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ANNEX I

of the Commission Implementing Decision on the annual action plan in favour of the Republic of Armenia for 2021

Action Document for EU for resilient and accountable institutions– police and migration reform and human rights protection in Armenia

ANNUAL ACTION PLAN 2021

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan/measure in the sense of Article 23(2) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

1. Title CRIS/OPSYS Basic Act	EU for resilient and accountable institutions– police and migration reform and human rights protection in Armenia Annual action plan in favour of Armenia for 2021 CRIS number: ENI/2021/043-003 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Armenia.
4. Programming document	EU-Armenia Multiannual Indicative Programming Document (MIP) 2021-2027 ¹
5. Link with relevant MIP(s) objectives/expected results	<ul style="list-style-type: none"> Accountable institutions, the rule of law and security Resilient, gender equal, fair and inclusive society
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	150 Strengthening Institutions and Good Governance 130 Mobility and people-to-people contacts

¹ C(2021)9435.

7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 16. Peace, Justice and Strong Institutions Other significant SDGs (up to 9) and where appropriate, targets: 5. Gender Equality 10. Reduced inequalities			
8 a) DAC code(s)	150 – Government and Civil Society 15110 – Public Sector policy and administrative management 15132 - Police 15135 – Ombudsman and the Representative of the Republic of Armenia before the European Court of Human Rights 15136 – Immigration 15160 – Human Rights 16010 – Social Protection			
8 b) Main Delivery Channel	21000 International NGO 40000 Multilateral Organisations 60000 Private sector institution 1300 Third Country Government			
9. Targets	<input checked="" type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development ² <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women’s and girl’s empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

² For the Neighbourhood, activities related to education shall be marked as part of the “Social Inclusion and Human Development” target, in line with the NDICI-GE programming guidelines.

	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal markers	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation Tags: digital connectivity digital governance digital entrepreneurship job creation digital skills/literacy digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<u>Connectivity</u> Tags: transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line(s) (article, item): 14.020111 Eastern Neighbourhood Total estimated cost: EUR 10 000 000 Total amount of EU budget contribution EUR 10 000 000			
MANAGEMENT AND IMPLEMENTATION				
13. Implementation modalities (type of financing and management mode)	Project Modality Indirect management with the entities to be selected in accordance with the criteria set out in section 4.3.1.			

1.2. Summary of the Action

Building on the Comprehensive and Enhanced Partnership Agreement³ (CEPA), the Joint Communication on the Eastern Partnership policy beyond 2020⁴, the Joint Staff Working Document on the Recovery,

³ Official Journal of the European Union L 23/4, 26.1.2018.

⁴ JOIN(2020) 7 final.

resilience and reform: post 2020 Eastern Partnership priorities⁵, this programme will support the Government's reform efforts towards inclusive, accountable and effective service delivery in the field of rule of law, security and migration in Armenia.

It will support the establishment of a Ministry of Interior, enhance the quality of the services provided by and the accountability of the Police, the Migration and Citizenship Service and the National Institute of Labour and Social Research. It will also strengthen the National Human Rights Institution, the Ombudsperson- Representative of the Republic of Armenia before the European Court of Human Rights- and other relevant public agencies. Special emphasis will be placed on improving the work of the beneficiary agencies in addressing the needs of the most vulnerable groups of society, particularly in the regions.

This action will focus on three main components -Police, Migration and Human rights- and under each of the components three parallel interventions will be implemented: a) strengthening the institutional setup; b) supporting operating systems and professional development of the staff; c) supporting/equipping priority infrastructure. Thus, it is expected that the programme will help people perceive tangible, positive changes within the service delivery system in the field of rule of law, security and migration in Armenia and overall build trust among citizens vis-à-vis state institutions.

Under the component 1a (Establishment of a Ministry of Interior) and 1b (Police reform), the overall improvement in policing practices will be addressed in line with European and international standards, in close coordination with the interested development partners in the field, namely the Organisation for Security and Co-operation in Europe (OSCE) and the United States. Once satisfactory progress is achieved in critical institutional reforms, this programme will also assist in piloting a Patrol Police service that efficiently reacts and responds to the safety and security needs.

Under component 2, support will be directed towards the capacity building of the government institutions, an update of the policy framework and improving service delivery of Migration services. Support will target institutional reform and the implementation of the Migration Strategy of Armenia also via the introduction of a one-stop shop approach for the provision of entry, work and all types of residence documents to foreigners with the aim of further digitalisation.

Under component 3, support will be directed towards the capacity building of the Human Rights Defender's Office, including its regional branches, and international mandates, of the Office of the Representative before the European Court of Human Rights and the Ministry of Justice. The main target of the Human Rights Defender will be strengthening human rights in the regions, including through awareness raising. Awareness raising campaigns will also be targeted by this action in order to increase the population's knowledge on Human Rights and their protection mechanisms. With regard to data collection the action will contribute to the institutional capacity to collect data in a comprehensive, integrative, sustainable manner, in further alignment with the EU, CEPA standards and practices.

⁵ SWD(2021) 186 final.

2. RATIONALE

2.1. Context

The **Comprehensive and Enhanced Partnership Agreement (CEPA)** between the European Union and Armenia was signed in November 2017 and entered into full force in March 2021. The Agreement highlights among others the cooperation in the field of rule of law and law-enforcement reform and mobility.

The Government of the Republic of Armenia, declared its continued commitment to deliver on a comprehensive reform agenda based on the rule of law, protection of rights, fight against corruption and good governance. In 2020, the country was double-hit by the COVID-19 pandemic and the hostilities in and around Nagorno-Karabakh, with a severe contraction of the economy and impact on the reform path.

Despite significant progress made since 2018 to ensure the rule of law and the fight against corruption, challenges remain in the area of good governance and democratisation. Further efforts are needed to accelerate the implementation of judicial and legal reforms, to improve anti-corruption, human rights strategies and action plans. Several of these areas depend on a Constitutional Reform process.

The human rights situation in Armenia is overall good and has improved significantly over past years. In the framework of the third cycle of the Universal Periodic Review (UPR) in January 2020, the Human Rights Council assessed progress and commended Armenia's continued commitment aimed at rule of law, good governance, human rights promotion and protection. However, concerns regarding the protection of rights of vulnerable groups remain, specifically including the necessity of elimination of all forms of discrimination; moreover, it is needed to ensure effective prevention, investigation and prosecution of both gender-based and domestic violence and torture related crimes.

The OECD/SIGMA baseline measurement conducted in 2019, identified a number of problematic areas, such as Policy Development and Co-ordination, Accountability and Service Delivery. The Government is in its final stages of adopting a Public Administration Reform (PAR) Strategy.

