

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

Strategy Provisions	Measure	Expected Outcomes				Responsible Body	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
Fight Against Money Laundering and Financing of Terrorism								
1. Continuously improve the legislation related to the fight against Money Laundering and Financing of Terrorism Financing.	1.1. Comply the legislation of the Republic of Armenia in the field of the fight against ML/FT with international standards taking into account the best international and domestic practices, in particular by developing requirements for financial and non-financial institutions and by developing relationships with criminal prosecution bodies and supervising bodies.	Report on the third stage of evaluation of Anti-Money Laundering and Financing of Terrorism system of the Republic of Armenia by the Council of Europe MONEYVAL Committee and the International Monetary Fund.	Implementation of the commitments prescribed by the report on the third stage of evaluation of Anti-Money Laundering and Financing of Terrorism system of the Republic of Armenia.	Submission and approval of the progress report.		Central Bank of the Republic of Armenia (Financial Monitoring Centre), Ministry of Foreign Affairs of the Republic of Armenia, Prosecutor General's Office of the Republic of Armenia, the Police under the Government of the Republic of Armenia, National Security Service under the Government of the Republic of Armenia, State Revenues Committee under the Government of the Republic of Armenia, Ministry of Justice of the Republic of Armenia, Ministry of Finance of the Republic of Armenia, State Committee of the Real Estate Cadastre under the Government of the Republic of Armenia	State Budget of the republic of Armenia	<ul style="list-style-type: none"> • Report on the third stage of evaluation of Anti-Money Laundering and Financing of Terrorism system of the Republic of Armenia • The available section of the international Registry of politically influential persons • Availability of informational-programmatic new systems on analyse of Money Laundering and Financing of Terrorism suspended contracts • The external informational storages are completely accessible • Participation of the Members of the Staff of the Financial Monitoring Centre in domestic and international training courses • Results of web site monitoring • Quantitative ratio of trained members of the Staff to the overall number of the members of the Staff • Quantitative ratio of visits of the official site of the Financial Monitoring Centre before and after each refresh of the site • Records of the violations of requirements of the legislation in the field of Anti-Money Laundering and Financing of Terrorism system of the Republic of Armenia in force, as well as application of equal responsibility measures • Quantitative dynamics of the compliance auditing by the Central Bank of the Republic of Armenia in an annual break • Statistics of cases instituted on charges of Money

								<p>Laundering and Financing of Terrorism crime signs, of criminal cases at the stage of preliminary investigation, of the criminal cases submitted to the court on the ground of indictment as well as of convicting judgments</p> <ul style="list-style-type: none"> • Have been defined procedures ensuring cooperation between the Central Bank of the Republic of Armenia, Financial Monitoring Centre and criminal prosecution bodies (yes/no)
	1.2. Ensure access to international registries of politically influential persons.		The international registries of politically influential persons are accessible to the Financial Monitoring Centre and financial institutions.			Central Bank of the Republic of Armenia, (Financial Monitoring Centre)		
2. Institutional capacity building of the Financial Monitoring Centre.	2.3. Continuously enhance the professional qualifications of the Staff (analysts, methodologists and programmers) of the Financial Monitoring Centre by organizing education and trainings.			Increase of performed work (efficiency) and professional knowledge and skills of the members of the Staff of the Financial Monitoring Centre within a time unit	Increase of performed work (efficiency) and professional knowledge and skills of the members of the Staff of the Financial Monitoring Centre within a time unit	Central Bank of the Republic of Armenia, (Financial Monitoring Centre)	State Budget of the Republic of Armenia, support of donor institutions	
3. Strengthen the institutional capacity of the Anti-Money Laundering and Financing of Terrorism oversight bodies.	3.1. Capacity Building of performing oversight functions of the Central Bank of the Republic of Armenia as the authorised body in the field of the fight against the Money Laundering and Financing of Terrorism by organizing education and trainings.			Increase of professional knowledge, skills and efficiency in the field of detection and recording of violations of the Anti-Money Laundering and Financing of Terrorism legislation	Increase of professional knowledge, skills and efficiency in the field of detection and recording of violations of the Anti-Money Laundering and Financing of Terrorism legislation	Central Bank of the Republic of Armenia	State Budget of the Republic of Armenia, support of donor organisations	
	3.2. Capacity building of performing oversight functions by other authorised bodies in the field of the fight against the Money Laundering and Financing of Terrorism.			Increase of professional knowledge, skills and efficiency in the field of detection and recording of violations of the Anti-Money Laundering and Financing of Terrorism legislation	Increase of professional knowledge, skills and efficiency in the field of detection and recording of violations of the Anti-Money Laundering and Financing of Terrorism legislation	Ministry of Finance of the Republic of Armenia, State Committee of the Real Estate Cadastre under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia, support of donor organisations	

					Financing of Terrorism legislation			
4. Enhance the effectiveness of detecting the Money Laundering and Financing of Terrorism incidents.	4.1. Develop the professional capacities of criminal prosecution and judicial bodies related to the crimes of Money Laundering and Financing of Terrorism.			Increase of scientific knowledge, skills and efficiency of the persons responsible for the criminal cases of Money Laundering and Financing of Terrorism cases	Increase of scientific knowledge, skills and efficiency of the persons responsible for the criminal cases of Money Laundering and Financing of Terrorism cases	Prosecutor General's Office of the Republic of Armenia, National Security Service under the Government of the Republic of Armenia, Judicial Department of the Republic of Armenia	State Budget of the Republic of Armenia, support of the donor institutions	

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Public Finance Management								
5. Increase the discipline and transparency of public finance management.	5.1. Expand the introduction of program budgeting.	The program budgeting requirements are prescribed by law. The share of expenditures of the bodies involved in program budgeting in the overall expenditures provided for by 2010 Draft State Budget of the Republic of Armenia is at least 75%. The expenditure programs that are not in tune with the program budgeting format have been complied with the requirements program budgeting.	Availability of the 2011 Draft State Budget of the Republic of Armenia in compliance with the requirements of program budgeting. The procedures for drafting of budget documents are complied with the legislative amendments providing the requirements of program budgeting .	Availability of the 2012 Draft State Budget of the Republic of Armenia in compliance with the requirements of program budgeting. Availability of methodological guidelines on the establishment of the reports on expenditure program implementation and monitoring of state bodies.	Availability of the 2013 Draft State Budget of the Republic of Armenia in compliance with the requirements of program budgeting. Include information about organisations receiving delegated budget allocations, as well as about financing contracts between primary and delegated recipients of budget allocations in budget documents.	Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia, donor organisations	<ul style="list-style-type: none"> The ratio of the number of state bodies included in the program budgeting reform process in the budget framework to the overall number of state bodies The strategic planning standards established by the public finance management authorized body has envisaged tangible, accessible and measurable indicators for measuring the expected outcomes (yes/no) The public finance management authorized body has established the baselines and targets describing the current situation necessary for public finance planning (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.	The requirements related to reports on the basis of non-financial, substantive-performance indicators for services rendered by state non-commercial organisations have been established. The pilot project of fiduciary (trust based) control of state non-commercial organisations has been implemented. Guidelines on the consolidation and monitoring of state non-commercial organisations reports by the Ministry of Finance of the Republic of Armenia and authorized bodies. The civil servants of the Staff Ministry of Finance have been trained concerning monitoring of state non-	The mandatory requirement related to publication of reports on the financial resources of organisations delivering public services at the expense of budget resources and their expenditures has been established.	The provisions necessary for the exercise of fiduciary (trust-based) control of state non-commercial organisations have been prescribed by law.	Ministry of Finance of the Republic of Armenia.	WB Grant IDF TF-092616 for the "Pilot Project for Fiduciary Control of state non-commercial organisations", State Budget of the Republic of Armenia.	<ul style="list-style-type: none"> The ratio of the number of state non commercial organisations that have submitted reports containing substantive indicators to the overall number of present-day/functioning state non commercial organisations (the closer it is to 1 the lower the corruption risk is) A mandatory requirement for organisations delivering public services at the expense of budget resources related to publication of reports on the financial resources of and their expenditures has been laid down by law (yes/no) The planned methodology of the fiduciary control of state non-commercial organisations has been approved (yes/no) Templates for procurement agreements for state non-commercial organisations have been approved (yes/no) 	

			commercial organisations.					
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.	The technical proposal and tender documentation for the financial management information system have been approved.	The software and hardware programs for financial management information system have been purchased. The financial management information system has been piloted in certain bodies.	The software and hardware for the financial management information system has been acquired, and the financial management information system has been piloted in certain bodies.		Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia, WB Grant IDF TF-090559 for the "Capacity Building of the Government of the Republic of Armenia in 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 are completely digitalized (yes/no); • The obligations of the State budget expenditure management Staff are clearly defined (yes/no).
7. Improve the accounting in the public sector.	7.1. Consolidate the introduction of accounting in the public sector.	The accounting standards in the public sector are established.	The provisions on accounting in the public sector are provided by law. The procedures for accounting in the public sector are established.	The procedures for accounting in the public sector have been introduced in all public administration bodies.	The procedures for accounting in the public sector have been introduced in all local self-government bodies.	Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia, WB Grant IDF TF-058039 for the "Implementation of the International Accounting Standards in the Public Sector".	<ul style="list-style-type: none"> • The accounting standards in the public sector are in compliance with the international best practice (yes/no); • 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.
			The methodological guidelines on accounting in the public sector have been developed.	Accountants in public administration bodies have undergone training.	All accountants in the local self-government sector have undergone training.			
8. Consolidate the internal audit system.	8.1. Improve the quality of internal audit plans and reports.		The methods and procedures for financial and functional compliance and effectiveness audit and risk assessment have been introduced in the internal audit practice. The internal audit standards for the public sector have been approved. The state internal financial control strategy has been approved. Rules of ethics for internal auditors have been developed.	Control over the quality of internal audit plans and reports in the public sector has been exercised in compliance with the approved standards.		Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia, WB Grants IDF TF-056827 for the "Armenia: Internal Audit in the Public Sector" and "Armenia: Internal Audit in the Public Sector – 2"	<ul style="list-style-type: none"> • The ratio of the number of audit plans and reports fully/partially complying with 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	The Law of the Republic of		Training courses for internal auditors in the public sector are being organized.		Ministry of	State Budget of the	

	capacity and level of independence of auditors.	Armenia "On Internal Audit" has ensured the independence of internal auditors in the public sector.	Professional qualification standards for internal auditors are established. Internal auditors working in the public sector have undergone training.			Finance of the Republic of Armenia.	Republic of Armenia,	
9. Develop the external audit system in the public sector.	9.1. Strengthen the institutional and professional capacity of the Control Chamber of the Republic of Armenia.		The professional qualification standards of the Control Chamber Staff of the Republic of Armenia 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 are introduced.	Control is established over the official reaction to the audit reports of the Control Chamber of the Republic of Armenia.	Control Chamber of the Republic of Armenia.	State Budget of the Republic of Armenia, support of donor organisations	<ul style="list-style-type: none"> The Control Chamber of the Republic of Armenia is lawfully applying the elements of financial, compliance, effectiveness and environmental audit (yes/no); The ratio of the number of official responses to the audit reports of Control Chamber of the Republic of Armenia in the period of successive annual reports. Number of risk assessment reports in the area of public finance management
10. Improve the accountability of the Government of Republic of Armenia to the legislative branch of power.	10.1. Strengthen the professional capacities of the National Assembly of the Republic of Armenia.		The procedures for public finance control by the committees of the National Assembly of the Republic of Armenia have been established.	The provisions on increasing public participation in discussions of the Draft State Budget of the Republic of Armenia and the report of the Government of the Republic of Armenia on the State Budget implementation in the National Assembly of the Republic of Armenia have been laid down.	The procedures for increasing public participation in discussions of the Draft State Budget of the Republic of Armenia and the report of the Government of the Republic of Armenia on the State Budget implementation in the National Assembly of the Republic of Armenia have been introduced.	Ministry of Finance of the Republic of Armenia, non-governmental organisations (under the agreement)	State Budget of the Republic of Armenia, donor organisations	<ul style="list-style-type: none"> The relevant amendments have been made to the Law of the Republic of Armenia "On the Rules of Procedure of the National Assembly" with a view to increasing the control of the standing committees of the National Assembly of the Republic of Armenia over the implementation of the State Budget of the Republic of Armenia (yes/no); The number of non-governmental organisations having participated in the discussion of the Draft State Budget of the Republic of Armenia and the report of the Government of the Republic of Armenia on the State Budget implementation in the National Assembly of the Republic of Armenia.

Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
	Action	2009	2010	2011	2012			
The Public Procurement System								
11. Ensure the openness, transparency, accountability and lawfulness of the 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.	The status of the Public Procurement Agency has been reviewed. Qualification standards for procurement specialists (the Staff members of the Public Procurement Agency and persons, responsible for systematisation of the procurement of state bodies are established.	The procedures for regulating the conduct and conflict of interests of procurement process participants, including procurement specialists, are introduced.	The system of education, continuous training and qualification of procurement specialists is introduced.	Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia.	<ul style="list-style-type: none"> • The State public finance management authorized body has set up qualification standards for the Staff of the Public Procurement Agency (yes/no); • The State public finance management authorized body has set up professional Codes of Conduct and Conflict of Interests for procurement specialists (yes/no); • Following the review of the Public Procurement Agency status, the latter 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 members. • The Public Procurement Agency has been transformed into an electronic procurement service centre (yes/no) • The Public Procurement Agency is provided by qualitative 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 responsibility 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 • A procedure for the declaration of tender of the conflict of interests the commission members has been implemented (yes/no) • Consultative body on procurement has been established (yes/no) • Annual public procurement reports are being 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 of submitted complaints
	11.2. Introduction of an electronic procurement system.	Agreement on the development and purchase of electronic bidding software has been signed.	Electronic bidding software is developed and tested.	Electronic bidding system is being used by state bodies.	Action plan and schedule for the introduction of an electronic procurement system has been approved.	Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia and other	• 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)
	11.3. Improving control over the adherence to public procurement procedures.		Individual responsibility of the heads of various agencies for following the procurement deadlines and procedures has been established. Procurement plans by state bodies are posted on the unified website of the state public procurement authorized body.	The requirement of declaring the conflict of interests of the members of tender commission is provided by law.	The procedures for declaring the conflict of interests of the members of tender commission has been introduced.	Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia	• Number of public press conferences on public procurement, per cent • Announcement for especially large tenders (over 90 million drams) are being published also in foreign 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 organisations
	11.4. Increasing 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 Public Procurement Agency and other bodies of the executive power.	The 2010 public procurement report has been published.	The 2011 public procurement report has been published.	Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia.	• 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
			The non-price criteria for bid evaluation and the preliminary screening procedures have been established. A consultative body on procurement has been established with the participation of representatives of state bodies, non-governmental organisations and other concerned institutions.					
	11.5. Ensuring a competitive environment in the public procurement process.		The procedures for disseminating the exhaustive information on public	The procedures stimulating competitive types of procurement and		Ministry of Finance of the Republic of Armenia.	State Budget of the Republic of Armenia.	

