

## **PART 4**

# **EU INTEGRATION GOVERNANCE SYSTEM OF THE REPUBLIC OF ARMENIA**

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#### 1. INTRODUCTION

The integration into the European Union is a long-term strategic priority for the Republic of Armenia. The EU integration is a long-term and complicated process, which involves almost all spheres of economic, social and political life and engages large-scale human resources. It requires resources allocated particularly for that purpose, trained and specialized staff and a governance system. The EU integration governance system in Armenia should be designed so that the limited number of qualified specialists with EU integration experience and/or knowledge, the limited financial resources as well as the capacities of existing structures are used as efficiently and extensively as possible.

The experience of newly accessed EU Member States and accession countries shows that the bottom-line of the EU integration process is the accession programme. It is based on a number of special strategy programmes. The process formulates several interrelated activities, namely:

- management, coordination and supervision of the EU integration process which implies approximation of legislation and policies as well as building and strengthening of institutional capacities,
- coordination and programming of financial assistance directed to the EU integration process,
- conduction of negotiations on the EU integration process,
- undertaking of the EU integration process,
- preparation and training of specialists,
- public awareness raising, active involvement of non-governmental organisations, unions and other interested groups of the society in the EU integration process.

EU integration is a new process for the Republic of Armenia. Its long-term nature and complexity require a specialized governance system earmarked to the complexity of issues underlying the process. The introduction, maintenance and development of this system is a necessity for Armenia.

Taking into consideration the integration experience of newly accessed Member States and accession countries, as well as Armenia's existing resource capacities and the peculiarities of public administration system, the EU integration governance system shall be structured on the following principles:

- modular approach for structuring of the system, which requires each framework of integration process be presented by a separate governance module. The degree of resource mobilisation of each of these modules will directly depend on its importance within the integration process. The adoption of the modular approach will make the further development of particular modules, if necessary, possible,

- general management and coordination of the integration process by the government which needs a specialized structure,
- ensuring a maximum participation of parties interested in the EU integration process and bilateral relations with all other interested non-governmental organisations, citizens and authorised state bodies, consideration of their interests and goals, which warrant a relevant advisory and strategic decision-making body,
- establishment of new structures of the system and phase-by-phase upgrading of existing structures.

## **2. Management, Coordination and Supervision of the EU Integration Process: Specialized Structures**

### ***a) European experience***

Advisory bodies or bodies making preliminary decisions, such as *EU Integration Councils* or *EU Integration Committees*, have been established under the governments of nearly all newly accessed EU countries, which support the Government in the management, coordination and supervision of the entire EU integration process. In most cases the organisational and preparatory components of these functions were entrusted to the mentioned bodies. The establishment of these structures was conditioned by a number of factors, in particular the need for:

1. widest possible involvement of governmental bodies, taking into consideration that not all public administration authorities dealing with the EU integration process are incorporated into the structure of the Government,
2. settling inter-agency discords during the integration process and expressing the positions of all structures in the process of making decisions related to the EU integration process,
3. due preparation and justification of decisions being made.

In addition, in several small newly accessed EU countries (Estonia, Latvia) *Senior Civil Servants Councils* were established, which consisted of relevant Deputy Ministers and other representatives of public administration authorities whose mandate was to coordinate the inter-agency activities at the working level within the framework of the EU integration process.

It is also very important to ensure the involvement of the legislature in the EU integration process. *EU Integration Commissions* have been established in the Parliaments of each accession country. These commissions were actively participating in the parliamentary activities aimed at the EU integration process. The representatives of legislature were also involved in the activities of relevant Integration Councils.

*EU Integration Departments, EU Integration Agencies* or *EU Integration Secretariats* of the governments of newly accessed EU Member States and accession countries were important working bodies responsible for the coordination of the EU integration process. As a rule, they were established within the structure of the Staff of the Cabinet or the Prime Minister and are/were directly subordinated to the Prime Minister (Estonia), to the

relevant Deputy Prime Minister (Bulgaria) or to the Minister without portfolio of EU Integration Affairs (Slovenia). It should be mentioned that in some countries separate ministries have been established (Romania).

Although with different names and different statuses, these structural subdivisions mainly had similar functions, including the coordination of the drafting and implementation of national integration programmes, as well as the coordination of preparation and implementation of annual Action Plans approved by the European Union and other integration documents.

### ***b) Current situation in Armenia***

At present, the European integration governance system is not fully developed in Armenia. However, there are separate units which can be considered as the nucleus for the formation of the system. Particularly:

1. Coordinating Commission for Elaboration of the National Programme for Implementation of the PCA and the Coordinating Working Group within the structure of the latter, which coordinates and supervises the drafting activities of the PCA Implementation National Programme,
2. Commission of the National Assembly of Armenia for Integration into the European Structures, which has the following mandates: review the process of Armenia's integration into the European structures, the course of fulfilling the accession commitments and issues relating to the approximation of the national legislation with the EU criteria, discussion of legislative initiatives relating to these issues and submission of recommendations to the National Assembly,
3. Divisions of the Ministry of Foreign Affairs and the Ministry of Trade and Economic Development dealing with EU issues. Particularly, the EU Affairs Division of the Ministry of Foreign Affairs elaborates and implements Armenia's external policy with the EU, whilst the EU Affairs Division of the Ministry of Trade and Economic Development organises the cooperation with EU structures within the framework of its authorities,
4. Divisions of the Ministry of Finance and Economy dealing with international organisations and official assistance, which undertake the coordination and harmonisation of foreign financial assistance directed to the Republic of Armenia.

