

## MCC INDICATOR PERFORMANCE IMPROVEMENT PLAN

<i>Ruling Justly: Political Rights</i>			
Indicator Subcomponent	Factors Influencing Indicator Performance	Proposed Activities/Ongoing Reforms	Expected Outcome and Timeframes/Note on Completion
1. Public trust	1.1. Obvious lack of public trust towards electoral processes	1.1. Intensify public awareness measures and deliver targeted trainings, including also for the staff of local self-governance bodies focused on: <ul style="list-style-type: none"> <li>▪ Ensuring voting free of any form of compulsion or terror for all citizens;</li> <li>▪ Ensuring secrecy of vote emphasizing senselessness of “vote buying” and intolerance of central governance towards such phenomena.</li> </ul>	1.1.1.1. Approved timetable for PR and training activities (Q3, 2009)
2. Organization of elections	2.1. Organization of elections is not transparent and impartial enough	2.1.1. Develop manual on the rights and responsibilities of candidates’ proxies	2.1.1.1. Develop the manual and make public through CEC webpage (Q3, 2009)
3. Pre-election campaign	3.1. During the pre-election campaign all candidates are not provided with equal terms.	3.1.1. Stipulate liability norms for violation of conditions for participation of officials from the state and local self-governance entities in the pre-election campaign	3.1.1.1. Respective legislative changes (Q4, 2009)
		3.1.2. Prohibit placement of political party offices in the premises of state and local self-government bodies.	3.1.2.1. Respective legislative changes (Q4, 2009)
		3.1.3. Ensure access to the premises, halls and facilities being the property of local self-governance entities for pre-election campaign with the same terms as state property.	3.1.3.1. Respective legislative changes (Q4, 2009)
4. Accessibility and effectiveness of appeals procedures.	4.1. Appeals procedures are not simple and comprehensible enough.	4.1.1. Clarify status of CEC decisions (clearly defining whether they are administrative decisions)	4.1.1.1. Research for problem identification and problem solving measures also through the legislative changes in case of need (Q4, 2009).
		4.1.2. Clarify and simplify appeals procedures.	4.1.2.1. Published manual describing

			complaint processes (Q4, 2009)
			4.1.2.2. Legislative changes as required (Q4, 2009)
5. Funding of political parties	5.1. The legislation does not provide provisions on financing of political parties.	5.1.1. Based on the examination of best international practices on financing of political parties stipulate provisions on financing political parties and liability norms for their violation.	5.1.1.1. Research for problem identification and problem solving measures also through the legislative changes in case of need (Q3, 2009).
			5.1.1.2. Organization of public discussions (Q4, 2009)
			5.1.1.3. Respective legislative amendments (Q4, 2009)
6. Role of opposition in country's political life	6.1. Opposition's role in the country's political life is slight	6.1.1. Study of best international practices on stipulating the rights of the opposition, stipulate of some opposition rights in the legislative as required.	6.1.1.1. Respective legislative amendments (Q4, 2009)

<i>Ruling Justly: Civil Liberties</i>			
<b>Indicator Subcomponent</b>	<b>Factors Influencing Indicator Performance</b>	<b>Proposed Activities/Ongoing Reforms</b>	<b>Expected Outcome and Timeframes/Note on Completion</b>
7. Freedom of expression and religion. Freedom of the media and impartiality	7.1. During pre-election campaign freedom of the media was restricted.	7.1.1. Stipulate option of appealing the violation of the media coverage time by the political parties or other interested parties in the legislation. Stipulate liability norms for violation of media coverage time and respective procedures to ensure fair examination.	7.1.1.1. Respective legislative amendments (Q3, 2009)
			7.1.1.2. Described procedure (Q4, 2009)
	7.2. Freedom of the media is restricted. The influence of the authorities on the broadcast media is strong. Professionalism of the media is very low.	7.2.1. Study of international best experience in terms of ensuring balance between freedom of the media and impartial and comprehensive coverage of the events by the latter, improvement of professionalism. This will include the following 5 principles and implementation mechanisms: <ol style="list-style-type: none"> <li>1. Respect of the right to freedom of expression;</li> <li>2. Quick and timely provision of information to the public;</li> <li>3. Independence of the media;</li> <li>4. Complete reflection of public diverse positions in the media;</li> <li>5. Sustainable economic and institutional grounds for the media, financial independence.</li> </ol>	7.2.1.1. Development of concept paper and implementation action plan, discussion with stakeholders (Q4, 2009).
		7.2.2. Transfer to digital TV and radio transmission with the aim of ensuring accessibility of the media for all layers of the population and wider choice of broadcasted media	7.2.2.1. Public discussions (starting from Q1, 2009, ongoing)
			7.2.2.2. Television and radio digitalization plan (Q4, 2009)
		7.2.3. Develop new procedure for the formation of National Commission on Radio and Television ensuring broader consideration of public opinion and contributing to the increase of pluralism level.	7.2.3.1. Law on Making Amendments to the RoA Law on Radio and Television, which envisages new procedure for the formation of National Commission on Radio and Television (Q1, 2009).