			procurement in the most common international languages and by electronic channels have been introduced.	the participation of various companies have been introduced.				
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Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
Tax and Customs Systems								
12. Increasing the effectiveness of the human resource management in the tax service.	12.1. Introduce procedures ensuring transparency and objectiveness in tax service position appointments and clarify the procedures for the professional advancement of the tax officers.							<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 ratio of 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 introduced • The ratio of the number of the

								conflict of interests cases in the tax authorities to the total number of tax officers.
			The job descriptions of tax officers have been produced. A bonus system based on the indicators of the performance of the work by the tax officers has been introduced.	A system of professional advancement for tax officers based on work performance has been introduced.	The evaluation of efficiency of the system of professional advancement for tax officers based on work performance has been completed.	State Revenues Committee under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia	
	12.2. Improve the training system for tax officers.		A training centre 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 over the declarations of the property and income of citizens , 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.	State Revenues Committee under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia	
	12.3. 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.	State Revenues Committee under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia	
	12.4. Establish consistent and strict internal control over the lawfulness of the operation of tax officers.		The procedures on the control 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.		State Revenues Committee under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia	
	12.5. 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 responsibility for violating the rules of ethics for tax officers have been made more stringent.		State Revenues Committee under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia	
	12.6. 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 conflict of interests of the tax and customs officers as well as the responsibility measures for violations of the established procedure. The international best practice in the field of detection of the cases of conflict of interests by analyzing the third-party information on matters related to the	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.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	

			tax and customs officers' conflict of interests has been examined and the recommendations have been drawn up.					
			The procedures for declarations of the conflicts of interests of the tax and customs officers have been established.					
13. Continuously reduce/lower any direct contacts between tax officers and taxpayers.	13.1. Develop electronic tax services.	More than 30 per cent of statements of taxpayers are developed by means of automated systems. The requirement of submitting the statements of taxpayers to the tax authorities by mail or electronically is regulated by law.	The automated system for the delivery of reminder-notifications to taxpayers has been introduced. More than 50 per cent of statements of taxpayers are being drawn up by means of automated systems. A public awareness program of regulating the electronic submission of the statements of the taxpayers to the tax authorities.	The statements of the taxpayers are fully drawn up by means of automated systems. Minimum 90 per cent of taxpayers submit electronic tax statements.	An automated system of delivery of reminders-notifications to taxpayers.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the tax statements submitted to the tax authorities otherwise than by direct handover to the total number of Statements, per cent; • A sublegislative act has clearly established the requirement of submitting tax Statements by post or
								<ul style="list-style-type: none"> • The ratio of the tax statements submitted to the tax authorities otherwise than by direct handover to the total number of Statements, per cent; • A sublegislative act has clearly established the requirement of submitting tax Statements by post or • Information reception centres on Services delivered for the taxpayers have been established (yes/no); • The ratio of the 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 favour 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 favour of the tax authorities.
	13.2. Establish customer relations information reception centres 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.			State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	13.3. Develop a self-evaluation system for selecting those taxpayers who are subject to inspection by tax authorities and for		More than 60 per cent of taxpayers who 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 who are subject to inspections are selected by means of a risk criteria-based system (RCIS) for selecting taxpayers that are subject to	The taxpayers subject to inspection are selected exclusively by means of a risk criteria-based system (RCIS) for selecting taxpayer who are subject to inspection	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	

	planning such inspections.			inspection.				
	13.4. Introduce methods and procedures for identifying the <i>corpus delicti</i> of corruption in the process of investigation of tax crimes and identifying the ties between economic and corruption-related crimes.		<p>The international best practice in identifying the <i>corpus delicti</i> of corruption in the process of investigation of tax crimes and in identifying the ties between economic and corruption-related crimes has been studied and recommendations have been made.</p> <p>The procedures for identifying the <i>corpus delicti</i> of corruption in the process 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.</p>	Joint training for officers in different investigative bodies about the methods and procedures for identifying the <i>corpus delicti</i> of corruption in the process of investigation of tax crimes and identifying the ties between economic and corruption-related crimes.	State Revenues Committee under the Government of the Republic of Armenia, Prosecutor General's Office of the Republic of Armenia	State Budget of the Republic of Armenia		
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.		<p>The guidelines and manuals for the uniform application of the internal tax administration procedures have been approved.</p> <p>The level of satisfaction of taxpayers with services delivered by tax officers has increased by 10 percentage points.</p>	<p>Training of taxpayers and tax officers in the uniform application of the internal tax administration procedures.</p> <p>The level of satisfaction of taxpayers with services delivered by tax officers has increased by 10 percentage points.</p>	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<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 being 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 complaining 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 updating them regularly.		A reference on the most common mistakes in the practice of tax officers and taxpayers 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 updated regularly.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia		
	14.3 Complete the introduction of the internal audit system in the tax service.		<p>The internal audit and risk detection procedures for the tax authorities have been drawn up.</p> <p>The procedure for regularly making public the results of internal audits</p>	The results of the proceedings for internal audit and of prevention, detection and prosecution of corruption within the tax service are being published.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia		

			has been drawn up.					
			A complete internal audit is being conducted in the tax authorities.					tax service; <ul style="list-style-type: none"> • 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 Commission of Appeals in favour of taxpayers.
	14.4. Establish control over the lawfulness of conducting administrative proceedings by tax service officials.		The procedures for complaining against the 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.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	14.5. Introduce effective procedures of cooperation between the tax authorities and the non-governmental organisations.		The concept paper on the institute of tax brokers has been approved.	The memoranda on cooperation between the tax authorities and the non-governmental organisations have been signed.		State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
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.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<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; <ul style="list-style-type: none"> • 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.		State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	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.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	15.4. Introduce a system of customs control based on risk management.		Educate and train the experts responsible for the risk management system database, the supervision of monitoring, the elimination or the reduction of risks, the risk profiles as well as the risk management. The customs audit risk criteria based on the risk management have been reviewed.	The customs audit risk criteria based on the risk management have been reviewed and introduced.	The customs audit risk criteria based on risk management have been reviewed and introduced.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	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 the regional customs units, the customs posts and the 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.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	15.6. Introduce a dual channel (green and red channels) system of	A dual system of customs control has been introduced in more than a half of the customs	A dual system of customs control has been introduced in more than two-thirds of the customs posts.	A dual system of customs control has been introduced in all the customs posts.	The risk criteria of the dual system of customs control have been reviewed.	State Revenues Committee under the Government of the	State Budget of the Republic of Armenia	

	control over persons departing and arriving across the customs border of the Republic of Armenia by vehicles.	posts.				Republic of Armenia		
	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.		State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	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 the border customs posts on the basis of the "one stop shop" principle has been established.	The "one stop shop" principle has been introduced.		State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	15.9. Comply the list of documents submitted for customs control with the international best practice.		Reduce the number of documents submitted for customs control taking into account the international best practice.			State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The customs control documents and customs clearance timeframes in the framework of the International Road Transit 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.			State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	15.11. Establish simplified procedures for the conscientious economic entities.				The criteria and procedures for recognizing conscientious economic entities by the customs authorities have been introduced.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	

16. Ensure equitable sharing of the customs burden between the economic entities and the transparency and the lawfulness of the customs service.	16.1. Clarify and simplify the legislative regulation of customs administration and introduce transparent and simplified procedures.		Study the international best practice in the field of the legislative regulation of customs administration which <i>inter alia</i> implies making recommendations on improvements. The legislation regulating customs administration has been reviewed on the basis of the submitted recommendations and complied with the international standards and best practices.	The procedures reflecting the changes in the requirements of the legislative regulation of customs administration have been introduced.		State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The number of facts related to business undertakings; • Legislation complied 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 the customs administration; • The number of users of the information on the measures of responsibility for customs infringements and the most common mistakes posted on the official website of the customs service. • 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 the economic entities.
	16.2. Establish clear criteria for the determination of the customs values and ensure their accessibility, including through electronic channels.	The methodology of valuation of goods and approaches has been published on the Customs web page.	The procedure for the customs valuation of goods have been fully Complied with the requirements of World Trading Organisation and have been published.			State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	16.3. Establish control over ensuring that equal conditions and equal approaches are applied to the economic entities.		The internal control system aimed to ensure equal conditions for economic competition has been introduced.			State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	

	16.4. Inform the public about the progress of the customs administration reforms.	The procedure for periodical updating of the public on the progress of the customs administration reforms has been established.	The procedure for regularly informing the public of the progress of the customs administration reforms has been introduced.			State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
	16.5. Ensure direct contacts between the heads of the customs authorities, the citizens and the economic entities via the official website of the customs service and hot lines.		The procedures for complaining 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 trust among the public and the participants of external economic activity have been introduced.	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.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	

	16.6. Introduce a unified system for providing technical assistance to the economic entities in the customs procedures and the information technologies.	At least two professional training programs for the customs brokers conducted.	The guidelines for the economic entities for the usage of the customs procedures and the information technologies have been published and posted on the official website of the customs service. At least two professional training programs for the customs brokers conducted.	The interactive information provision system has been introduced on the official website of the customs service. At least two professional training programs for the customs brokers conducted.	At least two professional training programs for customs brokers conducted.	State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	

Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		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 the education, the assessment of risks, the transparency of systems management, participation and other areas of research among analyses carried out in the process of developing the education policy of the Republic of Armenia.		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 primary and secondary vocational education strategy of the Republic of Armenia. The corruption risks in the higher education system have been assessed and the provisions on their reduction have been laid down in the framework of review of the higher education strategy of the Republic of Armenia.		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 high school network development strategy of the Republic of Armenia.	Ministry of Education and Science of the Republic of Armenia	State Budget of the Republic of Armenia, donor organisations	<ul style="list-style-type: none"> The non-governmental organisations specialized in the education system of the Republic of Armenia have been conducting participatory monitoring of corruption perception at every level of education, the assessment of risks and the transparency of systems management (yes/no); Percentage of the 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 legislation of the Republic of Armenia and the 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.		The requirement of the mandatory inclusion of the issues on the prevention and identification of corruption risks on the agenda of the management boards in the higher, primary and secondary vocational education institutions of the Republic of Armenia by the authorized representatives of the Government of the Republic of Armenia, as well as the relevant procedures have been established. The management boards of the higher, primary and secondary vocational education institutions of the Republic of Armenia regularly discuss issues related to the prevention of corruption risks and to the detection of corruption manifestations in certain institutions.	The management boards of the higher, primary and secondary vocational education institutions of the Republic of Armenia regularly discuss issues related to the prevention of corruption risks and to the detection of corruption manifestations in certain institutions. At least 75 per cent of the higher education institutions of the Republic of Armenia have been subjected to studies on the organisation of education process in higher education institutions. The public, including social partners have been notified of the services delivered by the secondary education and the teaching system.	The management boards of the higher, primary and secondary vocational education institutions of the Republic of Armenia regularly discuss issues related to the prevention of corruption risks and to the detection of corruption manifestations in certain institutions. All of the higher education institutions of the Republic of Armenia have been subjected to studies on the organisation of education process in higher education institutions. A qualitative management system has been introduced in multifunctional centres.	Ministry of Education and Science of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> Issues related to the prevention and identification of corruption risks in certain institutions have been included by the representatives of the Government of the Republic of Armenia 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 secondary and higher education system of the Republic of Armenia have been established (yes/no); Procedures for the selection, appointment and professional advancement of the human resources in the secondary and higher education system of the Republic of Armenia have been established (yes/no);

			The competence of the authorized body of the Government of the Republic of Armenia with regard to the organisation of education process in higher education institutions have been clarified by law. The procedures for studying the organisation of education process in the higher education institutions have been introduced.					<ul style="list-style-type: none"> • 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 the general education system.		The legislative provisions related to ensuring complete and effective oversight by the State	The 2010 inspection reports of the general education institutions have been published.	The 2011 inspection reports of general education institutions have been published.	Ministry of Education and Science of the Republic of Armenia	State Budget of the Republic of Armenia	
			Education Inspectorate of the Republic of Armenia over the education process in the general education institutions of the Republic of Armenia have been clarified. The 2009 inspection reports of general education institutions have been published.	The procedures for the oversight of the general education institutions of the Republic of Armenia by the State Education Inspectorate of the Republic of Armenia have been clarified.				
	18.3. Capacity building of the education management bodies in the area of the prevention of corruption.		Training programs in anti-corruption subjects for the staffs of education management bodies.	10 per cent of staffs of the education management bodies have been trained.	20 per cent of staffs of the education management bodies have been trained.	Ministry of Education and Science of the Republic of Armenia, National Education Institute	State Budget of the Republic of Armenia	
	18.4. Increase the transparency, openness and lawfulness in the selection, the appointment, the professional advancement as well as in the regulation of industrial relations with the human resources in the education institutions.		Clear procedures for the selection, the appointment and the professional advancement of teaching staffs have been introduced.	Common rules of conduct for staffs in the 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.	Ministry of Education and Science of the Republic of Armenia	State Budget of the Republic of Armenia	
19. Increase the transparency, openness, accountability and lawfulness of the general education school management.	19.1. Increase the role of the school councils and the 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	Procedures ensuring active participation of parents', teachers' and methodological councils in the management and the oversight of schools have been introduced.	Procedures laying down the functions of students and student councils in high schools have been established. Procedures for joint activities of parents',	Ministry of Education and Science of the Republic of Armenia	State Budget of the Republic of Armenia	<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

			methodological councils in the management and the oversight of schools have been established.	Provisions increasing the role and powers of the students and the student councils in high schools have been laid down by law.	teachers' and students' councils have been introduced.			(yes/no); <ul style="list-style-type: none"> • 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 by 10 percentage points.	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 in high school has been reduced by 50 per cent.	Ministry of Education and Science of the Republic of Armenia, Ministry of Finance of the Republic of Armenia	State Budget of the Republic of Armenia	
			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.					
20. Ensure the transparency and independence of the knowledge evaluation systems.	20.1. Introduce a common and independent knowledge evaluation system and ensure its compatibility with the internationally accepted evaluation standards.		External control of the knowledge evaluation system has been established.	Consistent internal control procedures of the knowledge evaluation system have been introduced.	The updated education programs and their substance have been complied with the European standards and the existing demands of the professional labour market including the recognition of awarded credits and qualifications with the European system of credit accumulation of transfer.	Ministry of Education and Science of the Republic of Armenia	State Budget of the Republic of Armenia	<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 have been ensured (yes/no); • Procedures for participatory monitoring of the progress of examinations by non-governmental organisations have been regulated (yes/no);

	20.2. Ensure transparency of the common and final examinations.		Involvement of non-governmental organisations in the oversight of examinations has been regulated and the relevant procedures have been introduced.	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.		Ministry of Education and Science of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • 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).
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Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		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 the healthcare services included in the basic service package 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 basic service package has been reviewed and amended and the amount of compensation for services delivered by hospitals and primary healthcare level medical institutions has been approximated to the real costs, in proportion to the increase of State Budget allocations to healthcare sector.	The basic service package has been reviewed and amended. Priorities for various types of medical aid have been set up and their prices have been differentiated.	The basic service package has been reviewed and amended. Awarding a general certificate for the medical aid has been introduced on a probative basis.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The State authorized body has clarified the range of healthcare services included in the basic service package (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 State Budget of the Republic of Armenia (%); • General financing of the 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 the standards based on the 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.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia, international donor organisations	<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 the temporary pricelists approved by the State authorized body for paid medical aid and the services in the overall number of medical institutions (%); • The share of State Budget allocations to healthcare services included in the basic service package in actual and real costs (%);
	22.2. Introduce a system of pricing for paid medical aid and services in the 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 the medical institutions have been introduced by the founders.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • 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 (%);
	22.3. Toughen the control over the adherence of the state medical institutions to the 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	The state medical institutions have submitted annual reports on their spending. The procedures for remuneration and incentives	The state medical institutions have submitted annual reports on their spending. Patients under state-funded	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the co-payment amount to the real costs necessary for the medical aid (%).