In addition, the Inter-agency Working Group coordinating the activities of the elaboration of the Action Plan of Armenia within the framework of the European Neighbourhood Policy should also be mentioned. The Working Group has been established by the Presidential Order No. NK-100-A of 1 May 2005, and is coordinated by the Minister of Trade and Economic Development of Armenia.

### ***c) Armenia: organisational structure, institutions and functions***

The names of the structures presented in this document are supplemented with abbreviations which describe the profile of the given structure. Each function is followed by the profile of the function provided in brackets.

- (GC) – General Coordination
- (C) – Coordination
- (E) – Execution

### **Government of the Republic of Armenia (GC)**

The Government of the Republic of Armenia shall undertake the general management of the implementation of the EU integration process, in particular, the adoption of decisions relating to EU integration issues, relevant documents, the submission of these documents to the National Assembly, if necessary, as well as the management and coordination of the entire process. Within the framework of the EU integration process, the Government of the Republic of Armenia shall undertake the following functions:

1. adopting general decisions regarding the EU integration process as submitted by the EU Integration Coordinating Commission or Working Group in accordance with the established procedure (decision making),
2. approving general documents (National Programme, annual reports, etc.) concerning the EU integration process as submitted by the EU Integration Coordinating Commission or Working Group (decision making),
3. undertaking the process of approximation of the Armenian legislation, particularly, submission of draft laws to the National Assembly, adoption of relevant decisions, submission of proposals for adoption of decisions to relevant authorities (implementation),
4. approving the schedule, process and issues to be discussed during the EU integration negotiations with relevant EU bodies as submitted by the EU Integration Coordinating Commission or Working Group (decision making),
5. coordinating the implementation of the Armenian legislation harmonized with that of the EU (coordination, implementation),
6. approving relevant criteria for evaluation of results and monitoring of the implementation of integration programmes (including Action Plans approved by the European Union and National Programmes) as submitted by the EU Integration Coordinating Commission or Working Group (decision making).

### **Commission of the National Assembly on Issues Related to the Integration into the European Structures (C, E)**

The participation of the legislature is considered important in the EU integration process, and the NA Commission on Issues Related to the Integration into the European Structures may undertake this function. In addition, to ensure the active participation of the National Assembly in the EU integration process, it is appropriate for the Chairperson of the Commission or the Deputy Chairperson to be a member of the EU Integration National Council and the EU Integration Coordinating Commission. To ensure the participation of political parties (including the opposition) in the EU integration process, it is also appropriate to engage in the Commission the representatives of all political parties and groupings having a seat in the National Assembly.

In addition, to support the EU Integration Commission, it is advisable to establish a subdivision within the Staff of the National Assembly, which shall have the mandate to ensure the smooth operation of the EU Integration Commission. The subdivision shall prepare the working papers, minutes of the sessions and meetings of the Commission and carry out other organisational activities, as well as provide information to the EU Integration Information Centre.

Within the framework of the EU integration process, it is necessary that the Commission:

1. supports the program activities aimed at the approximation of the Armenian legislation with that of the EU by participating, together with the Sectoral Standing Committee and the Government, in the process of adopting and amending relevant legal acts and resolutions (decision making, implementation),
2. participates in the activities of the EU Integration National Council and Coordinating Commission (coordination, supervision),
3. provides information to the EU Integration Information Centre (implementation, communication).
4. ensures exchange of information on EU integration process with the EU Integration Department of the Prime-Minister's Office of Armenia.

### **EU Integration National Council (GC)**

The involvement of the interested groups of the society in the process of EU integration, as well as establishment of feedback mechanisms is of key importance.

During the implementation of the EU integration process, the core mandate of the EU Integration National Council shall be ensuring of bilateral relations between the state apparatus and the general public. To this end, the EU Integration National Council shall be composed of representatives of all state agencies of the public administration system (on the level of heads of state agencies), representatives of the National Assembly, as well as representatives of interested public organisations. The EU Integration National Council (Council) shall be chaired by the Prime Minister. In addition, a position of Secretary of the Council shall be established, which shall be assumed by the Head of EU Integration Department of the Prime-Minister's Office of Armenia. The sessions of the Council shall be convened at least once a year, and extraordinary sessions may be convened upon necessity. The provision of information to the general public by the Council is highly important, and it should be undertaken through the EU Integration Information Centre.

The main objectives of the EU Integration National Council are:

1. ensure the dialogue on the EU integration process between executive and other state bodies and interested public organisations (communication),
2. ensure the consideration of the opinion of interested representatives of the civil society in regard to the EU integration process (communication),

3. promote the organisation and coordination of EU integration related discussions between the public and the state (communication).