		7.2.4. Develop mechanisms for financing the media. Based on examination of international experience discuss the option of applying measures for limiting concentration of the mass media property.	7.2.4.1. Research for problem identification and problem solving measures also through the legislative changes in case of need (Q4, 2009). 7.2.4.2. Respective legislative amendments (Q1, 2009).
		7.2.5. Revise frames for corpus delicti of libel and slander.	7.2.5.1. RoA Law on Making Amendments to the RoA Criminal Code (Q2, 2009).
		7.2.6. Introduce institute of moral damage.	7.2.6.1. RoA Law on Making Amendments to the RoA Civil Code, RoA Law on Making Amendments to the RoA Civil Procedure Code (Q3, 2009).
		7.2.7. Adopt code of conduct for mandatory application of journalistic ethics. This will also include sanctions and their application norms in case of violation of ethical norms. Set forth self-regulation mechanisms.	7.2.7.1. Described self-regulation mechanisms (Q3, 2009) 7.2.7.2. Code of Journalistic Ethics (Q4, 2009).
	7.3. Appeals mechanisms for declining the media in the provision of license set out by the RoA legislation are deficient.	7.3.1. Define the basis of refusal of the registration (licensing) of the TV and radio companies and stipulate the mechanisms of ensuring the validity of refusal	7.3.1.1. Respective legislative amendments (Q3, 2009).
8. Right to form unions and organizational rights	8.1. The right to conduct rallies and demonstrations is often restricted in practice.	8.1.1. Take measures to ensure practical implementation of the legislative requirement on presenting detailed justification for declining the authorization in the conduct of rallies and demonstrations by the authorized entity, including stipulation of mandatory requirements for the justification on declining the authorization in the conduct of rallies and demonstrations.	8.1.1.1. Research for problem identification and problem solving measures also through the legislative changes in case of need (Q2, 2009).
			8.1.1.2. Respective legislative amendments as required (Q3, 2009).
	8.2. Residents of regions have to travel to Yerevan for the registration of NGOs.	8.2.1. Introduce system for the registration of legal entities/NGOs in the Marzes.	8.2.1.1. Respective legislative amendments, introduced system (Q4, 2009).
	8.3. Although taxation principle is the same for NGOs and commercial	8.3.1. Study international experience on NGO activities and taxation principles and submit respective	8.3.1.1. Research for problem identification and problem solving

	<p>organizations, their direct participation in entrepreneurial activities, earning of direct income, participation in state-announced tenders are prohibited.</p>	<p>recommendations on making legislative amendments.</p>	<p>measures also through the legislative changes in case of need (Q2, 2009).</p>
<p>9. Personal independence and individual rights</p>	<p>9.1. Individuals and legal entities have the right to practice entrepreneurial activities; however in practice they face problems due to corrupt judiciary and unfair competition. Main trends of the industry are dominated by limited number of people, who had privileges during the early stages of privatization.</p>	<p>9.1.1. The objective of projects targeted at the improvement of business environment is the improvement of this indicator (see Action Plan for the Improvement of Business Environment developed on the basis of Doing Business in Armenia, Nationwide Project “Center of Excellence” for the improvement of business and investment environment)</p>	<p>8.3.1.2. Recommendations submitted for discussion (Q3, 2009) 8.3.1.3. Respective legislative amendments (Q4, 2009).</p> <p>9.1.1.1. According to the Action Plan for the Improvement of Business Environment and Nationwide Project “Center of Excellence” of Armenia’s business and investment environment (projects are attached)</p>

<i>Ruling Justly: Effective Governance</i>			
<b>Indicator Subcomponent</b>	<b>Factors Influencing Indicator Performance</b>	<b>Proposed Activities/Ongoing Reforms</b>	<b>Expected Outcome and Timeframes/Note on Completion</b>
10. Management of public funds	10.1. Program budgeting and accounting reforms are slow and do not cover all state entities yet.	10.1.1. Continue reforms to introduce program budgeting and expand coverage.	10.1.1.1. Improved process of program classification in at least 10 pilot state entities involved in program budgeting reforms (Q4, 2009)
		10.1.2. Apply unified information system for the management of public funds (SMPF).	10.1.2.1. SMPF scheme developed and specialists trained (Q4, 2009).
	10.2. Internal audit system is not consistent with international standards.	10.2.1. Implement internal audit development strategy in consistency with international standards.	10.2.1.1. Approved strategy Approved standards for internal audit of the public sector and application manuals Developed legal framework (Q2, 2009)
	10.3. Cooperation and partnership in poverty reduction processes is low.	10.3.1. Develop and implement mechanisms for improved accountability, cooperation and partnership in poverty reduction processes, institutionalize monitoring and evaluation of Sustainable Development Strategy Paper of Armenia, introduce electronic system in an environment accessible for the public and all stakeholders.	10.3.1.1. Approved action plan for the implementation of Sustainable Development Strategy Paper of Armenia (Q1, 2009) 10.3.1.2. Approved indicators for the monitoring and evaluation of SDSP (Q2) 10.3.1.3. With the purpose of uploading SDSP reports and monitoring findings establish portal with feedback function (Q3)
11. Quality of public administration	11.1. Effectiveness of state entity operation is low.	11.1.1. Develop competency-based civil service system, including:	
	Remuneration is not dependent from performance in the civil service sector.	a) Introduce a system of developing annual	11.1.1. a).1. A pilot system of annual

		working plans based on strategic programs at national government entities	working plans introduced in two government entities (Q3, 2009)
		b) Introduce performance evaluation system	11.1.1.b).1. A pilot system of performance evaluation introduced in two government entities (Q3, 2009)
		c) Introduce a system of performance-based remuneration with the objective of improving quality and gradual increase of competitiveness over the wages of the private sector (motivation)	11.1.1. c).1. A pilot system of performance-based remuneration introduced in two government entities (Q4, 2009)
		d) Improvement and decentralization of tenders	11.1.1.d).1. A new decentralized system of tenders (Q3, 2009)
		e) Improvement of job descriptions in accordance with the objectives of government entities	11.1.1.e).1. New job descriptions in two pilot government entities (Q3, 2009)
12. Delivery of public services	12.1. Quality of state-delivered services is low.	12.1.1. Define criteria for state-delivered services, as well as control mechanisms over the adherence to quality criteria.	12.1.1.1. Approved service quality criteria (Q3, 2009)
			12.1.1.2. Quality criteria monitoring system (Q3, 2009)
		12.1.2. Introduce e-governance systems.	12.1.2.1. Approved plan of introducing e-governance system (Q2, 2009).

