

ACTION PLAN RESULTING FROM THE 2022-2026 STRATEGY OF JUDICIAL AND LEGAL REFORMS OF THE REPUBLIC OF ARMENIA**OBJECTIVE 1: SETTING UP A UNIFIED E-JUSTICE MANAGEMENT SYSTEM AND ENSURING ACCESSIBILITY AND UPDATING OF ELECTRONIC DATABASES****Strategic directions:**

- Establishment of the e-Court and e-Justice unified management systems
- Updating the E-Systems of the justice sector institutions
- The digitization and/or modernization of public functions and databases assigned to the Ministry of Justice

Outcome	Interim results	Output
The effective and affordable implementation of the right to judicial protection, the public functions assigned to the bodies of the justice sector and the Ministry of Justice is principally guaranteed	<p>1. The Electronic Court and Electronic Justice unified management systems, including the framework for the publication of reports and statistics summarizing the activities of the courts available to the public in the online mode have been introduced and implemented</p> <p>2. Software systems for the judicial system, law enforcement system, penitentiary system and probation service have been introduced or improved.</p> <p>3. Different functions of the National Archive, State Register (including official website of the Public Notices), Mediation Institute and</p>	<p>1.1. At least 20 percent of the Court functions within the framework of Civil proceedings are performed electronically</p> <p>1.2. At least 20 percent of the Court functions within the framework of Bankruptcy proceedings are performed electronically</p> <p>1.3. At least 20 percent of the Court functions within the framework of administrative proceedings are performed electronically</p> <p>1.4. At least 20 percent of the Court functions within the framework of Criminal proceedings are performed electronically</p> <p>1.5. Judicial statistical information is received online</p> <p>1.6. The judicial statistical data available to</p>

	<p>Notary operations have been digitized or modernized (upgraded).</p>	<p>the public has increased by about 30 percent</p> <p>1.7. All (100 percent) the Mediators operating in the Republic of Armenia are registered in the e-Register of Mediators.</p> <p>1.8. 100 percent of the cases of the appointment of a mediator or the selection of a mediator candidate and submission to the court in the case of a Party's application to the Ministry of Justice or the submission of a Letter of Demand by the court are carried out through the electronic system</p> <p>1.9. The "e-Justice" unified management system has been launched, it ensures the electronic document circulation (digital flow) of judicial, law enforcement, law executive bodies (Enforcement Service, Criminal Justice Service, Probation Service), as well as between and among other state bodies and officials.</p> <p>1.10. At least 50 percent of court cases are distributed and recorded using an upgraded advanced electronic system, taking into account the judge's workload and the complexity of the case.</p> <p>1.11. 100 percent of judicial acts are published in the upgraded system of official publication of judicial acts</p> <p>2.1. The technical features of the official website of Public Notices have been upgraded and 100 percent of the required public notices are posted on the updated website.</p> <p>2.2. Probation service paperwork and deadlines have been reduced by at least 20</p>
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		<p>percent.</p> <p>2.3. As a result of the smooth operation of the electronic platform of the enforcement service with the relevant channels of other agencies, the time required for document circulation has been reduced by at least 30 percent.</p> <p>2.4. The risks of possible loss or leakage of the personal data of the participants of enforcement proceedings and the digital database of the service have been reduced by at least 50 percent.</p> <p>2.5. Financial resources spent on enforcement proceedings have been reduced by at least 10 percent.</p> <p>2.6. Digital access to at least 80 percent of the information and documents related to the enforcement proceedings has been ensured for the parties to the enforcement proceedings.</p> <p>2.7. The range of electronic enforcement actions has been expanded by at least 50 percent</p> <p>2.8. Within the framework of enforcement proceedings, the electronic notification toolkit has been expanded by at least 30 percent, the electronic document circulation tools have been improved.</p> <p>2.9. The range of users of the personal e-office for enforcement proceedings has been expanded by at least 50 percent</p> <p>2.10. At least 40 percent of the penitentiary's electronic system has been upgraded</p> <p>2.11. An electronic environment to carry out pre-trial criminal proceedings has been</p>
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		<p>created</p> <p>2.12. The cost of investigating criminal cases, as well as the with the possibility of errors, gaps, omissions during the investigation process has been reduced, and the efficiency has been increased</p> <p>3.1. The upgraded/modernized electronic e-register system of the Agency of the State Register of Legal Persons is in operation, as a result of which the registration of legal persons and individual entrepreneurs through the electronic system has increased by 20 percent.</p> <p>3.2. The digital archive of the Agency for the State Register of Legal Persons is in operation, at least 60 percent of the documents have been digitized</p> <p>3.3. At least 20 percent of National Archives requests and responses are provided through the e-request platform or the applicant's email.</p> <p>3.4. A system providing the possibility of automatic electronic self-certification of PoS contracts by a Notary has been planned, ensuring the electronic issuance of writ of execution in case of forced performance of the obligations arising from them.</p> <p>3.5. 20 percent of unilateral transactions are validated by notaries by means of electronic communication</p>
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Activity	Baseline indicator	Targets by phases	Target indicator (output)	Verification means (source of information)
		Q3, 2023		
1. Develop, introduce and operate the electronic module for the civil cases of the E-Court unified electronic court case management system	Currently there is no unified e-Justice platform. However, in order to ensure the efficient and affordable implementation of the right to judicial protection, it is necessary to create a unified e-Justice platform, which will include the electronic module for the civil cases. Currently, only the payment order module of the system has been launched.	The electronic module for the civil cases of the “e-Court” unified electronic court case management system has been developed and introduced.	1.1. At least 20 percent of judicial functions in civil proceedings are performed electronically. 1.2. At least 5 civil procedural actions (submission of electronic claims, counterclaims, electronic responses, evidence, petitions) are carried out electronically.	The electronic module for the civil cases of the “e-Court” unified electronic court case management system cases has been launched.
<i>The responsible body</i>	<ul style="list-style-type: none"> • The Ministry of Justice of RA • The Ministry of High-Tech Industry of RA • The Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or Grant funds • Around AMD 500 million 			
		Q3 2023		
2. Develop, introduce and operate the electronic module for bankruptcy	Currently there is no unified e-Justice platform. However, in order to	The electronic module for the bankruptcy cases of the e-Court unified electronic	2.1. At least 20 percent of court functions performed	The electronic module for the bankruptcy cases of the e-Court unified electronic

cases of the e-Court unified electronic court case management system	ensure the efficient and affordable implementation of the right to judicial protection, it is necessary to create a unified e-Justice platform, which will include the electronic module for the bankruptcy cases. At the moment, a contract has been signed with the winning Company for the development of an electronic module for bankruptcy cases, and the Company is already working on the development of the module.	court case management system has been developed and introduced.	in bankruptcy proceedings are performed electronically. 2.2. The Bankruptcy module has been introduced. This allows ensuring the submission of Applications and other documents to the Court, Bankruptcy Administrator and the participants of the proceedings; online access to documents and information on the bankruptcy proceedings; implementing electronic notifications; organizing the selectin of candidates for the Bankruptcy Administrator; electronic sales of the property; publishing reports; summarizing the statistical data.	court case management system cases has been launched.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry • RA Supreme Judicial Council (upon consent) 			

<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or Grant funds • Around AMD 500 million 			
		Q 4 2023		
3. Develop, introduce and operate the electronic module for administrative cases of the e-Court unified electronic court case management system.	Currently there is no unified e-Justice platform. However, in order to ensure the efficient and affordable implementation of the right to judicial protection, it is necessary to create a unified e-Justice platform, which will include the electronic module for the administrative cases. Currently, activities are being carried out on the development of the ToR for the e-Justice administrative module, in particular, there is cooperation with the representatives of the United Nations Development Programme (UNDP) in Armenia.	The electronic module for the administrative cases of the e-Court unified electronic court case management system has been developed and introduced.	<p>3.1. At least 20 percent of court (judicial) functions performed within the framework of administrative proceedings are performed electronically.</p> <p>3.2. At least 5 civil procedural actions (submission of electronic claims, counterclaims, electronic responses, evidence, petitions) are carried out electronically.</p>	The electronic module for the administrative cases of the e-Court unified electronic court case management system has been launched.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry • RA Supreme Judicial Council (upon consent) 			

<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or Grant funds • Around AMD 500 million 			
		Q2 2024		
4. Develop, introduce and operate the electronic module for criminal cases of the e-Court unified electronic court case management system.	Currently there is no unified e-Justice platform. However, in order to ensure the efficient and affordable implementation of the right to judicial protection, it is necessary to create a unified e-Justice platform, which will include the electronic module for the criminal cases. Currently, with the support of the World Bank activities are being carried out on the development of the ToR for the e-Justice criminal cases module.	The electronic module for the criminal cases of the e-Court unified electronic court case management system has been developed and introduced.	4.1. At least 20 percent of judicial functions in criminal proceedings are performed electronically. 4.2. At least 3 actions of criminal proceedings are conducted electronically.	The electronic module for the criminal cases of the e-Court unified electronic court case management system has been launched.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or Grant funds • Around AMD 500 million 			
		Q3 2024		
5. Integrate the electronic module of criminal cases	In order to increase the efficiency of the	The e-Court unified electronic court case	5.1. At least 20 percent of document circulation	The integration of the electronic systems is

of the e-Court unified electronic court case management system with/into the existing electronic systems of competent authorities involved (providing/receiving information) in the trial process.	investigation of criminal cases, it is necessary to integrate the e-Court unified electronic court case management system with/into the existing electronic systems of competent authorities that are providing information during the trial process.	management system has been integrated with the existing electronic systems of competent authorities involved (providing/receiving information) in the trial process.	between judicial, law enforcement, and execution agencies is conducted electronically. 5.2. Official electronic correspondence among the competent authorities involved in the trial process, including the official electronic personal offices of judges, circulation of electronic documents between and among all participants of the case, as well as with competent state authorities, is carried out through a unified electronic system.	provided and ensured.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of the High-Tech Industry • RA Supreme Judicial Council (upon consent) • RA State Revenue Committee • RA Police • RA National Security Service • RA Prosecutor General's Office (upon consent) • RA Anti-Corruption Committee (upon consent) • RA Investigative Committee (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or Grant funds • Around AMD 20 million 			

		2 nd half of the year, 2024		
6. Introduce a publicly available online structural framework for publication of reports and statistics summarizing the activities of existing courts.	<p>Currently, information and statistics on the functioning of the judicial system have limited access for public.</p> <p>Statistical data is available on the www.court.am website, but the information base of the website is not timely on time, and the statistical information is not automatically generated and summarized in a user-friendly format.</p> <p>Meanwhile, from the perspective of the transparency and accountability of the judicial system, the online publication of reports and statistics summarizing the activities of the courts and open for public is of fundamental importance.</p>	The legal basis and software for the publication of reports and statistics summarizing the activities of the courts available online to the public have been developed and implemented.	<p>6.1. Judicial statistical information is received online.</p> <p>6.2. 1 year after the introduction of the software, the number of judicial statistical data available to the public has increased by about 30 percent.</p>	On the official website of the judiciary (www.court.am) there is an updated department of judicial statistics (results of the survey(s) conducted within the professional community).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			

<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loans or Grant funds • The cost is included within the cost set for the implementation of each module of the e-Court system 			
		Q4 2023		
7. Envisage electronic tools to ensure the operation of the mediation sector.	<p>In the context of the reforms implemented in the mediation sector, in particular, in connection with the introduction of mandatory mediation procedures, the provision of online mediation structures, the increase in the number of mediators operating in Armenia, the review of the procedures of their appointment or election, it is necessary to provide electronic tools to ensure the operation of the mediation sector and the implementation of the mentioned reforms.</p> <p>In particular:</p> <ul style="list-style-type: none"> -it is necessary to create a unified e-Register of Mediators, which will enable the Ministry of Justice to manage and publish data on all active mediators, their status, specialization and other 	The electronic tools designed to ensure the activities of the mediation sector have been introduced and launched.	<p>7.1. 100 percent of mediators operating in Armenia are registered in the electronic Registry of Mediators.</p> <p>7.2. In case of submission of a Party's application to the Ministry of Justice or submission of a letter of demand by the court, 100 percent of the cases of appointment of a mediator or selection of a mediator candidate and presentation to the court are carried out through the electronic system, taking into account the specialization and workload of the mediators.</p>	The new Mediators are registered in the Roster of the Ministry of Justice, and their appointment or selection is done through an automatic system by lottery.