### **EU Integration Coordinating Commission (GC)**

The EU Integration Coordinating Commission (Commission) shall be the main coordination body of the EU integration process, which will be established on the basis of the Coordinating Commission for Elaboration of the National Programme for Implementation of the PCA. The core mandate of the Commission shall be serving as a body defining the policy and strategy directions during the implementation of the EU integration process.

In accordance with its established procedure, the Commission shall also discuss the course of elaboration and/or implementation of integration programme documents, including national programmes and action plans, as well as other integration-related issues. Decisions on the implementation of the EU integration process approved by the Commission shall be submitted to the Government for consideration.

The Commission shall consist of the Ministers of Justice, Foreign Affairs, Trade and Economic Development, Finance and Economy, Agriculture, Nature Protection and Labour and Social Affairs, as well as the Deputy Chairperson of the National Assembly. The Commission shall be chaired by the Prime Minister of the Republic of Armenia, who will be entitled to invite representatives of state bodies dealing with the issues to be discussed to its relevant sessions. The sessions of the Commission shall be convened at least on quarterly basis, however ad-hoc sessions may be called upon need.

It is envisaged to establish a position for Secretary of the Commission, which shall be assumed by the Head of the EU Integration Department of the Prime Minister's Office of Armenia.

The main functions of the EU Integration Coordinating Commission shall be:

1. discussion of EU integration related strategic decisions and their submission to the Government for adoption (decision making, initiation),
2. discussion of EU integration related key documents and their submission to the Government for adoption (implementation),
3. overall coordination of EU integration activities (coordination),
4. overall supervision of the undertaking of EU integration activities (supervision),
5. discussion of the course of implementation of EU integration activities and submission of proposals thereon to the Government of Armenia,
6. provision of information to the general public through the EU Integration Information Centre (communication),

It should be mentioned that the EU Integration Coordinating Commission shall be established by the Government Decree before 31 March 2006.

In structural terms, a Coordinating Working Group shall be established under the Commission, which will undertake the coordination of the EU integration process at the working level. The Coordinating Working Group shall mainly serve as a body regulating the ongoing organisational issues, inter-agency disagreements and conflicts of

interests. Deputy heads of state bodies involved in the EU Integration Coordinating Commission, as well as the Head of EU Integration Department shall be involved in the staff of the Coordinating Working Group. The Chairperson of the Coordinating Commission shall appoint the Head of the Coordinating Working Group.

Following the preliminary approval of the Statutes of Task Groups, the Coordinating Working Group shall present them for the approval of the Coordinating Commission. The Coordinating Working Group shall also coordinate the activities of these Task Groups. These groups shall deal with specific sectoral issues of inter-agency nature. The main functions of the Coordinating Working Group shall be:

1. coordination of the activities carried out by public administration and regulatory bodies within the framework of the EU integration process at working level (coordination),
2. discussion of current issues within the framework of the EU integration process and submission of recommendations for the approval of the Government of Armenia (initiation, decision making),
3. provision of information, clarifications and advice to the EU Integration National Council or the Coordinating Committee, upon request (implementation).

### **Prime Minister of Armenia (GC)**

The EU integration is not only a long term and complicated process, but it is also multifaceted. Therefore, it should be coordinated and lead also at the highest possible level and in an operative regime. To ensure proper undertaking of this function, *the EU integration process will be guided by the Prime Minister of Armenia.* The undertaking of the mentioned functions by the Prime Minister shall also trigger the establishment of the EU Integration Department within the Prime-Minister's Office. The activities of the Department shall be supervised and lead by the Prime Minister of Armenia or an official appointed by him.

The assumption of the role of coordination and management of EU integration process by the Prime Minister is mainly conditioned by the following:

- The responsibility for integration process assumed by the Prime Minister is conditioned by the long-term, multifaceted and inter-agency nature of the process, as well as by the immense workload which makes it impossible to delegate the integration related responsibilities to any other Minister, thus combining the integration issues with other mandates. It should be mentioned that such approach to general management of integration is typical for most of the newly accessed EU Member States and accession countries<sup>1</sup>.

The Prime Minister shall be supported by the EU Integration Department to be established within the Prime Minister's Office of the Republic of Armenia. The Prime Minister shall be responsible for the following functions.

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<sup>1</sup> Among the experience of newly accessed states, the experience of Estonia may be distinguished, where the integration activities have been directly coordinated by the Prime Minister and their implementation has been managed by the European Integration Secretariat of the Staff of State Chancellery.



1. ongoing coordination of integration related activities and bodies involved in the EU integration process (coordination),
2. coordination of the EU integration negotiation process (coordination) with relevant EU structures,
3. undertaking the responsibilities of the Chairperson of the EU Integration National Council and Coordinating Commission (coordination, decision making).

### **EU Integration Department of the Prime Minister's Office of Armenia (C, E)**

To ensure the regular course of the EU integration process, it is necessary to establish a structure which will guide the process on daily working level. The EU Integration Department to be established by 31 March 2006 within the Prime Minister's Office shall serve for that purpose. Moreover, the Prime Minister or the official appointed by him shall coordinate the activities of the Department.