*Ruling Justly: Corruption Control*

<i>Ruling Justly: Corruption Control</i>					
<b>Indicator Subcomponent</b>	<b>Factors Influencing Indicator Performance</b>	<b>Proposed Activities/Ongoing Reforms</b>	<b>Expected Outcome and Timeframes/Note on Completion</b>		
13. Effectiveness of public expenditure management	13.1. Operational expenditures on state procurement remain high and procedures need improvement in terms of excluding corruption (including arrangements between the tender participants)	13.1.1. Introduce e-procurement system, ensure transparency of procurement processes and compliance with international standards.	13.1.1.1. Conduct of electronic tenders (2009)		
			13.1.1.2. Described and approved business processes of e-procurement (Q4, 2009)		
			13.1.1.3. Start the process of joining the E-procurement agreement within the WTO (Q1, 2009)		
				13.1.2. Improve the conflict-of-interest institute during the procurement process separately from the conflict of interest related to under-the-table payments (public expenditures and effective management).	13.1.2.1. Respective legislative amendments (Q3, 2009)
				13.1.3. Introduce fine charging system related to violation of procurement procedures.	13.1.3.1. Respective legislative amendments (Q3, 2009).
		13.1.4. Study the option of introducing the Integrity Pact of Transparency International and submit recommendations	13.1.4.1. Recommendations submitted for discussion (Q2, 2009)		
		13.1.5. Introduce accounting system in the public sector consistent with IPSAS.	13.1.5.1. Adoption of standards (Q2, 2009)		
14. Predictability of state revenues	14.1. Tax collection is not effective and as a result the share of tax collections as a percentage of GDP remains extremely low as compared to the developed countries. Gray economy is high. Taxes paid by the organizations and sole entrepreneurs usually are not consistent with the real size of their economic activities.	14.1.1. Develop and adopt a plan to fight gray economy.	14.1.1.1. Approved plan (Q4, 2009)		

	14.2. Tax legislation is complicated, often it is not clear for users	14.2.1. Codify and simplify tax legislation	14.2.1.1. Tax Code (Q2, 2009)
	14.3. Tax and customs systems need unity and capacity building efforts to decrease contacts between taxpayers and officials. Report-submission procedures bear corruption risks	14.3.1. Simplify tax administration, step-by-step transition to voluntary payment system.	14.3.1.1. Introduced plan (Q1, 2009)
			14.3.1.2. Presentation of progress through concrete statistics (Q3, 2009)
		14.3.2. Introduce a system for electronic submission of reports	14.3.2.1. Introduced system Electronic submission of reports (Q2, 2009)
		14.3.3. Introduce a system of a risk-based selection of taxpayers for audit	14.3.3.1. Introduce system (Q4, 2009)
		14.3.4. Revise structure and contents of information reported in tax and accompanying financial statements by their needs, accessibility and use.	14.3.4.1. New requirements for tax and accompanying financial statements (Q2, 2009)
		14.3.5. Submission of financial statements by organizations to lower number of institutions, which need them more. Introduce a system of data sharing system between the government entities. Also establish a general database in the future.	14.3.5.1. Respective legislative amendments (Q3, 2009).
			14.3.5.2. Introduce system of data sharing (Q4, 2009)
	14.4. Corruption of tax administration is extremely high, services provided to tax-payers are extremely bad.	14.4.1. Measures targeted at raising public awareness on tax legislation, administration, tax-payer rights and responsibilities.	14.4.1.1. Awareness plan for tax-payers (Q4, 2009)
		14.4.2. Improved quality of tax-payer services in compliance with international standards	14.4.2.1. Tax-payer service strategy (Q2, 2009)
			14.4.2.2. Establishment of a tax-payer service center (Q3, 2009)

		<p>14.4.3. Open hot-line in the Government and Committee of State Revenues, including:</p> <ul style="list-style-type: none"> <li>▪ Opening of hot-line in the Government and Committee of State Revenues;</li> <li>▪ Checking, analysis, summarization and submission of information received via hot-line to respective law enforcement entities.</li> </ul>	<p>14.4.3.1. Describe the required paperwork and Partially done. Hot-line is functional in the Government and Committee of State Revenues (Q1, 2009)</p> <p>14.4.3.2. Procedure for receiving, checking, analysis, summarizing and transferring information received via hot-line to the respective law enforcement entities (Q1, 2009)</p>
	14.5. Customs clearance procedures are protracted, officials often request under-the-table payments.	14.5.1. Simplify customs procedures, shorten customs clearance procedures, reduce contacts between subjects engaged in external economic activities and customs officials.	<p>14.5.1.1. Describe the required paperwork and procedures (Q2, 2009)</p> <p>14.5.1.2. Simplified procedures (Q4, 2009)</p>
		14.5.2. Define effective giving-out control procedures, increase ratio of imported customs declarations with the transaction price being determined based on the method of general turnover of imported commodities. Conclude intergovernmental treaties with foreign countries, specifically with the USA for effective information sharing.	<p>14.5.2.1. Introduce self-evaluation system in all customs offices and customs points and new standards of customs risk assessment (Q4, 2009)</p> <p>14.5.2.2. International treaties concluded with foreign countries specifically with the USA (Q4, 2009),</p> <p>14.5.2.3. Increase ratio of imported customs declarations with the transaction price being determined based on the method of general turnover of imported commodities (Q4, 2009)</p>
15. Prevention of under-the-table payments in public service provision processes	15.1. In order to get utility, education, health, police, agricultural services as well as those provided by state and local self-governance bodies non-determined expenses (bribes) are still required.	<p>15.1.1. Introduce conflict-of-interest system, including:</p> <ul style="list-style-type: none"> <li>▪ Mechanisms for the declaration of conflict of interest;</li> <li>▪ Checks and controls mechanisms;</li> <li>▪ Norms setting liability and application mechanisms.</li> </ul>	<p>15.1.1.1. RoA Anti-Corruption Strategy (Q2, 2009),</p> <p>15.1.1.2. RoA Law on Public Services and action plan for the implementation of the Law (Q4, 2009)</p>