	necessary data, - as well as to carry out the selection of candidates for mediators electronically in the cases of applying to the Ministry of Justice or submitting a letter of demand by the court,			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loans or Grant funds • Around AMD 50 million 			
		Q4 2024		
8. Introduce and launch the e-Justice unified platform	Currently there is no unified e-Justice platform. In order to ensure the efficient and affordable implementation of the right to judicial protection, it is necessary to create a unified e-Justice platform, The most important step on the path of introduction and operation of the unified e-Justice platform is the creation of the e-Court unified electronic	The unified electronic judicial system, which is part of the unified e-Justice platform consisting of modules for civil, administrative, criminal and bankruptcy modules has been introduced and launched.	Digitization of at least 20 percent of proceedings has been ensured within the framework of the e-Court electronic court case management system, which is part of the e-Justice unified platform.	The unified e-Court Electronic Court Case Management system, which is part of the unified e-Justice platform, has been launched.

	court case management system, which will include the electronic modules for the civil, administrative, criminal and bankruptcy cases.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of the High-Tech Industry • RA Supreme Judicial Council (upon consent) • EKENG LLC (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loans or Grant funds • Around AMD 100 million 			
		Q 2, 2025		
9. Ensure access to electronic systems of the justice sector through the e-Justice unified platform	In order to implement electronic document circulation in the justice institutions, develop a unified policy for managing existing systems, collect comprehensive statistical data, save resources and simplify administration, it is necessary to ensure the availability of and access to the electronic systems of the justice sector through	Availability of and access to electronic systems of the justice sector has been ensured through the e-Justice unified platform.	9.1. Through the e-Justice unified management system, electronic document circulation is ensured among judicial, law enforcement (Investigation and Preliminary Investigation bodies, Prosecutor General's office) and law executive (Enforcement Service, Penitentiary Service, Probation Service) bodies, as well as other	The access to the electronic systems of the justice sector is ensured through the e-Justice unified platform,

	the unified platform of e-Justice.		<p>bodies and officials (State Register of Population, Information Center Service, notaries, Bankruptcy Administrators, etc.)</p> <p>9.2. The participants of the proceedings conducted by the bodies (agencies) operating in the field of justice have the opportunity to submit their applications, complaints, motions, evidence, required documents through the “Personal electronic office” and receive the materials of the proceedings with their participation in the same “Personal e-office”.</p> <p>9.3. There is an opportunity to make the necessary payments (state and local taxes, other fees) through “Personal e-office”.</p>	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of the High-Tech Industry • RA Supreme Judicial Council (upon consent) 			

	<ul style="list-style-type: none"> • RA Prosecutor General's Office (upon consent) • EKENG LLC (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loans or Grant funds • Around AMD 500 million 			
		Q2, 2023		
10. Upgrade/Modernize the system of electronic inscription and allocation of court cases in courts, as well as improve the system of official publication of court Acts.	Currently, the system of electronic inscription and allocation of court cases does not take into account the workload of judges and the complexity of cases. Therefore, it is necessary to develop a qualitatively new system based on the allocation of the mentioned components. At the same time, it is necessary to improve the system of official publication of judicial acts in order to ensure proper publicity of the proceedings.	In the courts, the electronic system of official publication of judicial acts and the system of electronic inscription and allocation of court cases have been improved, taking into account the workload of the Judge and the complexity of the case.	10.1. The system of electronic inscription and allocation of court cases has been improved. At least 50 percent of the court cases is assigned through the improved e-system, taking into consideration the workload of the Judge and the complexity of the case. 10.2. 100 percent of judicial acts are published in the improved system of official publication of judicial acts.	A new system of the electronic inscription and allocation of the court cases and electronic improved system of official publication of judicial acts are in place and operational.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loans or grant funds • Around AMD 20 million 			

		Q4, 2022		

11. Upgrade/modernize the official website of Public Notices, establish a unified system of individual and public Notices.	<p>The number of announcements posted daily on the official site of public notices has increased dramatically in recent years, and in order to meet the demands, it is necessary to upgrade the technical capacities of the site, as well as to introduce a system of individual notices.</p> <p>Currently, a more simplified, both in financial and administrative terms, version of the official website of Public Notices has been developed for the use of citizens, the state and the private sector. The system is currently in the process of testing and introduction.</p>	<p>The official website of Public Notices has been updated.</p> <p>A unified system of individual and public Notifications has been created.</p>	<p>11.1. The technical capacities of the official website of Public Notices have been upgraded and 100 percent of the required Public Notices are posted on the upgraded website.</p> <p>11.2. The system of Personal Notifications is in place and operational.</p> <p>11.3. The official website for Public Notices interacts with “Mulberry” electronic document management system, unified e-justice, and postal document circulation systems.</p>	A unified system of individual and public notifications is in place and operational.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry • “EKENG” LLC (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loans or Grant funds • Around AMD 300 million 			

		Q4, 2022		
12. Introduce and operate the e-Probation electronic management system	With the purpose of introducing the e-Probation system, a tender had already been announced by the CE on November 5, 2021. The winner organization is currently working on software development.	e-Probation electronic management system has been launched.	The introduction of e-Probation has created guarantees to carry out accurate analytical work as a result of generating reports in any format, which ensured the most efficient operation of the Probation Service, the continuous implementation of complex and targeted measures aimed at the resocialization of the persons under the probation, the improvement of the policy aimed at the reintegration of people who have committed a crime into society, and the reduction of recidivism.	e-Probation electronic management system has been introduced and applied in the Probation Service
<i>The responsible body</i>	<ul style="list-style-type: none"> ● RA Ministry of Justice ● RA Ministry of High-Tech Industry ● EKENG LLC (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> ● Loan or Grant funds ● Around AMD 45.8 million 			

		Q 4, 2022		
13. Improve the electronic management system of the Compulsory Enforcement Service	<p>Currently the situation is as follows:</p> <ul style="list-style-type: none"> -there is an urgent need for upgrading and technical refurbishment of the existing management system of the Compulsory Enforcement Service -there is an urgent need for expanding the scope of enforcement actions performed automatically -the use of electronic toolkit in the enforcement proceedings is very limited -the existing system(s) of electronic document circulation between the Service and the national and local self-governing bodies should be upgraded and new relevant channels should be introduced 	The electronic management system ensuring the Compulsory Enforcement Service implementation has been upgraded	<p>12.1. The range of use of digital tools in enforcement proceedings has expanded by at least 30 percent</p> <p>12.2. The use of electronic notification tools in enforcement proceedings has been improved and expanded by at least 20 percent</p> <p>12.3. As a result of the expansion of the electronic toolkit, the range of enforcement actions performed electronically has been expanded by at least 30 percent</p> <p>12.4. At least 30 percent of execution operations are performed automatically without human intervention</p> <p>12.5. The existing electronic document circulation system between the Service and the national and local self-governance bodies have</p>	An improved electronic enforcement service system has been launched.

			<p>been upgraded and at least 3 new separate electronic channels have been introduced.</p> <p>12.6. Inscription of enforceable acts to compulsory enforcement officers is performing 100% automatically</p>	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant funds • Around AMD 30 million 			
		Q 4, 2023		
14. Introduce and operate a new electronic system of the Compulsory Enforcement Service	Currently, in order to increase the effectiveness of enforcement actions, reduce the duration of enforcement proceedings and ensure the guaranteed protection of the rights of the participants in enforcement proceedings, it is necessary to enable the operation of the upgraded Service through the improvement of the	The new electronic system of the Compulsory Enforcement Service has been introduced.	<p>14.1. The use of electronic notification tools in enforcement proceedings has been improved and expanded by at least 30 percent.</p> <p>14.2. As a result of the smooth operation of the electronic platform of the Compulsory Enforcement Service and the relevant channels with other agencies, the time required for document circulation</p>	The new electronic system of the Enforcement Service has been launched.

	<p>electronic notification system, introduction of electronic enforcement proceedings, the maximum range of enforcement actions to be carried out electronically, the expansion of the electronic toolkit for notification, the improvement of electronic document circulation tools and opportunity for the participants of the proceedings to perform the widest possible range of actions through a personal electronic office.</p>		<p>has been reduced by at least 30 percent.</p> <p>14.3. The risks of possible loss or leakage of the personal data of the participants of the proceedings and the digital database of the service are reduced by at least 50 percent.</p> <p>14.4. Financial resources spent on enforcement proceedings have been reduced by at least 10 percent</p> <p>14.5. Digital access to at least 80 percent of the information and documents related to the enforcement proceedings has been ensured for the parties to the enforcement proceedings</p> <p>14.6. The range of enforcement actions performed electronically has been expanded by at least 50 percent</p> <p>14.7. At least 30 percent of the document circulation involving the parties to enforcement proceedings, including Notices, is</p>	
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			<p>largely carried out through a personal electronic office, as a result of which the need for direct contact between the participants of the enforcement proceedings and the enforcement officer has decreased and the risks arising from it have been restrained.</p> <p>14.8. The range of personal e-office users has been expanded by at least 50 percent</p> <p>14.9. The electronic system is integrated with the existing electronic systems of other state bodies (State RA Revenue Committee, RA Cadastre Committee, RA Police, RA Social Security Service, RA Central Bank), Yerevan Municipality, commercial banks, Central Depository and other organizations; the time required for document circulation has been reduced by at least 30 percent</p> <p>14.10. As a result of modernizing the electronic</p>	
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			<p>system of electronic forced auctions and integrating it with the new electronic system of the Compulsory Enforcement Service, the duration of the process of publishing a statement on the sale of property by forced electronic auction has been reduced by at least 50 percent.</p> <p>14.11. As a result of the introduction of new electronic tools and the integration of new modules, the need to perform the same operation several times has been eliminated by at least 80 percent.</p>	
<i>The responsible body</i>	<ul style="list-style-type: none"> ● RA Ministry of Justice ● RA Ministry of Hi-Tech Industry 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> ● RA State budget, loans or grant funds ● Around AMD 150 million 			
		Q 4, 2023		
15. Upgrade/Modernize the e-Penitentiary electronic management system	Due to the need to develop complete information on the persons kept in the penitentiary institutions,	The e-Penitentiary electronic management system has been upgraded.	At least 40 percent of the electronic system of the penitentiary institutions has been	The e-Penitentiary electronic management system has been upgraded/modernized and

	to provide a comprehensive analysis of the work carried out by the units, as well as to introduce effective control measures, the "Information Register of Detainees and Convicts" - the e-Penitentiary electronic management system, has already been launched. However, it needs to be upgraded/modernized, considering that the software was developed about 6 years ago and does not meet contemporary requirements.		upgraded/modernized.	is integrated and uninterruptedly applied in the Penitentiary Service and penitentiary institutions.
<i>The responsible body</i>	<ul style="list-style-type: none"> ● RA Ministry of Justice ● RA Ministry of High-Tech Industry ● EKENG LLC (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> ● Loan or grant funds ● Around AMD 10 million 			
		Q3, 2023		
16. Introduce and operate the e-Criminal case (electronic management system of pre-trial	Currently, there is no electronic system for pre-trial proceedings in criminal cases, which	The e-Criminal case electronic management system has been launched.	16.1. The System ensures the integration and effective use of information generated	The e-Criminal case electronic management system has been introduced and is used

proceedings in criminal cases) electronic management system.	would enable the electronic circulation of documents necessary for the implementation of the proceedings. The introduction of the System will improve the effectiveness of case investigation, increase the level of trust in the bodies conducting the proceedings and the Prosecutor's Office, reduce the costs of investigating the case, and reduce corruption risks.		during the pre-trial proceedings of criminal cases by state bodies. 16.2. The possibility of mistakes, defects, omissions during the investigation of criminal cases has been reduced. 16.3. Criminal cases are investigated faster and more efficiently, as well as in a less expensive way. 16.4. The process of obtaining evidence during investigation of criminal cases has been simplified.	within the framework of pre-trial proceedings in criminal cases.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry • RA State Revenue Committee • RA Police • RA National Security Service • RA Prosecutor General's Office (upon consent) • RA Anti-Corruption Committee (upon consent) • RA Investigative Committee (upon consent) • EKENL LLC (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant funds • Around AMD 1 billion 			
		Q 4, 2023		
17. Upgrade/modernize the	At present, the e-Register	The electronic system of	After the introduction of	The modernized electronic

e-Register system of electronic registration of legal entities.	system of electronic registration of legal entities is outdated; it is not used much by the citizens, as it is not user-friendly, which makes it problematic from the perspective of shortening the administrative period, and implementing periodic improvements of the quality of business environment and services provided.	the State Register Agency of Legal Entities of the Republic of Armenia has been upgraded/modernized.	the new electronic system of the RA State Register Agency of Legal Entities, the registration of legal entities and individual entrepreneurs (sole proprietors) through the electronic system has increased by 20 percent within a year.	system of the RA State Register Agency of Legal Entities has been launched (e-Register.am website of the State Register of Legal Entities).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant funds • Around AMD 200 million 			
		Q 4, 2025		
18. Digitize the archive of the State Register of Legal Entities, create a digital archive.	Currently, most of the archive materials of the State Register Agency of Legal Entities of the Republic of Armenia are not digitized, which makes it difficult to work with them, as well as problematic from the point of view of ensuring	The digital archive of the State Register Agency of Legal Entities of the Republic of Armenia has been created.	After the digitization of the archive materials of the State Register Agency of Legal Entities, the digital archive of the State Register of Legal Entities is operational, 60 percent of the documents have been digitized.	The digital archive of the State Register Agency of Legal Entities is in operation (Available at e-register.am).

	functional compatibility with the "e-Justice" unified electronic management system.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant funds • Around AMD 250 million 			
		2-nd half of the year, 2026		
19. Develop, introduce and operate the unified electronic management system of the National Archives of Armenia	<p>Currently, the program used in the National Archives of Armenia is an automated information-search system designed for entering, storing and searching information in the database. The electronic database is a brief presentation of the content of each document in the archive file in the form of a card and its entry into the National Archives of Armenia program, but it is not attached to a unified management system.</p> <p>- The software modules of the operating electronic</p>	The electronic unified management system of the National Archives has been developed and introduced.	<p>19.1. The unified electronic management system of the National Archives has been launched.</p> <p>19.2. Requests for at least 20 percent of the services provided within two years after the introduction and operation of the unified electronic management system of the National Archives are performed through the e-request platform, and the answers are provided through the unified electronic management system or the applicant's e-mail.</p>	The unified electronic management system of the National Archives has been launched. The procedure for using the system is published on the official websites of the Ministry of Justice and the National Archives of Armenia.