Taking into consideration the nature of activities, the Department shall consist of a Division for Programming, Monitoring and Analysis, Division for EU Legislative and Institutional Approximation and EU Documentation Centre.

The Department shall have the following functions:

1. ongoing monitoring of the activities carried out by public administration and regulatory bodies involved in the process of EU integration (supervision),
2. coordination of activities aimed at the preparation of the National Programme and other documents based on the National Programme and annual reports as well as taking into account the current relations between the EU and Armenia (coordination),
3. coordination of other activities carried out by bodies involved in the implementation of the National Programme and Action Plans, as well as in the EU integration process (coordination),
4. supervision of the follow-up of the schedule of implementation process of the National Programme, the Action Plan and the EU integration and implementation of required activities (implementation),
5. coordination of the elaboration of a system of relevant criteria for monitoring the process and evaluation of Action Plan and National Programme implementation results, and its submission to the EU Integration Coordinating Commission, and implementation of necessary functions (coordination, initiation),
6. coordination of activities related to the preparation and submission of relevant reports, statistical data relating to the monitoring of the National Programme and Action Plan implementation, elaboration and implementation of procedures and formats (coordination),
7. coordination and organisation of studies required for undertaking the monitoring of Action Plan and National Programme implementation within the scope of the technical assistance (initiation, coordination),
8. ongoing screening of Armenian legal acts and relevant legal acts of the European Union, screening of enforced legal acts of Armenia and new legal acts of the EU adopted after 01.01.2005, as well as screening of enforced EU legal acts and the legal acts of Armenia adopted after 01.01.2005 (implementation),
9. organisation of mandatory review of compliance of draft legal acts of Armenia elaborated within the framework of the National Programme and the Action Plan

- with relevant EU legal acts, coordination of expertise. Meantime, it is appropriate to stipulate that a legal act may not be adopted without a positive opinion regarding its compliance (it should be submitted for further amendments) (coordination, initiation, implementation),
10. organisation of mandatory review of compliance of draft legal acts of Armenia not covered by the framework of the NP and Action Plan with relevant EU legal acts, coordination of expertise (the legal act may be adopted without a positive opinion) (coordination, initiation, implementation),
  11. collection and archiving of all documents related to the EU integration process (implementation),
  12. supervision of submission, compilation, review and presentation of opinions on Armenian draft legal acts (defined by the National Programme for PCA Implementation) approximated with the EU legislation by concerned state agencies,
  13. jointly with the Ministry of Foreign Affairs of the Republic of Armenia, coordination of the activities of planning the timetable, the course and the issues to be discussed during EU integration negotiations with relevant EU bodies and their submission to the EU Integration Coordinating Commission and fulfilment of relevant functions (planning, coordination, initiation),
  14. jointly with the Ministry of Foreign Affairs of Armenia, coordination of preparatory activities of EU integration negotiations with relevant EU bodies (coordination),
  15. jointly with the Ministry of Foreign Affairs of Armenia, conduction of EU integration negotiations with relevant EU institutions, where the Ministry of Foreign Affairs shall undertake the leading role (implementation),
  16. ensuring the exchange of information related to the EU integration process with the National Assembly Commission on Issues related to the Integration into the European Structures,
  17. provision of information to the EU Integration Information Centre (communication),
  18. undertaking of the responsibilities of the Secretary of the EU Integration National Council/ Head of EU Integration Department/ (implementation).

### **3. IMPLEMENTATION OF THE EU INTEGRATION PROCESS**

#### **a) *European experience***

The essence of the EU integration process is the adoption of EU values, policies and institutions, which is implemented through the approximation of the legislation of a given country with that of the EU and the consistent enforcement of this legislation. In newly accessed EU Member States and accession countries this function has been undertaken by sectoral and functional bodies of public administration, where relevant specialized structural subdivisions have been established. These subdivisions, on an intra-agency level, were responsible for the approximation process of the legislation regulating the given field.

To ensure the availability of EU legal acts in the national language, special *Translation Centres* or *Services* have been established in almost all accession countries. The core mandate of these centres/services was the translation of existing EU legal acts, as well as national legal acts in accordance with the timetable defined by their national

programmes. One of the requirements for EU accession is to have the existing EU legal acts translated into the national language at the moment of accession.

### ***b) Current situation in Armenia***

The process of approximation of the legislation of the Republic of Armenia with that of the EU deals with almost all spheres of socio-economic life and public administration. Thus, to ensure the efficiency and favourable outcomes of the process, it is necessary to engage in it all concerned public administration and regulatory bodies as well as the National Assembly.

In this respect, the capacities available in the mentioned bodies shall be used for the implementation of the process and, if necessary, strengthened and restructured.

### **c) Armenia: Organisational Structure, Institutions and Functions**

#### **EU Integration Departments of the Staff of Regulatory and Public Administration Bodies (E)**

During the EU integration process almost all public administration and regulatory bodies will have to deal with integration issues. The approximation of the legislation of Armenia with that of the EU shall be implemented by sectoral state agencies.