		15.1.2. Mechanisms for introducing code of ethics (preventing under-the-table payments) for the staff of government institutions and improvement of disciplinary measures; stipulation of serious sanctions for their violation (up to firing).	15.1.2.1. Code of ethics introduces in all state entities (Q2, 2009)
		15.1.3. Introduce clear mechanisms for quick responses (e.g., hot line, public receptions) in the frames of the Public Service Tariffs Regulation Commission , unions representing consumer rights and Commission for Protection of Economic Competition	15.1.3.1. Expand the number and geography of quick response anti-corruption public receptions established with the OSCE support that provide free legal assistance to citizens. (Q4, 2009)
			15.1.3.2. New concept paper for the protection of consumer rights (Q2, 2009)
		15.1.4. Develop mechanisms for introducing “one-stop-shop” service system related to utility service provision procedures.	15.1.4.1. New system described (Q4, 2009)
		15.1.5. Introduce new system of education (particularly higher and secondary vocational) funding through funding not the universities but developing competition-based scholarship system for the students	15.1.5.1. Approved plan for system introduction (Q4, 2009)
		15.1.6. Have unified graduation exams for the entry to higher educational institutions.	15.1.6.1. Introduced system (Q3, 2009)
		15.1.7. Introduce corporate management system in health care facilities.	15.1.7.1. Corporate management voluntary application code (Q4, 2009)
			15.1.7.2. Implementation plan at state health care facilities (Q4, 2009)
		15.1.8. Develop culture of awareness and strict adherence to rules by health care facilities and their clients related to privileges of incomes under the basic	15.1.8.1. Development, adoption, publication of the plan ensuring rules and their application, their control

		package and cost of special services in order to avoid under-the-table payments.	mechanisms (Q4, 2009)
		15.1.9. Implement electronic system for the services provided by the police (registration, records) bringing immediate contact with the customers to the minimum.	15.1.9.1. Introduced system (Q3, 2009)
16. Anti-Corruption policy and institutions	16.1. Legislative amendments adopted under 2003-2007 Anti-Corruption Strategy and international commitments are not fully introduced yet.	16.1.1. Adopt 2008 -2012 Anti-Corruption Strategy (ACS) targeted at system corruption or eradication of its prevalence.	16.1.1.1. Adoption of ACS and action plan in compliance with the timetable approved by the Anti-Corruption Commission (Q1, 2009)
		16.1.2. Develop own system of corruption evaluation and monitoring	16.1.2.1. Introduction of monitoring system with transparent approach (Q4, 2009)
		16.1.3. Develop mechanisms for self-assessment in terms of international commitments implementation and submission of regular reports	16.1.3.1. Special reports submitted to the Council (Q3, 2009)
		16.1.4. Introduce institute of regulation impact assessment particularly that of anti-corruption risks impact assessment.	16.1.4.1. Introduced institute (Q4, 2009)
	16.2. Reliable mechanisms for the people to report about corruption risks are not developed yet.	16.2.1. Develop public and transparent system for reporting on corruption cases to the law enforcement.	16.2.1.1. Quarterly publicized procedures on reported and processed cases (Q3, 2009)
		16.2.2. Improved effective protection, as well as security guarantees for witnesses, corruption victims and persons providing information without disclosing their identity.	16.2.2.1. Analysis of incomes and expenditures, action plan for setting improved protection, security guarantees for witnesses and victims as required (Q4, 2009)
		16.2.3. Develop unified requirements for web-pages of government entities under the e-procurement system	16.2.3.1. Adopt plan for defining and introducing unified requirements, particularly development of an interactive questions-and-answers institute (Q4, 2009)