2.2. Problem Analysis

Short problem analysis: **Accountable institutions, the rule of law and security**

Quality and inclusive service delivery and application of administrative procedures to ensure good administration and administrative behaviour are an issue in Armenia.

Ministry of Interior/Police

Until recently, the Police has largely been perceived as an institution that controlled rather than served and protected the society. The ambitious Police reform plans of the Government are primarily geared towards bringing it closer to the citizens. The Police reform strategy envisages comprehensive reforms in the institutional and legal framework for the Police, as well as the establishment of a civilian policy lead Ministry of Interior with specific policing and non-policing functions (various services delivered to the public; i.e. passports, ID cards, driving licenses, etc.). The reforms will tackle also criminal functions of the Police and Community Police reforms. The process will be supported with legal amendments to a number of legal acts; in the meantime, to ensure quick-wins and make the public feel immediately the effect of the reforms, a new Patrol Police is being established to act as a role model for the whole new Police force. The backbone for the reforms will also be the change of the education and training system of the Police, as well as the contemporary methods of recruitment and management of the personnel.

With a view to improving the service delivery within the Police, a comprehensive approach in addressing the existing challenges is required covering structural changes, a new personnel policy and related behaviour change including a citizen-centred approach as well as a modernisation of the material base.

This set of actions, based on a “policy first” approach will be supported by this programme.

Migration

Migration flows to Armenia are relatively small. A much bigger challenge in Armenia is emigration, further exacerbated by the dual crisis of COVID-19 and the aftermath of the hostilities in and around Nagorno-Karabakh. Thus, support to this sector should be directed towards more effective socio-economic reintegration of returnees and strengthening the ties of labour migrants with the Armenian communities, and strengthening the resilience of the country's regions addressing relevant demographic challenges, including the integration of refugees from Nagorno-Karabakh that are still displaced in Armenia.

The development of a new strategic framework and action plan in the field of migration management is a necessity. This requires a holistic approach which is expected to be foreseen by the development of the strategic framework. This includes access to databases and relevant analysis, incentive schemes, readmission and reintegration.

A new **Return and Reintegration Division at the Migration Service** is functioning since February 2019. The division is in charge of the implementation of the EU-Armenia Readmission Agreement⁶ and operating the Readmission Case Management System, with further engagement in the reintegration field.

Furthermore, the **Integrated Border Management (IBM)** Strategy needs to be upgraded and implemented. Building on the development and introduction of the single-window concept, there is a need to further enhance inter-agency cooperation and optimisation of services provided at the border.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

At present, the **Police** is directly subordinated to the Prime Minister. In order to initiate a full-scale reform, the reopening of the debate on the advantages and disadvantages of re-establishing a civilian Ministry of Interior is needed. This could be led by a member of the government to whom the Police will report, instead of doing that directly to the Prime Minister. **The Minister of Justice (MoJ)** was tasked by the Prime Minister to coordinate the Police reform and the decision was made in 2020 to go ahead with setting up the Ministry of Interior.

The Passport and Visa Department of the Police maintains the National Population Register, issuing identification documents to the citizens of Armenia, as well as refugees and stateless persons, and dealing with entry and admission, stay and residence of foreigners, readmission and expulsion, whereas the **General Department of Criminal Police of the Police** is in charge of irregular migration and fight against human trafficking.

The **Police Educational Complex** provides a three-tier education system, including Police Academy (Bachelor's degree and Master's degree, post-graduate education - part-time PhD), Police College (secondary education) and the Training Centre for the Police and other law enforcement officers and special civil service officials.

The **National Security Service (NSS)** is a body of executive authority directly subordinate to the Prime Minister, which elaborates and implements the policies of the Government of the Republic of Armenia in the national security sector and manages national security bodies. The NSS and the **Border Guard Troops** are dealing, among other tasks, with border management, border crossing and the Border Management Information System (BMIS).

The **Migration Service** under the Ministry of Territorial Administration and Infrastructure is the main body responsible for the development and implementation of migration policy, including processing asylum requests and dealing with refugees' integration and returnees, including those forcibly deported from the EU Member States.

⁶ Official Journal of the European Union L289/13, 31.10.2013.

The **Ministry of Labour and Social Affairs** through its Division of Cooperation with Employers and Labour Migration of the Department of Employment Provision and Workforce Capacity Development of the Unified Social Service, established in 2021, works on regulating labour migration, pre-departure training, protection of rights of labour migrants abroad and socio-economic aspects of (re)integration.

Short problem analysis: **Resilient, gender equal, fair and inclusive society**

Human Rights

Challenges related to the respect of human rights in Armenia, especially within the security sector, require cooperation of all actors. Issues related to the effective implementation of **anti-discrimination** policies are particularly relevant and challenging. Relevant awareness among law enforcement bodies remains low.

The Human Rights Strategy and the Action Plan (HRAP) 2020-2022 with a stronger monitoring and evaluation framework was approved by the Armenian government in December 2019. The Strategy and HRAP are focused on enhanced torture prevention, effective anti-discrimination policy, protective and preventive mechanisms for tackling domestic violence and ensuring gender equality, prevention of hate speech, as well as social and labour rights protection mechanisms. Human Rights issues are addressed in a comprehensive manner and activities include legislative revisions as well as improvements of procedures and practices.

The draft Law on Ensuring Equality, which will be key to ensure equal treatment for all vulnerable groups in line with Armenia's international legal commitments and the Council of Europe guidelines⁷, passed several rounds of discussions and international reviews. The ongoing legislative amendments process aims to bring the national anti-discrimination legislation in line with the international standards. This includes the new Criminal code adopted on 5 May 2021, which will enter into force on 1 July 2022 (with some exceptions envisaged by the transitional provisions), the amendments to the Code on Administrative violations, the draft law on National Minorities and the draft Law of the Republic of Armenia on Making Amendments to the Law of the Republic of Armenia on Freedom of Conscience and Religious Organisations.

The **Level of domestic violence remains high**, resulting often in death of the victims. In 2018, 519 criminal cases on domestic violence were investigated. Around 60 women died due to domestic violence between 2010 and 2018.⁸

While the **protection of human rights** is the primary task of the Police and law enforcement bodies, violation of human rights is still prevalent. Mistreatment occurs in police detention facilities, which have been detected and mentioned in the Human Rights Defender's reports. In the meantime, the facilities have been placed under the public supervision by public observers since 2005 (Legal basis: Article 47 of the Law on 'Keeping arrested and detained persons', Decree 1-N of the Head of Police of the Republic of Armenia, adopted on the 14 January 2005 on 'Approving the rules of activities of group of public observers in detention facilities of Police'). Procedural safeguards against mistreatment during police questioning, such as access to a lawyer by those summoned to the police as witnesses, as well as inadmissibility of evidence obtained through force or procedural violations, are still insufficient and will be improved by the entry into force of the new Criminal Procedure Code. This has been also reflected in the Human Rights Defender's reports.