			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.	of the staffs of the state medical institutions have been developed and approved. Medicine costs make up at least 15 percent of total costs in medical institutions	treatment receive all the required medications. The medicine costs amount to 25-30 % of the general costs of the .medical institutions.			
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	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The list of the medical conditions and diseases that require urgent medical interference has been clarified (yes/no); • A common database for the
increase the transparency and accountability of medical institutions.	funded healthcare, and prevent the possible upward distortions and losses for the 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.			<ul style="list-style-type: none"> • healthcare system of the Republic of Armenia has been established (yes/no); • 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 official Websites of the medical institutions that post the required information to the overall number of medical institutions (%); • The degree of actual performance deviations from the contractual volumes (%); • The profitability of the medical institutions compared with sale volumes (%).
	23.2 Clarify the list of the medical conditions and the 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.				Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	
	23.3. Establish a common database in the healthcare system of the Republic of Armenia.		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 the 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.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia,, international donor organisations	
24. Improve the full exercise of the rights of the patients.	24.1. Regulate fully the rights and responsibilities of the patients and the medical personnel.		The procedures for the exercise of the rights of the patients and the medical personnel as well as those of complaint for their violations have been introduced. Special notification procedures for the 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.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The rights and responsibilities of the patients and the medical personnel have been provided by law (yes/no); • State certificates for the 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);

								<ul style="list-style-type: none"> • Criteria for the evaluation and control of the medical aid and services have been established (yes/no); • The ratio of the number of complaints with regard to the violations of the rights of the medical personnel 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 the rights of the patients 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 the medical aid cases delivered in necessary volumes and by using the required technologies to the overall number of the medical aid cases (%); • The medical effectiveness coefficient of the
								<ul style="list-style-type: none"> number of medical cases having reached standard medical results to the overall number of the medical cases (%); • The social effectiveness coefficient of the number of patients satisfied with the results of treatment to the overall number of the medical cases (%); • The quality ratio of the number of medical cases treated on the basis of the professional requirements and the technologies to the overall number of medical cases (%).
25. Ensure that the healthcare personnel are selected on a competitive basis and that the medical personnel correspond to their positions.	25.1. Develop and introduce a system of competitions to fill the vacancies in the state and the 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 the staff lists of the state medical institutions have been established.	The common tariffs for the minimum salary of the personnel of the state medical institutions have been established.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • A competition procedure for filling in the vacancies in the medical institutions has been established (yes/no); • The criteria for optimal number of the personnel in the medical institutions have been established (yes/no); • Common tariffs for the personnel of the state medical institutions have been established (yes/no);

								<ul style="list-style-type: none"> • The ratio of the medical personnel recruited on a competitive basis to the overall number of the medical personnel (%); • The ratio of the average salary of the personnel state medical institutions 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 responsibility for professional violations jeopardizing the quality of the medication and the health of the patients.	The minimal requirements with regard to the laboratory, the clinical activities, production, supply and the pharmacy activities as well as procedures for state control over their observance have been established.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<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 the medicinal quality standards and the counterfeit medication has been criminalized (yes/no); • The number of administrative sanctions for the professional violations jeopardizing the medicinal quality and the health of the patients (absolute figure for each reporting period); • The level of the shadow turnover of pharmaceuticals (%).
27. Ensure the transparency, the accountability and the 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 the supply-related contractual obligations by organisations winning in the bidding competition for the centralized procurement of pharmaceuticals have been introduced.	The market of the pharmaceuticals included in the list of the basic essential medicines has been studied. The procedures for protecting competition in the relevant pharmaceutical product market have been developed.	Ministry of Healthcare of the Republic of Armenia, Ministry of Finance of the Republic of Armenia, State Procurement Agency	State Budget of the Republic of Armenia	<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
			accountability in the centralized state medication procurement process have been introduced.					to the really required volumes for the patients undergoing regular medical check-ups (%);
28. Ensure the transparency, the accountability and the 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.		The criteria and the frequency of mandatory review of the list of essential medicines have been defined. The financial quotas for the acquisition of medicines free of charge or on preferential terms have been calculated on the basis of the real needs.	The procedures for providing medicines free of charge or on preferential terms have been clarified.	The medicinal needs of persons in the vulnerable groups and lists of diseases have been satisfied.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The frequency of the review of the lists of essential medicines has been defined (yes/no); • The ratio of the number of refusals to satisfy persons in the 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, the accountability and the lawfulness of the humanitarian aid medication receipts, storage and distribution.	29.1. Clarify the procedures for receiving, storing and distributing medicines through the humanitarian aid channels and ensure their transparency.		The procedures for proper oversight over the receiving, the storing and the distributing medicines through humanitarian aid channels have been established.	The procedures for regulating the information flows related to the humanitarian aid medication turnover and for the redistribution of such medication have been introduced.		Ministry of Healthcare of the Republic of Armenia, the Charity Programs Coordination Commission of the Government of the Republic of Armenia	State Budget of the Republic of Armenia	• 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, the accountability and the lawfulness of the intra-hospital turnover of pharmaceuticals.	30.1. Review the procedures regulating the intra-hospital turnover of the pharmaceuticals in the medical institutions.		The procedures of the performance of the pharmaceutical treatment committees in hospitals have been clarified and external control over their activities has been established. Optimal schemes of the pharmaceutical treatment and the 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 the mandatory provision of the medication prescribed by the medical doctors have been introduced.	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	• 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 the medication extermination.	31.1. Establish a procedure for secure extermination of the outdated and unusable medication in line with the recommendations of the World Health Organisation .		The procedure for secure extermination of the outdated and unusable medication has been established. The procedures for control and responsibility for secure extermination of the outdated and the unusable medication have been established.			Ministry of Nature Protection of the Republic of Armenia, Ministry of Healthcare of the republic of Armenia	State Budget of the Republic of Armenia, donor organisations	• The procedure for mandatory extermination of the outdated and unusable medication in conformity with the Law of the Republic of Armenia "On Pharmaceuticals" has been adopted (yes/no); • The ratio of the cost of the outdated and the unusable medication accumulated in medical institutions to the cost of existing medication resources (%).
32. Ensure adequate financing the of the emergency medical aid project.	32.1. Envisage adequate financing for the emergency medical aid calls financed by the State.		Realistic prices have been set up for the emergency medical aid calls.	The healthcare budget allocations to the organisation of the emergency medical aid have increased by 50 per cent.	The emergency medical aid actually provided to all the patients applying to the	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	• The prices set up for the emergency medical aid calls financed by the State have increased by 50 per cent (yes/no).
33. Increase the efficiency, the transparency and the accountability of the emergency medical aid system.					emergency medical aid station (department) is reimbursed by the State.	Yerevan Municipality, Marzpetarans of the Republic of Armenia		
	33.1. Establish intensified oversight over performance of the 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	The procedures regulating the paid emergency services have been introduced.	The procedures for the complaints and reactions to the complaints have been introduced.	Ministry of Healthcare of the Republic of Armenia, Yerevan Municipality, Marzpetarans of the	State Budget of the Republic of Armenia	• The amounts allocated from the State Budget to the emergency medical aid services in the overall structure of the State Budget healthcare programs of the Republic of Armenia(%);

			introduced in the medical institutions having emergency services.			Republic of Armenia		<ul style="list-style-type: none"> • The ratio of the unjustified emergency calls to the overall number of calls (%); • The medical institutions having emergency services take part in the bidding competitions for State commissions (yes/no).
34. Increase the transparency, the accountability and the lawfulness of the out-patient healthcare performance of the medical institutions.	34.1. Ensure the effectiveness of the out-patient healthcare performance of the medical institutions.		<p>The mechanisms for control over the improper referrals of patients to stationary hospitals by polyclinics have been introduced.</p> <p>The clinical guidelines and criteria based on conclusive medicine have been introduced in the primary healthcare level system.</p> <p>Realistic prices for the out-patient medical services have been set up.</p> <p>The financing indicators based on the out-patient medical services' performance have been established.</p>	<p>The methods of medical assistance qualitative management and improvement at the primary healthcare level (PHC) have been introduced.</p> <p>The methods and procedures for remuneration and encouragement of the family physicians and the narrow specialists on the basis of out-patient medical service performance evaluation have been introduced.</p>	<p>The calculation of financing of remuneration and incentives of the family physicians and the narrow specialists in the primary healthcare level system is based on the evaluation and the performance of the quality of delivered services and results of treatment.</p> <p>Summarize the reports on the basis of the out-patient medical service performance evaluations.</p>	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • Clinical guidelines and criteria based on conclusive medicine have been introduced in the primary healthcare level system (yes/no); • The financing of remuneration and incentives of the family physicians and narrow specialists in the primary healthcare level 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 primary healthcare level system to the overall number of out-patient medical services (%).
35. Increase the transparency, the accountability of the hygiene and epidemiological service performance.	35.1. Increase the effectiveness of control in the hygiene and epidemiological service.		<p>The draft law of the Republic of Armenia «On the Maintaining the Public Health Safety” has been reviewed and Amended.</p> <p>The Law of the Republic of Armenia “On Maintaining the Public Health Safety” has been adopted.</p>	<p>The procedures ensuring the transparency of oversight over the adequate level of preliminary and regular health checks for the personnel of the public health security entities have been developed.</p> <p>The procedures necessary to ensure the fulfilment of the requirements related to the public health safety stemming from the Law of the Republic of Armenia “On Maintaining the Public Health Safety” have been established.</p>	<p>The procedures ensuring the transparency and the accountability of the oversight functions have been introduced.</p>	Ministry of Healthcare of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The Law of the Republic of Armenia “On Maintaining the Public Health Safety” has been Adopted; • Procedures to ensure the application of the Law of the Republic of Armenia “On Maintaining the 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 the properly approved normative legal documents among the total number of normative legal documents that have to be developed (percent) • The share of the 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).
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Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
The Judiciary								
36. Expand the use of the alternative dispute resolution methods.	36.1. Clarify the legislative framework for introducing arbitration for the family and the labour related disputes.		Draft amendments to the Civil Procedure Code of the Republic of Armenia, the Labour Code of the Republic of Armenia and the Family Code of the Republic of Armenia.	Training courses for arbitrators and judges in the family and the labour related disputes.	Clarified permissible limits for dispute resolution via arbitration for the family and the labour related disputes.	Ministry of Justice of the Republic of Armenia, Judicial Department of the Republic of Armenia,	State Budget of the Republic of Armenia	<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. 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);
37. Improve the material guarantees of the activities of the judges alongside exacerbating responsibility 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 the judges.	Introduce a system enabling the review of the salary of the judges as well as ensure an adequate amount of the salary of the judges.	Reduce the significant differences between the salaries of the judges of the various instance court.	Ministry of Justice of the Republic of Armenia, Ministry of Finance of the Republic of Armenia, Judicial Department of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> Assessment of public trust in the judiciary (survey). 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.
	37.3. Increase criminal responsibility 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 Criminal Code of the Republic of Armenia 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 judicial power.		Ministry of Justice of the Republic of Armenia, Judiciary Department of the Republic of Armenia,	State Budget of the Republic of Armenia	
38. Ensure transparency and accountability in matters related to the conflict of interests, and to the declaration of income and property of judges.	38.1. Increase the role of the Commission of Ethics under the Council of Court Chairs in matters related to ensuring transparency of the financial resources of the judges, including by defining the procedure for considering issues of financial transparency of judges by the Commission of Ethics on the basis of communications from the nationals and physical persons of the Republic of Armenia as well as the other related procedures.		The procedure for considering issues of financial transparency of judges by the Commission of Ethics on the basis of communications from the nationals and physical persons of the Republic of Armenia has been defined. The declarations of income and property of judges are posted.	Introduce the system of the conflict of interest for the judges and draft the relevant legislative amendments.	A system of declaration of interests of the judges.	Judicial Department of the Republic of Armenia, Ministry of Justice of the Republic of Armenia,	State Budget of the Republic of Armenia, donor support	
39. Improve the process of induction and in-service training of the candidates for judges.	39.1. Extend the period of education in the Judicial School of the Republic of Armenia including the probation period in the courts in line with the internationally accepted standards.		Study of the international practice and recommendations. Draft amendments to the Judicial Council of the Republic of Armenia .	The period of education in the Judicial School of the Republic of Armenia including the probation period in the courts has been extended.		Ministry of Justice of the Republic of Armenia, Judicial Department of the Republic of Armenia	State Budget of the Republic of Armenia, donor support	<ul style="list-style-type: none"> The minimum duration and requirements of individual training courses in the Judicial School for prosecutors, defence lawyers and investigators acting as candidates for judges have been regulated (yes/no); The ratio of the number of judges trained in

	39.2. Legislatively regulate the minimum duration of individual training courses in the judicial school for the prosecutors, the solicitors and the investigators acting as candidates for the judges and define the requirements of the course.		The individual training courses in the Judicial School for the prosecutors, The solicitors and the investigators acting as candidates for judges have been reviewed. Draft amendments to the Judicial Code of the Republic of Armenia.	Approved training course in the Judicial School of the Republic of Armenia, reviewed requirements.	Ministry of Justice of the Republic of Armenia, Judicial Department of the Republic of Armenia, Judicial School of the Republic of Armenia	State Budget of the Republic of Armenia	corruption prevention and fighting, as well as in the Code of Conduct for judges to the total number of judges.
	39.3. Include the training guidelines approved by the directions of the Council of Court Chairman of the Republic of Armenia related to corruption prevention and Code of Conduct for judges.		Mandatory training topics approved by the Council of Court Chairman of the Republic of Armenia; inclusion of international practice.	Training courses related to the corruption prevention and combating, as well as to the Code of Conduct for judges have been conducted.	Judicial Department of the Republic of Armenia, Judicial School of the Republic of Armenia	State Budget of the Republic of Armenia, support of the donor organisations	

Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
Criminal-Executive Service								
40. Improve mechanisms for public and administrative oversight over the implementation of criminal-executive service functions.	40.1. Post the reports of the Public Monitoring Group and the comments of the Ministry of Justice of the Republic of Armenia on these reports on the official website of the Ministry of Justice of the Republic of Armenia.	The reports of the Public Monitoring Group and the comments of the Ministry of Justice of the Republic of Armenia on these reports are posted on the official website of the Ministry of Justice of the Republic of Armenia.	The reports of the Public Monitoring Group and the comments of the Ministry of Justice of the Republic of Armenia on these reports are posted on the official website of the Ministry of Justice of the Republic of Armenia.	The reports of the Public Monitoring Group at the Detention Facilities of the criminal-executive services and the comments of the Minister of Justice of the Republic of Armenia on these reports can be accessed via the official website of the Ministry of Justice of the Republic of Armenia.	The reports of the Public Monitoring Group at the Detention Facilities of the criminal-executive services and the comments of the Minister of Justice of the Republic of Armenia on these reports can be accessed via the official website of the Ministry of Justice of the Republic of Armenia.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the number of administrative inspections by the Department of Supervision within the Staff of the Ministry of Justice of the Republic of Armenia 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. • The number of the improved training programs in conflict of interests, rules of ethics and other anti-corruption topics within the criminal-executive services. • The percentage of increase of the average pay of officers within the criminal-executive services compared with the preceding year.
	40.2. Clarify the functions of the Department of Supervision within the Staff of the Ministry of Justice of the Republic of Armenia and define the administrative monitoring procedures.		Examine the functions and administrative monitoring procedures of the Department of Supervision within the Staff of the Ministry of Justice of the Republic of Armenia as well as the relevant international practice. Draft decree of the Minister of Justice of the Republic of Armenia "On Approving the Charter of the Department of Supervision" within Staff of the Ministry of Justice of the Republic of Armenia.			Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	
	40.3. 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 the structural units of the criminal-executive services by sectors have been evaluated.		Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	
42. Encourage the recruitment of the qualitative human resources in the criminal-executive services.	42.1. Introduce objective qualification criteria for positions in the criminal-executive services.		Job descriptions for the criminal-executive services positions have been introduced.			Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	
	42.2. 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 the 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.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia, donor support	
43. Prevent criminal-executive service officers and persons serving their	43.1. Define cases when transfer of the relevant employee of the criminal-executive services to		Draft amendments to the Law of the Republic of Armenia "On the Criminal-Executive Service".			RA Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia donor support	<ul style="list-style-type: none"> • There is legislatively defined the imperative cases for transferring the officers within the criminal-executive

sentences from growing too close to each other	another position should be mandatory.		Application of the rotation procedure for officers in the criminal-executive services.						services to another position (yes/no).
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Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		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 Ministry of Justice of the Republic of Armenia.		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 Ministry of Justice of the Republic of Armenia.	The templates required for State registration of commercial legal entities can be accessed electronically and a mechanism for online state registration has been established.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia, the support of donor organisations	<ul style="list-style-type: none"> • The number of electronic users of the services delivered by the State Registry Agency; • The ratio of refusals to register on the grounds of conviction for crimes laid down by the Criminal Code of the Republic of Armenia to the number of the 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 Criminal Code of the Republic of Armenia.	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 Registry of Legal Persons.	Ministry of Justice of the Republic of Armenia, Ministry of Economy of the Republic of Armenia, Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
45. Introduce the principle of "one window" in the area of state registration of legal entities.	45.1. Establish a procedure for getting the documents from other State agencies required for registration through the State Registry Agency of Legal Entities.		Develop a procedure for acquiring the documents required from the other state agencies for the purpose of state registration of legal entities through the State Registry Agency of Legal Entities.	Introduce and test the mechanism for online acquisition of taxpayers' Codes.	The documents required from the state agencies for state registration of legal entities are available through the State Registry Agency of Legal Entities.	Ministry of Justice of the Republic of Armenia, Ministry of Economy of the Republic of Armenia, State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<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 the Codes of the taxpayers to the total number of legal entities that have obtained state registration. • The ratio of the timeframe for dissolving a legal entity to the timeframe for providing the documentation certifying the absence of obligations.
	45.2. Reduce the timeframes for the provision of documents certifying absence of the obligations on the part of legal entities and for the 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 by one tier.	Ministry of Justice of the Republic of Armenia, State Revenues Committee under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
46. Improve the administrative oversight mechanisms applied within the authorized State body.	46.1. Review the oversight methods applied to the activities of State registry 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 registry bodies		Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the number of disciplinary responsibility measures against the officers in the State registry bodies to the total number of officers; • The ratio of the cases of

								encouragement to the officers in the state registry bodies to the total number of officers.
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Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
Service for Compulsory Enforcement of Judicial Acts								
47. Increase the capacity of compulsory enforcement bodies to detect the property of the debtor.	47.1. Improve the capacity of compulsory enforcement bodies to detect the property of the debtor.		A study of international experience with mechanisms for detecting the property of the debtor has been completed. Training for the staff of the service of compulsory enforcement of judicial acts on detecting the property of the debtor property conducted.	Mechanisms of cooperation between various agencies for the purpose of detecting the property of the debtor property have been developed.	The capacity building of compulsory enforcement bodies to detect the property of the debtor.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The ratio of the cases of non-detection of the property of the debtor by compulsory executors to the cases of detection of property in the framework of the Service for Compulsory Enforcement of Judicial Acts proceedings; The average required period for the detection of the property of the debtor compared with the preceding year.
48. Improve the oversight mechanisms within framework of the Ministry of Justice of the Republic of Armenia.	48.1. Review 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 Minister of Justice of the Republic of Armenia "On Approving the Charter of the Department of Supervision within the Staff of the Ministry of Justice of the Republic of Armenia". The procedure for evaluating the activities of the service for compulsory enforcement of the judicial acts of the Republic of Armenia 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 the compulsory enforcement of the judicial acts have been introduced.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The charter of the Department of Supervision within the Staff of the Ministry of Justice of the republic of Armenia 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.

Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
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 Code on Administrative Offences of the Republic of Armenia as well as the 2007 the Decree of the Government of the Republic of Armenia "On Approving the Traffic Rules and the List of Defects and Conditions of the Republic of Armenia Prohibiting the Operation of Vehicles".	The norms laying down traffic rules in the Code of Administrative Offences of the Republic of Armenia and in the Traffic Rules have been made uniform.		Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the number of acts filled in by the traffic police on subjecting individual to administrative responsibility that do not contain the description of the matter to the total number of acts filled 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 the same period of time (the closer it is to one the higher are the corruption risks); • The ratio of the number of judicial complaints 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 responsibility 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.		Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	
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.	Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<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 offences.			The statistics about traffic accidents and registered administrative offences and the system of evaluation of police efficiency based on it have been introduced. Published reports on the participatory monitoring conducted by the non-governmental organisations.	Published reports on the participatory monitoring conducted by the non-governmental organisations.	Police under the Government of the Republic of Armenia, the non-governmental organisations.	State Budget of the Republic of Armenia, donor community support	
52. Increase the effectiveness of the state registry of population.	52.1 Improve the state registry system.	The outcomes are according to the migration system of the Republic of Armenia and the schedule of activities stemming from the concept paper on electronic passports containing biometric data and identification cards.				Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the number of applications related to inaccuracies in the state registry 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 registry 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 the 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 Registry of Population, residing without an identity card, state registry officials failing to provide the information required by law or providing incomplete information.	The outcomes are according to the migration system of the Republic of Armenia and the schedule of activities stemming from the concept paper on electronic passports containing biometric data and identification cards.			Police under the Government of the Republic of Armenia, the National Security Service under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The number of administrative sanctions applied for not reporting the relevant information to the State Registry of Population, residing without an identity card, state registry officials failing to provide the information required by law or providing incomplete information. 	
54. Ensure the lawfulness of the police activities and increase their responsibility.	54.1. Ensure that administrative acts on administrative responsibility 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 responsibility for those police officers who have filled in an unlawful administrative act.	Police under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia, 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 Inquiries of official inquiries carried out within the police to the total number of complaints 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 the actions of the police officers.			Simplified procedures for appealing against the actions of the police officers have been introduced, their accessibility, timeliness, as well as adequate safeguards for the protection of rights have been ensured. Public awareness measures related to the complaints against the actions of the police officers.	A report on the evaluation of the effectiveness of the procedures for complaining against the actions of the police officers.	Police under the Government of the Republic of Armenia,	State Budget of the Republic of Armenia, the donor community	
55. Ensure proper quality of the work of police organs 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.	Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia , 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 memoranda have been signed between the police bodies and specialized non-governmental organisations (yes/no); The ratio of the number of complaints about the delays in the delivery of public services to the total number 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 total 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 non governmental organisations has been studied and the scope of cooperation have been defined.	Cooperation memoranda have been signed between the police organs and specialized civil society organisations.	Outcomes of activities implemented on the basis of the cooperation memoranda signed between the police bodies and specialized non-governmental organisations.	Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia ,	
	55.3. Encourage public awareness of police activities		Analysis and evaluation of the current situation of public	Cooperation memoranda have been signed with non-	Report on the implementation of the program of actions for	Police under the Government of the	State Budget of the Republic of Armenia,	

	and proper coverage of the rights and the responsibilities of the citizens and administrative processes.		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.	governmental organisations 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.	the proper coverage of citizens' rights and responsibilities and administrative processes.	Republic of Armenia	the donor community	
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Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
Political Corruption								
56. Improve the legislation ensuring the transparency, the openness, the accountability and the lawfulness of the legislative power.	56.1. Establish rules of conduct for the parliamentarians.		The relations with regard to the rules of the conduct for the members of the National Assembly of the Republic of Armenia have been regulated by law.	Measures of responsibility for the violation of the rules of conduct have been established. The Rules of Procedures of the National Assembly of the Republic of Armenia have prescribed the powers of the ad hoc ethics committee of the National Assembly of the Republic of Armenia.	The ad hoc ethics committee of the National Assembly of the Republic of Armenia is working.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The relations with regard to the rules of conduct in the National Assembly of the Republic of Armenia have been regulated by the Law of the Republic of Armenia "On the Rules of Procedure of the National Assembly" (yes/no); • A Code of conduct laying down the key principles of the conduct of the member of National Assembly of the Republic of Armenia has been produced (yes/no); • The Code of conduct for members of National Assembly of the Republic of Armenia regulates the rules of the member's conduct in the National Assembly and its standing committees, as well as in their relations with bodies of public administration and local self-government, their officials, non-governmental organisations, 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 National Assembly of the Republic of Armenia in the same period of time; • The ratio of the number of complaints against the incidents and negative conduct of members of National Assembly of the Republic of Armenia covered by the mass media to the total number of hearings in the National Assembly of the Republic of Armenia in the same period of time; • 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 members of the National Assembly of the Republic of Armenia 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

								<p>decisions by other persons due to family, social, official or any other reasons (yes/no);</p> <ul style="list-style-type: none"> • The Law of the Republic of Armenia "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 National Assembly in the same period of time; • The Law of the Republic of Armenia "On the Rules of Procedure for the National Assembly" has laid down the forms prohibiting and permitting parliamentarians' participation in companies (yes/no);
	56.2. Improve the mechanisms for the declaration of the interests of the parliamentarians.		The procedure and terms for declaring the aforesaid interests by the members of the National Assembly of the Republic of Armenia have been established.	The rules of ethics for parliamentarians in cases of conflict of interests have been stipulated by law.		Ministry of Justice the Republic of Armenia	State Budget the Republic of Armenia	
	56.3. Ensure the enforcement of the constitutional provisions related to the ban on the parliamentarians engaging in entrepreneurial activities.		<p>The ban on the members of the National Assembly of the Republic of Armenia engaging in entrepreneurship as well as the forms prohibiting and permitting their participation in a company have been established.</p> <p>The responsibility measures for any violation of the ban on the members of the National Assembly of the Republic of Armenia engaging in entrepreneurship have been established.</p>	<p>The procedure for the members of the National Assembly of the Republic of Armenia of performing scientific, academic and creative work and the remuneration for such work has been established.</p> <p>The procedure for immediately notifying the competent committee of the National Assembly of the Republic of Armenia when a parliamentarian engages in entrepreneurship or violates any of the terms laid down in Article 65 of the Constitution of the Republic of Armenia has been established.</p>	The measures to be taken by the competent committee of the National Assembly of the Republic of Armenia when a breach of the terms laid down in Article 65 of the Constitution of the Republic of Armenia has been detected or investigated and the procedure for that have been established.	Ministry of Justice the Republic of Armenia	State Budget the Republic of Armenia	
	56.4. Finalize the norms related to the ban on receiving gifts by the parliamentarians.		The procedure for receiving gifts by the parliamentarians has been established.	The procedure for returning the banned gifts or handing them over to the State has been established.		Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	

								<ul style="list-style-type: none"> • The Law of the Republic of Armenia "On the Rules of Procedure for the National Assembly" has laid down the procedure for the members of the National Assembly of the Republic of Armenia 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 member of the National Assembly of the Republic of Armenia of the terms in Article 65 of the Constitution of the Republic of Armenia and other terms to the total number of the hearings in the National Assembly 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 Constitution of the Republic of Armenia to the total number of the deliberations in the National Assembly 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 Code of conduct of judges 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 the members of the National Assembly of the Republic of Armenia to the total number of hearings in the National
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								<p>Assembly of the Republic of Armenia on the topic of the Code of parliamentarians' conduct in the same period of time;</p> <ul style="list-style-type: none"> • The provisions on the Chairman the National Assembly or the State and Legal Committee the National Assembly in regard to the reasons for parliamentarians' absences from the votes of the National Assembly compelling have been removed from the Law of the Republic of Armenia "On the Rules of Procedure for the National Assembly" <p>(yes/no);</p> <ul style="list-style-type: none"> • The Law of the Republic of Armenia "On the Rules of Procedure for the National Assembly" has established the list of cases for considering the reasons for
								<p>parliamentarians' absences from the votes of the National Assembly 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 National Assembly members absenting from the votes of the National Assembly to the total number of the members of the National Assembly .
57. Improve the system of parliamentary immunity.	57.1. Establish a system of parliamentary immunity 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 responsibility 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.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The Law of the Republic of Armenia "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 members of the National Assembly of the Republic of Armenia and the incidents covered by the mass media to the total number of the hearings in the National Assembly of the Republic of Armenia related to parliamentarians' conduct in the same period of time.
58. Ensure effective civil society participation in the activities of the legislature.	58.1. Broaden the possibilities of effective civil society participation in the work of the committees of the Republic of Armenia.			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 committee of the National Assembly of the Republic of Armenia, have been		Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the number of hearings convened on civic initiative to the total number of hearings in of the National Assembly 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 hearings in of the National Assembly in the same period of time.

			established.					
	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 decision of the National Assembly of the Republic of Armenia if at least 1 per cent of citizens who have the right to vote in the elections of the National Assembly 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 a faction, parties or other non-governmental organisations of the National Assembly not represented in the National Assembly upon the decision of the committee has been established.	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	

Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding 1	Monitoring Indicators
		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 Central and territorial electoral commissions of the Republic of Armenia has been reviewed and the requirements to commission members have been established by law.		Ministry of Justice of the Republic of Armenia, Central Electoral Commission of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The number of public servants appointed as 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 constitutional right of citizens to an effective judicial remedy in processes related to the outcomes of elections.			<p>The provisions exacerbating the responsibility of the members of the electoral commissions 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 Law of the Republic of Armenia "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.	Ministry of Justice of the Republic of Armenia, the Central Electoral Commission of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The recommendations of the Constitutional Court of the Republic of Armenia 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 the representatives of the applicants and the complainants 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 constitutional rights of the citizens 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 of the election processes.	61.1. Introduce effective mechanisms ensuring the civil society's participation in monitoring of the election processes.			Public awareness on electoral commission powers has been improved. A hotline has been introduced in the Central Electoral Commission and territorial electoral commissions of the Republic of Armenia. Training courses in the electoral legislation of the Republic of	Training courses in the electoral legislation of the Republic of Armenia jointly with the Central Electoral Commission of the Republic of Armenia have been designed and conducted for non-government organisations and mass media	Central Electoral Commission of the Republic of Armenia, civil society structures (under the agreement)	State Budget of the Republic of Armenia, support of donor community	<ul style="list-style-type: none"> • The number of alerts received by electoral commissions via hot lines; • The ratio of the number of the operational measures taken in response to alerts received by electoral commissions via hot lines to the total number of alerts; • The number of courses organized for organisations on an observation

				Armenia jointly with the Central Electoral Commission of the Republic of Armenia have been designed and conducted for non-government organisations and mass media representatives carrying out observation missions in electoral processes.	representatives carrying out observation missions in electoral processes.			mission; • The ratio of the number of publications and monitoring reports reflecting the outcomes of an observation mission to the total number of organisations 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 Registry of Population and continue working towards introducing local registries.			Voter lists have been updated.		Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia	• Local registries of population have been introduced in the whole territory of the Republic of Armenia (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;
								• 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 from campaign activities of the state and the local self-government bodies.			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. 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. The procedure for dismissing the persons in political and discretionary positions for the duration of the campaign has been established.	The display of campaign materials on public property in places other than the ones designated for that purpose has been prohibited.	Ministry of Justice of the Republic of Armenia, Central Electoral Commission of the Republic of Armenia	State Budget of the Republic of Armenia	• 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 responsibility measures for its violation have been established.		The people engaged in vote buying or selling have been identified and subjected to responsibility. Education programmes aimed at increasing voters' legal awareness have been introduced.	The people engaged in vote buying or selling have been identified and subjected to responsibility. Education programmes aimed at increasing voters' legal awareness have been introduced.	Ministry of Justice of the Republic of Armenia, Central Electoral Commission of the Republic of Armenia, Police under the Government of the Republic of Armenia	State Budget of the Republic of Armenia, support of donor community	<ul style="list-style-type: none"> • The Law of the Republic of Armenia "On Charitable Activity" and the Electoral Code of the Republic of Armenia 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 responsibility for engaging in charitable activities in the course of a campaign (yes/no); • The ratio of the number of offences 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 Government of the Republic of Armenia awards grants for organizing public education programs aimed at increasing voters' 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 Electoral Code of the Republic of Armenia.		The provisions prohibiting contributions to political parties by persons without citizenship and organisations where the Republic of Armenia or communities have share, have been laid down in the Law of the Republic of Armenia "On Political Parties".			Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The procedures for political party financing of the Law of the Republic of Armenia "On Political Parties" have been harmonized with the norms of the Electoral Code of the Republic of Armenia (yes/no); • The Law of the Republic of Armenia "On Political Parties" has prohibited non-citizens and organisations where the communities of the Republic of Armenia have share to make contributions to political parties (yes/no); • The legislation of the Republic of Armenia has laid down provisions on optional audit of all political parties after each national election (yes/no); • The criteria of audit of financial-economic acivities of political parties envisage a provision on including the
	65.2. Introduce the institute of audit of financial activities of political parties.		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. The criteria of mandatory audit	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.	Ministry of Justice of the Republic of Armenia, Ministry of Finance of the Republic of Armenia, Control Chamber of the National Assembly of the Republic of Armenia	State Budget of the Republic of Armenia	

			of financial-economic activities of political parties have been established.					<p>financial resources necessary for the mandatory audit in the financial support provided to political parties by the State (yes/no);</p> <ul style="list-style-type: none"> • 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).
66. Eliminate the immunity of the members of electoral commissions at all levels, as well as registered candidates for elections to the National Assembly of the Republic of Armenia 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 National Assembly of the Republic of Armenia and local self- government bodies.		Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<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 National Assembly of the Republic of Armenia and local self-government bodies has been eliminated (yes/no).