	<p>system have not been updated since their creation</p> <p>- Most of the applications to the National Archives are submitted by the applicants manually.</p>		19.3. Within two years after the introduction and operation of the unified electronic management system of the National Archives, the direct contact between the citizen and the archive has decreased by 20 percent.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant funds • Around AMD 500 million 			
		Q 4, 2024		
20. Develop and introduce the electronic system necessary for the exchange of electronic contracts and documents subject to electronic validation by a Notary.	At present, Notaries are not able to electronically provide a writ of execution in connection with PoS contracts, because the corresponding electronic contracts are not certified by them. As a result, financial institutions receive a writ of execution for these transactions through court, which is also an additional burden for the courts.	The electronic system of notaries' electronic validation of PoS (installment sales) contracts and issuance of the writ of execution for them has been introduced	A system providing for the possibility of automatic electronic validation of PoS (installment sales) contracts by a Notary has been planned, ensuring the electronic issuance of writ of execution for in case of forced performance of the obligations arising from those.	The electronic system of Notaries' electronic validation of PoS (installment sales) contracts and issuance of the writ of execution for them has been launched.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) 			

	<ul style="list-style-type: none"> • RA Notary Chamber (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant • Around AMD 30 million 			
		Q 4, 2024		
21. Introduce and operate conditions for validating certain one-way transactions and exchange (transfer) of documents by a Notary by means of electronic communication.	Currently, notary operations, including the validation of unilateral transactions, require the physical presence of the Notary and the transaction Party(ies) in one place, which does not provide an opportunity to ensure the flexibility of notary services and is problematic from the point of view of the proper exercise of the rights of persons who do not have the opportunity to appear in person at the Notary's office.	The system of authentication and exchange of documents by a Notary for some unilateral transactions by means of electronic communication has been introduced.	21.1. Notaries can certify at least three types of unilateral transactions by means of electronic video communication 21.2. Within two years after the introduction of the procedure for the validation of unilateral transactions by means of electronic communication, 20 percent of unilateral transactions are validated by means of electronic communication.	Within two years after the introduction of the procedure for the validation of unilateral transactions by means of electronic communication, 20 percent of unilateral transactions are validated by electronic means of communication.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of High-Tech Industry • RA Central Bank (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant funds • Around AMD 20 million 			

OBJECTIVE 2: APPLICATION OF TOOLKITS FOR TRANSITIONAL JUSTICE TO DETECT SYSTEMIC HUMAN RIGHTS VIOLATIONS THROUGH FACT-FINDING ACTIVITIES

Strategic Directions:

- Introduction of necessary frameworks/structures for fact-finding activities

Outcome		Interim results		Output	
Cases of mass violations of human rights enshrined in the RA Constitution and opportunities for restoration of violated rights are disclosed as much as possible.		1. A fact-finding body has been established and operates in Armenia.		1.1. A fact-finding body has been operating in Armenia for a maximum period of 3 years. 1.2. At least 50 percent of the cases of rights violations in the areas and period assigned to the body carrying out fact-finding functions have been identified. 1.3. For at least 30 percent of the identified cases of rights violations, measures to restore the violated rights were proposed.	
Activity	Baseline indicator	Targets by phases		Target indicator (output)	Verification means (source of information)
		1 st half of the year, 2023			
1. Develop a package of legislative drafts on the formation of a body performing fact-finding functions	Since independence, there have been various manifestations of massive violations of human rights in the Republic of Armenia In particular, it is necessary to study and reveal the organization and conduct of national and local self-government elections and referendums,	A package of legislative drafts regulating the formation procedure (e.g., in the form of a separate body or other currently operating state body, for example, a special division of the Office of the Human Rights Defender), goals, powers, activity procedure and other necessary relations of the		The legislation allows providing the existence and operation of a fact-finding body that will carry out fact-finding activities in at least 3 areas.	The legislative package providing relevant regulations has been submitted to the Prime Minister's Office. Government Decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).

	political persecutions that took place in the post-election processes, alienation of property in order to ensure the overriding public interest, other manifestations of depriving people of their property rights, cases of deaths of servicemen in non-combat conditions, as well as, if necessary, cases of systemic massive violations of human rights in other areas connected with the above listed cases and events. However, so far, there has not been a single empowered fact-finding body operating in Armenia.	body performing fact-finding functions has been developed.		
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Human Rights Defender (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
2. Establish a Fact-finding Structure	As a result of the adoption of the relevant legislative package, it will be	The Structure, officially performing the fact-finding function carries out its	2.1. Within maximum of three years following the establishment of the	The Fact-finding Structure has published the Interim and Final Reports.

	necessary to actually establish the Fact-finding Structure and ensure its normal operation.	activities within the scope of its competencies to identify and investigate cases of human rights violations in relevant fields.	Fact-finding Structure at least 50 percent of the cases of infringement of human rights in the areas assigned to it have been revealed. 2.2. For at least 30 percent of the identified cases of rights violations, measures to restore the violated rights have been proposed. 2.3. Within maximum three years after its establishment the Fact-finding Structure has submitted the Interim and Final Reports to the consideration of the State and local self-governing bodies.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • Human Rights Defender of Armenia 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant funds • AMD 85 million annually (3 years maximum) 			

OBJECTIVE 3. THE DEVELOPMENT OF DEMOCRATIC INSTITUTIONS

Strategic Directions:

- Implementation of Constitutional Reforms
- The reform of the electoral legislation through the analysis of the issues having arisen and recorded during the elections

Outcome	Interim results	Output
<p>Democratic institutions are most developed in Armenia</p> <ul style="list-style-type: none"> - the constitutional and legal frameworks have been revised and have had a positive impact on the protection of the rights of individuals, the organization and operation of state powers - the electoral legislation has been revised and the guarantees of the effective exercise of the electoral right of persons have been strengthened 	<ol style="list-style-type: none"> 1. The bodies ensuring the implementation of the reforms have been formed 2. Draft concept of constitutional reforms has been developed 3. Draft of Constitutional reforms has been developed 4. The Electoral legislation has been improved 	<ol style="list-style-type: none"> 1.1. There is an operational Council of Constitutional Reforms, coordinating the processes. 1.2. There is an operating professional Committee for Constitutional Reforms consisting of at least 5 members. 1.3. At least 500 people participated in the polls organized by the Constitutional Reforms Committee 2.1. The Concept reflects at least 70 percent of the needs raised as a result of the Constitutional Reforms Committee's studies and public discussions 2.2. There is A Draft Concept of the implementation of the Constitutional reforms, which has passed at least 3 discussions. 3.1. The Draft t of Constitutional Reforms reflects at least 50 percent of the directions arising from the Concept 4.1. About 50 percent of the existing and identified problems related to the adjustment and efficient management of voter lists, voter identification and interoperability of information databases have been identified and inventoried.

		4.2. As a result of the legislative changes implemented in the electoral sector, at least 70 percent of the issues raised in the area have received a legislative solution.		
Activity	Baseline data	Target by phases	Target indicator (result)	Verification means (source of information)
		Q 2, 2023		
1. Establish the Council for Constitutional Reforms and the Professional (Expert) Committee, define the order of their activities	Currently, according to Clause 5.1 of the Annex to the Government Decision N 1363-A of 18.08.2021, as well as to para 2.1 of the Annex N1 to the Government Decision N 1902-L of 18.11.2021, implementation of Constitutional reforms of the areas assigned to the Ministry of Justice is envisaged under the Clause 2.1. In accordance with the above and in order to carry out Constitutional reforms at a professional level, the Council for Constitutional Reforms and a Professional (Expert) Committee have been formed. At the same time, it is necessary to organize	The bodies, ensuring the implementation of the reforms have been established and operate in accordance with the approved working procedures	1.1. The Council for Constitutional Reforms operates on the basis of the working procedure approved by the decision of the Prime Minister, for at least 1,5 years after the approval. 1.2. There is a Professional (Expert) Committee for Constitutional Reforms consisting of at least 5 members. formed by the Council for Constitutional Reforms and approved by the Decision of the Prime Minister, operating at least for 1,5 years after approval. 1.3 At least 3 discussions have been held by the Professional (Expert) Committee for Constitutional Reforms with the participation of	The activities of the Council for Constitutional Reforms and Professional (Expert) Committee, as well as the results of the activities, are regularly published in the mass media and on the official website of the Ministry of Justice.

	discussions in order to ensure the participation of wide circles of the public, to collect their recommendations and opinions		various public groups and structures. 1.4. At least 500 people participated in the polls organized by the Professional (Expert) Committee for Constitutional Reforms. 1.5. After the Council for Constitutional Reforms developed the draft of amendments to the Constitution, at least 2 public discussions have been held to discuss the final Draft.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Council for the Constitutional Reforms (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant funds • Around AMD 55 million annually (for one and a half year, total around AMD 82,5 million) as remuneration of the members of the Professional (Expert) Committee for Constitutional Reforms and costs of secretariat • About AMD 12 million annually as expenses for organizing discussions 			
		Q 4, 2022		
2. Drafting the Concept of Constitutional Reforms by the Council for the Constitutional Reforms	According to the Annex 1 to the RA Government Decision N 1902-L dated as of 18.11. 2021, it is necessary to develop a Concept of Constitutional reforms in order to	As a result of the summary of the discussions, the Draft Concept of Constitutional reforms has been developed.	There is a Draft Concept of Constitutional reforms, which addresses at least 50 percent of the problems studied.	The Draft Concept has been published on the official website of the Ministry of Justice.

	implement reforms of the areas assigned to the Ministry of Justice under the clause 2.1, as well as to summarize the results of the studies of the Committee for Constitutional Reforms.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Council for the Constitutional Reforms (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant funds • Funding is provided under Activity 1 of the given Objective 			
		Q 2, 2023		
4. Developing the Draft of Constitutional Reforms	The current RA Constitution underwent modification and amendments in 2015 and at present various issues and gaps in the framework of constitutional and legal regulations have come around, which are planned to be addressed within the framework of the Concept for Constitutional reforms. In turn, based on the Concept for Constitutional	Draft of Amendments to the RA Constitution has been developed based on the Concept for Constitutional reforms.	The Draft of Constitutional reforms reflects at least 50 percent of the directions arising from the Concept.	The Draft of Constitutional Reforms has been published on the official website of the Ministry of Justice.