The Ombudsperson or Human Rights Defender (HRD) is the key national institution mandated not only to provide a redress mechanism through responding to individual complaints, but also to raise public awareness and provide training to relevant stakeholders in public offices. The capacity of the HRD to monitor

⁷European Commission against Racism and Intolerance (ECRI) General Recommendations, <https://www.coe.int/en/web/european-commission-against-racism-and-intolerance/ecri-standards>.

⁸ **Coalition to Stop Violence against Women report** 'Challenges and Gaps in Armenia's Response to Domestic Violence' https://coalitionagainstviolence.org/wp-content/uploads/2020/11/DOMESTIC-VIOLENCE_ENG_30_06.2020.pdf.

the implementation of its recommendations is limited. Despite considerable personal and institutional efforts, objective limitations have a direct effect on the efficiency of the institution. In addition to the Yerevan-based central office of the HRD, regional field Ombudsman offices have been established with EU and OSCE support since 2013 and currently operate in Shirak, Gegharkunik, Tavush and Syunik provinces, each employing 2-4 staff members. An urgent need has been detected in the strengthening of the legal safeguards to ensure the independent and unhindered activities of the Human Rights Defender. Namely, the recent ungrounded practice of the Prosecutor's Office refusal of the investigation of criminal cases and the groundless mechanical approval of the Yerevan Court of General Jurisdiction of these decisions, totally ignoring the arguments of the Human Rights Defender, demonstrates this urgent need. By this practice they disregarded the safeguards established in the Constitutional Law on the Human Rights Defender.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action.

The **Human Rights Defender** (HRD) of Armenia is an Ombudsperson and the national Human Rights institution, which protects and promotes human rights and fundamental freedoms of all individuals by observing the human rights situation in the country. He or she facilitates the restoration of violated rights and freedoms, deals with complaints and engages in the improvement of normative legal acts related to rights and freedoms.

The other key national institution in the context of human rights promotion and protection is the **Office of the Representative before the European Court of Human Rights** (hereinafter: "Representative's Office" or "Office"), which was established in August 2019 based on the relevant Law⁹. One of the main mandates of the Office is the implementation of the international and European Human Rights standards in Armenia aimed at, among others, the prevention of the future human rights violations in the country through increasing the professional and general public's knowledge on Human Rights and their protection mechanisms. For the purpose of achieving these goals the Representative's Office carries out the following actions: (1) analyse the human rights standards in the field of international human rights protection as well as the practice and case-law thereof, (2) familiarise the judiciary, the government, professionals and general public with international and European human rights protection system and standards (through organising and conducting professional trainings, seminars as well as publishing handbooks, guides and other practical materials); (3) harmonise the national legislation with international and European standards (by providing opinions on the compliance of Armenian legislation with the international and European human rights standards and by participating in the process of preparation of the draft laws in order to ensure the compliance with human rights standards).

Civil Society Organisations (CSOs) with the goal of ensuring the rule of law, protection of human rights, discrimination and combating gender based violence as well as good governance in general will play a **key role in monitoring the implementation** of the programme.

The **final beneficiaries** of the programme are the Armenian citizens. They will benefit from a better service delivery in the three areas addressed by this action.

⁹ On 10 July 2019 the Parliament of Armenia adopted a brand-new *Law on Representative of the Republic of Armenia before the European Court of Human Rights* which entered into force on 4 August 2019.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective (**Impact**) of this action is to ensure more effective and accountable service delivery that is based on the principles of good governance and respect of rule of law in the areas of police, migration management and human rights.

The Specific Objectives (Outcomes) of this action are:

1. Effective and accountable institutional set-up/Police service delivery in place and functional on the basis of European and international standards and EU best practice
2. Improved delivery of migration services to foster well-managed and secure mobility
3. Rights-based approach strengthened in public service delivery to safeguard protection, equality and inclusiveness

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

- 1.1 **contributing to Outcome 1** (or Specific Objective 1): Enhanced legal and policy framework for a Ministry of Interior, including for the Police reform
- 1.2 contributing to Outcome 1 (or Specific Objective 1): New organisational setup for Ministry of Interior and for Police structures on the basis of European and international standards and EU best practice
- 1.3 contributing to Outcome 1 (or Specific Objective 1): Police capacity is enhanced to implement the reform through appropriate human resource management, training, professional development and communication
- 1.4 contributing to Outcome 1 (or Specific Objective 1): Patrol Police (including a proposal for a Police Operational Management Centre) enhanced and enlarged in Armenian regions
- 2.1 **contributing to Outcome 2** (or Specific Objective 2): Migration management institutions dispose of relevant guidelines and equipment and have the capacity to develop and implement comprehensive, balanced and evidence-based migration and refugee protection policies
- 2.2 contributing to Outcome 2 (or Specific Objective 2): Systems and practices in migration management are improved to comply with international and EU best practises to achieve comprehensive and balanced migration management
- 3.1 **contributing to Outcome 3** (or Specific Objective 3): Capacities of the Human Rights Defender's Office, the **Office of the Representative before the European Court of Human Rights** and other relevant public human rights institutions are strengthened at national and regional level including on accountability
- 3.2 contributing to Outcome 3 (or Specific Objective 3): Measures to promote public awareness on human rights with a particular focus on the rights of vulnerable groups are implemented
- 3.3 contributing to Outcome 3 (or Specific Objective 3): Implementation of the Human Rights Strategy and Action Plan for 2020-2022 is enabled and the new Human Rights Action Plan for 2023-2025 drafted.

3.2. Indicative Activities

Activities related to Output 1.1:

- Propose draft legal and policy framework for Ministry of Interior;
- Conduct a comprehensive baseline survey on the public perception of police performance

Activities related to Output 1.2

- Propose draft organisational setup based on best EU/international practices
- Review the recruitment and training curricula for the Police troops with an objective of incorporating the EU's best practices of crowd control/management
- Develop and test a big data analytical tool for the Unified Operation Centre

Activities related to Outputs 1.3

- Capacity building and technical assistance activities to support the implementation of the above mentioned legal and organisational frameworks and enhancement of the capacity of Patrol Police
- Develop new police training curriculum, learning modules in required sectors/topics based on the audit of the Police Education Complex (PEC); procure required equipment for ensuring a modern educational environment at the PEC, including by integrating the relevant provision of the Common Core Curriculum developed by Frontex
- Conduct training of trainers Training of Trainers (ToT) for the above selected topics

Activities related to Outputs 1.4

- Develop and implement a new Human Resources management model for the Ministry of Interior
- Improve police institutional capacities for effective crisis reaction and management (COVID-19 type situations)
- Capacity building to enlarge and enhance the institutional setup, update the policy framework and improve service delivery of the Patrol Police (including a proposal for a Police Operational Management Centre) in Armenia.