Strategy Provisions	Measure	Expected Outcomes			Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011 2012			
Local Self-Government							
67. Increase the financial independence of communities and the effectiveness of community budget expenditure management.	67.1 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.		State Revenues Committee of the Republic of Armenia , municipalities of the Republic of Armenia	Community Budgets of the Republic of Armenia	<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;
	67.2. 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.	Ministry of Territorial Administration of the Republic of Armenia, non-governmental organisations (under their agreement)	State Budget of the Republic of Armenia, donor community support	<ul style="list-style-type: none"> • 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 (%);
	67.3. Introduce common effective information systems of community property management and the 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.	Ministry of Territorial Administration of the Republic of Armenia, non-governmental organisations (under their agreement)	State Budget of the Republic of Armenia, donor community support	<ul style="list-style-type: none"> • 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 (%);
	67.4. Establish procedures for organizing the community procurement process aimed at balancing the powers of the heads of communities 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.		Ministry of Finance of the Republic of Armenia		<ul style="list-style-type: none"> • 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 organisation of community procurement in the overall number of complaints (%).
68. Increase the transparency and openness of the activities of local self-government bodies.	68.1. Establish procedures for regularly informing the public about the activities of the local self-government bodies.	The procedures for regularly informing the public about the activities of the local self-government bodies have been established.	Information campaigns on the local self-government activities have been organized.	Increase of the community's role, a satisfactory level of public awareness and readiness for public participation.	Ministry of Territorial Administration of the Republic of Armenia,	State Budget of the Republic of Armenia, community budgets of the Republic of Armenia,	<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;
	68.2. Establish clear procedures for mandatory publication of information about the draft community budget and the 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.		Ministry of Territorial Administration of the Republic of Armenia,	community budgets of the Republic of Armenia	<ul style="list-style-type: none"> • 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;
	68.3. Improve the process of receiving citizens by the local self-government bodies.	Develop procedures for organizing citizen reception by the local self-government bodies..	Increase of the transparency of the activities of the community leaders and councils, strengthen the public relations of the local self-governance..		Ministry of Territorial Administration of the Republic of Armenia, the municipalities of the Republic of Armenia	community budgets of the Republic of Armenia	<ul style="list-style-type: none"> • The number of applications and complaints of the citizens related to public services provided by local self-government ;
	68.4. Improve the institutes and	Analysis of the disposal	Gradual increase of the transparency and openness of public auctions for the		Ministry of	community	

	procedures for public auctions for the community property.	of land considered to be community property and development of methodological guidelines based on that analysis.	community property.		Territorial Administration of the Republic of Armenia, municipalities of the Republic of Armenia	budgets of the Republic of Armenia	• The ratio of the hours devoted to the coverage of the State policy in the area of the local self-governance to the number of hours aiming at raising public awareness on the activities of the local self-government bodies .	
	68.5.. Increase the level of public awareness and involvement in public services provided by the local self-government bodies.	Gradual increase of the level of public awareness and involvement in public services provided by the local self-government bodies using the available forms of public relations (mass media, television, meetings, social surveys, etc).			Ministry of Territorial Administration of the Republic of Armenia,	State Budget of the Republic of Armenia, the community		
					municipalities of the Republic of Armenia,	Budgets of the Republic of Armenia, support of donor community		
69. Increase the accountability and lawfulness of local self-government activities.	69.1. Clarify the procedures for internal and external audit in the 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 local self governance.			<ul style="list-style-type: none"> • The number of reviewed decisions of the local self-government, 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 property of the community to the overall number of all the communities of the Republic of Armenia (%). 	
	69.2 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.	Ministry of Territorial Administration of the Republic of Armenia, the municipalities of the Republic of Armenia	State Budget of the Republic of Armenia,		
	69.3. 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.	Ministry of Territorial Administration of the Republic of Armenia, according to the local self-government scopes of competence: state authorized bodies, non-governmental organisations (under their agreement)	State Budget of the Republic of Armenia, donor community support		
	69.4. Clarify the conditions and procedures for mandatory state registration of the property of the community.	Analyze procedures for mandatory state registration of the community property of the Republic of Armenia.	Consistently ensure and finalize mandatory State registration of the community property of the Republic of Armenia.		Ministry of Territorial Administration of the Republic of Armenia,	community budgets of the Republic of Armenia		
70. Increase the effectiveness, the transparency and the accountability of cooperation between	70.1. Clarify the forms of community support to condominiums, new conceptual approaches to condominiums.			Lawful and clear forms of community support to condominiums, transparency and	Lawful and clear forms of community support to condominiums, transparency and	Ministry of Urban Development of the Republic of Armenia, RA Ministry of	State Budget of the Republic of Armenia, the community budgets of the	• The ratio of the expenditures for the exercise by condominiums of powers delegated by the local self-government bodies to the total community expenditures (%);

communities and condominiums.				accountability of cooperation between communities and condominiums. Develop new conceptual approaches to condominiums.	accountability of cooperation between communities and condominiums.	Territorial Administration of the Republic of Armenia, communities, condominiums	Republic of Armenia,	
	70.2. 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 the communities and the 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.	Ministry of Urban Development of the Republic of Armenia, Communities, condominiums		
71. Increase the effectiveness of the civil registry services.	71.1. Introduce a modern technology system to ensure uniform operation of civil registry services and automate their functions.		Furnish the civil registry services with high-tech equipment. A common electronic database for the civil registry services, a common modern technology system.	Automated functions of the civil registry services.	Highly effective operations of the civil registry services.	Ministry of Territorial Administration local self-government, Ministry of Justice local self-government, non-governmental organisations (under their agreement)	State Budget local self-government, support of donor community	<ul style="list-style-type: none"> • Legislation requires an increase in rural community budget revenues at the expense of the state duty charged from the members of given community for the civil registry services • The ratio of the number of the civil registry services with online resources and a website to the overall number of the civil registry services (%);
72. Capacity developing local self-governance and establishing a comprehensive community service system.	72.1. 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 the municipal servants. Implementation of education and training programs for the community servants.	Continuous improvement, organisation 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 memoranda and/or agreements signed between local self-government bodies and the community private sector, non-governmental organisations and other concerned organisations; • The number of powers delegated by local self-government to strengthen the social partnership; • The ratio of the number of grant programs for educating and training the local self-government 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 (%).
	72.3. Develop and introduce procedures for effective cooperation with, awareness raising and involvement of the civil society in the communities, promote local self government activities and practice aimed at social partnership and delegation of local self government powers.	Procedures for effective cooperation, awareness raising and involvement of civil society with local self government..	Cooperation memoranda and/or agreements signed between local self-government bodies and community private sector, non-governmental organisations and other stakeholder groups. Foster and promote the practice of the activities of the local self-government bodies aimed at social partnership and delegation of powers.			Ministry of Territorial Administration local self-government, non-governmental organisations (under their agreement)	community budgets local self-government, support of donor community	

Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
Private Sector								
73. Strengthen the prevention of corruption supply in the private sector.	73.1. Consolidate the introduction of the international accounting and audit standards.	The international accounting standards (IFRS) have been translated.	The international accounting standards (IFRS) have been approved. The international audit standards (IFRS) have been translated. The qualification and professional training system of the accountants complies with the established standards.	The international audit standards (IFRS) have been approved. The qualification and professional training system of the auditors complies with the established standards.	All economic entities providing auditing services have been applying the established audit standards. The financial reports and financial information of large economic entities and those representing the public interest are accurate.	Ministry of Finance of the Republic of Armenia, State Revenues Committee under Government of the Republic of Armenia, Armenian Accountants and Auditors Association (under the agreement)	State Budget of the Republic of Armenia, United States Agency for International Development	<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)
	73.2. Ensure equal conditions for competition.	Harmonize the legislation in the area of protection of economic competition to the European Union 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.	Ministry of Economy of the Republic of Armenia, State Commission for the Protection of Economic Competition of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the number of administrative proceedings initiative by the State Economic Competition Commission of the Republic of Armenia 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.
74. Ensure honest work of private organisations.	74.1. Assist in adopting and adapting the regulations and rules of ethics for combating corruption of International Chamber of Commerce (ICC)		Study the institutional capacity for adopting and adapting the regulations and rules of ethics for combating corruption of the International Chamber of Commerce (ICC) and make the relevant recommendations. The concept paper and action plan on regulating rules of honest conduct and conflict of interests in the private sector have been developed.	The criteria and procedures based on the regulations and rules of ethics for combating corruption of International Chamber of Commerce have been established.	Codes of honest conduct and conflict of interests have been introduced in private organisations.	Ministry of Economy of the Republic of Armenia, Chamber of Commerce and Industry of the Republic of Armenia (under the agreement)	State Budget of the Republic of Armenia, Private Sector Participation and Cooperation	<ul style="list-style-type: none"> • The Chamber of Commerce and Industry of the Republic of Armenia has adapted the regulations and rules of ethics for combating corruption of the International Chamber of Commerce (ICC) (yes/no); • The Chamber of Commerce and Industry of the Republic of Armenia has established a Model Code of Conduct for Private Organisations (yes/no); • The ratio of the number of honest commercial practice encouraged by the Chamber of Commerce and Industry of the Republic of Armenia 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 organisations having established Codes of Conduct and rules preventing conflict of interests to the overall number of private organisations.
75. Encourage cooperation between commercial	75.1. Stimulate the application of honest commercial practices in contractual relations.	Mechanisms for rating and encouraging organisations have been established.	The applied ratings and incentives have become the subject of public discussions.	Involve exclusively those deemed "honest" in cooperation projects	Involve exclusively those deemed 'honest' in	Ministry of Economy of the Republic of Armenia	State Budget of the Republic of Armenia,	<ul style="list-style-type: none"> • The Chamber of Commerce and Industry of the Republic of Armenia makes and publishes the rating of companies with honest commercial history

organisations and the State.				between the State and the private sector.	cooperation projects between the State and the private sector.		Private Sector Participation and Cooperation	(yes/no); • The Chamber of Commerce and Industry of the Republic of Armenia 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 (%).
	75.2. Introduce company rating systems on the basis of the principle of self-regulation.	Assist in the development of independent organisations, websites and mass media for company rating.	Support the integration into similar international systems.	Develop and introduce mechanisms for encouraging companies with high rating.	Develop and introduce mechanisms for encouraging companies with high rating.	Ministry of Economy of the Republic of Armenia Central Bank of the Republic of Armenia, State Revenues Committee under Government of the Republic of Armenia ,		
	75.3. Introduce electronic governance systems in the relations between the 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.	Ministry of Economy of the Republic of Armenia		
76. Introduce corporate governance principles in companies.	76.1. 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.	Ministry of Economy of the Republic of Armenia	State Budget of the Republic of Armenia, Private Sector Participation and Cooperation	• The ratio of the number of organisations applying the voluntary Code of corporate governance to the overall number of organisations adhering to corporate governance. • A cooperation agreement has been signed between the Chamber of Commerce and Industry of the Republic of Armenia and the International Chamber of Commerce of the Republic of Armenia 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;
	76.2. Stimulate the openness of the Activities of the companies.	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.	Ministry of Finance of the Republic of Armenia, The Ministry of Economy of the Republic of Armenia		
77. Strengthen the capacity of the Chamber of Commerce and Industry of the Republic of Armenia and other organisations representing business interests.	77.1. 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.	Ministry of Economy of the Republic of Armenia, Chamber of Commerce and Industry of the Republic of Armenia, Development Agency of the Republic of Armenia, Businessmen's and Industrialists' Union of the Republic of Armenia (under the agreement)	State Budget of the Republic of Armenia, Private Sector Participation and Cooperation	• 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.
	77.2. Reduce the corruption supply in the private sector, adopt the best international practice, organize study and reconnaissance tours for employees and private sector		Sign cooperation memoranda and agreements with large organisations representing businesses.			Ministry of Economy of the Republic of Armenia, the Chamber of		

	representatives.					Commerce and Industry of the Republic of Armenia, Businessmen's and Industrialists' Union of Republic of Armenia (under the agreement)		
	77.3. 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.	Ministry of Economy of the Republic of Armenia,, Chamber of Commerce and Industry of the Republic of Armenia,, Businessmen's and Industrialists' Union of the Republic of Armenia, (under the agreement)		

Strategy Provisions	Measure	Expected Outcomes				Responsible Agency	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
CORRUPTION PREVENTION MEASURES								
Integrity in Public Service								
78. Consolidate the legislative regulation of all types of public service.	78.1. Extend public service to services rendered by State commercial and non-commercial organisations.		The new draft on Public Service Strategy of the Republic of Armenia, has been approved. The Draft Law of the Republic of Armenia, "On Public Service" has been submitted to the National Assembly of the Republic of Armenia for discussion.	The Law of the Republic of Armenia "On Public Service" has entered into force.		Civil Service Council of the Republic of Armenia,, Staff of the Government of the Republic of Armenia,, Public Administration Reform Commission of the Republic of Armenia,,	State Budget of the Republic of Armenia,, donor organisations	<ul style="list-style-type: none"> •The ratio of the number of services rendered by State commercial and non-commercial organisations prior to the adoption of the Law of the Republic of Armenia "On Public Service" to the number of services rendered after the adoption of the above law. •The ratio of the number of the complaints of the citizens related to public services to the number of State commercial and non-commercial organisations subjected to responsibility by the state authorized body in the same period of time; A procedure/guidelines have been produced by the Government of the Republic of Armenia on reporting and performance evaluation of state commercial and non-commercial organisations. •A common authorized body for the public service management of the Republic of Armenia, as well as the policy development and implementation in this field has been established (yes/no).
	78.2. 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 Law of the Republic of Armenia "On Public Service" incorporates the relevant provisions.			Civil Service Council of the Republic of Armenia,, Government Staff of the Republic of Armenia,, Public Administration Reform Commission of the Republic of Armenia,,	State Budget of the Republic of Armenia,, donor organisations	
79. Introduce mechanisms for quality control and evaluation of public services.	79.1. 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.	Ministry of Economy of the Republic of Armenia,, the relevant concerned ministries and state agencies	State Budget of the Republic of Armenia,, donor organisations	<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.
80. Introduce an effective common public service management institute.	80.1. Establish the goals and functions, the scope of power, accountability and procedures for the common public service authorized body.		The Draft Law of the Republic of Armenia "On Public Service" incorporates a provision on the common authorized body.	The legal acts related to establishing a common authorized body for the public service Management of the Republic of Armenia,, as well as policy development and implementation in this field have been adopted.	The authorized body for the public service management of the Republic of Armenia,, as well as policy development and implementation in this field has been operating and receives budget funding.	Civil Service Council of the Republic of Armenia,, Government Staff of the Republic of Armenia,, Public Administration Reform Commission of the Republic of Armenia,,	State Budget of the Republic of Armenia,,	

							donor organisations	
81. Reduce the role of political officials in building a professional staff as well as in discretionary decisions made by a single person.	81.1. 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.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Public Administration Reform Commission of the Republic of Armenia,	State Budget of the Republic of Armenia, donor organisations	
	81.2. 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 Law of the Republic of Armenia "On Public Service".	The chief of staff of the relevant body is fully responsible for filling the vacancy in that particular body.		Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Public Administration Reform Commission of the Republic of Armenia,	RA State budget, donor organisations	
82. Reduce the corruption risks in public service recruitment procedures.	82.1. Outsource the organisational work for the recruitment, testing and knowledge evaluation with a view to filling the public service vacancies.		Make the civil service-related amendments to the Law of the Republic of Armenia "On Civil Service". The organisational work for the recruitment, testing and knowledge evaluation with a view to filling the civil service vacancies are being performed in relevant State bodies.	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.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, authorized State service administration bodies,	State Budget of the Republic of Armenia, donor organisations	<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.
	82.2. Recognize the qualification certificates in the relevant area issued by relevant academic and educational institutions.		The Draft Law of the Republic of Armenia "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.	Civil Service Council of the Republic of Armenia, the authorized State service administration bodies,	State Budget of the Republic of Armenia, donor organisations	
	82.3. Decentralize the interview phase of the selection of the public service candidates to relevant public		Legislative amendments related to the introduction of a new decentralized system	The relevant state and municipal service authorized bodies have	The relevant state and municipal service authorized bodies have	Civil Service Council of the Republic of Armenia,	State Budget of the Republic of Armenia,	

	administration bodies.		of civil service competitions. The new Law of the Republic of Armenia "On Public Service" has incorporated the provision on decentralized system of civil service competitions and interview process.	been fully in charge of the interview phase of the candidates' competitions.	been fully in charge of the interview phase of the candidates' selection.	Staff of the Government of the Republic of Armenia, Public Administration Reform Commission of the Republic of Armenia,	donor organisations	
	82.4. Introduce a grading system for the evaluation of interview results and a system whereby the winning candidate is selected by a collective body.		The Law of the Republic of Armenia "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.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia,, Public Administration Reform Commission of the Republic of Armenia, authorized public service body of the Republic of Armenia	State Budget of the Republic of Armenia, donor organisations	
83. Increase the level of accountability of public servants.	83.1. Introduce an integrated system of remuneration, incentives and promotion of public servants based on performance evaluation.		Introduce a pilot system of annual work plans in public administration bodies. All State service authorized bodies have established a procedure and developed guidelines for reporting and performance evaluation of State servants. A pilot system of remuneration and incentives based on performance evaluation has been introduced.	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.	Staff of the Government of the Republic of Armenia, Public Administration Reform Commission of the Republic of Armenia, Sector Modernisation Project of the World bank	State Budget of the Republic of Armenia, donor organisations, the World Bank	• 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.
84. Consolidate the training programs for state and municipal servants.	84.1. Include in mandatory trainings for state and municipal servants courses in restrictions of the activities of the state servants, 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 the state and municipal administration authorized bodies have approved the training modules.	The training curricula approved by all State and municipal administration authorized bodies.	Public Administration Reform Commission of the Republic of Armenia, Ministry of Territorial Administration of the Republic of Armenia, Civil Service Council of the Republic of Armenia, other public administration concerned agencies of the Republic of	State Budget of the Republic of Armenia, donor organisations	• The mandatory training modules approved by the state and municipal administration authorized body/bodies include topics on restrictions of the activities of State servants, regulations on Codes of Conduct and Conflicts of Interests, effective communication, service provision, freedom of information, anti-corruption measures (yes/no);