	reforms, there will arise a need to develop a Draft of amendments to the Constitution, which will offer solutions to the identified problems and gaps.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Council for the Constitutional Reforms (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant • Funding is provided under Activity 1 of the given Objective 			
		Q 1, 2023		
4. On the basis of the positions of the Venice Commission regarding the legislative reforms of 2018-2021, as well as the issues identified by the results of the elections to the National Assembly and local self-government bodies held in 2021, develop a package of normative Legal Acts providing for changes in the Electoral Code of the Republic of Armenia and,	The results of the parliamentary elections held in Armenia in 2021 have revealed some problems of electoral legislation, especially in relation to the adjustment and effective management of voter lists, voter identification and interoperability of information databases, which need to be identified and inventoried, and based on the results, to develop relevant legislative changes.	A package of draft normative legal acts providing for amendments to the electoral legislation has been developed.	5.1. About 50 percent of the legislative issues that emerged with the positions expressed by international structures, as well as with the results of the elections of the National Assembly and local self-government bodies held in Armenia in 2021, have been revealed and inventoried. 5.2. As a result of the legislative changes implemented in the electoral field, at least 70 percent of the issues raised have received legislative	The package of draft Normative Legal Act or Acts providing for amendments to the Electoral legislation has been submitted to the Prime Minister's Office. The Government Decision on approving the legislative Initiative has been adopted (official website of the RA Government).

as necessary, the related Laws.			solutions.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Electoral Committee (upon consent) • RA Police 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			

OBJECTIVE 4: ENSURING THE CONTINUITY OF JUDICIAL REFORMS

Strategic Directions:

- Ensuring the continuous capacity building of the Judges and the Courts, as well as ensuring the continuous development of integrity frameworks /structures
- Continuous increase of the salaries of the Judges, starting from the Courts of Higher Instances
- Ensuring the building and logistics of the Anti-Corruption Court
- Improving the process of selecting the candidates for Judges
- Strengthening the integrity of Judges

Outcome	Interim Results	Output
Increased effectiveness of justice, increased public trust in the Judicial system.	<ol style="list-style-type: none"> 1. The functioning of the judicial system and the status of the Judge as a profession have improved 2. The Courts are provided with all the material and technical resources and capabilities necessary for normal functioning. 	<ol style="list-style-type: none"> 1.1. The number of (sub)specialties of Judges or specialized Courts has increased by at least one. 1.2. Criminal and civil courts of first instance operate in Yerevan. 1.3. Candidates for Judges are selected on the basis of a combined assessment score of the results of the respective written qualification test and the interview. 1.4. At least 30 percent of judges handling anti-corruption cases have received professional development training 1.5. Structures for periodic review of integrity of the Judges are in place and operating 1.6. The weight of the votes of non-judge members in the Committee on Ethics and Disciplinary Matters of the General Assembly of Judges has increased by at least 1 vote 2.1. The remuneration of Judges in higher Courts has been revised by at least 50 percent 2.2. Within three years after the process of

		providing the Anti-Corruption Courts (including the staff that examines the complaints brought against its Acts) with building and material conditions, at least 70 percent of the needs of the anti-corruption courts have been met.		
Activity	Baseline Indicators	Targets by phases	Target Indicator (Results)	Verification means (source of information)
		2 nd half of the year, 2025		
1. Develop a Concept for the creation of specialized courts and sub-specializations of Judges, including Judges considering small claims, as well as Judges considering certain types of administrative cases, military tribunals and other specialized courts.	At present, the developments of the legal system take place mainly on the sub-levels, when in the same field of Law various subdivisions come up, corresponding to which there emerges need for lawyers with narrow specialization and Judges who resolve disputes in very specialized areas of expertise (sub-specialization of Judges). Therefore, it seems very appropriate to establish Specialized Courts, as well as to provide Judges who specialize in sub-disciplines in Courts of General Jurisdiction or in Specialized Courts. Or the Courts of General Jurisdiction should be revised and reorganized so that they are capable examine disputes	A Concept predetermining the directions of specialized Courts and sub-specializations of Judges has been developed.	The Concept predetermining the directions of specialized Courts and sub-specializations of Judges reflects about 50 percent of the needs revealed during discussions (at least 3) with stakeholders.	The Ministry of Justice has the Concept predetermining the directions of specialized Courts and sub-specializations of Judges developed (and approved).

	arising within such sub-sectors.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant funds • Around AMD 12 million 			
		1 st half of the year, 2023		
2. Study the legal possibility of establishing Criminal and Civil Courts of First Instance in the city of Yerevan and, as necessary, develop drafts of legal acts providing for changes in the Constitutional Law on Judicial Code and related laws.	<p>Currently, there is a First-Instance Court of General jurisdiction in the city of Yerevan, with total of 72 judges: 33 judges with criminal specialization and 39 -with civil specialization.</p> <p>As a result, the work of the Court is coordinated and managed by one person, the Chairperson of the Court. Objectively, this situation creates complications in ensuring the normal operation of the court, controlling the operation of the court staff and other similar issues.</p>	Draft legal Acts providing for amendments to the Constitutional Law on Judicial Code and, as necessary, related Laws have been developed.	There are a Criminal Court of first instance and a Civil Court of first instance operating in the city of Yerevan.	<p>Draft legal Acts providing for amendments to the Constitutional Law on Judicial Code and, as necessary, related Laws have been submitted to the Prime Minister's Office.</p> <p>The Government Decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).</p>

	In addition, there is a need to improve the process of operative distribution of cases entering the court among judges, taking into account that currently the Yerevan city court has 6 sittings.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget • Around AMD 28 million (in case of establishment of courts, remuneration of the new Chairperson, Head of the Court staff, Head of the office and chief accountant) 			
		Q1, 2026		
3. On the basis of the Concept, develop drafts of legal Acts providing for changes in Constitutional Law on Judicial Code and, as necessary, related Laws, creating legal bases for the provision of new specialized Courts or	Based on the proposed conceptual directions it may be necessary to make amendments in the Judicial Code and related Laws to provide for new specialized Courts or sub-specialization of Judges.	Draft legal Acts providing for amendments to the Constitutional Law on Judicial Code and, as necessary, related Laws have been developed.	The number of sub-specializations for Judges or the specialized Courts have increased at least by one.	Draft legal Acts providing for amendments to the Constitutional Law on Judicial Code and, as necessary, related Laws have been submitted to the Prime Minister's Office. The Government Decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).

sub-specializations of Judges.				
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget • Around AMD 200 million annually 			
		Q 2, 2022		
4. Develop legislative amendments aimed at increasing the remuneration of Judges in the Courts of higher instances and the bonuses set for it.	In 2021 the increase (50 percent and more) in the remuneration of the Judges in various judicial instances (Anti-Corruption Court of First Instance, Civil and Criminal Courts of Appeals) logically leads to the need to revise the remuneration of the Judges of higher judicial instances (Court of Cassation, Constitutional Court)	A Draft Law on Amending the Law on Remuneration of Persons Holding Public Positions and Public Service Positions has been developed	The remuneration of Judges in higher courts has been revised by at least 50 percent.	The Draft Law on Amending the Law on Remuneration of Persons Holding Public Positions and Public Service Positions has been discussed and submitted to the Prime Minister's Office. The Government Decision on approving the legislative initiative has been adopted (official website of the Government).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of Finance • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget • Around AMD 283 million annually, of which AMD 86 million for RA Constitutional Courts and AMD 197 million for RA Court of Cassation 			
		Q 2, 2022		

<p>5. Ensure the necessary premises, facilities and logistics for the effective operation of Anti-Corruption Courts (including the structure examining complaints brought against its Acts).</p>	<p>The process of establishment and formation of the Anti-Corruption Court started in 2021 as a result of the relevant legislative changes. Currently, the process of selecting candidates for Judges is underway, but there are no proper premises, facilities and technical equipment for the formation and operation of the Court. In particular, it is necessary to carry out construction and renovation works at 12 Silikyan, 5/1 Ara Sargsyan, 23/1 Garegin Nzhdeh, 3/9 Tbilisi Highway and 100 Bashinjaghyan in order to ensure that the judges of the Anti-Corruption Court (including the staff examining complaints against its Acts) have the necessary premises.</p>	<p>The process of improving the premises and technical conditions of the Anti-Corruption Court (including the staff examining complaints brought against its Acts) for its effective operation has started and is ongoing.</p>	<p>4.1. Within three years after the start of the process of improving the premises and facilities of the Anti-Corruption Court at least 70 percent of the needs of the Court have been covered.</p> <p>4.2. Within one and a half (1,5) year after the start of the process of improving the premises and facilities of the Anti-Corruption Court (including the staff examining complaints brought against its Acts) the Courts located at 5/1 Ara Sargsyan and 23/1 Garegin Nzhdeh Streets are operational and the Court of Administrative Appeals located at 3/9 Tbilisi has been renovated; the Judicial Archive has been relocated at 100 Bashinjaghyan Str.</p> <p>4.3. Within four (4) years after the start of the process of improving the premises of the Anti-Corruption Court, the new premises of the Court and the Anti-Corruption</p>	<p>Documents on the needs assessment, prioritization and scheduling of premises and facility conditions necessary for the effective functioning of the Anti-Corruption Court (including the staff that investigates complaints against its Acts) and the documents on the support already provided are available at the Ministry of Justice.</p>
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			Committee operational.	are	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of Finance • RA Supreme Judicial Council (upon consent) • Urban Development Committee 				
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant • Around AMD 7.9 billion (AMD 7.08 billion for the new premises of the Anti-Corruption Court and Anti-Corruption Committee, AMD 504.5 million for the premises at 5/1 Ara Sargsyan Str, AMD 47.9 million for the premises at 23/1 Garegin Nzhdeh Str, AMD 81.9 million for the premises at 100 Bashnjaghyan Str and AMD 157.3 million for the premises at 3/9 Tbilisi Highway) 				
		1st half of the year, 2023			
6. Increase the objectivity of recording the results of the written examination and the interview of the candidates for Judge's position.	<p>As a result of amendments to the Judicial Code approved on March 25, it is defined that the results of the written round of the qualification check of the candidate for Judge are taken into account during the interview.</p> <p>However, there is no unified assessment procedure or methodology for these two rounds, that would allow that the written examination results impact the interview. Accordingly, the candidate for Judge does not obtain an</p>	The Draft Legal Act providing for amendments in the Constitutional Law on Judicial Code has been developed.	<p>5.1. Candidates for Judges are selected on the basis of a combined score of the results of the written round of the qualification test of candidate for Judge and the verbal interview.</p> <p>5.2. There are at least 2 distinct procedures for engaging judges.</p> <p>5.3. Two (2) years after the introduction of the new procedures, at least 10 persons have become</p>	<p>Draft legal Acts providing for amendments to the Constitutional Law on Judicial Code and, as necessary, related Laws have been submitted to the Prime Minister's Office.</p> <p>The Government Decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).</p>	

	overall assessment score for the qualification check. This makes it necessary to provide for appropriate legal grounds.		judges through the new procedures.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
7. Provide trainings for Anti-Corruption Court Judges	<p>At present, the Government has embarked on the establishment of the anti-corruption institutional system as a field with specific features, including one that requires professional specialization.</p> <p>In this context, for the establishment and efficient functioning of the system of anti-corruption courts it is also important to improve the capacities for the formation of knowledge and skills in matters requiring precise specialization.</p> <p>Therefore, it is necessary to provide professional training to the Judges of Anti-</p>	The education and training programs for Judges have been revised.	At least 30 percent of Anti-Corruption Court Judges have been trained within 1 year of program approval.	Training programs and modules for the Anti-Corruption Court Judges, as well as training effectiveness and participant satisfaction surveys for the given courses are available at the Ministry of Justice.

	Corruption Courts in order to develop knowledge and skills in the field of investigation of corruption crimes and corresponding civil cases.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Justice Academy • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant • Around AMD 15.5 million 			
		2nd half of the year, 2023		
8. Provide a legal possibility to appeal the Decisions of the Supreme Judicial Council in disciplinary cases	Currently, there is no legal possibility to appeal the decisions regarding the disciplinary action of Judges. Although the Judicial Code envisages the possibility of reviewing such decisions under new or newly emerged circumstances, this is not, in fact, a sufficient reason for appeal – that is checking the legitimacy and credibility of the decision made by another body (group composition) on the basis of the same (not newly revealed) facts and evidence.	The Draft Legal Act providing for amendments in the Constitutional Law on Judicial Code has been developed, which provides for the legal possibility of appealing the decisions of the Supreme Judicial Council in disciplinary cases (within the framework of the Supreme Judicial Council).	Judges have got the legal right to appeal Decisions on their disciplinary action,	Draft legal Acts providing for amendments to the Constitutional Law on Judicial Code and, as necessary, related Laws have been submitted to the Prime Minister's Office. The Government Decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).