Activities related to Output 2.1:

- Support for institutional reforms in migration related area with the aim to set up and further develop the Migration and Citizenship Service under the Ministry of Interior
- Supportive activities for the development of a new evidence-based comprehensive migration strategy and its implementation action plan in line with best practices in the EU

Activities related to Output 2.2:

- Supporting the implementation of the readmission agreement, indicatively including building of professional capacities and enhancing technical preparedness of the stakeholders involved on data management, document security, readmission and reintegration and visa-related systems
- Support the introduction of a “one-stop shop” approach to supporting provision of entry, work and all other type of residence documents to foreigners with the aim of strengthening efforts on digitalization in close cooperation with the division of Cooperation with Employers and Labour Migration of the Department of Employment Provision and Workforce Capacity Development of the Unified Social Service functioning under the subordination of the Ministry of Labour and

Social Affairs and other relevant bodies. Support the activities aimed at ensuring the interoperability of the digital databases of the Ministry of Labour and Social Affairs and Migration Service

- Support the organisation of trainings for social workers working with migrants, as well as elaboration of a methodology and a digital toolkit
- Support the development and implementation of the Integrated Border Management (IBM) strategy, with a reference to the relevant provision of the Technical and Operational Strategy for European IBM
- Support the implementation of the action plan on the integration of refugees and long-term migrants with an emphasis on the regions of Armenia as well as the sustainable reintegration of returnees. This will indicatively include development of operating procedures as well as capacity building for the border and asylum authorities on human rights issues.

Activities related to Output 3.1:

- Support to increase the administrative and operational capacity of the Human Rights Defender, including to promote and to oversee mainstreaming of human rights in public service delivery
- Support the expansion of the Human Rights Defender's presence in the regions. This will indicatively include support to the establishment of new representations, and equipment when needed, strengthening capacities of the regional offices and help streamlining communication between the central and regional offices
- Support the capacity of the Human Rights Defender to systematically collect reliable data whether its recommendations are being implemented
- Support to strengthen and foster the capacities of the Office of the Representative before the European Court of Human Rights, including support in the organisation of awareness raising activities; preparation and publication of relevant materials on the application of international human rights standards.
- Support to design and develop an Integrated Office Management System¹⁰ for the Office of the Representative before the European Court of Human Rights

Activities related to Output 3.2:

- Support awareness raising of the general public and of vulnerable groups (including children) with regard to human rights and their protection mechanisms. Some of the concepts featuring in the campaign could include building a culture of tolerance and inclusion, discouraging and/or addressing hate-speech, violence and discrimination

Activities related to Output 3.3:

- Support to increase the capacity of the Ministry of Justice, as well as the implementation of the Strategy on Human Rights and the deriving Action Plan for 2020-2022 and elaboration of the 2023-2025 Action Plan

¹⁰ Software with features such as task scheduling and assignment, calendar, notifications and alerts, workflow automation, analytics and reporting, file storage, sharing and attachments, web, desktop and mobile apps.

3.3. Mainstreaming

All activities will be designed, implemented and monitored in line with principles of good governance, human rights and gender equality.

The programme will particularly focus on providing better services to those who are in need the most, e.g. victims of domestic violence, of human rights violations (e.g. torture and ill-treatment), persons with disabilities as well as returning migrants in need of effective reintegration and socialisation.

Building on the existing gender and women empowerment portfolio, this action aims at contributing to improving gender equality in the Police forces and gender sensitive policing.

Special attention will also be paid to the **gender representation in law enforcement, human rights and migration services and mainstreaming of gender-sensitive policies in service delivery**. Despite some progress in terms of the level of women employed by the law-enforcement and the Police, their retention rates, career development and representation in mid-to- senior level positions remains not addressed. By supporting the development of respective policies and capacity building, this programme will ensure that effective mechanisms for the prevention of and follow-up to discrimination in workplace are established within the service.

Human rights and protection of vulnerable groups is a cross-cutting theme throughout all of the components. The activities undertaken in the component dedicated to strengthening the capacity of the Human Rights Defenders Office (HRDO) to protect the rights of vulnerable groups, in particular in rural areas, as well as to raise awareness and organise nation-wide communication campaign, is closely linked with the other two components. It will be ensured that protecting the rights of the vulnerable groups are mainstreamed with the activities foreseen in building the capacity of the Police to provide better services, as well as in protecting the returning migrants and asylum seekers.

Environmental Protection, Climate Change and Biodiversity

Environmental protection and climate change mitigation will be priorities by the Programme focusing on

- including cost-effective environmental mitigation and enhancement measures where appropriate
- building awareness and capacity for green growth and recovery and integrating environment and climate change into socio-economic development plans
- improving data collection and including relevant environmental and climate change indicators in the action's monitoring and evaluation system.

Outcomes of the Environmental Impact Assessment (EIA) screening (relevant for projects and/or specific interventions within a project)

The EIA screening classified the action as Category C (no need for further assessment).

Outcome of the Climate Risk Assessment (CRA) screening (relevant for projects and/or specific interventions within a project)

The CRA screening concluded that this action is of no or low risk (no need for further assessment).

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality will be a significant objective in the programme.

Gender Equality and empowerment of women and girls

Gender equality and empowerment of women and girls will be prioritised by the Programme focusing on

- Promoting women’s leadership
- Promoting effective and gender-responsive strategies in the priority areas of the programme
- Supporting women’s entrepreneurship and employment through targeted capacity building; economic empowerment and access to finance
- Making sure that women are represented and listened to in decision-making in public activities supported within the framework of the Programme
- Improving data collection on the gender-differentiated impacts of private sector development and shock responsive social protection systems to inform gender-responsive policies and action.

Human Rights

The human rights based approach will be applied throughout the Programme, among others, by focusing on

- advancing social rights, including protection of socio-economic rights and empowerment of vulnerable groups affected by shocks such as COVID-19 and conflicts
- building the capacity of duty-bearers to respect, protect, and fulfil social rights of vulnerable groups,
- making sure the non-discrimination principle is applied with regards to the selection of target groups and involvement in Programme activities, prioritising inclusive and participatory methodologies of engaging with beneficiaries.