						Armenia		
85. Reduce the corruption risks related to state and municipal service functions.	85.1. 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 organized on the basis of special training courses and guidelines on education programs.	State and municipal trainings organized 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.	Public Administration Reform Commission of the Republic of Armenia, Ministry of Territorial Administration of the Republic of Armenia, Civil Service Council of the Republic of Armenia, other public administration agencies of the Republic of Armenia	State Budget of the Republic of Armenia, donor organisations	<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)
86. Increase the competitiveness of remuneration in public service.	86.1. 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.	Ministry of Labour and Social Issues of the Republic of Armenia, Ministry of Economy of the Republic of Armenia, Ministry of Finance, Ministries of the Republic of Armenia, other public administration concerned agencies of the Republic of Armenia	State Budget of the Republic of Armenia, donor organisations	<ul style="list-style-type: none"> Increase the level of benefits and bonuses to public servants (yes/no); The ratio of public servants' average salary to the average in the private sector / adequacy.
87. Introduce adequate incentive and responsibility mechanisms in public service areas with particularly high corruption risks.	87.1. Establish particularly favourable 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 responsibility.		The provision has been incorporated in the public service remuneration strategy.	The outcomes are according to the approved program provisions. Amendments on more stringent material sanctions have been made to the laws regulating various types of State service.	The outcomes are according to the approved program provisions. Amendments on more stringent material sanctions have been made to the laws regulating various types of state service.	Ministry of Labour and Social Issues of the Republic of Armenia, Ministry of Economy of the Republic of Armenia, Ministry of Finance of the Republic of Armenia, State Revenues	State Budget of the Republic of Armenia,	<ul style="list-style-type: none"> <p>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</p>

						Committee under the Government of the Republic of Armenia, Police under Government of the Republic of Armenia, National Security Service of the Republic of Armenia, Prosecutor General's Office of the Republic of Armenia, other public administration agencies of the Republic of Armenia		applications.
	87.2. 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.	Ministry of Labour and Social Issues of the Republic of Armenia	State Budget of the Republic of Armenia, Ministry of Finance of the Republic of Armenia	
88.. Consolidate and optimize the regulation of Codes of Conduct and Conflict of Interests of the public servants'.	88.1. 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.		A strategy and program on the Code of Ethics and Conflict of Interests for public servants. The Government of the Republic of Armenia has adopted a common Code of Conduct for state officials on the basis of the model Code of Conduct recommended by the Council of Europe Committee of Ministers. A law on the Code of Ethics and declaration of interests has been adopted including the procedures for declaration of property and income of the public officials.	The outcomes are according to the strategy and programme for public servants' Codes of Conduct and Conflict of Interests. Procedures for declaration of interests have been introduced at all levels of public service.	The outcomes are according to the strategy and program for Codes of Conduct and Conflict of Interests of the public servants.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, ,Anti-Corruption Council of the Republic of Armenia, independent experts	State Budget of the Republic of Armenia,	<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).
							donor organisations, the World Bank	
	89.2. Include the current system of property and income declaration by state officials into a common system for declaration of interests.		The provision has been incorporated into the strategy and program for public servants' Codes of Ethics and Conflict of Interests. The procedures for declaration of property and income of the state officials have	A specialised state authorised body on the Code of Ethics and Conflict of Interests has been recognized as the authorized body for declaration of property and income of state		Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of	RA State budget	

			been included in the law on Codes of Ethics and Conflict of Interests.	officials.		the Republic of Armenia, independent experts		
	89.3. 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.		The provision has been incorporated into the strategy and program for public servants' Codes of Ethics and Conflict of Interests. The law on rules of ethics and conflict of interests includes the relevant procedures.	The relevant amendments are made in other legal instruments.		Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, independent experts	State Budget of the Republic of Armenia	
	89.4. Toughen the rules and restrictions on the giving and receiving of gifts		The provision has been incorporated into the strategy and program for public servants' Codes of Ethics and Conflict of Interests. The draft law on public servants' Code of Ethics and Conflict of Interests regulates rules and restrictions on the giving and receiving of gifts.	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	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia,, Ministry of Finance of the Republic of Armenia, Ministry of Justice of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, independent experts	State Budget of the Republic of Armenia	
	89.5. Introduce a procedure preventing public servants from engaging in other activities.		The provision has been incorporated into the strategy and program for Codes of Ethics and Conflict of Interests of the public servants. The Draft Law of the Republic of Armenia "On Code of Ethics and Conflict of Interests regulates of public servants" the scope of preventing public servants from engaging in other activities.	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.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Ministry of Justice of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, independent experts	State Budget of the Republic of Armenia	
	89.6. Encourage those people who report the violations of Codes of Conduct and Conflicts of Interests and introduce a system for their protection.		The provision has been incorporated into the strategy and program for public servants' Codes of Ethics and conflict of interests. The Draft Law of the Republic of Armenia "On code of ethics and conflict of interests of public	An RA law on informers and their protection has been enacted. .	The Law of the Republic of Armenia "On informers and their protection" has become effective.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of	State Budget of the Republic of Armenia	

			servants" regulates the scope of protection of persons who report violations of codes of conduct and conflicts of interests.			the Republic of Armenia, independent experts		
	89.7. 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.		The provision has been incorporated into the strategy and program for Codes of Ethics and Conflict of Interests of the public servants.. The Draft Law "On Code of Ethics and Conflict of Interests of public servants" 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.	The system for declaring conflicts of interests has been developed and operates in public administration bodies.	The outcomes are according to the program.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia,	State Budget of the Republic of Armenia	• The ratio of the number of public administration bodies with ethics commissions to the overall number of public administration bodies.
90. Introduce a decentralized model for managing effectively the system of public servants' Codes of Conduct and declaration of interests.	90.1. 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.		The provision has been incorporated into the strategy and program for public servants' Codes of Ethics and Conflict of Interests. The Draft Law "On Code of Ethics and Conflict of Interests of Public Servants" 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.	Draft legislation on establishing the central authorized body managing the system of public servants' Codes of Conduct and declaration of interests.	A registry of declaration of interests has been created in all state administration institutions.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, independent experts	State Budget of the Republic of Armenia	
	90.1. Establish an ethics commission in every state body.		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. Ethics commissions are established in half of state administration and municipal bodies.			Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia,	State Budget of the Republic of Armenia	• • •
	90.2. Recognize the chief of staff as official responsible for introducing		The provision has been incorporated into the strategy	The chiefs of staffs in public administration and	The outcomes are according to the	Civil Service Council of the	State Budget of the Republic of Armenia	

	the Code of Conduct, creating and maintaining the registry for declaration of interests, observing the control procedures, producing reports on issues of ethics and conflict of interests in a particular body.		and program for public servants' Codes of Ethics and Conflict of Interests. 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 registry for declaration of interests, observing the control procedures, producing reports on issues of ethics and conflict of interests in a particular public administration body.	urban municipalities have been performing the functions laid down by the draft law on public servants' Code of Ethics and Conflict of Interests.	program.	Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, independent experts		
91. Capacity bringing of those who are responsible for issues related to the Codes of Conducts of the public servants and to the declaration of interests in state and municipal bodies.	91.1. Introduce practical guidelines on the declaration of interests, the Codes of Conducts and the norms of ethics and the related procedures, the reporting of violations, the cases and the facts, the investigation and the sanctions.		The provision has been incorporated into the strategy and program for public servants' Codes of Ethics and Conflict of Interests. 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.	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.	State authorized body on Codes of Conduct and declaration of interests of public servants in State and municipal bodies, RA Civil Service Council, independent experts	State Budget of the Republic of Armenia	• 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.
	91.2 Organize the training of officials responsible for the Codes of Ethics of the public servants and for the declaration of interests in state and municipal bodies on the basis of the introduced guidelines.		Training modules for officials responsible for the Codes of Ethics of the public servants and for the declaration of interests on the basis of the practical guidelines on the declaration of interests, the Codes of Conduct and the norms of ethics and the related procedures, the reporting of violations, the cases and facts, the investigation and sanctions.	Regular training courses for officials responsible for the Codes of Ethics of the public servants and for the declaration of interests.	Regular training courses for officials responsible for the Codes of Ethics of the public servants and for the declaration of interests.	State authorized body on the Codes of Conducts and on the declaration of interests of public servants in the State and the municipal bodies, the Council of Civil Service of the republic of Armenia, the State Revenues Committee under the Government of the Republic of Armenia, other concerned public administration agencies	State Budget of the Republic of Armenia	•
92. Ensure the transparency and openness of the declaration of interests by public servants.	92.1. Introduce procedures for posting the declarations of interests, including declarations on property and income of persons in political, discretionary and managerial		Draft legislation on posting declarations of interests, including the declarations on property and income of persons in political,	The declarations of interests, including the declarations on property and income of persons in political, discretionary	The outcomes are according to the monitoring indicators.	All public administration bodies of the Republic of Armenia	State Budget of the Republic of Armenia	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.

	positions in state service and in highest positions in civil service on the official websites of the relevant agencies and for establishing control over their observance.		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.	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.				
	92.2. Introduce procedures for public response to the inquiries of the citizens or media publications about the declaration of interests by the officials and establish control over their observance.		Draft legislation on public response to the inquiries of the citizens or media publications about the declaration of interests by the 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 the officials of the state and municipal bodies by mass media.	The outcomes are according to the monitoring indicators.	Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, independent experts	State Budget of the Republic of Armenia	

Strategy Provisions	Action	Deliverables			Responsible Authority	Source of Funding	Monitoring Indicators	
		2009	2010	2011 2012				
CRIMINALISATION MEASURES IN COMBATING CORRUPTION Criminalisation of Corruption and Law Enforcement Activities								
98. Finalise and specify the scope of corruption crimes	98.1 Ensure summary and improvement of the legislation and practice in conformity with the internationally recognised approaches in the field of criminalisation of corruption		Study of the international practice with a view to clarifying the scope of corruption crimes Harmonisation of the scope of corruption crimes with the internationally recognised approaches and legal provision thereof	Statistics maintained and published on the basis of the specified list of corruption crimes	The wording of corruption <i>corpus delicti</i> that leads to multiplicity of interpretations has been clarified	Ministry of Justice of the Republic of Armenia General Prosecutor's Office of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The ratio of the number of separate corruption crimes in the Republic of Armenia to the overall number of corruption 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 criminalisation of corruption) Active trading in influence has been criminalised by the criminal legislation of the Republic of Armenia (yes/no) Corruption by abuse of official powers is a crime punishable by law despite the size of inflicted damage (yes/no) The criminal legislation has established a separate crime of stealing, embezzlement, illegal appropriation or inappropriate use of property by an official (yes/no)
	98.2 Specify the legal regulation of the <i>corpus delicti</i> of active and passive bribery		Study of the international practice of the criminalisation of active and passive bribery Review of Articles 311, 312, 311.1 and 312.1 of the Criminal Code of the Republic of Armenia in line with the international practice	Stipulation of the norms in conformity with internationally recognised approaches in the Criminal Code of the Republic of Armenia	The wording of corruption <i>corpus delicti</i> that leads to multiplicity of interpretations has been clarified	The Ministry of Justice of the Republic of Armenia	State budget of the Republic of Armenia	
	98.3 Define a separate crime of active and passive trading in influence		Study of the international practice of the criminalisation of active and passive trading in influence Submit draft amendments to the the Criminal Code of the Republic of Armenia in line 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 criminalised and the <i>corpus delicti</i> of active trading in influence has been specified	The wording of corruption <i>corpus delicti</i> that leads to multiplicity of interpretations has been specified	Ministry of Justice of the Republic of Armenia	State budget of the Republic of Armenia	
	98.4 Review the preconditions for holding liable for the abuse of official powers		Study of the international practice on 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 Criminal Code of the Republic of Armenia in line 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 leads to multiplicity of interpretations has been clarified	Ministry of Justice of the Republic of Armenia	State budget of the Republic of Armenia	
99. Increase the effectiveness of the fight against corruption	99.1 Reduce the latency of corruption crimes		Review the legislative provisions on exempting from liability as an incentive measure in case of reporting on corruption crimes by viewing the reporting as a circumstance exempting from criminal liability only if done before	In case of bribery, a person is exempt from criminal liability if he reports about it to criminal prosecution bodies after the promise or offer and later co-operates with them by handing over the object of bribery within the framework of the	As a result of the review of legislative provisions, the reporting on the crime enables the detection of and taking of evidence on corruption crimes	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The ratio of corruption crimes detected as a result of reporting to the reported crimes that have not been detected The <i>corpus delicti</i> of incitement to bribery and its regulations have been

			the completion of the crime	operational intelligence measures of imitation of bribe-giving.				reviewed to prevent discretionary decisions (yes/no)
	99.2 Review the <i>corpus delicti</i> and regulation of incitement to bribery.		Study the international practice of the differentiation between operational experiment and incitement to bribery Submit amendments to the Law of the Republic of Armenia "On Operational Intelligence" and the Criminal Code of the Republic of Armenia aimed at clear differentiation between operational experiment and incitement to bribery	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 operational experiment and incitement to bribery have been filled in.	Ministry of Justice of the Republic of Armenia Police adjunct to the Government of the Republic of Armenia General Prosecutor's Office of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The ratio of the awarded appeals against imitation of bribe-giving or receiving to the number of actual operational imitations The ratio of the awarded appeals against the operational experiment for the detection of bribe-giving or receiving to the number of actual operational experiments
	99.3 Subject the conditions for imitation of bribe-giving and operational experiment to clear regulation in line with international best practice		Study the international practice of imitation of bribe-giving and operational experiment Submit draft amendments to the Law of the Republic of Armenia "On Operational Intelligence" aimed at legislative regulation of the condition of imitation of bribe-giving and operational experiment	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 be engaged in operational intelligence activities must be prohibited	Ministry of Justice of the Republic of Armenia Police adjunct to the Government of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The relevant type and measure of sanction for corruption crimes committed by natural persons for the benefit of a legal person have been established (yes/no) The criminal legislation has established the relevant types and measure of sanctions for trading in influence by natural persons in favour of a legal person on mercenary motives (yes/no) The criminal legislation has established the relevant type and measure of sanctions for money laundering by natural persons for the benefit of a legal entity (yes/no).
100. Introduce the institute of criminal liability of legal persons	100.1 Criminalise corruption crimes committed by natural persons for the benefit of a legal entity		Study the international practice of criminal liability of legal entities Identify the sanctions imposed on legal persons Submit draft amendments to the Criminal Code of the Republic of Armenia on establishing criminal liability for corruption crimes committed by natural persons for the benefit of a legal person	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	Ministry of Justice of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> The criminal legislation has established the relevant type and measure of sanctions for money laundering by natural persons for the benefit of a legal entity (yes/no).
101. Establish optimal and internationally accepted limitation periods for detection of corruption crimes and prosecution of their perpetrators	101.1 Study the international practice of acceptable limitation periods for corruption crimes		Analyse the domestic statistics on dismissal of proceedings for corruption 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 crimes in the Criminal Code of the Republic of Armenia with the peculiarities of detection of such crimes Submit draft amendments to the Criminal Code of the Republic of	Longer limitation periods established for liability for corruption-related crimes in tune with internationally accepted approaches.		Ministry of Justice of the Republic of Armenia General Prosecutor's Office of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> A longer limitation period for instituting proceedings for corruption crimes in contrast to other crimes has been established in the legislation of the Republic of Armenia (yes/no) The ratio of the number of proceedings for corruption crimes dismissed as a result of expiry of limitation periods to the number of detected corruption crimes The participation of superior individual decision-makers in