*Ruling Justly: Rule of Law*

<i>Ruling Justly: Rule of Law</i>			
<b>Indicator Subcomponent</b>	<b>Factors Influencing Indicator Performance</b>	<b>Proposed Activities/Ongoing Reforms</b>	<b>Expected Outcome and Timeframes/Note on Completion</b>
17. Independence of the Judiciary	17.1. Influence of the executive power on the judiciary is great, particularly in terms of judicial decision making	17.1.1. Transparency of conflict of interest between judges, declaration of incomes and property and ensuring control over the transparency of financial means of the judges through increasing the role of Commission of Ethics of the Council of Court Chairmen, including through envisaging the option of consideration of financial transparency of judges by the Commission of Ethics on the basis of information reported by citizens and natural person, defining clear procedures for considering such reportings.	17.1.1.1. Research for problem identification and problem solving program measures also through the legislative changes in case of need (Q3, 2009).
			17.1.1.2. Respective legislative amendments as required (Q4, 2009).
	17.2. Frames of state-funded legal support are not clear and are too narrow.	17.2.1. Broaden and clarify the subjects entitled to free legal support and frames for its provision	17.2.1.1. RoA Law on Making Amendments and Modifications to the RoA Law on Advocacy (Q2, 2008)
18. Effectiveness of the judiciary	18.1. Procedures for the consideration of judicial cases are very diverse, slow and protracted	18.1.1. Revise procedures for the consideration of judicial cases; simplify and reduce procedures, revise consideration timeframes, expand the institute of accelerated court examination. Ensure application of the above-mentioned institutes in practice through introducing control mechanisms over their application.	18.1.1.1. Research for identification of problems in practical application of simplified procedures according to the legislative amendments and problem -solving program measures also through the legislative changes in case of need (Q3, 2009).
			18.1.2.1. Research for identification the opportunities for expanding the application of alternative measures for the settlement of disputes and and respective program measures also through the legislative changes in case of need (Q3, 2009)
		18.1.2. Expand the use of alternative measures for the settlement of disputes; distinction of arbitrage frames as a measure for alternative settlement of disputes, distinction of regulations, expansion of possibilities to apply for arbitrage consideration, unified regulation of arbitration procedure and broadening of sectors covered by the arbitration institute.	

	<p>18.2. Effectiveness of court verdict implementation is low, particularly those related to financial liability, payment of wages and debts.</p>	<p>18.2.1. Develop and implement alternative mechanisms to improve enforced implementation of judicial acts, transfer of some enforcement functions to the private sector and submit recommendations on state control mechanisms based on the examination of international experience.</p>	<p>18.2.1.1. Research for problem identification and problem-solving program measures also through the legislative changes in case of need (Q3, 2009). 18.2.1.2. Respective legislative amendments as required (Q4, 2009).</p>
		<p>18.2.2. Improved opportunities for revealing debtor's property by enforcers through clarification of the enforcer's authorities in searching the debtor's property, revision of measures to detect debtor's property, clarification of procedures to check debtors information on detected property of the debtor, access to and terms to access bank account information for enforcers, including clear-cut legislative regulation of the process to get information from commercial banks.</p>	<p>18.2.2.1. Research for problem identification and problem solving program measures also through the legislative changes in case of need (Q3, 2009). 18.2.2.2. Respective legislative amendments as required (Q4, 2009).</p>
		<p>18.2.3. Improve control mechanisms implemented under the RoA Ministry of Justice through revising control methods over the activities of the service for enforced implementation of judicial acts, defining procedures for summarization of their results, stipulating unified procedure, templates and timeframes for preparation of materials for disciplinary action and initiation of proceedings, motivation of servants and revision of current condemnation methods and introduction of new methods.</p>	<p>18.2.3.1. Research for problem identification and problem solving program measures also through the legislative changes in case of need (Q3, 2009). 18.2.3.2. Respective legislative amendments as required (Q4, 2009).</p>
	<p>18.3. Residents of rural communities have limited access to courts; in order to submit claims they have to travel to the city/town.</p>	<p>18.3.1. Examination of court workload in terms of regional distribution of cases. Based on examination of foreign experience alleviate court workload and develop recommendations for improved population access.</p>	<p>18.3.1.1. Research for problem identification and problem-solving program measures also through the legislative changes in case of need (Q2, 2009).</p>

	<p>18.4. Public perception on court system effectiveness is low.</p>	<p>18.4.1. Improved effectiveness in fighting corruption in the judiciary through decreasing latency of corruption crimes, revising legislative provisions on releasing from criminal liability as an encouragement measure, clarifying current procedures for the protection of witnesses, including judicial servant witnesses and introducing new measures, revising and clarifying <i>corpus delicti</i> and regulations for bribe provocation, regulating terms of bribe simulation and sting operations in consistency with best international practices, including permission of sting operations only in the availability of reported operational information on preparation or initiation of crime to get bribe or an attempt of taking as well as excluding any active actions in the framework of sting operation that would contribute to establishment and expression of the intention and belief of a judge to get a bribe, exclude sting operation as part of planned inspection if there is no operational/field information on preparing or starting criminal actions by a judge; by reconsidering ways of getting operational/field information and by introducing special media for receiving information, including anonymous polls among those who visit courts.</p>	<p>4.1.1.1. Research for problem identification and problem-solving program measures also through the legislative changes in case of need (Q3, 2009).</p> <p>18.4.1.2. Respective legislative amendments as required (Q4, 2009).</p>
		<p>18.4.2. Improve initial training of judge candidates and training of judges focusing on prevention of corruption and fighting it as well as on code of conduct for the judges.</p>	<p>18.4.2.1. Approved plan (Q3, 2009),</p>
		<p>18.4.3. Prepare and broadcast series of programs on the activities of the judiciary.</p>	<p>18.4.3.1. Regularly broadcasted programs (Q3, 2009)</p>
<p>19. Impartiality and accountability of the judiciary</p>	<p>19.1. Court decisions often are not fair, impartial and justified; level of court decision predictability is low.</p>	<p>19.1.1. Ensure uniform application of the law.</p>	<p>19.1.1.1. Research for identification the obstacles for ensuring uniform application of law in practice in accordance with the legislative</p>