Democracy

Good governance will be mainstreamed in future Programme interventions through processes promoting transparency of planning and consultation process, result-based monitoring and increased participation of local residents in the implementation of the Action.

Conflict sensitivity, peace and resilience

The Programme will focus on building institutional resilience to maintain/restore livelihoods in the face of shocks (COVID-19, conflict) and sustain progress towards national development goals.

Particular efforts will be put in order to promote actions in the Syunik region. The action will contribute to regional development through contributing to the improvement of socioeconomic opportunities and quality of life in the crisis-affected Southern region of Armenia.

Disaster Risk Reduction

Not applicable

3.4. Risks and Lessons Learned

Category ¹¹	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
1	Risk 1 Lack of political will to the broader reform agenda. Lack of coordination with other development partners.	L	M	Strong policy dialogue with the Government involving also other key partners (UN, US, OSCE).

¹¹ The risk (category) can be related 1-to the external environment; 2-to planning, processes and systems; 3-to people and the organisation; 4-to legality and regularity aspects; 5-to communication and information.

5	Risk 2 Lack of public support to the reforms	M	M	Communication efforts will be enhanced. Government Strategies envisage specific actions on communication and awareness raising. Public consultations and revised training curricula will also support raising awareness on the Police Reform
2	Risk 3 Lack of willingness and motivation to change within the Police	M	M	A joint task force with participation of all stakeholders, including police professionals, will be set up in order to increase ownership.
3	Risk 4 Reluctance of citizens, especially in the regions, to cooperate with Police and the Human Rights Defender's Office.	M	M	Communication efforts will be supported to raise awareness on the benefits of the reforms. CSOs/local communities will be involved in the process.
3	Prevailing social norms and traditional approaches by local societies in relation to the protection of human rights and resistance to change, i.e. misinformation/disinformation, media manipulation, hate speech etc.	H	H	Communication and awareness raising in the communities will be supported together with the Government efforts. CSOs/local communities will be involved in the process.

Lessons Learned:

Before 2018, the primary reason for limited reform progress in Armenia was not only lack of expertise but also insufficient political will, understanding and courage to tackle socio-economic challenges in essence. In reality, Armenia had no comprehensive reform agenda while the ongoing reform dialogue was both a technical and a political challenge.

After the 2018 'Velvet Revolution', the Armenian Government has demonstrated a strong political commitment with wide popular support, which is being confirmed through already adopted or upcoming strategic reform documents. Armenia is nevertheless now confronted with a dual crisis stemming from the COVID-19 pandemic and the aftermath of the hostilities in and around Nagorno-Karabakh. Both had and continue to have a significant impact on political developments in Armenia, the pace of reforms, the socio-economic development and the human rights reform agenda.

The open and ambitious stance by the government of Armenia, aiming to the decision-making process that is an inclusive and transparent process, is key for success, especially in reform areas such as Police and Justice which are rather sensitive and they were in the past – notably when it comes to institutional aspects – beyond civil society reach.

While working in the field, there is a need for effective Sector Working Groups on Police reform, Migration and Human Rights, which will ensure effective coordination of the policies and ongoing project activities. It also requires a high level of ownership and support by the direct and indirect beneficiaries, an appropriate targeting of funds, alignment with strategies and priorities and effective implementation of the actions.

In addition, extensive donor coordination is essential to ensure continuity and sustainability of the assistance in the sector. Other key development partners in this sector are the United States, the Bureau of International Narcotics and Law Enforcement Affairs INL, the United Nations, OSCE and the Council of Europe.

3.5. Intervention Logic

The underlying intervention logic for this action is that the different components of this action will not only support current structures and future institutional developments described in the country's strategic documents which are expected to be finalised soon (before the start of the action) but will also aim to contribute to the establishment of an inclusive, accountable and effective service delivery system in the field of rule of law, security and migration in Armenia.

This action will focus on three main components (Police, Migration and Human rights) and under each of the components three parallel interventions will be implemented a) strengthening the institutional setup b) supporting operating systems and professional development of staff c) supporting/equipping priority infrastructure. Thus, it is expected that the programme will help people perceive tangible, positive changes in service delivery and overall build trust among citizens vis-à-vis State institutions.

Under component 1 a and b, support will be directed towards the capacity building of Government institutions (primarily Ministry of Interior) to enhance its institutional setup, update the policy framework and improve service delivery of the Police. Conditional on the progress demonstrated during institutional and policy reforms, support will also be directed towards enhancing the new Patrol Police as well as further establishment of a new Police Operational Management Centre in the regions.

Under component 2, support will be directed towards the capacity building of Government institutions, an update of the policy framework and improving service delivery of Migration services. Support will target institutional reform and the implementation of the Migration Strategy of Armenia, and where applicable the Integrated Border Management strategy, also via the introduction of a one-stop shop approach for the provision of entry, work and all types of residence documents to foreigners with the aim of further digitalisation.

Under component 3, support will be directed towards the capacity building of the Human Rights Defender's Office, including its regional branches, and international mandates, of the Office of the Representative before the European Court of Human Rights and the Ministry of Justice. The main target of the Human Rights Defender will be strengthening human rights in the regions, including through awareness raising. Awareness raising campaigns will also be targeted by this action in order to increase the population's knowledge on Human Rights and their protection mechanisms. With regard to data collection the action will contribute to the institutional capacity to collect data in a comprehensive, integrative, sustainable manner, in further alignment with the EU, CEPA standards and practices.

During the identification of the intervention, the limited capacity of the competent institutions (mostly human resources and institutional settings but also material-technical) and the absence of proper inter-agency coordination mechanisms affecting, in essence, the effective service delivery in Armenia, has been identified as the main bottleneck for improvements. In increasing their capacity in the different areas, the action aims at

increased service delivery and accountability which will improve the life of Armenian citizens including particularly persons in vulnerable situations such as victims of domestic violence.

This will be accompanied through a continuous strategic policy dialogue and enhanced donor coordination facilitated by the European Union and led by the Armenian government. An incentive-based approach will be crucial for success and sustainability, which means that institutional reforms and capacity building will be prioritized, while the material and infrastructural upgrade will follow upon the reform implementation. The intervention logic is also based on the assumption that the Government and institutions in charge will remain committed to implement reforms in the sectors targeted by the Action, necessary funding is timely allocated, public awareness campaigns reach the target audience efficiently and the political will to develop and implement new policies and laws remains unchanged.

