RoA Law on Amendments and Supplements to the RoA Law on Procurements	RoA Ministry of Finance and Economy  RoA Ministry of Trade and Economic Development	2004-2005	
4.43	Financial audit	Developing and strengthening external and internal public audit systems	Developing a strategy paper on the development of external and internal public audit systems	RoA Ministry of Finance and Economy RoA National Assembly Chamber of Control	2004-2005	
4.44		Developing public financial audit standards in line with the international criteria	Submitting to the RoA Government the draft decree of the RoA Government on Public Financial Audit Standards	RoA Ministry of Finance and Economy	2004-2005	
5.	Political sphere					
5.1		Legislative strengthening	Draft RoA Law on Lobbying	RoA Ministry of Justice	2005	
5.2		Improving the institution of local observers	Planning and conducting training courses for local observers	Central Electoral Commission	2004-2005	
5.3		Improving the way in which elections are organized	Draft RoA Law on Amending the RoA Electoral Code	Central Electoral Commission	2004-2005	
		Establishing a code of conduct for stakeholders involved in elections	Draft RoA Law on Amending the RoA Electoral Code	Central Electoral Commission	2005	
5.4	Civil society and anti-corruption campaigning	Contemplating the role of civil society institutions in anti-corruption advocacy work	Developing programs to raise public awareness on anti-corruption initiatives	RoA Government International organizations Non-governmental organizations	2004	

5.5		Civil society engagement in monitoring corruption	Creating a group to monitor the implementation of the Anti-Corruption Strategy	RoA Government Non-governmental organizations International organizations	2004-2005	
5.6			Creating a set of indicators necessary to assess the level of corruption	RoA Government Non-governmental organizations International organizations	2004-2005	
5.7			Developing and conducting training courses for members of the monitoring team	RoA Government Non-governmental organizations International organizations	2004-2005	
6.	Public administration					
6.1	Introduction of an accountability scheme in the public administration system	Clarifying, streamlining, and separating functions of agencies that perform audits in the public administration system, and addressing overlapping aspects	Draft RoA Law on the Chamber of Control of the RoA National Assembly Draft RoA Law on Audits	RoA Ministry of Finance and Economy RoA Ministry of Justice RoA National Assembly Chamber of Control RoA Public Administration System Reform Committee	2004-2005	
6.2		Implementing a system of reporting on the activities of RoA ministries and territorial administration bodies	Submitting to the RoA Government the draft decree of the RoA Government on requiring reporting by public administration bodies	RoA Government Staff RoA Ministry of Justice RoA Ministry of Finance and Economy RoA Public Administration System Reform Committee	2004-2005	
6.3	Defining peculiarities of different public sector services	Introducing public and civil service in local self-government staff and budgetary organizations of communities	Draft RoA Law on Municipal Service	RoA Minister for Territorial Administration and Coordination of Infrastructure Activities RoA Civil Service Council RoA Public Administration System Reform Committee	2004-2005	
6.4		Streamlining the public service delivery arrangements	Draft decrees of the RoA Government on selected types of public service	Line ministries RoA Civil Service Council RoA Public Administration System Reform Committee	2004-2006	

6.5		Introducing a system of remuneration and social guarantees for public servants	Devising a strategy on the remuneration of public servant	RoA Social Security Ministry RoA Ministry of Finance and Economy RoA Public Administration System Reform Committee	2004-2005	
6.6	Regulating the delivery of public services	Ensuring links between services and supporting the movement of servants	Devising a concept paper on public service delivery	RoA Public Administration System Reform Committee RoA Ministry of Justice RoA Civil Service Council	2004-2006	
6.7		Simplifying the procedures of registering civil status acts	Draft RoA Law on Civil Status Acts	RoA Ministry of Justice	2004	
6.8	Ensuring transparency in the remuneration system of civil servants	Introducing a system of asset and income disclosure by civil servants	Draft RoA Law on Disclosure of Assets and Income of Natural Persons	State Tax Service adjunct to the RoA Government RoA Ministry of Finance and Economy	2004-2005	
6.9		Introducing a system of social security and insurance for civil servants	Draft RoA Law on Amending the RoA Law on Pension Security of Civil Servants	RoA Social Security Ministry	2004-2005	
6.10	Monitoring and transparency of services rendered to the public by the state	Creating public relations units within ministries	Submitting to the RoA Government draft decrees of the RoA Government on amendments and supplements to the by-laws and organizational structures of respective ministries	RoA ministries RoA Civil Service Council RoA Public Administration System Reform Committee	2004-2006	
6.11		Implement an internal information network of the Government (between ministries)	A program to create an information network	RoA Ministry of Transport and Communications RoA Government Staff	2004-2006	
6.12		Regulate the process of information sharing by public agencies	Draft sub-legislative acts referred to in the RoA Law on Freedom of Information	RoA Ministry of Justice	2004	
6.13		Streamlining administrative procedures and proceedings	Draft RoA Law on Administration Basics and Administrative Proceedings	RoA Ministry of Justice	2004	
7.	Law-enforcement agencies					
7.1		Improving the technical capacity of law-enforcement agencies	Developing a project to improve the technical capacity of law-enforcement agencies	RoA Police RoA National Security Service RoA General Prosecution Office	2004-2006	