			amendments (Judicial Code, Article 50) and problem solving program measures also through the legislative changes in case of need (Q3, 2009)
	19.2. Cases of authority abuse or violation of the law by judges rarely become subject to criminal and administrative consideration and publication. Judicial authority is sensitive towards private interest interventions.	19.2.1. Improve material and social guarantees for judicial activities simultaneously defining stricter liability for violations during judicial activities through expanding the objective side to any kind of interference towards obstructing court activities on the way of implementing justice and setting tougher criminal responsibility for that crime, and also through criminalization of failure by judges to report incidences of unlawful interference to the Ethics commission.	19.2.1.1. Research for problem identification and problem solving program measures also through the legislative changes in case of need (Q3, 2009). 19.2.1.2. Respective legislative amendments as required (Q4, 2009).
	19.3. Activism of the Human Rights Defender is low, specifically cases of proposing the authorized state entities to apply disciplinary or administrative sanctions towards officials, whose decisions or actions (inaction) caused violation of human rights and freedoms or requirements of the law or to call them to criminal liability.	19.3.1. Develop and implement plan to improve effectiveness of Human Rights Defender's activities	19.3.1.1. Plan developed by the Human Rights Defender (Q3, 2009)
	19.4. Activities of Human Rights Defender's institute are not public enough	19.4.1. Define procedure for informing the public about the progress of submitted complaints	19.4.1.1. Defined procedure (Q2, 2009)
		19.4.2. Instruction given to the executive power by the RoA Prime Minister in relation to any offer or criticism of the Human Rights Defender: <ul style="list-style-type: none"> <li>▪ In-depth examination of the issues;</li> <li>▪ Development of addressing options;</li> <li>▪ Concerned discussion with Human Rights Defender;</li> <li>▪ Coverage of discussion processes and outcomes.</li> </ul>	19.4.2.1. Publication of RoA Prime Minister's instruction and control mechanisms over its implementation (Q1, 2009)
20. Accountability of the	20.1. Heads of state and government as	20.1.1. Adopt legislative norms restricting the	20.1.1.1. Respective legislative

Executive Power	well as heads of republican executive entities are not restricted in the opportunity of joining the private sector after they leave their posts	opportunity for the heads of state and government as well as heads of republican executive entities to work in institutions that previously were under their subordination and define control mechanisms of their application	amendments (Q2, 2009).
		20.1.2. Introduce property and income declaration system to reveal and persecute the so-called unjustified enrichment cases, i.e. cases when state servant's living is not adequate to his/her official income, including: <ul style="list-style-type: none"> <li>▪ Receiving of property and income declaration;</li> <li>▪ Analysis, examination and comparison of declaration with other information;</li> <li>▪ In case of revealing inconsistencies (cases of unjustified enrichment) or having suspicions mechanisms for informing the law enforcement.</li> </ul>	20.1.2.1. Respective legislative amendments (Q3, 2009).
	20.2. Norms on restricting accepting of presents or treats by executive branch of the government or auditors are not applicable	20.2.1. Clarify provisions of the procedure on transferring presents received <i>ex officio</i> to the state and liability for their violation	20.2.1.1. Respective legislative amendments (Q2, 2009).
		20.2.2. Define provisions for controlling violation of the procedure on transferring presents received <i>ex officio</i> by internal auditors of state entities to the state	20.2.2.1. RoA Law on Internal Audit (Q3, 2009)
	20.3. In practice people cannot get information on incomes and property of state officials within reasonable timeframes and without obstacles.	20.3.1. Easier procedures and stipulation of application mechanisms	20.3.1.1. Adopted procedure on providing data of the declaration on person's property and incomes to the media (Q2, 2009)
21. Reliability of the Police	21.1. Very often police officers use violence towards citizens, including journalists, which does not become	21.1.1. Introduce a system to effectively collect and transfer information on use or attempt of violence, taking of bribe as well as other violations by police officers to	21.1.1.1. Availability of hot-line in the Government and police (Q1, 2009)

	<p>subject of consideration. Very often police officers are arresting without witnesses, beating the detainees during the detention or interrogation, torturing them to get confession, but most of them do not report such cases being afraid of “punishment”.</p>	<p>the law enforcement, including:</p> <ul style="list-style-type: none"> <li>▪ Opening of hot-line in the government and Police,</li> <li>▪ Checking, analysis, summarization and submission of information received via hot-line to respective law enforcement entities.</li> </ul>	<p>21.1.1.2. Procedure for receiving, checking, analysis, summarizing and transferring information received via hot-line to the respective law enforcement entities (Q1, 2009)</p>
	<p>21.2. Accepting bribes is very common among police officers; however this does not become subject of consideration.</p>	<p>21.2.1. Increased lawfulness and liability in the police activities through application of lawful administrative acts on administrative liability meeting requirements of the law, accessible procedures for appealing actions of police officials, considerably increasing police officers’ salaries parallel to applying stricter mechanisms over controlling lawfulness of their actions, increasing the risk level and inevitability of punishment for incomes received from illicit payments.</p>	<p>21.2.1.1. Research for problem identification and problem-solving program measures also through the legislative changes in case of need (Q3, 2009). 21.2.1.2. Respective legislative amendments as required (Q4, 2009).</p>
		<p>21.2.2. Ensure adequate quality of police activities and citizen services bringing intermediate links and difficulties of officer/citizen communication to the minimum, encouraging interaction between the public and the police and introduction of civilian participation mechanisms, promoting raising of public awareness, proper coverage of citizen rights and responsibilities, administrative processes.</p>	<p>21.2.2.1. Advisory public monitoring body, i.e. public board established under the police to ensure proper monitoring over the police activities (Q2, 2009). 21.2.2.2. Approved and publicized criteria for citizen services (Q2, 2009). 21.2.2.3. Electronization of service provision (Q4, 2009). 21.2.2.4. Plan for raising awareness on citizen rights and responsibilities, administrative procedures (Q2, 2009).</p>
	<p>21.3. The police is not effective and accountable, as a result people and their properties are poorly protected from crimes and violence.</p>	<p>21.3.1. Develop concept paper for increased effectiveness of police activities having wide public discussions before its adoption.</p>	<p>21.3.1.1. Concept paper for increased effectiveness of police activities (Q4, 2009).</p>