<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funded required 			
		Q 2, 2023		
9. Review the weight of the votes of the non-Judge members in the Ethics and Disciplinary Commission of the General Assembly of Judges.	Currently, the Ethics and Disciplinary Commission of the General Assembly of Judges. Is composed of 8 members, of which the number of non-Judge members is limited to two (2). As a result, the judge members of the commission still have a predominant participation in the Commission and during the.	The Draft Legal Act providing for amendments in the Constitutional Law on Judicial Code has been developed.	The weight of the votes of the non-Judge members in the Ethics and Disciplinary Commission of the General Assembly of Judges has increased by at least 15 percent.	Draft legal Acts providing for amendments to the Constitutional Law on Judicial Code and, as necessary, related Laws have been submitted to the Prime Minister's Office. The Government Decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		Q 1, 2023		
10. Introduce mechanisms for periodic assessment of integrity of Judges	Currently, one of the main problems faced by the Government is the formation of corruption-free judicial system of high integrity. The	Drafts of legal acts providing frameworks/structures for checking the integrity of judges have been	Frameworks/structures for checking the integrity of judges are in place.	Drafts of legal acts providing frameworks/structures for checking the integrity of judges have been submitted to the Prime Minister's

	existing regulations provide limited opportunities to check the integrity of judges, limited only to the stages of taking office, including promotion. Meanwhile, it is important to ensure the high integrity of judges throughout their activity, which can only be guaranteed through inspections carried out at certain intervals, when their property status, compliance with incompatibility requirements, conflict of interest situations and other restrictions will be checked	developed.		Office. The Decision of the Government decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) • RA Corruption Prevention Committee (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			

OBJECTIVE 5: REFORMS IN THE SECTOR OF CRIMINAL JUSTICE

Strategic Directions:

- Ensure the practical application of the new Criminal Code and Criminal Procedure Code
- Capacity building in the field of Penitentiary and Probation Services
- Reforming the system of investigation bodies
- Strengthening the integrity of Prosecutors
- Strengthening the integrity of Investigators

Outcome	Interim Results	Output
Radical reforms undertaken in the criminal justice sector have been implemented.	<p>1. The law enforcement system, as well as the Penitentiary and Probation services have been re-equipped with appropriate electronic and video surveillance systems.</p> <p>2. The personnel base of the law enforcement system, as well as the Penitentiary and Probation services has been strengthened, continuous trainings are being carried out.</p> <p>3. Appropriate structural frameworks and procedures for checking the integrity of prosecutors and investigators have been introduced.</p>	<p>1.1. Pre-trial bodies have the necessary minimum technical means to ensure the effective implementation of criminal proceedings, there are at least 700 cameras.</p> <p>1.2. At least 100 persons are subject to electronic monitoring measures, which are alternatives to detention (house arrest, administrative control) and alternative punishments to imprisonment.</p> <p>1.3. At least 3 penitentiaries have video surveillance and operational management systems.</p> <p>2.1. The investigative bodies' staff has been replenished with around 210, and the prosecution system with 20 staff members</p> <p>2.2. About 70 percent of investigators, prosecutors and judges are trained.</p> <p>2.3. Penitentiary and Probation service staff has been respectively replenished with 200</p>

		<p>and 50 officers with theoretical and practical knowledge.</p> <p>2.4. There is a mandatory requirement to carry out a conduct (integrity) review of candidate for investigators, as well as the investigators on the promotion list.</p> <p>2.5. About 30 percent of candidates for investigator and those on the promotion list have undergone a conduct review (integrity check).</p> <p>2.6. At least 30 percent of investigators, including those holding independent positions in the Anti-Corruption Committee, are trained in the investigation of corruption, economic, official and other crimes, acquiring skills in working with electronic evidence.</p> <p>2.7. The legislative possibility of electronic implementation of at least 20 percent of judicial functions within the framework of criminal proceedings is ensured.</p> <p>2.8. Framework structures for periodic inspections of Prosecutors' integrity are in place.</p> <p>2.9. Framework structures for periodic inspections of Investigators' integrity are in place.</p>
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Activity	Baseline indicator	Targets by phases	Target indicator (Result)	Verification means (source of information)
		Q 1, 2023		
1. Equip the preliminary investigation bodies with the necessary technical means.	Taking into account that the new Criminal Procedure Code has been adopted, based on the latter, all investigative activities, except for the request for information and taking objects or documents, must be video recorded, but currently not all preliminary investigation bodies are provided with appropriate means.	The preliminary investigation bodies have been re-equipped with the necessary technical means.	After the new Criminal Procedure Code came into force, the preliminary investigation authorities have been provided with at least 700 cameras.	Purchase order and relevant documents are available.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Anti-Corruption Committee (upon consent) • RA Investigative Committee (upon consent) • Ra National Security Service • RA State Revenue Committee 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant • Around AMD 217.5 million (the calculation is made on the principle of providing one camera to each investigator) 			
		Q 2, 2022		

2. Equip the Probation Service with the necessary electronic monitoring tools and infrastructure for the use of alternative restraints (house arrest, administrative control) and alternative punishments (restriction of freedom)	<p>In accordance with the transitional provisions of the new Criminal Procedure Code adopted by the National Assembly on the second reading on June 30, 2021, the measures of prevention such as house arrest and administrative control will enter into force on January 1, 2023.</p> <p>Taking into account the fact that there are currently no means of electronic surveillance in the Republic of Armenia, preparatory works were carried out in 2022 in order to acquire an electronic surveillance system.</p> <p>Accordingly, a purchase tender has been announced and there is a winner.</p>	An electronic control system has been introduced in the Probation service.	The probation service has at least 200 units of electronic control circuit, 150 units of in-house control device, management software, as well as a server system.	There are Judicial Acts by which electronic surveillance measures are applied to persons.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant • Around AMDN 110 million (the funds are available) 			
		Q 1, 2022		

3. Ensure the staffing of investigative bodies and Prosecutor's Office.	The new Criminal Procedure Code expanded the powers of investigative bodies. In parallel, the investigation has become an activity supporting the preliminary investigation, limited only to the implementation of operative-intelligence activities and secret investigative activities. Accordingly, it is necessary to ensure the effective allocation of resources based on the proper implementation of criminal proceedings.	Personnel needs of Preliminary Investigation bodies and Prosecutor's Office system have been assessed, recruitment activities have been carried out.	About 210 staff members have been recruited to the Preliminary Investigation bodies, and 20 to the Prosecutor's Office.	The staff list of the Preliminary Investigation bodies and Prosecutor's Office has been reviewed and approved.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Anti-Corruption Committee (upon consent) • RA Investigative Committee (upon consent) • RA National Security Service • RA State Revenue Committee 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget • Around AMD 197 million 			
		Q 2, 2022		
4. Elaborate the interpretations of the new Criminal Code and	Considering the fact that both Codes provide ideologically new changes	The interpretations of the new Criminal Code and Criminal Procedure Code	Comments and interpretations on the new Criminal Code and	Comments and interpretations on the new Criminal Code and

Criminal Procedure Code for the law enforcement agencies.	in the field of criminal justice, it is necessary to present their content and practical application to the law enforcement bodies though a Guideline version.	have been developed.	Criminal Procedure Code have been printed and distributed to law enforcement agencies.	Criminal Procedure Code have been distributed to law enforcement agencies and have been published on the official website of the RA Ministry of Justice.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant • Around AMD 21.6 million 			
		Q 1, 2022		
5. Implementation of training courses on the new Criminal Code and Criminal Procedure Code	Considering the fact that both codes provide ideologically new changes in the field of criminal justice, it is necessary to present their content and practical application to law enforcement agencies through training courses.	Investigators, prosecutors and judges have been trained.	Around 70 investigators, prosecutors and judges have been trained.	Training Modules for investigators, prosecutors and judges, as well as training effectiveness and participant satisfaction surveys are available at the Ministry of Justice.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Justice Academy (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant • Around AMD 5.9 			
		Q 1, 2024		
6. Implement monitoring	Taking into account that	Monitoring activities have	All problems arising in	As a result of the

activities on the practical application of the changes introduced through the new Criminal Code and Criminal Procedure Code.	both Codes provide for radical changes in the field of criminal justice in terms of ideology, it is necessary to ensure the implementation of relevant studies, which will be aimed at clarifying and solving possible problems arising in connection with the creation of changes a number of new institutions and application of a number of regulations provided for by the Codes, ensuring the smooth operation of the latter, including the effective and operative elimination of existing possible obstacles.	been carried out after the entry into force of the new Criminal Code and Criminal Procedure Code.	practice in connection with the application of the provisions of the new Criminal Code and Criminal Procedure Code have been revealed.	implemented monitoring, appropriate reports have been drawn up on the issues revealed; appropriate legal acts have been developed as needed and/or appropriate trainings have been organized.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant • Around AMD 15 million 			
		Q 1, 2024		
7. To organize training for the appropriate officers of the Penitentiary Service	Taking into account the goal of the Government of Armenia to shift from	Penitentiary officers of the Penitentiary services have been professionally	7.1. The Penitentiary Service has recruited at least 200 officers with	Special program training Modules for Penitentiary officers are available at the

and the Probation Service, in order to have professional staff with well-developed integrity.	the traditional ideology of imprisonment to the ideology of resocialization, it is necessary to reform the existing penitentiary system by training relevant personnel that will practically create prerequisites for reforms in the field of justice in the penitentiary system as well (currently there are 2061 positions in the Penitentiary Service and 158 in the Probation Service).	trained.	theoretical and practical professional knowledge, who also passed through the integrity check. 7.2. The Probation Service has recruited at 50 officers with theoretical and practical professional knowledge, who also passed through the integrity check.	Ministry of Justice. Certificates of trainings have been issued to those trained.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State Budget, loan or grant • Around AMD 15 million 			
		Q 1, 2024		
8. Develop a draft of a normative legal act providing for changes in the Code of Criminal Procedure based on the introduction of electronic justice tools.	Currently, there are no relevant legislative regulations, in parallel with the introduction of electronic justice tools, to ensure the electronic implementation of a number of functions	A draft of the Normative Legal Act providing for changes in the Code of Criminal Procedure has been developed.	8.1. At least 20 percent of judicial functions performed within the framework of criminal proceedings are performed electronically. 8.2. At least 3 activities of criminal proceedings are	Normative Legal Act providing for changes in the Code of Criminal Procedure has been submitted to the Prime Minister's Office. The Government Decision on approving the legislative

	performed within the framework of criminal proceedings.		carried out electronically.	initiative has been adopted (official website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Prosecutor General's Office (upon consent) • RA Committee on Prevention of Corruption (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		Q 1, 2023		
9. Introduce frameworks for periodic evaluation of the integrity of Prosecutors.	Currently, one of the main problems the Government is facing is the formation of a corruption-free investigative system with high integrity level. The existing regulations provide limited opportunities to check the integrity of Prosecutors, bounded only to the stages of taking office, including promotion. Meanwhile, the good conduct and integrity of prosecutors is important throughout their entire career, which can be guaranteed only through regular	Drafts of legal acts providing frameworks for checking the integrity of Prosecutors have been developed.	Frameworks for periodic review of integrity of Prosecutors are in place.	Drafts of legal acts providing frameworks for checking the integrity of Prosecutors have been submitted to the Prime Minister's Office. The Government Decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).

	checks (inspections) carried out at certain intervals, when their property status, compliance with incompatibility requirements, conflict of interest situations and other restrictions will be checked.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA ministry of Justice • RA Prosecutor General's Office (upon consent) • RA Committee on Prevention of Corruption (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		1st half of the year, 2023		
10. Introduce frameworks for periodic evaluation of the integrity of Investigators.	Currently, one of the main problems the Government is facing is the formation of a corruption-free investigative system with high integrity level. The existing regulations provide limited opportunities to check the integrity of Investigators. Such a procedure currently is envisaged only for persons occupying	Drafts of legal acts providing frameworks for checking the integrity of Investigators have been developed.	Frameworks for periodic review of integrity of Investigators are in place.	Drafts of legal acts providing frameworks for checking the integrity of Investigators have been submitted to the Prime Minister's Office. The Government Decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).