Currently, public administration and regulatory bodies cooperate with many international organisations, and it is supposed that in the integration process they will cooperate even more closely with the EU institutions. In addition, these bodies will be the beneficiaries of the assistance to be provided by the European Union for the EU integration process. Taking into account the aforementioned, and to ensure the efficiency of activities, all these functions shall be covered by a single structural subdivision. For this purpose, EU Integration Departments or an EU Integration Divisions (hereinafter subdivision) shall be established in relevant state agencies or relevant responsible officers shall be appointed. The establishment of a subdivision shall depend on the scope and depth of the activities carried out by the given state body.

In structural terms, the division shall consist of a Subdivision of EU Legislative and Institutional Approximation and other structural division/s, if needed. The establishment or reorganisation of mentioned subdivisions shall be carried out in phases, based on the priorities of the implementation of the provisions of this Programme (See Annex 2).

The subdivision shall undertake the following functions:

1. approximation of the legislation of the Republic of Armenia with that of the EU, in cooperation with relevant structural divisions (implementation),
2. elaboration and updating of a system of relevant sectoral criteria for the monitoring of the National Programme and Action Plan implementation process and evaluation of implementation results in cooperation with relevant structural divisions (implementation),

3. screening of the legislation of Armenia and the EU legislation on continuous basis, in cooperation with the EU Integration Department of the Prime Minister's Office of Armenia (implementation),
4. participation in the activities of preparation of the National Programme and other documents within the scope of the competence of the given state agency (implementation),
5. establishment and development of working relations with relevant EU institutions and other international organisations (implementation),
6. support to the programmes of the EU and other international organisations within the scope of the competence of given state agencies (implementation),
7. elaboration of draft sectoral programs aimed at the EU integration process (implementation),
8. submission of Armenian draft legal acts (defined by the National Programme for PCA Implementation) approximated with the EU legislation to NGOs, unions, funds, other concerned organisations and citizens; collection and review of opinions, comments and recommendations obtained from these organisations, and their submission to the Armenian entity undertaking the drafting of these legal acts (initiation, implementation, communication),
9. organisation of discussions with NGOs, unions and other concerned organisations (implementation, communication),
10. provision of information to the EU Integration Information Centre (communication).

EU Integration divisions shall, in principle, undertake almost all of the abovementioned functions, although, with a smaller scope. Moreover, instead of establishing subdivisions, EU integration responsible officers may be appointed in certain bodies.

### **Ministry of Justice of the Republic of Armenia (C, E)**

In the process of EU integration, the Ministry of Justice of the Republic of Armenia shall be responsible for undertaking the functions delegated to it by the Law of the Republic of Armenia on Legal Acts. In addition, a Legal Translation Centre shall be established under the Ministry of Justice.

Within the framework of the EU integration process, the Ministry of Justice shall undertake the following functions:

1. coordination and supervision of the activities of the Legal Translation Centre (coordination, supervision),
2. verification of authenticity of official translations of EU legal acts translated into Armenian (implementation),
3. verification of authenticity of official English versions of Armenian legal acts approximated with that of the EU (implementation),
4. running and maintenance of a special register (including computerized register) of legal acts of Armenia adopted in accordance with EU legal acts (implementation).

## **Legal Translation Centre (E)**

In the process of approximation of the legislation of Armenia with that of the EU, the availability of existing EU legal acts, i.e. their availability in the Armenian language, is considered very important for the society. The availability of an official translation of the EU legislation into the national language is a mandatory precondition for accession countries. The availability of the English version of the Armenian legislation approximated with that of the EU is also considered important, which will ensure the availability of the legal acts of Armenia for the European side.

To this end, a Legal Translation Centre shall be established. The Centre shall be a state non-commercial organisation, and the Ministry of Justice of Armenia shall be assigned as Authorised Body.

To provide high quality translations, the Centre shall engage in its activities translators, terminologists, editors and legal experts. It shall closely cooperate with the EU Integration Department of the Prime Minister's Office of Armenia and with other public administration and regulatory bodies.

The Centre shall carry out the following functions within the timetable specified in its Work Plan:

1. translation of the EU legal acts into Armenian in accordance with the timetable of approximation of the Armenian legislation with that of the EU as defined by the National Programme (implementation),
2. translation of Armenian prudential legal acts, envisaged by its Work Plan and approximated with the EU legal acts, into English (implementation),
3. elaboration of terminological dictionaries; creation, updating, development and maintenance of terminological database(s), and ensuring their availability for the public,
4. linguistic and translation-related peer review of Armenian or foreign legal acts translated by other organisations, in case of a relevant request,
5. translation of other legal acts into Armenian, upon the request of public administration and regulatory bodies.

## **4. TRAINING OF SPECIALISTS**

### ***a) European experience***

The implementation of the EU integration process is based on the performance of high quality specialists of public administration bodies. In this respect, it is important to organise and carry out trainings for the specialists of public administration system. Some countries (Cyprus) have founded European Universities which were preparing high quality specialists. In other countries these trainings have been conducted by institutions responsible for the training of civil servants or by specialized training centres. On the whole, it is not that important which institution carries out these trainings, the important point is that these trainings are based on current needs and are effective.