	21.4. People often do not apply to the police in case of serious crimes and they are not taken into consideration; public trust towards the police activities is low.	21.4.1. Ensure wide coverage of the police activities as well as cases of abuse by police officers.	21.4.1.1. Reporting on cases of abuse by the police officers broadcasted on “02” program (ongoing, starting from Q1, 2009)
22. Protection of ownership right	22.1. Cases of bribing for the registration of property are often but they seldom become subject of consideration.	22.1.1. Establish hot-line in State Cadastre Committee of Immovable Property under the RoA Government and in the Government to increase detection of abuse cases, including: <ul style="list-style-type: none"> <li>▪ Opening of hot-line in the Government and State Cadastre Committee of Immovable Property;</li> <li>▪ Checking, analysis, summarization and submission of information received via hot-line to respective law enforcement entities.</li> </ul>	22.1.1.1. Availability of hot-line in the Government and State Cadastre Committee of Immovable Property (Q1, 2009)
			22.1.1.2. Procedure for receiving, checking, analysis, summarizing and transferring information received via hot-line to the respective law enforcement entities (Q1, 2009)
	22.2. Intellectual property rights are not adequately protected.	22.2.1. Improve the system for reliable and effective protection of intellectual property.	22.2.1.1. Approved concept paper and action plan (Q1, 2009).
	22.3. Laws and other legal acts that might have influence on business activities and individuals are not adopted through transparent political or administrative procedures, the public is not properly aware of them.	22.3.1. Stipulate the mandatory requirement of having public discussion of draft legal acts.	22.3.1.1. RoA Law on Making Amendments to the RoA Law on Legal Acts (Q2, 2009).
	22.4. The culture of corporate management is not developed.	22.4.1. Develop corporate management voluntary code consistent with best international practice, introduce in state organizations, evaluate application outcomes and define mechanisms for legislative enforcement as required.	22.4.1.1. Developed corporate management voluntary code (Q4, 2009)
	22.5. Current norms on insolvency (bankruptcy) are not consistent with international standards.	22.5.1. Develop respective legislation as a result of analyzing best international experience.	22.5.1.1. Research for problem identification and problem-solving program measures also through the legislative changes in case of need (Q3, 2009).
			22.5.1.1. New RoA Law on

			Bankruptcy (Q4, 2009)
	22.6. State Commission for Protection of Economic Competition is not effective.	22.6.1. Adopt concept paper on improving effectiveness of Commission's activities.	22.6.1.1. Approved concept paper and action plan (Q3, 2009).
23. Money laundering	23.1. Prevalence of legalizing criminally acquired incomes (money laundering) specifically through operating banks is high.	23.1.1. Develop concept paper and action plan aimed at fighting legalization of criminally acquired money (money laundering) based on examination of international experience.	23.1.1.1. 3-year strategy of Financial monitoring Center of the Central Bank of Armenia (ongoing)
24. Trafficking in human beings	24.1. Government efforts targeted at protecting victims of human trafficking are not effective. Anti-trafficking measures, specifically those fighting trafficking-related corruption and connected with victim protection are not consistent with international standards.	24.1.1. Legislative and other measures related to fighting trafficking in human beings, specifically those fighting trafficking-related corruption and connected with victim protection shall be brought in consistency with international standards.	24.1.1.1. Research for problem identification and problem solving program measures also through the legislative changes in case of need (Q3, 2009).
			24.1.1.2. Respective legislative amendments as required (Q4, 2009).
		24.1.2. Develop and implement state plan for the protection and rehabilitation of trafficked victims consistent with international standards.	24.1.2.1. Approved plan (Q4, 2008)
		24.1.3. State support, including financial support to NGOs dealing with the protection of trafficked victims.	24.1.3.1. State support plan (Q4, 2009)
25. Crimes committed with the use of violence	25.1. Number of crimes committed with the use of violence is high	25.1.1. Develop and implement plan for the prevention of crimes committed with the use of violence	25.1.1.1. Approved plan (Q4, 2009)
26. Organized crime	26.1. Level of organized crimes is high	26.1.1. Develop and implement plan for fighting organized crime	26.1.1.1. Approved plan (Q4, 009)
	26.2. Organization registration procedure is complicated and requires too much time.	26.2.1. Simplify and reduce state registration (start-up of activities) procedures for organizations and sole entrepreneurs.	26.2.1.1. Legislative amendments in compliance with Action Plan for the Improvement of Business Environment (Q3, 2009)

		26.2.2. Unification of state registration procedures in one procedure to enable the entrepreneur to visit one entity.	26.2.2.1. Legislative amendments in compliance with Action Plan for the Improvement of Business Environment (Q3, 2009)
		26.2.3. Improvement of business closure provisions consistent with international standards.	26.2.3.1. Legislative amendments in compliance with Action Plan for the Improvement of Business Environment (Q3, 2009)