	<p>independent positions at the Anti-Corruption Committee in the phase of assuming office.</p> <p>Meanwhile, the good conduct and integrity of Investigators is important throughout their entire career, which can be guaranteed only through regular checks (inspections) carried out at certain intervals, when their property status, compliance with incompatibility requirements, conflict of interest situations and other restrictions will be checked.</p>			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Anti-Corruption Committee (upon consent) • RA Investigative Committee (upon consent) • RA National Security Service • RA State Revenue Committee • RA Committee on Prevention of Corruption (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			

OBJECTIVE 6. REFORMS OF THE CIVIL CODE AND CIVIL PROCEDURE LEGISLATION

Strategic Directions:

- Reform of the Civil Code
- Revision of the Civil Procedure Code

Outcome	Interim Results	Outputs
Regulation of the civil legal relations and their judicial defense opportunities are most developed.	1. The Civil Code has been modified/improved 2. The Civil Procedure Code has been modified/improved.	1.1. Electronic contracts are concluded in accordance with the legal regulations set forth to their form, the expression of the will of the persons, the methods of conclusion, arising from modern technical requirements. 1.2. The "unfair" terms (at least 5 grounds) in connection agreements with consumers or general terms and conditions that are an integral part thereof have been defined. 1.3. Legal regulations regarding at least 1 way of ensuring the fulfillment of obligations have been revised. 1.4. At least 70 percent of movable property mortgage cases are implemented according to the special legal regulations on movable property mortgage 1.5. Limited liability companies operate in accordance with the revised legal regulations governing their establishment, management, rights and obligations of participants. 2.1. About 20 percent of cassation appeals return cases are carried out by the office of the

				<p>cassation court.</p> <p>2.2. As a result of the practical application of the Civil Procedure Code of 2018, about 50 percent of the problems identified have been studied and inventoried.</p> <p>2.3. At least 60 percent of the issues listed in the Civil Procedure Code of 2018 have received</p> <p>2.4. The legislative possibility of electronic implementation of at least 20 percent of judicial functions within the framework of civil proceedings is ensured.</p>
Activity	Baseline indicator	Targets by phases	Target indicator (Result)	Verification means (source of information)
		2d half of the year, 2022		
1. Study the needs of protecting the rights of the consumers within the framework of electronic contracts, template (general) conditions of contracts, contracts concluded with consumers; the existing regulations on supply for state needs in the Civil Code and, as necessary, develop a draft of normative legal acts	Currently, certain issues of the Contract Law need to be studied in order to highlight other directions of compliance with the form of electronic contracts, methods of signing, expression of will and other modern technological requirements. In turn, it is necessary to study the development of frameworks/procedures for	A set of draft normative legal acts providing for changes in the Civil Code and, as necessary, other legal acts has been developed.	1.1. Electronic contracts are concluded in accordance with the legal regulations set forth to their form, the expression of the will of the persons, the methods of conclusion, arising from modern technical requirements. 1.2. The "unfair" terms (at least 5 grounds) in connection agreements with consumers or general	The package of draft normative legal acts providing for changes in the Civil Code and, as necessary, other legal acts, was submitted to the Prime Minister's Office. The Government Decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).

providing for changes in the Civil Code aimed at solving the problems identified and raised.	the protection of consumers' rights within the framework of the contracts concluded with consumers, as well as the separate issues regulating the issues of supply for state needs.		terms and conditions that are an integral part thereof have been defined	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		1st half of the year, 2023		
2. Amend the Civil Procedure Code by revising the institution of returning a cassation appeal.	Currently, the office of the RA Court of Cassation, in the process of receiving cassation appeals, after studying and noticing such obvious technical omissions as, for example, the absence of documents attached to the appeal, draws up an act on the absence of documents. In practice, there are also cases when the Court of Cassation returns the cassation appeal on the same basis, which leads to an artificial delay of the	A draft of the normative legal act providing for changes in the Civil Procedure Code has been developed	About 20 percent of cassation appeals return cases are carried out by the office of the Cassation court.	The draft of the normative legal act providing for changes in the Civil Procedure Code has been submitted to the Prime Minister's Office. Government decision on approving the legislative initiative has been adopted.

	case investigation period.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
<p>3. Study the legal regulations for ensuring the fulfillment of obligations and the needs for the implementation of relevant changes in them and, as necessary, to develop a draft of normative legal acts providing for changes in the Civil Code.</p>	<p>Currently, there is a need to study the legal regulations of individual types of obligation fulfillment, as a result of which the need to revise them and adapt them to the modern requirements of the economy and the market can be revealed. In particular, in practice, problems arise in relation to encumbering movable property with the rights of third parties (secured right), when the legal regulations on collateral, rather than secured right, are applied.</p>	<p>A package of draft normative legal acts providing for changes in Civil Code and, as necessary, other legal acts, has been developed or a study, which records the absence of the need for changes, has been carried out.</p>	<p>3.1. Legal regulations regarding at least 1 way of ensuring the fulfillment of obligations have been revised</p> <p>3.2. At least 70 percent of cases of mortgage of movable property are carried out in accordance with special legal regulations on mortgage of movable property.</p>	<p>The package of draft normative legal acts providing for changes in the Civil Code and, as necessary, other legal acts has been submitted to the Prime Minister's Office or the study ruling out the need for changes is available in the Ministry of Justice.</p> <p>In case it is a package of draft legal acts, a decision of the Government on approving the legislative initiative has been adopted (Official website of the Government of Armenia)</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			

		1 st half of 2024		
4. Align legal regulations on commercial organizations with modern approaches of corporate law.	<p>Within the framework of Armenian legislation, effective steps have already been taken to regulate corporate legal relations by reviewing equity legal regulations related to companies. At the same time, from the point of view of more complex regulation of the sector, it is necessary to review the legal framework regulating the activity of other organizational legal forms and envisage a comprehensive legislation regulating the legal relations of commercial organizations, which will contain modern corporate governance solutions, promote the development of the capital market and generally make the entire corporate environment more attractive for investors.</p>	<p>A draft normative legal act providing for changes in the laws regulating the activities of commercial legal entities has been developed.</p>	<p>Commercial legal entities operate in accordance with the revised legal regulations for the establishment, management, rights and obligations of participants whereof.</p>	<p>The draft of the normative legal act providing for changes in the laws regulating the activities of commercial legal entities has been submitted to the Prime Minister's Office.</p> <p>Government decision on approving the legislative initiative has been adopted (Official website of the Government of Armenia).</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Ministry of Economy (upon consent) 			

<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
5. Make an inventory of the problems recorded as a result of the application of the Civil Procedure Code.	As a result of the application of the new Civil Procedure Code, various problems have been identified in judicial practice, which need to be revealed and inventoried in order to ensure the effectiveness of the right to judicial protection of civil rights.	An inventory study of the problems recorded as a result of the application of the Civil Procedure Code has been conducted.	As a result of the practical application of the Civil Procedure Code of 2018, about 50 percent of the problems identified have been revealed and inventoried.	The inventory study of the problems recorded as a result of the application of the Civil Procedure Code is available in the Ministry of Justice.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
6. Based on the problems identified as a result of the application of the Civil Procedure Code, develop a set of normative legal acts providing for changes in the Civil Procedure Code and, as necessary, related laws.	Based on the study of the problems recorded and inventoried as a result of the application of the new Civil Procedure Code, it will be necessary to develop appropriate legislative amendments.	A package of normative legal acts providing for changes in the Code of Civil Procedure and, as necessary, related laws, has been developed or a study, which records the absence of the need for changes has been carried out.	At least 60 percent of the issues listed in the Civil Procedure Code of 2018 have been addressed by legislation.	The package of normative legal acts providing for changes in the Civil Procedure Code and, as necessary, related laws has been submitted to the Prime Minister's Office or the study ruling out the need for changes is

				available in the Ministry of Justice. In the presence of a package of drafts, the legislative initiative has been approved.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
7. Develop a draft normative legal act providing for changes in the Civil Procedure Code based on the introduction of electronic justice tools.	Currently, along with the introduction of e-justice tools, there are no appropriate legislative regulations to ensure the electronic implementation of a number of functions performed within the framework of civil proceedings. Therefore, there is a need to review the relevant procedural legal regulations.	A draft of the normative legal act providing for changes in the Civil Procedure Code has been developed.	7.1. The legislative possibility of electronic implementation of at least 20 percent of judicial functions within the framework of civil proceedings is ensured. 7.2. The legal possibility to carry out at least 5 civil procedural actions (submission of electronic claims, counterclaims, electronic answers, evidence, petitions) electronically is provided.	<p>The draft of the normative legal act providing for changes in the Civil Procedure Code has been submitted to the Prime Minister's Office.</p> <p>The Government decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			

	<ul style="list-style-type: none">• RA Supreme Judicial Council (upon consent)
<i>The source and amount of funding</i>	<ul style="list-style-type: none">• No funding required

OBJECTIVE 7. REFORMS OF ADMINISTRATIVE CODE AND ADMINISTRATIVE PROCEDURE LEGISLATION

Strategic Directions:

- Review of the Administrative Procedure Code
- Reform of Code on Administrative Offences

Outcome	Interim Results	Output
The right to effective judicial protection of a person in the field of administrative justice, as well as the uniformity, orderliness and coordination of legislation on administrative offenses are largely guaranteed.	<ol style="list-style-type: none"> 1. The administrative procedure legislation has been improved 2. Uniformity of the legislation on administrative offenses has been ensured 	<ol style="list-style-type: none"> 1.1. About 50 percent of the problems and gaps that arose and were identified in connection with the application of the Code of Administrative Procedure have been revealed and inventoried. 1.2. About 60 percent of the problems listed in the Code of Administrative Procedure have received a legislative solution. 1.3. The legal possibility of electronic implementation of at least 20 percent of judicial functions within the framework of administrative proceedings is ensured. 2.1. Administrative offenses, the legal norms regulating legal relations related to the examination of cases on administrative offenses are codified in one legal act. 2.2. About 70 percent of the identified contradictions between the legislation on administrative offenses and the current legislation have been eliminated.

Activity	Baseline indicator	Targets by phases	Target indicator (Result)	Verification means (Source of information)
		2 nd half of the year, 2022		
1. Inventory the problems and gaps arising from the application of the Administrative Procedure Code	The Code of Administrative Procedure entered into force in 2014, after which many legislative gaps were revealed in the practice of its application, some of which were resolved only at the level of precedent decisions of the Court of Cassation, some regulations have been recognized as unconstitutional, and some regulations do not correspond to the current trends in the development of public relations or are no longer effective.	A study inventorying the legislative issues identified as a result of the application of the Administrative Procedure Code has been developed.	About 50 percent of the gaps and problems identified as a result of the practical application of the Administrative Procedure Code have been identified and inventoried.	The study inventorying the legislative issues identified as a result of the application of the Administrative Procedure Code is available at the Ministry of Justice.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2 nd half of the year, 2023		
2. Based on the problems identified as a result of the application of the	Currently: - the question of the appeal of decisions, actions and	A package of draft legal acts providing for amendments to the	2.1. All appeals against the decisions, actions and inactions of the	The package of draft legal acts providing for changes in the Administrative

Administrative Procedure Code, develop a package of normative legal acts providing for changes in the Administrative Procedure Code and, as necessary, related laws.	<p>inaction of the administration of the penitentiary remains unresolved and receives conflicting interpretations in judicial practice.</p> <ul style="list-style-type: none"> - The notification system under the Administrative Procedure Code obligates notices to courts to be carried out mainly by mail, without any differentiation depending on the subject's status or other circumstances, and is not cost-effective. - In the framework of the administrative proceedings, the administrative body, while providing the proceedings materials to the participants of the proceedings, ensures the protection of state and official secrets, as well as other secrets protected by law, including trade 	Administrative Procedure Code and, as necessary, related legal acts has been developed.	<p>administration of the penal institution shall be submitted in accordance with clear due process procedures.</p> <p>2.2. Adequate notification of litigants is ensured through modern methods of notification.</p> <p>2.3. Information considered confidential by law is preserved within the framework of administrative proceedings.</p> <p>2.4. There are opportunities to ensure the process of administrative proceedings using audio-visual communication tools.</p> <p>2.5. At least 2 legal institutions governing special administrative proceedings have been reviewed.</p> <p>2.6. Regulations are in place that by 80% prevent the abuse of the right to present evidence and appeal judicial decisions.</p> <p>2.7. There are at least 3 grounds for unconditional</p>	<p>Procedure Code and, as necessary, related legal acts has been submitted to the Prime Minister's Office.</p> <p>Government decision on approving the legislative initiative has been adopted (Official website of the Government of Armenia).</p>
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	<p>secrets, while such information becomes available to all participants of the trial case within the framework of the judicial investigation.</p> <p>- Recently, the question of participating in the court hearings through audio-visual means has gained greater importance due to the coronavirus pandemic. In this regard, although the Administrative Procedure Code provides for the possibility of using video and audio telecommunications at the court session, it is not regulated in detail, unlike in the Civil Procedure Code.</p> <p>- Some of the special proceedings provided for in administrative proceedings do not correspond to the nature and logic of special</p>		<p>annulment of judicial acts</p> <p>2.8. Around 20 percent of cases of appeals being returned are carried out by the Office of the Court of Cassation.</p> <p>2.9. The cases and the procedure for presenting new evidence during the judicial examination by individuals and legal entities participating in the trial have been regulated.</p>	
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	<p>proceedings, having very few features from the general proceedings or regulating the resolution of such disputes where there are material legal disputes and parties with conflicting interests in relation to it, etc.</p> <p>-According to the decision of the Constitutional Court No. SDO-1565 dated as of December 1, 2020, it has been recorded that the 2nd part of Article 124 of the Administrative Procedure Code, limiting the possibility of the administrative body to present new evidence during the judicial examination of the administrative case, should not limit persons' ability to present new evidence relevant to the fair resolution of the case,</p> <p>- In the conditions of such</p>			
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	<p>an interpretation, individuals and legal entities participating in the trial may abuse the right to present new evidence during the judicial examination.</p> <ul style="list-style-type: none"> - There are many cases when, by abusing the right to file a complaint, the litigants unnecessarily burden the administrative courts, thus hindering both the proper implementation of administrative justice and violating the rights and interests of the opposing party. - The administrative appellate court reviews the judicial act within the limits of the claim submitted in the appeal. In practice, there are cases when there are grounds for unconditional annulment of a judicial act, which the appellant did not address 			
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	<p>in the appeal. Meanwhile, in the presence of some grounds for the unconditional annulment of the judicial act, the review of the judicial act becomes impossible.</p> <p>- Part 1 of Article 145 of the Administrative Procedure Code, which does not grant the Administrative Court of Appeal the authority to satisfy the appeal by amending the reasoned part of the judgment without referring to its final part, has been recognized as inconsistent with Article 61, Part 1, Article 63, Part 1 and Article 75 of the Constitution and hence – invalid.</p> <p>- The office of the Court of Cassation, after examining and noticing such obvious technical omissions at the</p>			
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	<p>stage of receiving cassation appeals, such as, for example, the absence of documents attached to the appeal, draws up an Act on the absence of documents.</p> <p>- In practice, there are also cases when the Court of Cassation returns the cassation appeal on the same basis, which leads to an artificial delay or prolongation of the case investigation period.</p>			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
<p>3. Develop a draft normative legal act providing for changes in the Administrative Procedure Code based on the introduction of electronic justice tools.</p>	<p>Currently, in parallel with the implementation of electronic justice tools, there are no relevant legal regulations to ensure the electronic implementation of a</p>	<p>A draft of the normative legal act providing for changes in the Administrative Procedure Code has been developed.</p>	<p>3.1. The legal possibility of electronic implementation of at least 20 percent of judicial functions within the framework of administrative proceedings</p>	<p>The draft of the normative legal act providing for changes in the Administrative Procedure Code has been submitted to the Prime Minister's Office.</p>