### ***b) Current situation in Armenia***

The administration of the civil service system in Armenia is undertaken by the Civil Service Council of Armenia, which is responsible for the approval of job descriptions of civil servants, nominations for vacant positions, organisation of competitions and supervision of the selection process organised by other governmental bodies, approval of education programmes for training of civil servants and organisation of trainings.

The Public Administration Academy of the Republic of Armenia carries out trainings for civil servants.

In this field it is necessary to ensure that only specially trained specialists are involved in the bodies responsible for the EU integration process. These specialists will have clearly defined requirements and responsibilities. It is also necessary to organise trainings for civil servants in line with the EU criteria.

### ***c) Organisational Structure to Be Established***

#### **Civil Service Council of the Republic of Armenia (E)**

Highly qualified specialists are required for the implementation of the EU integration process. A number of specialists shall be involved in the structures to be established, whereas a number of other specialists already work in the Civil Service system. However, the qualifications and skills required from specialists to be involved in the structures to be established should be clearly defined, and the needs for necessary training of specialists who already work in the system should be identified.

The above mentioned process shall be supervised by the Civil Service Council of the Republic of Armenia, which, jointly with the Public Administration Academy of Armenia and engaged public administration bodies and regulatory agencies, shall carry out the following functions:

1. elaboration of standards for knowledge and skills requirements presented to the specialists involved in the EU integration and NP implementation process (initiation, implementation),
2. identification of training needs of specialists involved in the EU integration and NP implementation process (implementation),
3. elaboration of documents related to the civil service of specialists involved in the EU integration and NP implementation process (job description of civil servants, competition questionnaires) (implementation),
4. organisation and supervision of competitions (initiation, implementation, supervision),
5. provision of information to the EU Integration Information Centre (communication).

For this purpose, it is recommended to establish a Division of EU Integration within the Staff of the Civil Service Council of Armenia, which shall deal with the aforementioned tasks.

### **Public Administration Academy of Armenia and other Specialised Educational Institutions (E)**

The EU integration is a new process for Armenia; therefore there will be a need for Public Administration specialists with new qualifications and skills. In this respect, it is very important to organise training courses for specialists involved in the system as well as to prepare new specialists.

The Public Administration Academy of Armenia is the main specialized educational centre for the training of civil servants. Therefore, in the EU integration process the Public Administration Academy shall have the following mandate:

1. jointly with the Civil Service Council and public administration bodies and regulatory agencies, elaboration of requirements for knowledge and skills for specialists to be involved in the EU integration and NP implementation process (implementation),
2. jointly with the Civil Service Council and public administration bodies and regulatory agencies, identification of training needs of specialists involved in the EU integration and NP implementation process (implementation),
3. jointly with the Civil Service Council, elaboration of educational programs on the EU integration and NP implementation process (implementation),
4. organisation and conduction of training courses for specialists of the public administration system (initiation, implementation).

In addition, the specialists involved in the EU integration process shall need more specific professional trainings. The trainings may be conducted by Specialized Training Centres of public administration bodies, in particular the Training Centre of the Ministry of Finance and Economy of Armenia, the Training Centre of the Ministry of Justice of Armenia, the Training Centre of the Central Bank of Armenia, etc.

## **5. COORDINATION AND PROGRAMMING OF FINANCIAL ASSISTANCE**

### ***a) European experience***

To trigger the EU integration process, the newly accessed EU Member States have received significant financial assistance from the European Union. To coordinate this assistance, the governments have appointed National Aid Coordinators who have undertaken the responsibility for coordination of the assistance provided. In accession countries this position was mainly assumed by the Ministers of Finance. It should also be mentioned that the appointment of National Aid Coordinators was a precondition defined by the European Union.

The National Aid Coordinators have been supported by relevant divisions of the Ministries under their management. These divisions were responsible for the coordination, programming and supervision of the assistance.

## ***b) Current situation in Armenia***

The Republic of Armenia receives financial assistance from different donor organisations, countries and, what is typical for Armenia, the Armenian Diaspora. It is projected that the European Union will provide a more extensive assistance to Armenia in the process of the implementation of the National Programme and the Action Plan. It is important to ensure due coordination of foreign assistance directed towards the EU integration process and the entire assistance rendered/to be rendered to Armenia.

## ***c) Organisational Structure to Be Established***

### **National Aid Coordinator (C) and EU and Foreign Assistance Coordination Department of the Ministry of Finance and Economy of the Republic of Armenia (C, E)**

It is recommended that the President of the Republic of Armenia appoints the Minister of Finance and Economy as National Aid Coordinator who will undertake the overall responsibility for the coordination of foreign assistance. It should be mentioned that the Ministry of Finance and Economy is already coordinating the foreign assistance received, however, new capacities and skills are required for an efficient implementation of this function and for making the assistance rendered by the EU and other donor countries and organisations more target-oriented.