3.6. Indicative Logical Framework Matrix

Results	Results chain: Main expected results (maximum 10)	Indicators: (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	To ensure more effective and accountable service delivery that is based on the principles of good governance and respect of rule of law in the areas of Police, Migration and Human Rights	1. 1% of the population satisfied with their last experience at public services 2. % of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group	1. 1% 2. 4.43% ¹²	1. at least 25% 2. at least 5%	1. SDG indicator (16.6.2) (16.7.2) 2. Global Competitiveness Index - Reliability of Police Services	<i>Not applicable</i>
Outcome 1	1 Effective and accountable institutional set-up/Police service delivery in place and functional on the basis of European and international standards and EU best practice	1.1. % of population who fully and rather trust the Police/Police Reform	1.1. 11%-39% ¹³ 1.2. 16%-43% ¹⁴	1.1. 25%-50% 1.2. at least 5% increase	1.1 South Caucasus Barometer last published report 1.2 AM/IRI measure of public opinion on openness and transparency of the Police (very/somewhat open and transparent).	The Government and Police are determined to implement reforms in the Police
Outcome 2	2 Improved delivery of migration services to foster well-managed and secure mobility	2.1 Migration and asylum legal framework and institutions service delivery improved 2.2 % of beneficiaries of the migration services satisfied	The state concept of migration management adopted by the Gov-t, several legislative amendments adopted, proposal for the establishment of a Ministry of Interior to be in charge of migration management and refugee status determination was adopted 2.2 Not available (2021)	Comprehensive migration and asylum strategy and action plan adopted, Integrated Border Management Strategy with a reference to the relevant provisions of the Technical and Operational Strategy for European IMB is adopted, structural reforms duly implemented by 2024 2.2 60% (2024)	Needs and Gaps assessment report and survey results. Reports by the Migration and Citizenship Service Country reports on implementation of commitments under the Global Compact on Migration and Global Compact on Refugees	Government remains committed to implement reforms Necessary funding is timely allocated
Outcome 3	3 Rights-based approach strengthened in public service delivery to safeguard protection, equality and inclusiveness	3.1. Number of professional rights-based trainings conducted with public service professionals across governmental departments 3.2 Number of review procedures and programs implemented to ensure delivery of rights-based approach, using SDGs as a guide 3.2. % of rights-based complaints submitted to relevant adjudicating bodies (within the government and ombudsman's office)	3.1. 5 3.2. 3 3.3. 1%	3.1. 10 3.2. 5 3.3. 5%	3.1. South Caucasus Barometer last published report 3.2. Last published data of SDG indicator (16.B.1)	Human rights education and public awareness campaigns reach the target audience effectively
Output 1 related to Outcome 1	1.1 Enhanced legal and policy framework for a Ministry of Interior, including for the Police reform	1.1.1 Survey is conducted and the report on key findings and recommendations is developed 1.1.2. Outline of the new curricula of the PEC, including description of the new subjects, is developed and submitted for approval 1.1.3 ToT is conducted 1.1.4 required equipment ensuring the modern educational environment of the PEC is purchased with special focus on best EU practices	1.1.1. 0 1.1.2. 0	1.1.1. 1 1.1.2. 1	1.1.1 Project's recommendation package 1.1.2 Official webpage of PEC 1.1.3 Ministry of Justice reports	No changes in the reform course. Political will to proceed with adoption of laws
Output 2 related to Outcome 1	1.2 New organisational setup for Ministry of Interior and for Police structures proposed on the basis of European and international standards and EU best practice	1.2.1 Proposal for organisational setup of Ministry of Interior delivered to Government 1.2.2 Human and technical capacities of the MoI are increased to handle the reforms	1.2.1. 0 1.2.2. 0	1.2.1. 1 1.2.2. 1	1.2.1 Official gazette 1.2.2 Ministry of Interior orders 1.2.3 Ministry of Justice reports	Police leadership (high and mid-level) open to changes and cooperation
Output 3 related to Outcome 1	1.3 Police capacities to adopt new institutional models of democratic policing enhanced.	1.3.1 Big data analytical tool is developed and successfully tested 1.3.2. Detailed outline of approaches and institutional models, as well as SOPs for enhanced community policing are developed 1.3.3. Training modules focused on communication and negotiation skills are developed and introduced to PEC	1.3.1. 0 1.3.2. 0 1.3.3. 0	1.3.1. 1 1.3.2. 1 1.3.3. 1	1.3.1 Chief of Police orders 1.3.2 Accountability Ministry of Interior /Police reports/PEC webpage 1.3.3 Ministry of Justice reports and Ministry of High-Tech Industry reports	Police officers motivated to participate in trainings
Output 4 related to Outcome 1	1.4 Patrol Police (including a proposal for a Police Operational Management Centre) enhanced and enlarged in regions of Armenia	1.4.1 Police operations management centre (despatch centre) established and equipped 1.4.2 Number of cities and regions where new Patrol Police Service is equipped and operationalised	1.4.1. 0 1.4.2. 0	1.4.1. 1 1.4.2. at least 3	Ministry of Justice Ministry of Interior /Police reports	

¹²https://tcdata360.worldbank.org/indicators/hadd24444?country=ARM&indicator=679&viz=line_chart&years=2007,2017