	<p>number of functions performed within the framework of administrative proceedings.</p> <p>Therefore, there is a need to review the relevant procedural legal regulations.</p>		<p>is ensured</p> <p>3.2. The legislative possibility to perform at least 5 judicial actions (submission of electronic claims, counterclaims, electronic responses, evidence, petitions) electronically has been ensured.</p>	<p>The Government decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • State administration bodies 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
4. Improve legislation on administrative offenses.	<p>The Code of Administrative Offenses adopted by the Supreme Council of the Armenian SSR on December 6, 1985, which entered into force on June 6, 1986 is still in force in the Republic of Armenia.</p> <p>After the adoption of the Code, it was repeatedly subjected to partial, sometimes contradictory</p>	<p>A draft of the new Code on Administrative Offenses has been developed.</p>	<p>4.1. At least 2 public discussions have been held with the participation of various stakeholders</p> <p>4.2. The legal norms regulating administrative offenses, legal relations related to the examination of administrative offense cases are codified in one legal act.</p> <p>4.3. About 70 percent of the identified</p>	<p>The draft of the Code on Administrative Offenses has been submitted to the Prime Minister's Office.</p> <p>The Government decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>

	<p>changes, but it has never undergone a systematic and comprehensive review in the context of the logic of the entire legislation of the Republic of Armenia.</p> <p>As a result, there are many outdated and impractical provisions in the Code, contradicting the current legislation, incomplete means of administrative responsibility.</p> <p>As a result, it does not meet the modern requirements for proper regulation of legal relations.</p>		<p>contradictions between the legislation on administrative offenses and the current legislation have been eliminated.</p> <p>4.4. Regulations ensuring the application of proportional administrative penalties for administrative offenses are in place.</p>	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • State administration bodies 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan and grants • Around AMD 12 million annually, as the amount of remuneration of the experts involved. 			

OBJECTIVE 8. THE BANKRUPTCY SECTOR REFORMS

Strategic Direction:

- Elaboration of the universal legislation on bankruptcy

Outcome		Interim Results		Output	
The right to judicial protection of the participants in the bankruptcy proceedings and the effectiveness of the bankruptcy proceedings are guaranteed to the maximum extent.		1. The problems that arose and were revealed in the legal practice of the bankruptcy sector have mostly been resolved.		1.1. All procedural and material aspects of bankruptcy have been regulated by a single legal act, which has solved at least 70 percent of the problems identified in the legal practice of bankruptcy 1.2. Bankruptcy case processing time has been reduced by at least 20 percent. 1.3. The number of cases of financial recovery increased by about 10 percent. 1.4. here are at least 3 special bankruptcy procedures for individual entities and cross-boundary bankruptcy. 1.5. The legal possibility of electronic implementation of at least 20 percent of judicial functions within the framework of bankruptcy proceedings has been ensured.	
Activity	Baseline indicator	Target by phases	Target indicator (Result)	Verification means (Source of information)	
		2 nd half of the year, 2023			
1. Development and discussion of the concept of legislative reforms	Currently. - a number of current directions and needs of the	The problems not reflected in the framework of the amendments to the Law on	1.1. More than 80 percent of current trends and needs in the field of	The Concept of reforming the bankruptcy legislation has been posted on the	

aimed at regulating all procedural and material aspects of bankruptcy in a single legal act, addressing the unfulfilled and contemporary needs within the framework of the reform of the Law on Bankruptcy.	bankruptcy sector have not been studied, - all material and procedural aspects of bankruptcy proceedings are governed by various legal acts.	Bankruptcy and the expediency and directions of the provision of a single legal act regulating the sector have been revealed and outlined.	bankruptcy have been identified. 1.2. At least 50 percent of interested target groups have participated in the discussions held to identify the needs of the bankruptcy sector and to define the direction of the regulation. 1.3. On the basis of the concept, the main content, structure, regulation directions and solutions of a single legal act of the bankruptcy legislation have been outlined.	unified website for the publication of draft legal acts, and the summaries of the discussions on the Concept with the interested parties are available in the Ministry of Justice.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) • RA Central Bank (upon consent) • RA Ministry of Economy (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant • Around AMD 227 million 			
		2nd half of the year, 2024		
2. Develop and discuss of a single unified draft legal act of bankruptcy legislation within the context of concept-based	Based on the developed concept, it will be necessary to revise the Bankruptcy legislation. At the same time, the	Drafts of a unified legal act on Bankruptcy and, as necessary, related legal acts have been developed.	2.1. With the adoption of the legislative package, at least 70 percent of the problems identified in the legal practice of the	Drafts of the unified legal act on bankruptcy and, as necessary, related legal acts have been submitted to the Prime Minister's Office.

needs and revealed problems.	<p>bankruptcy proceedings currently underway look like following:</p> <ul style="list-style-type: none"> -liquidation and recovery processes are not separated, but the dates of introduction of recovery or liquidation processes are different; -the statuses of all possible parties and participants in bankruptcy proceedings are not specified, including the possibility of specialized organizations acting as bankruptcy managers; -legal regulations on bankruptcy of natural persons are incomplete; - the terms of bankruptcy proceedings are quite long in some cases; -here are some regulations containing corruption risks; -the issues of the debtor's property and business management by the manager in the bankruptcy proceedings are not sufficiently regulated; -bankruptcy proceedings 		<p>bankruptcy sphere were solved</p> <p>2.2. Within two years of the legislative package's adoption, bankruptcy filing time has been reduced by at least 20 percent.</p> <p>2.3. Within two years after the adoption of the legislative package, the number of cases of financial recovery have increased by about 10 percent.</p> <p>2.4. As a result of legislative changes, there are at least 3 special bankruptcy procedures for individual entities and cross-boundary bankruptcy.</p>	<p>The Government decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>
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	do not provide for a system of allowable expenses; -there are no legal regulations regarding transnational bankruptcy; - there are no special bankruptcy procedures required for individual entities.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) • RA Central Bank (upon consent) • RA Ministry of Economy (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant • The cost is provided under Action 1 funding 			
		Q 2, 2023		
3. Develop a draft normative legal act providing for amendments to the Law on Bankruptcy based on the introduction of electronic justice tools.	Currently, in parallel with the implementation of e-justice tools, there are no appropriate legal regulations to ensure the electronic implementation of a number of functions performed within the framework of bankruptcy proceedings. Therefore, there is a need	A draft normative legal act providing for amendments to the Law on Bankruptcy has been developed	The legislative possibility of electronic implementation of at least 20 percent of judicial functions within the framework of bankruptcy proceedings has been ensured.	<p>The draft of the normative legal act providing for changes in the Administrative Procedure Code has been submitted to the Prime Minister's Office.</p> <p>The Government decision on approving the legislative initiative has been adopted (official</p>

	to review the relevant procedural legal regulations.			website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • State administration bodies 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			

OBJECTIVE 9. THE DEVELOPMENT OF ALTERNATIVE DISPUTE RESOLUTION METHODS

Strategic Directions:

- Creation of a new arbitration center in Armenia
- Improvement of the arbitration legislation
- Improvement of the mediation legislation
- Ensuring the implementation of reforms in the field of mediation

Outcome	Interim Results	Output
In Armenia, the institution of alternative methods of dispute resolution is developed and has had a positive effect on reducing the workload of the courts.	<ol style="list-style-type: none"> 1. A new arbitration center has been established in Armenia 2. The quality and role of mediation has increased significantly 	<ol style="list-style-type: none"> 1.1. Both local and regional commercial disputes are examined by arbitration in Armenia 1.2. Electronic case management is ensured through the new arbitration center, as a result of which 50 percent of the cases examined by the center at different stages of the case examination (including the stage of filing a claim) are managed through the electronic system. 1.3. 30 percent of small claims cases are settled by arbitration through the new Center 1.4. As a result of the operation of the new arbitration center, the workload of the courts has decreased by 20 percent 2.1. An online mediation system has been introduced and is operating in Armenia 2.2. Mandatory mediation is carried out in 70 percent of family cases, as a result of which the number of cases of reconciliation in family cases increased by up to 30 percent, and the workload of courts in family cases decreased accordingly.

				<p>2.3. Overall, the number of reconciliation cases has increased by up to 15 percent.</p> <p>2.4. The number of actually mediators operating has increased by up to 40 percent.</p> <p>2.5. A new procedure and program for the qualification and training of mediators is in place, based on which at least 30 mediators have been qualified or trained one year after the legislative changes.</p>
Activity	Baseline indicator	Targets by phases	Target indicator (Result)	Verification means (Source of information)
		1 st half of the year, 2022		
1. In order to support the creation of a new Arbitration Center in Armenia, establishing contacts with international organizations, reputable companies, including arbitration centers, specialists.	<p>The study of arbitration centers operating in Armenia proves that their work does not include professionals and organizations of international reputation, both as founders, as members of the management body, and as arbitrators.</p> <p>Meanwhile, the involvement of such specialists within the framework of the establishment of a new stable and prospective arbitration center can significantly ensure both</p>	A list of partners supporting the establishment of a new arbitration center has been elaborated, based on which the scope and directions of support have been predetermined.	In the process of establishing a new arbitration center in Armenia, at least 4 international partners have been involved in order to introduce international best practices, create connections with reputable specialists and arbitration centers, as well as provide technical support.	The Ministry of Justice maintains a list of international partners involved in the establishment of a new arbitration center in Armenia.

	the high reputation of the arbitration center, as well as the quality and efficiency of handling and examination of cases. Currently, 1 international partner, the German Foundation for International Legal Cooperation (IRZ), is involved in the establishment of the new arbitration center.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) • International Legal Affairs Representative 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2022		
2. Conduct surveys and needs assessment among domestic and regional stakeholders regarding the establishment of a new arbitration center in Armenia.	At present, the needs of potential beneficiaries have not been assessed in terms of creating an arbitration center on demand and ensuring its development and client base.	Questionnaires have been developed and circulated, based on the results of which it is possible to highlight the needs of the beneficiaries of the new arbitration center.	2.1. Relevant inquiries have been sent to the main companies of the export and import sector, the main large taxpayers, the lead organizations of the financial sector, public services sector, information technology sector, healthcare sector,	The Ministry of Justice maintains a document summarizing all the responses to the surveys carried out, as well as collecting the needs.