			Armenia aimed at establishing longer limitation periods for holding liable for corruption crimes					matters related to instituting criminal proceedings against prosecutors and judges has been reduced (yes/no)
	101.2 Review the procedures for depriving prosecutors and judges of immunity		Draft amendments to the Law of the Republic of Armenia 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 brought into conformity with the international requirements	Ministry of Justice of the Republic of Armenia General Prosecutor's Office of the Republic of Armenia Judicial Department of the Republic of Armenia	State budget of the Republic of Armenia	<ul style="list-style-type: none"> The ratio of the number of passive corruption cases to the overall number of active corruption cases (the closer it is to 1 the higher is the effectiveness of criminalisation of corruption) 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 from corruption)
102. Ensure proportionate, appropriately strict and effective types of sanctions for corruption crimes	102.1 Study the international practice of sanctions for corruption crimes		Analyse the international practice of sanctions for corruption crimes and compare them with the sanctions for the relevant crimes in the Criminal Code of the Republic of Armenia Submit draft amendments to the Criminal Code of the Republic of Armenia aimed at reviewing the sanctions to harmonise them with the level of dangerousness of corruption crimes	Envisage civil and administrative law coercive measures alongside criminal law coercive measures in the area of liability for corruption-related crimes .	Sanctions in line with international standards including civil and administrative law coercive measures established for corruption crimes	Ministry of Justice of the Republic of Armenia	State budget of the Republic of Armenia	<ul style="list-style-type: none"> The ratio of the amount of the confiscated assets acquired from corruption crimes to the overall amount of seized assets for the same cases and in the same time period (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
103. Develop mechanisms for seizure and confiscation of the proceeds from corruption	103.1 Introduce transparent and effective mechanisms for the management of confiscated assets, including by transferring them to the state ownership and using them for restitution of the damages caused by the crime or other related programmes		Study the international practice in the field of management of confiscation of assets obtained from criminal acts Submit draft amendments to the Criminal Procedure Code of the Republic of Armenia aimed at the regulation of the management of confiscation of the assets received from criminal acts	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	Ministry of Justice of the Republic of Armenia	State budget of the Republic of Armenia	<ul style="list-style-type: none"> The ratio of the damage inflicted upon the State as a
								result of corruption crimes to the recovered amount in the same time period (the closer it is to 1, the higher is the effectiveness of the mechanisms for seizure and confiscation of proceeds from 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		Study the internationally applied mechanisms for the protection of witnesses, experts, victims and informers and incorporate the relevant provisions in the Criminal Procedure Code of the Republic of Armenia	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 crimes in line with the international approaches are guaranteed	Ministry of Justice of the Republic of Armenia	State budget of the Republic of Armenia	<ul style="list-style-type: none"> Provisions on the protection of informers have been laid down in the Criminal Procedure Code of the Republic of Armenia legislation (yes/no) Agreements have been signed

	means		Study the international practice in the field of protection of persons reporting on corruption crimes of their own volition and initiative and incorporate the relevant provisions in the Criminal Procedure Code of the Republic of Armenia					and official arrangements have been 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 crimes of their own volition to the overall number of instituted corruption cases in the same time period (the closer it is to 1, the more effective is the institute of protection) • A common system of maintaining statistics on corruption 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 time period (the closer it is to 1, the more effective are law-enforcement authorities in the fight against corruption) • The ratio of the dismissed corruption cases to the overall number of instituted criminal cases in the same time period (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 time period (the closer it is to 1, the more effective are law-enforcement authorities in the fight against corruption)
	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 transferring the protected persons	Agreements signed and arrangements made with other states with a view to transferring protected persons.		Ministry of Justice of the Republic of Armenia Ministry of Foreign Affairs of the Republic of Armenia Prosecutor's Office of the Republic of Armenia	State budget of the Republic of Armenia	
105. Increase the effectiveness of law- enforcement authorities	105.1 Clearly delineate the functions of state bodies		Organisation of professional trainings for anti-corruption bodies aimed at	Introduction of clear coordination and cooperation procedures for anti-	Improvement of the supervisory and control	Prosecutor's Office of the Republic of Armenia	State budget of the Republic of Armenia	

in combating corruption	combating corruption crimes		building the capacity for the detection of corruption crimes Creation of special structural subdivisions or staff positions specialized in investigating certain types of corruption crimes and furnish them with necessary human, financial and material resources	corruption bodies, including maintenance of unified statistics on corruption crimes.	mechanisms over the activities of preliminary investigation and inquiry bodies.	Police adjunct to the Government of the Republic of Armenia National Security Service adjunct to the Government of the Republic of Armenia, Special Investigative Service of the Republic of Armenia	Support of donor community	
106. Ensure active and effective co-operation between law-enforcement authorities and civil society in combating corruption	106.1 Establish viable legal mechanisms to encourage reporting to law-enforcement bodies about corruption offences		Study of the available international practice in the field of cooperation between law-enforcement bodies and civil society in combating corruption. An action plan with a view to encouraging reporting to law-enforcement bodies about corruption-related offences.	Supplement the norms of the Criminal Code of the Republic of Armenia with legal mechanisms encouraging reporting to law-enforcement bodies about corruption offences and detection of crime.	As a result of reporting on corruption offences the effectiveness of detection of corruption crimes has increased.	Prosecutor's Office of the Republic of Armenia Police adjunct to the Government of the Republic of Armenia	State budget of the Republic of Armenia Support of donor community	<ul style="list-style-type: none"> • The ratio of the number of reports on corruption crimes provided to the competent authorities by physical and legal persons through the mass media to the overall number of corruption criminal cases instituted by these bodies in the same time period (the closer it is to 1, the more effective is the co-operation between law-enforcement authorities and civil society organisations) • The ratio of the number of official mass media reports on fighting corruption by law-enforcement authorities to the overall number of campaigns by these bodies encouraging the co-operation with civil society
	106.2 Develop systems for analysing reports on corruption offences and reacting rapidly to them.		Study the international practice of receiving reports on corruption crimes and reacting to them. A viable inter-agency system of receiving and rapid exchange of information on corruption crimes, including the mechanisms for processing the mass media reports on corruption crimes.	Campaigns encouraging reporting on corruption offences, availability of mechanisms ensuring openness and accountability with regard to corruption-related reports and of measures taken following such reports.	Public reports of anti-corruption bodies as well as civil society feedback of civil society on such reports.	Prosecutor's Office of the Republic of Armenia Police adjunct to the Government of the Republic of Armenia National Security Service adjunct to the Government of the Republic of Armenia Special Investigative Service of the Republic of Armenia	State budget of the Republic of Armenia	<ul style="list-style-type: none"> in the same time period (the closer it is to 1, the more effective is the co-operation between law-enforcement authorities and civil society organisations) • The ratio of the number of corruption criminal cases instituted on the basis of reports of natural 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.
107. Develop international co-operation in combating corruption crimes	107.1 Widen the scope of bilateral and multilateral agreements regulating the		Review of the scope of bilateral and multilateral agreements between the Republic of Armenia and other	Bilateral and multilateral agreements regulating the issues of mutual legal assistance, transfer of criminal proceedings and extradition of perpetrators of crimes		Prosecutor's Office of the Republic of Armenia Police adjunct to the	State budget of the Republic of Armenia	<ul style="list-style-type: none"> • The ratio of the number of cases of co-operation in the framework of bilateral and

	<p>issues of mutual legal assistance, transfer of criminal proceedings and extradition of perpetrators of crimes</p>		<p>states regulating the issues of mutual legal assistance, transfer of criminal proceedings and extradition of perpetrators of crimes Identification of the list of potential partner states Provisions on joint investigative operations and special investigative techniques for corruption crimes have been incorporated in bilateral and multilateral international agreements and treaties.</p>		<p>Government of the Republic of Armenia Ministry of Foreign Affairs of the Republic of Armenia</p>	<p>multilateral international agreements and treaties on corruption crimes to the overall number of cases of mutual legal assistance on criminal cases without international treaties in the same time period (the closer it is to 1, the higher is the international co-operation in combating corruption crimes)</p>
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Strategy Provisions	Action	Deliverables				Responsible Authority	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
EDUCATION AND TRAINING OF PERSONNEL MANAGING THE CORRUPTION-RELATED INFORMATION								
108. Implement special anti-corruption education and awareness policy programs	108.1 Define the requirements for the anti-corruption education process		Anti-corruption education programs and other scientific and methodological materials necessary for the organisation of the education process have been approved. Legal instruments necessary for the introduction of anti-corruption education system have been developed. Sizes and procedures for budgetary financing of anti-corruption education programmes, problems of corruption and modules on anti-corruption subjects have been included in general and vocational education curricula.	Relevant courses and subjects are taught in general and vocational education institutions	Relevant courses and subjects are taught in general and vocational education institutions	Ministry of Science and Education of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State budget of the Republic of Armenia, donor organisations	<ul style="list-style-type: none"> • 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 • 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 • Information materials on corruption problems
	108.2 Introduce topics on prevention, detection and public awareness of corruption in the curricula of certain specialties in higher education and vocational education institutions		Topics and modules on prevention, detection and public awareness of corruption in the curricula of certain specialties in higher education institutions. Corruption problems and modules on anti-corruption topics have been included in the curricula and research lists of masters' programs in higher education institutions.	Relevant courses and subjects are taught and research conducted for certain specialties in higher education and scientific institutions.	Relevant courses and subjects are taught and research conducted for certain specialties in higher education institutions	Ministry of Science and Education of the Republic of Armenia, National Academy of the Sciences of the Republic of Armenia	State budget of the Republic of Armenia	
	108.3 Develop the capacity of higher education institutions involved in the fight against corruption	Research in the area of capacities and needs of higher education institutions; assessment of the scope and requirements of the teaching staff that need to be trained	Elaboration of 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	Ministry of Science and Education of the Republic of Armenia	State budget of the Republic of Armenia, 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	Ministry of Science and Education of the Republic of Armenia, relevant educational establishment	State budget of the Republic of Armenia, donor organisations	
109. Introduce and maintain a system of continuous anti-corruption training for	109.1 Approve the training programs on anti-corruption issues for public servants and establish a procedure		Training to public servants, including from the police and the prosecutor's office in a variety of anti-corruption topics including	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	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the	State budget of the Republic of Armenia, donor organisations	<ul style="list-style-type: none"> • Frequency of review and revision of corruption problems and modules on anti-corruption topics (%) • Number of delivered anti-corruption

public servants	for their organisation		the detection and prevention of corruption and money laundering Corruption problems 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		program	Republic of Armenia, Ministry of Science and Education of the Republic of Armenia, Civil Service Council of the Republic of Armenia, General Prosecutor's Office of the Republic of Armenia, Police, National Security Service, State Revenue Committee adjunct to the Government of the Republic of Armenia, and other stakeholder state bodies		training modules for certain specialties in the overall number of trainings to public servants (%) • Number of specialists trained in anti-corruption subjects compared with the list established on the basis of the need assessment (%)
	109.2 Assess the capacity of training institutions in state		Studies to assess the needs of training institutions	List of officials that are required to undergo	List of officials that are required to	Staff of the Government of the Republic of Armenia	State budget of the Republic of Armenia,	
	bodies involved in the implementation of the anti-corruption policy and define the range of officials and organisations that are required to undergo training through these institutions		Verified range (list) of officials to be trained List of organisations providing professional training in anti-corruption issues has been clarified	training and training providers have been harmonised with the demand	undergo training and training providers has been harmonized with the demand	Anti-Corruption Council of the Republic of Armenia, Ministry of Science and Education of the Republic of Armenia, Civil Service Council of the Republic of Armenia, General Prosecutor's Office of the Republic of Armenia, Police adjunct to the Government of the Republic of Armenia, National Security Service of the Republic of Armenia, State Revenue Committee adjunct to the Government of the Republic of Armenia and other concerned state bodies	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	Ministry of Science and Education of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Civil Service Council of the Republic of Armenia,	State budget of the Republic of Armenia, international and donor organizations' support	•

						General Prosecutor's Office of the Republic of Armenia, Police, National Security Service, State Revenue Committee adjunct to the Government of the Republic of Armenia, and other stakeholder state bodies		
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		International practice in the field of corruption-related data exchange between individual anti-corruption bodies and with international and regional organizations has been analysed and the relevant recommendations has been submitted 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.	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	General Prosecutor's Office of the Republic of Armenia, Police adjunct to the Government of the Republic of Armenia, National Security Service adjunct to the Government of the Republic of Armenia National Statistical Service of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State budget of the Republic of Armenia, donor organisations	<ul style="list-style-type: none"> • Number of cases of corruption detected through cooperation with international and regional organisations or the number of cooperation agreements and treaties • Ratio of the number of studies conducted by local organizations as commissioned by the Government of the Republic of Armenia 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		The legislation has regulated the scope of corruption-related offences A methodology for corruption cases has been developed A common methodology for maintaining statistics of corruption cases, including of the monitoring of the progress of the international commitments undertaken by the international treaties of the Republic of Armenia.	National Statistical Service of the Republic of Armenia has ensured consolidated official statistics on corruption-related cases	National Statistical Service of the Republic of Armenia has ensured a consolidated official statistics on corruption-related cases	National Statistical Service of the Republic of Armenia, General Prosecutor's Office of the Republic of Armenia National Security Service adjunct to the Government of the Republic of Armenia Police adjunct to the Government of the Republic of Armenia Anti-Corruption Council of the Republic of Armenia	State budget of the Republic of Armenia, 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	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia civil society associations (upon agreement)	State budget of the Republic of Armenia, donor organisations	