<i>Ruling Justly: Voice and Accountability</i>			
<b>Indicator Subcomponent</b>	<b>Factors Influencing Indicator Performance</b>	<b>Proposed Activities/Ongoing Reforms</b>	<b>Expected Outcome and Timeframes/Note on Completion</b>
27. Checks and balances	27.1. The responsibilities of audit authorities are not clearly distributed between each other, Chamber of Control is often critical of the use of budget resources, loans provided by foreign states and international organizations but there is no follow-up on this criticism	27.1.1. Reform the system of external audit based on best international practice: <ul style="list-style-type: none"> <li>▪ Bringing external audit in conformity with international standards;</li> <li>▪ Make the responsibilities of state entities that exercise oversight over public entities specific and exclude any duplications;</li> <li>▪ Develop mechanisms for follow-up actions on cases of violations or ineffective use of public resources, including possibility of using punitive measures against the respective officials in addition to criminal charges against them, that are defined by legislation</li> </ul>	27.1.1.1. Concept paper for reforming the system of external audit, respective legislative amendments (Q4, 2009)
28. Public trust, accountability of public officials	28.1. Implementation of state policy agreed with the public and objectives set by the government and public trust towards the political will of implementing promises is low.	28.1.1. Develop and implement public participation plan in the policy, development, implementation and monitoring, develop culture of establish culture for public-private discussions and a public debate over the policy to be implemented before decision-making	28.1.1.1. For public discussion purposes mandatory posting of drafts of projects being implemented and legal acts on the web-pages of respective government entities (starting from Q1, 2009, ongoing)
			28.1.1.2. Approved plan for public participation during the policy development, implementation and monitoring (Q3, 2009)
		28.1.2. Introduce reporting system to ensure objectives and determined results	28.1.2.1. Introduce monitoring and evaluation system of strategies implemented by the government entities (Q3, 2009)
	28.2. Accountability of public officials in decision making is low	28.2.1. Defining the code of ethics for public officials and provisions on holding answerable, in decision-making officials are governed by favoritism in regard to friends, relatives, connections or their actions are	28.2.1.1. Approved code of ethics (Q2, 2009)

		influenced by oligarchs	
29. Public access to information	29.1. Citizens and the media often come across obstacles in the process of getting information	29.1.1. Approve citizen reception procedures, including defining certain reception days for citizens, defining procedure of getting citizen appeals and offering well-grounded answers to their requests in all public entities	29.1.1.1. Approved procedures in all state entities (Q1, 2009)
		29.1.2. Opportunity and mechanisms set forth by legislation for disciplinary and other measures against those officials who violate the right of citizens and mass media to information as envisaged by the Law on Freedom of Information of the Republic of Armenia	29.1.2.1. Respective legislative amendments (Q3, 2009)
30. Freedom of movement	30.1. Issuance of visas and other entry/exit documents are sometimes unnecessarily delayed, often cases of officials asking for bribes are reported	30.1.1. Simple and clear-cut procedures for providing documents and other services, reducing time for and simplifying processing	30.1.1.1. Respective legislative amendments (Q3, 2009)

*Investing in People: Immunization Rates*

<i>Investing in people: Immunization Rates</i>			
<b>Indicator Subcomponent</b>	<b>Factors Influencing Indicator Performance</b>	<b>Proposed Activities/Ongoing Reforms</b>	<b>Expected Outcome and Timeframes/Note on Completion</b>
31. Immunization rate	31.1. Immunization rate is low	31.1.1. Develop National Immunization Program: <ul style="list-style-type: none"> <li>▪ Get to and maintain a nationwide planned immunization coverage of 95%, with a 90% coverage in regions (marzes);</li> <li>▪ Establish a working group of professionals to run the immunization process;</li> <li>▪ Provide the country with quality vaccines and ensure their quality and safe injections;</li> <li>▪ Take measures not to exceed the allowed vaccine losses, by reducing the ratio for vaccine losses;</li> <li>▪ Develop the monitoring system for the immunization process;</li> <li>▪ Ensure continuity of professional trainings for medical personnel handling the immunization process training;</li> <li>▪ Increase public awareness on immunization;</li> <li>▪ Ensure sustainable funding by the government for the National Immunization Program</li> </ul>	31.1.1.1. Multi-year National Immunization Plan (Q4, 2009)
	31.2. Official statistics on immunization and results of polls are not consistent	31.2.1. Establish a commission to study and identify the reasons for inconsistency; recommendations and an action plan to do away with it once the reasons are identified	31.2.1.1. Action Plan (Q4, 2009)
	31.3. Vaccines sometimes are not kept in proper conditions, vaccinations are not done properly, sometimes the requirements for ice chain are not met, the number of syringes not suitable for use is too much	31.3.1. Development of a work plan to ensure safety and effectiveness of vaccination	31.3.1.1. Work-plan (Q4, 2009)

*Investing in People: Health Expenditures*

*Investing in People: Education Expenditures*

<i>Investing in people: Health Expenditures</i>			
<b>Indicator Subcomponent</b>	<b>Factors Influencing Indicator Performance</b>	<b>Proposed Activities/Ongoing Reforms</b>	<b>Expected Outcome and Timeframes/Note on Completion</b>
32. Health expenditures	32.1. Ratio of health expenditures in GDP is low	32.1.1. Development of a program to increase the ratio of health expenditures in GDP and improve efficiency of spending	32.1.1.1. Approved plan (Q4, 2009)
	32.2. The difference between formal and informal health expenditures is too large	32.2.1. Introduction of corporate governance system in state-run health facilities	32.2.1.1. Approved plan (Q4, 2009)
	32.3. Health services are not accessible in regions because of the shortage of practitioners	32.3.1. Ensure presence of qualified practitioners in marzes	32.3.1. Approved plan (Q4, 2009)
<i>Investing in people: Education Expenditures</i>			
33. Education expenditures	33.1. Ratio of education expenditures in GDP is low	33.1.1. Development of a program to increase the ratio of education expenditures in GDP and improve efficiency of spending	33.1.1.1. Approved plan (Q4, 2009)