To this end, an EU and Foreign Assistance Coordination Department shall be established within the Ministry of Finance and Economy of the Republic of Armenia. The Department shall consist of three divisions: Division of EU Assistance Coordination, Division of Foreign Assistance Coordination and Division of Diaspora Assistance Coordination.

The core mandate of the Department shall be the coordination and harmonization of the assistance directed to the EU integration and the assistance rendered by donor organisations, countries and the Armenian Diaspora. The Department shall also perform the following functions:

1. in cooperation with the EU Integration Department, overall coordination of financial assistance rendered for the EU integration process (coordination);
2. drawing in financial resources required for the EU integration process (initiation, implementation);
3. programming and coordination of financial assistance directed towards the EU integration process (implementation, coordination);
4. elaboration of programmes aimed at the EU integration, National Programme and Action Plan implementation processes, in co-operation with donor organisations (implementation);
5. mandatory review of the compliance of various programmes elaborated by governmental agencies, aimed at the EU integration, NP and Action Plan implementation processes, with the priorities of EU integration and the National



- Programme. Moreover, it should be stipulated that a project may not be approved without an expert's positive opinion (initiation, implementation);
6. study, analysis and assessment of the efficiency of the use of financial resources of projects addressing the EU integration, NP and Action Plan implementation (implementation, supervision);
  7. jointly with the Ministry of Foreign Affairs, conduction of negotiations and coordination of the negotiation process within the framework of attracting and programming financial assistance and coordination of the negotiation process (initiation, implementation, coordination);
  8. creation and updating of a database of financial assistance rendered to Armenia (implementation);
  9. jointly with the Diaspora Agency of the Ministry of Foreign Affairs, development and maintenance of business relations with the Diaspora, individuals and organisations rendering assistance (implementation);
  10. coordination of assistance provided by the Diaspora, donor organisations and individuals (coordination);
  11. provision of information to the EU Integration Information Centre (communication).

## **6. NEGOTIATION PROCESS**

### ***a) European experience***

One of the inseparable parts of the EU integration process is that of negotiations on the fulfilment of commitments. For this purpose, the governments of accession countries have appointed the so-called Chief Negotiators, who have undertaken the responsibility for conducting the negotiation process. When performing their duties, the Chief Negotiators were supported by the Negotiation Group, Thematic Groups and the Secretariat of the Chief Negotiator. The position of Chief Negotiator was generally assigned either to the Minister of Foreign Affairs or to one of his/her Deputies.

### ***b) Current situation in Armenia***

At present, Armenia negotiates with the EU in the level of bilateral structures operating within the framework of the PCA, i.e. the Cooperation Council, Committee and Subcommittees, where discussions are held on Armenia's economic, social and political situation, including the issues of legislative approximation within the framework of the PCA. Upon Armenia's inclusion in the European New Neighbourhood Policy and, particularly, the adoption of the National Programme and the Action Plan, it is envisaged that the EU requirements for Armenia shall be specified and a new system for monitoring the fulfilment of commitments shall be introduced, which will imply more serious requirements for the negotiation process and Armenia's accession position.

### ***c) Organisational Structure to Be Established***

#### **Chief Negotiator (C, E) and EU Integration Department of the Ministry of Foreign Affairs of Armenia (E)**

The proper conduction of negotiations at political level and the clearly defined position of Armenia in regard to the issues of political, economic and legislative approximation are considered important in the process of EU integration. For this purpose, the Government of Armenia shall propose the President to appoint the Minister of Foreign Affairs of the Republic of Armenia as of Chief Negotiator, who shall be responsible for undertaking the negotiation process.

The Chief Negotiator shall perform the following functions:

1. in cooperation with the EU Integration Department and relevant EU integration-related bodies, coordination of implementation of activities aimed at planning of the EU integration negotiation timetable, negotiation process and issues to be discussed (coordination);
2. in cooperation with the EU Integration Department and relevant EU integration-related bodies, coordination of activities related to the preparation of integration negotiations (coordination);
3. jointly with the Head of the EU Integration Department, although undertaking the primary role, conduction of EU integration negotiations with relevant EU institutions (implementation).

The EU Integration Department to be established within the Ministry of Foreign Affairs shall support the Chief Negotiator. The Department may be established on the basis of the EU Division of the Ministry.

The Department shall perform the following functions:

1. preparation of documents necessary for conducting the negotiations with relevant EU institutions (implementation);
2. establishment, strengthening and maintenance of official relations with relevant EU institutions (implementation),
3. preparation of negotiations to be carried out in the Republic of Armenia (implementation),
4. provision of information to the EU Integration Information Centre (communication).

In addition, the role of the Delegation of the Republic of Armenia to the EU (Delegation) is of high importance in the EU integration process. The Government considers it necessary to increase the number of staff members of the Delegation. The Delegation shall serve as a liaison between Armenia and the European Union. Within the framework of its competence and in accordance with its mandate, the Delegation shall perform the following functions:

1. negotiations with relevant EU institutions (implementation);
2. strengthening and establishment of working relations with relevant EU institutions (implementation).