	<p>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</p>		<p>spread, to detect its trends, risks and manifestations and to develop a public polls methodology Conduct studies and public polls as commissioned by the Government of the Republic of Armenia to evaluate corruption, sectors and areas where it is spread, to detect its trends, risks and manifestations.</p>	<p>sectors and areas where it is spread, to detect its trends, risks and manifestations have been conducted as commissioned by the Government of the Republic of Armenia</p>	<p>corruption, sectors and areas where it is spread, to detect its trends, risks and manifestations have been conducted as commissioned by the Government of the Republic of Armenia</p>			
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Strategy Provisions	Action	Deliverables				Responsible Authority	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
CIVIL SOCIETY SUPPORT IN THE FIGHT AGAINST CORRUPTION								
111. Increase civil society's awareness of corruption, its causes, nature of danger and threats	111.1 Carry out campaigns on the causes, consequences and nature of corruption 111.2 Ensure the coverage of implementation of the state anti-corruption policy		Conducted campaigns on the causes, consequences and nature of corruption	Conducted campaigns on the causes, consequences and nature of corruption 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. Organisation of TV program series on the Public Television Company of the Republic of Armenia covering the progress of implementation of the state anti-corruption policy, preparation of printed and electronic materials on public services and dissemination of them among the general public.	Conducted campaigns on the causes, consequences and nature of corruption Popular manuals, information leaflets, posters, advocacy campaigns, rallies organized by NGOs and mass media.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Civil society organizations (upon agreement) Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Public Radio and Television Company of the Republic of Armenia, mass media	State Budget of the Republic of Armenia, donor organizations State Budget of the Republic of Armenia, donor organizations	<ul style="list-style-type: none"> The level of civil society awareness of corruption, its causes, nature of dangers and threats (%). The ratio of the number of campaigns related to the problems of corruption to the overall number of education and awareness events in the same period of time. The number of official websites having links to the official website of the anti-corruption strategy of the Republic of Armenia in a given period of time.
	111,3 Ensure regular posting of anti-corruption information on the official websites of public administration and local self-government bodies.		Launch of an official website for the anti-corruption strategy of the Republic of Armenia linked to the website of the Government of the Republic of Armenia. The current websites of public administration bodies of the Republic of Armenia have links to the official website of the anti-corruption strategy of the Republic of Armenia.	The current websites of the territorial administration bodies of the Republic of Armenia have links to the official website of the anti-corruption strategy of the Republic of Armenia.	The (model) official websites created for the urban communities of the Republic of Armenia have links to the official website of the anti-corruption strategy of the Republic of Armenia.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Relevant public administration and local self-government bodies	State Budget of the Republic of Armenia, donor organizations	
112. Establish mandatory mechanisms for participation in policy decision-making	112.1 Involvement of civil society representatives in separate councils and commissions under the decision-making bodies of the Republic of Armenia		Establish procedures for the participation of civil society representatives in policy decision-making. Civil society representatives are involved in committees on policy issues of 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.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Ministry of Territorial Administration of the Republic of Armenia	State Budget of the Republic of Armenia, donor organizations	<ul style="list-style-type: none"> Percentage of studies, conclusions, arguments and public opinion surveys provided by non-governmental organizations related to draft legislation and secondary legislation;
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 marzes of the Republic of Armenia.	Public anti-corruption reception rooms have been established and are functioning in 5 marzes of the Republic of Armenia.	Public anti-corruption reception rooms have been established and are functioning in 10 marzes of the Republic of Armenia and in Yerevan.	The link of public reception rooms with the relevant anti-corruption body have been provided.	The status of public reception rooms has been clarified and their activities have been guaranteed.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, USAID Anti-Corruption Program	State Budget of the Republic of Armenia, donor organizations	<ul style="list-style-type: none"> The ratio of the number of "hotlines" operating adjunct to public administration bodies of the Republic of Armenia to the overall number of state bodies providing public services The ratio of the number of publications in the mass media on detected cases of corruption to the overall number of publications covering offences in the same period of time.

	113.2 Establish anonymous “hotlines” adjunct to anti- corruption bodies and provide free consultation by other electronic means.		Establish anonymous “hotlines” on corruption cases and other electronic means adjunct to anti-corruption bodies providing free of charge consultation to citizens			Staff of the Government of the Republic of Armenia, Prosecutor’s Office of the Republic of Armenia, Police, National Security Service, State Revenues Committee adjunct to the Government of the Republic of Armenia, Control Chamber of the Republic of Armenia	State Budget of the Republic of Armenia	
	113.4 Publicize the activities of anti-corruption bodies through 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 Action Plan	Outcomes are based on the Action Plan	Outcomes are based on the Action Plan	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Prosecutor’s Office of the Republic of Armenia, Police, National Security Service, State Revenues Committee adjunct to the Government of the Republic of Armenia, Control Chamber of the Republic of Armenia	State Budget of the Republic of Armenia	
114. Develop anti- corruption capacities of the civil society. Outcomes are based on the Action Plan.	114.1 Award grants and provide state funding for anti-corruption monitoring and studies for assessing the level and extent of corruption.		Established procedures for awarding grants and providing state funding for anti-corruption monitoring and studies and assessment of the level and extent of corruption have been established.	Initiatives of studies and assessments of the level and extent of corruption by professional non-governmental associations have been sponsored in the framework of state funding.	To be continued.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia, donor organizations	<ul style="list-style-type: none"> The number of training courses organised 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 and assessments of the level and extent of corruption in the amount of grants to be awarded to NGOs from the state budget (%).
	114.2 Organise training programs and courses for civil society monitoring groups, including investigative journalists.			Civil society monitoring groups have participated in 10 training courses in 10 marz centres of the Republic of Armenia and in Yerevan. Investigative journalists have participated in 10 training courses in 10 marz centres of the Republic of Armenia and in Yerevan.	Civil society monitoring groups have participated in 10 training courses in 10 marz centres of the Republic of Armenia and in Yerevan. Investigative journalists have participated in 10 training courses in 10 marz centres of the Republic of Armenia and in Yerevan.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Specialized NGOs (upon agreement)	State Budget of the Republic of Armenia, 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 Law of the Republic of Armenia “On freedom of information” and establish control over their observance.		The Government of the Republic of Armenia has adopted the package of draft secondary legislation following from the Law of the Republic of Armenia “On freedom of information”. Recommendations on amending the Law of the Republic of Armenia “On Freedom of Information”, implementation of secondary legislation adopted on the basis of the Law of the Republic of Armenia “On freedom of information”.	Results of monitoring the implementation of secondary legislation adopted on the basis of the Law of the Republic of Armenia “On freedom of information”.	Results of monitoring the implementation of secondary legislation adopted on the basis of the Law of the Republic of Armenia “On freedom of information”.	Ministry of Justice of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Centre for Freedom of Information NGO (upon agreement)	State Budget of the Republic of Armenia, donor organizations	<ul style="list-style-type: none"> The ratio of the number of applications/inquiries addressed to the state and local self-government bodies of the Republic of Armenia to the overall quantity of information provided by these bodies in the same period of time.
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 of functions and assessment of training needs with regard to freedom of information within public administration and local self- government bodies. Staff members responsible for the provision of information have been appointed in public administration institutions according to the Law of the Republic of Armenia “On freedom of information” and training courses have	Staff members responsible for the provision of information have been appointed in the urban communities of the Republic of Armenia.	The regular training of officials responsible for the provision of information in state and local self-government bodies is carried out on the basis of procedures for mandatory training of state and municipal servants.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Ministry of Territorial Administration of the Republic of Armenia, Civil Service Council of the Republic of Armenia, Staff of the Government of the Republic of Armenia,	State Budget of the Republic of Armenia, donor organizations State Budget of the Republic of Armenia, donor organizations	<ul style="list-style-type: none"> The ratio of the number of trained officials responsible for the issues of freedom of information to the overall number of such officials in the same period of time; Average number of officials subjected to liability for the violations of the right of freedom of information in the overall number of violations. The ratio of the judgments satisfying the claims of citizens on violations of the requirements of the Law of the Republic of Armenia “On freedom of information” to the overall

			been organised.			Anti-Corruption Council of the Republic of Armenia, Ministries of the Republic of Armenia		number of claims filed within the same period of time.
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.	Procedures for citizens applications/complaints have been established by secondary legislation adopted on the basis of the Law of the Republic of Armenia "On the procedure for the consideration of recommendations, applications and complaints of citizens".	Contracts clarifying the procedures for mediated discussion and full satisfaction of applications/complaints of citizens have been signed between administrative bodies providing public services and public reception rooms.	The system and procedures for public anti-corruption reception rooms and "one-stop shops" have been expanded.				<ul style="list-style-type: none"> • 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 state resources to the overall number of citizens having been provided with free legal assistance. • The ratio of the number of claims filed 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).
	117.2 In procedures for providing services to citizens by administrative bodies exclude the receipt of information required from other state bodies via citizens.	Study of the procedures for providing services to citizens by administrative bodies; identification of the types and volume of information required via citizens.	Recommendations on legislative amendments.	Monitoring and evaluation procedures are established.	The procedures for providing services to citizens by administrative bodies exclude the possibility of receiving information required from other state bodies via citizens.	Ministry of Justice of the Republic of Armenia, Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia,	State Budget of the Republic of Armenia, donor organizations	
119. Ensure the professional independence and autonomy of bodies regulating the field of mass media.	119.1 Increase the economic and professional independence level of the mass media.	Supervision over the accreditation of the mass media and securing of a free environment for their activities is established.	Supervision is established over the observance of legislative requirements aimed at prevention of any pressure on the mass media and journalists.	Supervision is carried out over the observance of legislative requirements aimed at exclusion of any pressure on the mass media and journalists.	Supervision is carried out over the observance of legislative requirements aimed at exclusion of any pressure on the mass media and journalists.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Ministry of Justice of the Republic of Armenia, Prosecutor's Office of the Republic of Armenia, Mass media, Civil unions (upon agreement)	State Budget of the Republic of Armenia, donor organizations	<ul style="list-style-type: none"> • The number of the detected cases of pressure on the mass media and journalists; • The number of publications and complaints related to the accreditation of the media and securing a free environment for their activities.

Strategy Provisions	Action	Deliverables				Responsible Authority	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
A MONITORING AND EVALUATION SYSTEM FOR THE ANTI-CORRUPTION STRATEGY OF THE REPUBLIC OF ARMENIA AND ITS IMPLEMENTATION ACTION PLAN								
120. Ensure the monitoring (participatory monitoring) of the ACSIAIP 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 monitoring and evaluation of the ACSIAIP.		<p>Study to evaluate the institutional capacity of public administration bodies of the Republic of Armenia for the monitoring and Evaluation of ACSIAIP.</p> <p>Methodology for current participatory ACSIAIP monitoring has been approved, including the scope of activities of civil society structures in the monitoring process.</p> <p>Relevant ACSIAIP monitoring and evaluation structures have been formed in the public administration bodies of the Republic of Armenia.</p> <p>Procedures for current participatory ACSIAIP monitoring have been approved.</p>	<p>Procedures for ACSIAIP 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 consolidation within a civil anti-corruption network have been ensured.</p>	<p>The ACSIAIP review process has been regulated.</p> <p>The civil anti-corruption network is functioning.</p> <p>Analysis of outcomes of participatory monitoring and preparation of recommendations based thereon.</p>	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia, Relevant public administration bodies	State Budget of the Republic of Armenia, Support of donor organisations	<ul style="list-style-type: none"> • Existence of relevant ACSIAIP monitoring and evaluation structures in all public administration bodies; • The number of orders of the Government of the Republic of Armenia requesting Participatory monitoring of the areas included in ACSIAIP; • The ACSIAIP consolidated reports have been approved by the Anti-Corruption Council of the Republic of Armenia; • The number of public consultations on the ACSIAIP 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 ACSIAIP (%); • Monitoring reports on honouring the requirements of the OECD, GRECO and the UN Convention Against Corruption, evaluation of the impact of non-fulfilment of commitments, expert assessment; • The ratio of the number of ACSIAIP monitoring and evaluation units that have been familiarized with the best international practice to the overall number of units involved in the ACSIAIP monitoring system (%); • Cooperation between the ACSIAIP monitoring and evaluation units within public administration bodies and the structural units of Anti-Corruption Council of the Republic of Armenia has been established; • The ratio of the number of trained state servants to the overall number of state servants involved in the ACSIAIP monitoring and evaluation (%); • The ratio of the number of trained civil society representatives to the overall number of civil society representatives having assumed ACSIAIP monitoring and evaluation functions (%).
	120.2 Establish standards and procedures for the ACSIAIP performance reports, including for summarizing annual results.	The 2009 ACSIAIP performance report	<p>Templates and guidelines for the ACSIAIP performance reports;</p> <p>The 2010 ACSIAIP performance report;</p> <p>Monitoring reports on the implementation of the OECD and GRECO recommendations.</p>	<p>The 2011 ACSIAIP performance report;</p> <p>Report on honouring the commitments undertaken under the UN Convention Against Corruption.</p>	The 2012 ACSIAIP performance report	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia, Support of donor organisations	
	120.3 Apply the international best practice of anti-corruption monitoring and technical assistance.		<p>International expertise of the 2010 ACSIAIP performance report;</p> <p>TWINING and TAIEX Programs designed for anti-corruption monitoring.</p>	<p>Implemented TWINING and TAIEX programs on understanding the international experience of anti-corruption monitoring implemented.</p>	<p>Presenting of Armenia's anti-corruption monitoring experience.</p>	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia, Support of donor organisations	
	120.4 Organise joint training courses on ACSIAIP monitoring and evaluation for representatives of state bodies and civil society structures.		<p>Subjects of training and timetable of courses;</p> <p>Training courses organised for representatives of public administration bodies and civil society structures, including on participatory monitoring methodology and tools.</p>	<p>Training courses organised for representatives of public administration bodies and civil society structures, including on participatory monitoring methodology and tools.</p>	<p>Training courses organised for representatives of public administration bodies and civil society structures, including on participatory monitoring methodology and tools.</p>	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia, Support of donor organisations	
121. Ensure the ACSIAIP impact assessment by civil society.	121.1 Carry out an assessment among households, businesses and other target groups in the society on the apparentness of reduction level of corruption and on the satisfaction with the paces of reduction of corruption and the quality of public services.		<p>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>Survey among households, businesses and other target groups in the society on the level of corruption and public services delivered by the state bodies of the Republic of Armenia</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>Survey among households, businesses and other target groups in the society on the level of corruption and public services delivered by the state bodies of the Republic of Armenia</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>	Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia, Support of donor organisations	<ul style="list-style-type: none"> • The number of competitions announced by the Government of the Republic of Armenia for conducting participatory monitoring surveys in various ACSIAIP areas; • The number of recommendations included in the ACSIAIP impact assessment reports by civil society.

Strategy Provisions	Action	Deliverables				Responsible Authority	Source of Funding	Monitoring Indicators
		2009	2010	2011	2012			
ANTI-CORRUPTION POLICY IMPLEMENTATION BODIES								
123. Develop the capacity of the Anti-Corruption Council in performing functions related to making and revision, coordination and control of the anti-corruption policy as well as assessment of its results.	123.1 Finalize the composition of the Anti-Corruption Council.		Amendments to the legal acts regulating the activities of the Anti-Corruption Council; Representatives from the Judicial Department, civil society and businesses have been involved in the membership composition of the Council. Statements and reports discussed and decisions made.	Statements and reports on anti-corruption policy implementation, decisions made.	Consolidated reports, assessed results and decisions made in the area of anti-corruption policy implementation.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia	<ul style="list-style-type: none"> • The number of sessions convened by the Council; • International commitments of the Republic of Armenia assumed under the UN Convention against Corruption, the OECD and GRECO recommendations have been fulfilled. • The number of joint training courses,.
	123.2 Review the scope of functions of the Anti-Corruption Council.		Amendments to the legal acts regulating the activities of the Anti-Corruption Council. The Anti-Corruption Council is performing functions related to broadening and dissemination of the relevant knowledge, involvement of civil society, addressing applications of citizens 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.		Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia	
	123.3 Establish a structural subdivision adjunct to the Anti-Corruption Council.	The legal acts defining the objectives, functions, organizational structure and status of the structural subdivision adjunct to the Anti-Corruption Council have been developed and the structural subdivision has been established.	The structural is ensuring the normal functioning of the Anti-Corruption Council. The State Budget of the Republic of Armenia has envisaged the relevant financial resources.	The structural subdivision is ensuring the normal functioning of the Anti-Corruption Council. Reports on the progress of the Anti-Corruption Strategy and its Action Plan, as well as on honouring the commitments assumed by international treaties.	The structural subdivision is 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 Plan has started.	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia	
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.		Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia	
	124.2 Develop the cooperation capacity of bodies preventing and detecting corruption.		Development of topics for training courses for the staffs of state anti-corruption bodies and jointly organised 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	Staff of the Government of the Republic of Armenia, Anti-Corruption Council of the Republic of Armenia	State Budget of the Republic of Armenia, donor organisations	