¹³<https://caucasusbarometer.org/en/cb2019am/TRUPOLI/>

¹⁴https://www.iri.org/sites/default/files/2018.11.23_armenia_poll.pdf

<p>Output 1 related Outcome 2</p>	<p>to</p> <p>2.1 Migration management institutions are equipped with relevant guidelines and have the capacity to develop and implement comprehensive, balanced and evidence-based migration and refugee protection policies</p>	<p>2.1.1 Development of the comprehensive migration strategy of the Republic of Armenia is kicked-off.</p> <p>2.1.2 Integrated Border Management Strategy, with a reference to the relevant provisions of the Technical and Operational Strategy for European IBM, is adopted, and its implementation is launched</p> <p>2.1.3 Legislative reform package on migration system development and bylaws on refugee law elaborated</p> <p>2.1.4 Curriculum for trainings on refugee law, statelessness and other migration related legal issues developed and updated</p> <p>2.1.5. Institutionalized staff development tools and internal quality control mechanisms of the Migration Service and Citizenship enhanced, service providing facilities are upgraded</p>	<p>2.1.1 New Migration Concept endorsed by government (2021)</p> <p>2.1.2 Upgraded Integrated Border Management strategy</p> <p>2.1.3 The Migration and Citizenship Service, IOM and UNHCR assessed the Law on Refugees and Asylum, as well as, several other national legal acts in– 2023.</p> <p>2.1.4 UNHCR supports capacity building of newly recruited staff of the Migration Service on <i>ad hoc</i> basis (2021)</p> <p>2.1.5 SOP on organization of internal quality control is adopted by the Migration and Citizenship Service.</p>	<p>2.1.1 Migration strategy developed and in implementation process (2022)</p> <p>2.1.2. Strategy available (2022)</p> <p>2.1.3.1 Gaps analysis prepared (2021)</p> <p>2.1.3.2 Draft legislative proposals developed and shared with Migration Service and Citizenship (2023)</p> <p>2.1.3.3 Inter-Agency WG established, its ToR is developed (2022)</p> <p>2.1.4.1 Two ToTs on new curriculum delivered (2022)</p> <p>2.1.4.2 60 % of government officials trained by the years (2022 – 2023)</p> <p>2.1.5.1 (One) Internal audit/ assessment of asylum-related procedures and processes within Migration and Citizenship Service (2022)</p> <p>2.1.5.2 Support in establishment of a quality assurance unit within the Migration and Citizenship Service is provided (2022)</p> <p>2.1.5.3 Five events, workshops and seminars organized (2022-2023)</p> <p>2.1.5.4 UNHCR /EASO training modules translated into Armenian (2021-2022)</p> <p>2.1.5.5 SOP /tools amended and/or drafted (2022-2023)</p>	<p>Official gazette</p> <p>Chief of Migration and Citizenship Service orders</p> <p>Accountability reports</p> <p>Training reports</p> <p>Text of law proposals, Migration and Citizenship Service reports</p> <p>Minutes, Notes to the file, meeting reports</p> <p>Report, minutes of meetings, agendas</p> <p>Texts of SOPs</p> <p>UNHCR reports</p>	<p>Political will to revise/ develop new policy</p> <p>Sufficient funding is ensured</p>
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<p>Output 2 related to Outcome 2</p>	<p>2.2 Systems and practices in migration management are improved to comply with international and EU best practises to achieve comprehensive and balanced migration management</p>	<p>2.2.1 Migration and Citizenship Service under the Ministry of Interior is set up</p> <p>2.2.2 Number of staff of competent authorities trained on migration related matters</p> <p>2.2.3 Training capacities are institutionalized and appropriate quality assurance mechanisms in place</p> <p>2.2.4 Staff of competent authorities is proficient in document security, with particular focus on document fraud, use of biometrics technical means are provided</p> <p>2.2.5 Migration and citizenship information management systems upgraded harmonized and data is used for policy development and implementation</p> <p>2.2.6 Staff of the Migration and Citizenship Services trained to use tools/ guidelines for the sustainable return and reintegration of migrants</p> <p>2.2.7 Design, detailed plan and operating procedures for the set-up of a semi-open migrant accommodation centre for irregular migrants created</p> <p>2.2.8 Migration management authorities are prepared to respond to crisis situations, including mass mixed migration flows and health-related emergencies</p> <p>2.2.9 Support for implementation of the system for voluntary returns from Armenia provides for dignified return of migrants</p> <p>2.2.10 Victim of trafficking -centered identification, referral, services and procedures (including proper prosecution of identified crimes) are enhanced; measures to combat labour exploitation are taken; systematic training of law enforcement and justice practitioners is ensured</p>	<p>2.2.1 Migration and Citizenship Service not set (2021)</p> <p>2.2.2 Currently is 0 (2021)</p> <p>2.2.3 No (2021)</p> <p>2.2.4 low to medium proficiency (2021)</p> <p>2.2.5 No (2021)</p> <p>2.2.6 No (2021)</p> <p>2.2.7 Not available (2021)</p> <p>2.2.8 National Action Plan on Mass migration flows not adopted by the government (2021)</p> <p>2.2.9 Needs and gaps in organizing voluntary return assessed (2021)</p> <p>2.2.10 National Action Plan to Combat Human Trafficking adopted for 2020-2022</p>	<p>2.2.1 Migration and Citizenship Service set (2022)</p> <p>2.2.2 up to 540 (2023)</p> <p>2.2.3 In place (2023)</p> <p>2.2.4 medium to high proficiency (2024)</p> <p>2.2.5 Yes (2024)</p> <p>2.2.6 Yes (2024)</p> <p>2.2.7 Yes (2024)</p> <p>2.2.8 National Action Plan adopted and agencies are capacitated to deliver coordinated response (2024)</p> <p>2.2.9 System for voluntary returns set and operational (2023)</p> <p>2.2.10 SOP on collecting, reporting, managing victim of trafficking data available (2024)</p> <p>Standard victim identification indicators applied by law enforcement bodies (2024)</p>	<p>Accountability reports of relevant authorities</p> <p>Official gazette</p> <p>Orders of chiefs of relevant authorities</p> <p>Legislation on creation of Migration and Citizenship Service</p>	<p>Timely procurement procedures</p> <p>Officers motivated to participate in trainings</p> <p>Technical support is available to revise the legislation, SOPs and procedures</p>
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Output 1 related to Outcome 3	<p>3.1 Capacities of the Human Rights Defender's Office and the Office of the Representative of the Republic of Armenia before the European Court of Human Rights, at national and regional level strengthened including on accountability.</p>	<p>3.1.1 Number of new regional HRD Offices established and equipped 3.1.2 Number of new/ revised procedures proposed to effectively deal with cases of violations 3.1.3 Number of central and regional HRD Offices' staff trained 3.1.4 Systematic data collection system on to what extent recommendations by the Ombudsman are implemented is in place and functional 3.1.5 number of trainings (including workshops and seminars) in respect of both hard and soft knowledge for the Office of the Representative of the Republic Armenia before the European Court of Human Rights staff are conducted 3.1.6 Inter-State cooperation through exchange of the best practice is enhanced 3.1.7 Number of publications on Human Rights in terms of awareness raising are prepared and published 3.1.8 Office Management System for the Office of the Representative Before the European Court of Human Rights is designed and developed</p>	<p>3.1.1. 3</p>	<p>3.14.1.</p>	<p>Legal persons register Accountability reports of HRDO Projects reports</p>	<p>Legal decisions necessary for establishment are passes on time Staff motivated to participate in trainings</p>
Output 2 related to Outcome 3	<p>3.2 Measures likely to promote public awareness on human rights with a particular focus on the rights of vulnerable groups (including children) are implemented</p>	<p>3.2.1 Number of nation-wide public awareness campaigns conducted (including outreach of the campaign)</p>	<p>3.2.1. 2</p>	<p>3.2.1 5</p>	<p>HRDO accountability reports Projects reports</p>	<p>Timely implementation of the campaign</p>
Output 3 related to Outcome 3	<p>3.3 Implementation of new Human Rights Strategy and Action Plan for 2020-2022 enabled and the New Action Plan for 2023-2025 elaborated.</p>	<p>3.3.1 Number of actions under the Strategy implemented with the EU support 3.3.2 Draft HR Action Plan for 2023-2025.</p>	<p>3.3.1. 25 % - 2020 3.3.2. 0</p>	<p>3.3.1. 60% - 2022 3.3.2. 1</p>	<p>Periodic Annual/Final Reports on the HR Action Plan implementation, as well as the statistics provided for on www.e-rights.am website</p>	<p>The Government and the Ministry of Justice are determined to implement reforms in human rights sector</p>

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Republic of Armenia.