## **7. RAISING PUBLIC AWARENESS**

### **a) *European experience***

The European Union is based on democratic principles, the cornerstone of which is the integration of public opinion into the policy agenda of state authorities. Therefore, it is important to provide accurate and reliable information on the EU and the EU integration process to the public, as well as to implement intensive explanatory activities on the advantages and key issues of the EU integration. In newly accessed EU Member States and accession countries this issue has found its solution through the establishment of EU Integration Information Centres by the European Union, as well as through the establishment Public Relations Departments within the Government and other public administration bodies. These centres have provided information during the entire process of EU integration, and the core mandate of Public Relations Departments of the Government was to provide impartial information on the EU integration and shape a positive public opinion.

### **b) *Current situation in Armenia***

At present there is no specialized structure in Armenia, which would regularly shed light on the EU and EU integration related issues as well as on the official position of Armenia with this regard. However, based on the results of a few public opinion polls conducted in this regard, it can be stated that the society is in favour of Armenia's integration into the EU.

### **c) *Organisational Structure to Be Established***

#### **EU Integration Information Centre (E)**

Being a long-term priority for the development of Armenia, the EU integration concerns each and every citizen. Each citizen of the Republic of Armenia has the right to be informed about the course of the EU integration process. In addition, it is also important to shape and strengthen favourable opinion regarding the EU integration among the general public.

To this end, an EU Integration Information Centre shall be established, which will be a state non commercial organisation. In its activities the Centre shall closely cooperate with the EU Integration Department of the Prime Minister's Office of Armenia as well as with all other bodies involved in that process. The activities of the Centre shall be coordinated by the EU Integration Department of Prime Minister's Office of Armenia.

The Centre shall perform the following functions:

1. collection of official information about the EU integration, National Programme and Action Plan implementation and its provision to the general public (the

- information should be accessible and available for the general public) (implementation, communication),
2. collection and analysis of the opinion of general public on the process of EU integration, NP and Action Plan implementation processes (implementation, communication),
  3. close cooperation with the subdivisions and/or employees of all state agencies (responsible for provision of information) involved in the EU integration process (initiation, implementation),
  4. publication of documents relating to the EU integration process (national programmes, annual reports, information about the course of negotiations and the results), as well as dissemination and distribution of these materials through libraries, mass media, Internet, educational institutions, NGOs (implementation, communication),
  5. shaping a favourable public opinion on the EU integration process by means of various measures (public awareness campaigns, discussions with the participation of proponents and opponents of the integration process, etc.) (implementation, communication).

**LIST OF MAIN CONCEPTS**

1. EU integration – approximation of country's system of values, democratic principles, policy implementation, institution building, economy and legal norms to the EU standards;
2. EU integration process – activities carried out by a country aimed at the approximation of the norms of the given country with the EU standards;
3. Coordination – activities carried out by authorized bodies and/or officials, which are aimed at ensuring the coordination and harmonisation of works and activities carried out by various structures;
4. Management - management of subordinate structures and/or activities by authorised bodies and/or officials;
5. Supervision – supervision of the quality and efficiency of the activities undertaken by authorised bodies and/or officials;
6. Implementation – activities undertaken by authorised bodies and/or officials, employees of these structures aimed at the implementation of their functions and tasks;
7. Governance system – harmonious system of authorised bodies and/or officials responsible for the implementation of management activities within the framework of their powers;
8. Preparation – Implementation of activities and functions that bring to the adoption of decisions;
9. Process – Complex of activities carried out by an authorized body (bodies) in a coordinated manner, which pursue a specific long-term/medium-term/short-term objective (objectives).

	Profile of the Structure	Initiation	Preparation	Decision Making	Implementation	Coordination	Supervision	Communication
Government of the Republic of Armenia	GC	X	X	X	X	X	X	
Commission of the National Assembly of Armenia on Issues Related to the Integration into the European Structures	C. E.			X	X	X	X	X
EU Integration National Council	GC	X				X		X
EU Integration Coordinating Commission	GC	X	X	X		X	X	X
Prime Minister of the Republic of Armenia	GC			X		X		
EU Integration Department of the Prime Minister's Office of the Republic of Armenia	C. E.	X		X	X	X	X	X
Departments of EU Integration and International Organisations of the Staff of Public Administration and Regulatory Bodies	E	X			X	X		X
Ministry of Justice of the Republic of Armenia	C. E.	X			X	X	X	X
Legal Translation Centre	E				X			
Civil Service Council of the Republic of Armenia	E	X			X		X	X
Public Administration Academy of Armenia and other specialised educational institutions	E	X			X			
National Aid Coordinator	C	X	X	X		X	X	
EU and Foreign Assistance Coordination Department of the Ministry of Finance and Economy of the Republic of Armenia	E	X			X	X		X
Chief Negotiator	C. E.	X	X	X	X	X	X	
EU Integration Subdivision of the Ministry of Foreign Affairs of the Republic of Armenia	E	X			X			X
EU Integration Information Centre	E	X			X			X

GC – General Coordinator

C - Coordinator

E - Executor