7.2	Training law-enforcement personnel	Professional training for law-enforcement personnel	Developing training programs for police and prosecution personnel and offering regular training courses	RoA Police RoA General Prosecution Office	Regular	
7.3		Honoring their respective codes of conduct by law-enforcement personnel	Draft RoA Law on a code of conduct for law-enforcement personnel	RoA Police RoA General Prosecution Office	2004-2005	
7.4	Improvement of the social conditions of law-enforcement personnel	Raising salaries of law-enforcement personnel and improving their social conditions	Developing a strategy on the remuneration and social security of law-enforcement personnel	RoA Police RoA National Security Service RoA General Prosecution Office RoA Ministry of Finance and Economy RoA Social Security Ministry	2004-2005	
7.5		Legislatively regulating the operations and intelligence activities	Draft RoA Law on Operations and Intelligence Activities	RoA Ministry of Justice RoA Police	2004	
7.6		Implementing reforms in forensic institutions	Draft RoA Law on Forensic Expertise	RoA Ministry of Justice RoA General Prosecution Office RoA Police	2004-2005	
7.7			Draft RoA Law on Amendments and Supplements to the RoA Criminal Procedure Code	RoA Ministry of Justice RoA General Prosecution Office RoA Police	2004	
8.	The judiciary					
8.1		Defining a case allocation procedure in the judicial administration rules that are under development	Laying down a case allocation procedure in the judicial administration rules that are under development	Council of Court Chairmen	2004-2005	
8.2		Set a five-year term of office for court chairmen and require that the same person cannot be appointed as a court chairman for two terms in a row	Draft RoA Law on Amending the RoA Law on the Judiciary	RoA Ministry of Justice	2005	
8.3		Broadening the scope of the web-site of the judiciary	Placing decisions of the appellate, economic, and first instance courts in the web-site	Council of Court Chairmen	2004-2005	

8.4		Professional training for judges	Conducting training courses for judges on the peculiarities of how to investigate corruption crimes	Council of Court Chairmen	Regular	
8.5		Raising the salaries of judges and improving their social conditions	Draft law on amending the respective legislation	RoA Ministry of Justice RoA Ministry of Finance and Economy RoA Social Security Ministry	2005-2006	
8.6	Compulsory execution of judicial acts	Improving the system of compulsory execution of judicial acts and providing social and legal guarantees to the bailiffs	Draft RoA Law on Amending and Supplementing the RoA Law on the Service of Compulsory Execution of Judicial Acts	RoA Ministry of Justice	2004-2005	
8.7	Penitentiary service	Improving penitentiary service and providing social and legal guarantees to the penitentiary staff	Draft RoA Law on Penitentiary Service  Draft Penitentiary Code	RoA Ministry of Justice	2004-2005  2004-2005	
8.8		Streamlining the procedures of applying disciplinary sanctions against practicing lawyers	Draft RoA Law on Amending the RoA Law on Advocate Activities	RoA Ministry of Justice Bar associations	2004-2005	
8.9		Improving the advocacy service	Draft RoA Law on Advocate Activities  Draft RoA Law on a Code of Conduct for Advocates	RoA Ministry of Justice Bar associations	2004-2005	
8.10	Improvement of the performance of mediation courts	Harmonizing the RoA Law on Mediation Courts with the provisions of the UN Convention on the Recognition and Enforcement of Foreign Arbitral Awards	Draft RoA Law on Amending the RoA Law on Mediation Courts	RoA Ministry of Justice	2004	