4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3. Implementation Modalities

The Commission will ensure that appropriate EU rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹⁵.

4.3.1. Indirect Management with entrusted entities

4.3.1.1. A part of this action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria: extensive experience in providing technical assistance and advice on legal and policy matters relevant to the **law enforcement** sector in Armenia, strong track record in providing support to **Police development**, necessary operational capacity and transparency as well as provision of technical equipment. The implementation by the entrusted entities entails contributing towards achieving **Outcome 1** - supporting establishment of effective and accountable institutional set-up/Police service in line with European and international standards and EU best practice.

4.3.1.2. A part of this action may be implemented in indirect management with an entity or coalition of entities which will be selected by the Commission's services using the following criteria: strong track record in implementing **migration** projects in the region, including experience with projects related to the right to international protection, research projects and capacity building activities on migration management and refugees related issues, promotion of international best practices and relevant migration related legislation, policy recommendations to governmental agencies, as well as significant operational capacity, value added expertise, a network which could be utilized for finding further synergies with other partners working in the sector. The implementation by this entity entails contributing towards achieving **Outcome 2** of the programme – supporting well-managed and secure mobility through enhancing the capacity of the Government and creating better conditions for smooth reintegration of returning migrants.

4.3.1.3. A part of this action may be implemented in indirect management with an entity or coalition of entities which will be selected by the Commission's services using the following criteria: strong track record in implementing **Integrated Border Management (IBM)** projects and relevant tools in the region, including promotion of international best practices, policy debate and guidance, promotion of international cooperation on migration and international protection related issues, diaspora relations and other IBM related cross-cutting issues, as well as significant operational capacity, value added expertise, network which could be utilized for finding further synergies with other partners working in the sector. The implementation by this entity entails contributing towards achieving **Outcome 2** of the programme – supporting well-managed and secure mobility

¹⁵ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

through enhancing the capacity of the Government and creating better conditions for smooth reintegration of returning migrants.

4.3.1.4. A part of this action may be implemented in indirect management with an entity which will be selected by the Commission's services using the following criteria: extensive experience in providing technical assistance and advice on legal and policy matters relevant to the **human rights promotion and protection** in Armenia, strong track record in providing support to human rights institutions development, necessary operational capacity and transparency as well as provision of technical equipment. The implementation by the entrusted entity will entail contributing towards achieving **Outcome 3** of this programme - Rights-based approach strengthened in public service delivery to safeguard protection, equality and inclusiveness.

If negotiations with the above-mentioned entities under section 4.3.1 fail, that part of this action may be implemented in direct management in accordance with the implementation modalities identified in section 4.3.2.

4.3.2. Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances (one alternative second option)

In case the above-described implementation modalities under indirect management cannot be used due to circumstances outside of the Commission's control, the alternative implementation modality of procurement under direct management will be used to implement Outcomes 1, 2 and 3.

4.4. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Objective 1 Institutional set-up/ better Police service delivery composed of:	4 500 000
Indirect management with an entrusted entity - cf. section 4.3.1.	4 500 000
Objective 2 Improved delivery of migration services composed of:	3 000 000
Indirect management with an entrusted entity - cf. section 4.3.1	3 000 000

Objective 3 Rights-based approaches strengthened in public service delivery composed of:	2 300 000
Indirect management with an entrusted entity - cf. section 4.3.1	2 300 000
Evaluation – cf. section 5.2 Audit – cf. section 5.3	200 000
Totals	10 000 000

4.6. Organisational Set-up and Responsibilities

A Strategic Steering Committee will be set up to oversee and validate the overall direction of the programme and meeting at least twice a year.

Separate, specific Steering Committees will be set up for each individual contract. Each Steering Committee shall agree on the annual work plan, provide comments on the narrative and financial reports and validate them. The Steering Committee may take necessary measures to ensure the proper implementation of the project according to the framework set by this document.

The project steering committee will include the following members: a representative of the EU Delegation to Armenia (co-chair), a representative of the partner country (co-chair), representatives of relevant implementing partners and beneficiaries of the action (as members) plus CSOs that could be invited to participate (as observers).

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the log frame matrix.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring will be determined. The action will be implemented through contract(s) with implementing partner(s). Implementing partner(s) will be responsible for the establishment of the necessary baseline, the collection of data, monitoring and reporting at the contract level. The results achieved and recorded at the contract level will be attributed to measuring the overall progress at the level of outputs. SDG indicators, data disaggregated by gender and, if applicable, any jointly agreed indicators shall be taken into account.

5.2. Evaluation

Having regard to the nature of the action, a **final evaluation** will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that some of the components foreseen under this programme are subject to prioritisation which will take place during the inception phase of the programme.

The Commission shall inform the implementing partner at least **two months in advance** of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up of actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract.

5.3. Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6. COMMUNICATION AND VISIBILITY

Communication and visibility is a contractual obligation for all entities implementing EU-funded external actions, to advertise the European Union's support for their work to the relevant audiences.

To that end they must comply with the instructions given in the [Communication and Visibility Requirements of 2018](#) (or any successor document), notably with regard to the use of the EU emblem and the elaboration of a dedicated communication and visibility plan, to be completed for every action at the start of implementation.

These obligations apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country (for instance, concerning the reforms supported through budget support), contractors, grant beneficiaries or entrusted entities. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and delegation agreements.

Communication and visibility measures may be funded from the amounts allocated to the action. For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds.

Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and concerned EU Delegation/Office fully informed of the planning and implementation of specific visibility and communication activities before work starts.

Implementing partners will ensure adequate visibility of EU financing and will report on visibility and communication actions as well as the results of the overall action to the relevant monitoring committees.

The strategic communication for all AAP 2021 Action Documents will be covered by the service contract foreseen in the CEPA Reform Facility under AAP 2019. This shall ensure streamlining the joint communication efforts of the EU and Armenia to deliver on critical reforms and achieve a greater impact and outreach.