			international auditing companies, trade unions, on the basis of which the opinions of at least 50 percent of the respondents have been collected and summarized. 2.2. In order to establish and develop a new arbitration center in Armenia according to demand, 80 percent of the main needs of the Center's target beneficiaries have been identified and addressed.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) • International Legal Affairs Representative 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2022		
3. Clarify the vision of the new arbitration center in Armenia by predetermining the Center's organizational and	From the point of view of establishing the arbitration center and ensuring its sustainable development, it is necessary to carry out	The directions for the establishment and development of a new arbitration center in Armenia have been	The vision of a new arbitration center in Armenia reflects at least 70 percent of the needs raised.	The Ministry of Justice has the document(s) outlining the main directions of creation and development of the new arbitration

legal form, management system, financial model (funding sources, spending directions, etc.)	the work on its establishment on a predictable basis, with clear approaches to such a fundamental undertaking. However, currently there is no document that would define the main directions of establishing the arbitration center and ensuring its sustainable development.	outlined, its organizational and legal form, structure, management system, and financial model have been predetermined.		center in Armenia.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) • International Legal Affairs Representative 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		1st half of the year, 2023		
4. Together with partners, develop the rules of the new arbitration center and other legal acts necessary for the proper operation of the Center, including the Charter.	For the proper functioning of the newly established arbitration center in Armenia, there is a need to develop its legal acts, including arbitration rules, which are currently not developed.	The necessary legal acts for the operation of the new arbitration center have been developed, including the arbitration rules.	In order to establish and operate a new arbitration center in Armenia, there have been developed the Charter, at least 2 rules and other documents (at least 80 percent of the necessary documents), through which the operation of the new arbitration center and the proper implementation	The legal acts necessary for the proper functioning of the new arbitration center in Armenia developed by the Ministry of Justice and partners have been published on the official website of the Ministry of Justice.

			of the proceedings conducted by it are guaranteed.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) • International Legal Affairs Representative 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Loan or grant • Around AMD 12 million annually, as the amount of remuneration of the experts involved 			
		2nd half of the year, 2023		
5. Establish a new arbitration center	Currently, there are several arbitration centers operating in Armenia, which mostly operate at the local level. In turn, these centers examine mainly cash seizure - forfeiture disputes, which are mostly submitted by financial organizations.	The new arbitration center has been established in Armenia.	<p>5.1. Another arbitration center operates in Armenia, where regional and local commercial disputes are examined.</p> <p>5.2. Within two years of the establishment of the new arbitration center, 30 percent of small claims cases are settled by arbitration by the new center.</p> <p>5.3. Within the three years since the establishment of the new arbitration center, the workload of the commercial courts has decreased by 20 percent, as a result of the increase in the number of cases</p>	The new arbitration center in Armenia is registered in the State Register of legal entities.

			assigned to the new arbitration center (source: statistics maintained by the RA Judicial Department). 5.4. Within two years after the establishment of the new arbitration center, a platform for effective investigation of information technology, investment, and corporate disputes is operating.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) • International Legal Affairs Representative 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
6. Provide necessary conditions for the operation of the new arbitration center in Armenia, including facility (building) conditions and technical support to ensure electronic case management, other necessary fees and expenses.	<p>In order to ensure the planned activity of the new arbitration center in Armenia, there is a need to provide:</p> <ul style="list-style-type: none"> - sufficient building and logistical conditions; - the computer platform necessary for electronic case management; - staff remuneration; 	Material, including building and other logistical conditions, of the new arbitration center have been provided.	6.1. One year after the establishment of the new arbitration center in Armenia, it is provided with at least 90 percent of the necessary material and technical conditions, as a result of which the normal operation and uninterrupted development of the	The new arbitration center established in Armenia operates in proper building conditions, with sufficient material and technical support and can examine cases also through the electronic platform.

	- fees for necessary services.		<p>arbitration center, as well as the proper examination of cases, are ensured.</p> <p>6.2. Electronic case management is ensured through the new arbitration center and after 1 year of its introduction, 50 percent of the cases examined by the center at different stages of the case examination (including the stage of filing a claim) are managed through the electronic system.</p> <p>6.3. The employees of the new arbitration center receive competitive remuneration, which in turn ensures that the right professionals are attracted to the work of the arbitration center.</p>	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) • International Legal Affairs Representative 			

<i>The source and amount of funding</i>	<ul style="list-style-type: none">• State budget, loan or grant funds• Three years in a row, AMD 490 million each year – total AMD 1 billion 470 million, which includes the salaries of the staff of the new arbitration center, fees for necessary services, building conditions, office storage, website development, marketing, electronic case management system and other necessary expenses.			
		2 nd half of the year, 2022		
7. Develop draft legal acts to amend the Law on Commercial Arbitration and related laws.	<p>Currently, separate regulations of the Law on Commercial Arbitration and related laws need to be revised in order to ensure the effectiveness of the arbitration institution:</p> <ul style="list-style-type: none">- the proceedings for annulment and counter-enforcement proceedings are often misused or abused, with the purpose of delaying and hindering the implementation and execution of arbitration proceedings,- the conflict-of-interest provisions of arbitrators are general, so that it is often not possible to clearly determine the actual occurrence of a conflict of interest.	Draft normative legal acts providing for changes in the Law on Commercial Arbitration and related laws have been developed.	<p>7.1. As a result of the legislative changes, the deadlines for annulment of arbitration awards and enforcement proceedings were shortened by about 30 percent.</p> <p>7.2. The scope of the legal regulation of conflicts of interest of arbitrators has been clarified.</p>	<p>Drafts of normative legal acts providing for changes in the Law on Commercial Arbitration and related laws have been submitted to the Prime Minister's Office.</p> <p>The Government decision on approving the legislative initiative has been adopted (the official website of the Government of Armenia).</p>

<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) • RA Central Bank (upon consent) • International Legal Affairs Representative 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		1st half of the year, 2022		
8. Develop a package of amendments to the Law on Conciliation and, as appropriate, related laws.	<p>Currently, the Law on Conciliation does not provide framework for:</p> <ul style="list-style-type: none"> - online mediation - mandatory mediation of disputes in family cases (for example, during 2021, 2819 family cases were received in courts of first instance, which sometimes unnecessarily burdens the judicial system) and - other legal structures necessary for the development of the field of mediation. 	A package of draft amendments to the Law on Conciliation and related laws, as appropriate, has been developed.	<p>8.1. An online mediation system has been introduced and is operating in Armenia</p> <p>8.2. Mandatory mediation is implemented in some family cases, as a result of which, after the introduction of mandatory mediation, within two years, the number of cases of mediation in family cases has increased by up to 30 percent, and the workload of courts with family cases has decreased by 30 percent (source: statistics maintained by the RA Judicial Department).</p> <p>8.3. In general, the number of reconciliation cases has increased by 15 percent within two years after the</p>	<p>The package of legal drafts providing for changes in the Law on Conciliation and, as necessary, related laws, has been submitted to the Prime Minister's Office.</p> <p>The Government decision on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>

			legislative reforms. 8.4. There are new legal regulations regarding the maintenance of confidentiality of mediation, interrelationship with the parties, the bodies of the self-regulating organization of mediators, the order and powers of their formation, and the disciplinary responsibility of mediators.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loan or grant funds • Around AMD 6 million annually, as compensation for mediator for cases of mandatory mediation and court-ordered mediation. 			
		2nd half of the year, 2023		
9. Initiate necessary measures, including adopting relevant legal acts, in order to ensure proper implementation of amendments to the Law on Conciliation.	<p>In order to ensure the proper implementation of the changes made in the Law on Conciliation, it is necessary to implement other measures as well:</p> <p>-increase the number of mediators operating in</p>	In order to ensure the proper implementation of the amendments made in the Law on Conciliation, appropriate measures have been initiated.	<p>9.1. The number of actively operating mediators has increased by up to 40 percent.</p> <p>9.2. A new procedure and program for the qualification and training of mediators is in place,</p>	<p>Necessary by-laws have been adopted (Official Bulletin).</p> <p>The Self-regulatory Organization of Mediators of Armenia has adopted the necessary legal acts (the website of the Self-Regulatory Organization of</p>

	<p>Armenia (currently there are 57 qualified mediators, and some of them are not actually involved in mediation activities);</p> <ul style="list-style-type: none"> - to review the legal mechanisms for the recruitment, training, registration and selection of new mediators; - adequately regulate the qualification and training procedures of mediators, -develop new professional qualification training programs for the purpose of professional development of mediators; - within the framework of the ongoing reforms, cooperate with the self-regulatory organization of mediators in order to ensure the adoption of legal acts defined by law by the self-regulatory organization of mediators; 		<p>based on which at least 30 mediators have been qualified or trained one year after the legislative change.</p>	<p>Mediators of Armenia).</p>
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	- introduce an electronic system necessary for the maintenance of the registry of mediators and the distribution of cases by lottery and other functions.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Supreme Judicial Council (upon consent) • Self-Regulatory Organization of Mediators of Armenia (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • State budget, loa of grant funds • Around AMD 10 million 			

OBJECTIVE 10. THE REFORMS OF THE LEGAL AID SECTOR

- Strategic Directions:
- Development of internal frameworks/procedures of the Chamber of Advocates
- Expansion of the scope of the beneficiaries of free legal aid
- Development of regulations for providing pro bono legal aid
- Revising professional training procedures for advocates

Outcome	Interim Results	Output
The constitutional right of individuals to legal aid is largely guaranteed.	<p>1. The structure and management system of the Chamber of Advocates has been revised.</p> <p>2. The scope of subjects to receive free legal aid has been revised.</p> <p>3. Voluntary free legal aid (pro bono) mechanisms have been introduced.</p> <p>4. Differentiated procedures for the qualification of lawyers have been introduced.</p> <p>5. Effective structures for judicial appeals against the decisions of the Chamber of Advocates to impose disciplinary liability have been ensured.</p>	<p>1.1. The internal structures of the Chamber of Advocates have been further improved within the autonomy of the Chamber of Advocates.</p> <p>1.2. 100 percent of cases of disciplinary liability of lawyers are examined by a collegial body created specifically for that purpose.</p> <p>1.3. Lawyers have the opportunity to appeal decisions made as a result of disciplinary proceedings at two levels.</p> <p>2.1. The groups of beneficiaries entitled to free legal aid have increased by 3.</p> <p>2.2. The number of public defenders has increased by at least 3.</p> <p>3.1. Pro-bono legal aid frameworks/procedures have been introduced and are in operation, of which at least 3,000 citizens have benefited.</p> <p>3.2. The workload of public defenders has been relieved by up to 30 percent.</p>

			3.3. 10 percent of lawyers are engaged in pro bono e-platform. 4.1. At least 20 percent of the participants of the bar qualification examination received the qualification in a differentiated procedure. 5.1. There is a procedure for judicial appeal of decisions of the Chamber of Advocates to impose disciplinary liability, which enables the resolution of the case within a maximum period of 6 months.	
Activity	Baseline Indicator	Targets by phases	Target Indicator (Result)	Verification means (Source of information)
		2 nd half of the year, 2022		
1. Establish a disciplinary committee in the Chamber of Advocates, provide mechanisms for increasing the accountability of the bodies of the Chamber, as well as the Public Defender's office, establish some rules of incompatibility of the activities of members of the bodies of the Chamber and officials, grounds for suspension and termination of their	Currently: - there are only 2 bodies in the Chamber of Advocates: the Board and the Qualification Commission - the various functions of the Chamber of Advocates are disproportionately distributed between its bodies and the Chairperson - A member of one body of the Chamber can work in different bodies or an	A draft legal act providing for amendments to the Law on Advocacy has been developed.	1.1. The internal frameworks/procedures of the Chamber of Advocates have been further improved within the autonomy of the Chamber of Advocates. 1.2. One (1) year after the formation of the new body - the Disciplinary Commission, 100 percent of the disciplinary liability cases of lawyers are examined by the collegial	The draft of the legal act providing for changes in the Law on Advocacy has been submitted to the Prime Minister's Office. The decisions of the Government on approving the legislative initiative have been adopted (the official website of the Government of Armenia).

<p>powers, revise the procedure for the election of members of the bodies of the Chamber.</p>	<p>official of the Chamber can be a member of any of its bodies at the same time;</p> <ul style="list-style-type: none"> - the cases of suspension and termination of the powers of the members of the Chamber bodies and the Chairperson are defined by the Charter of the Chamber, which seems problematic from the point of view of the principle of legal certainty; - in the case of the election of the members of the bodies of the Chamber by ranking order, each voter can vote for as many candidates as the number of members of the elected body, as a result of which the representation of lawyers belonging to different interests may not be ensured in those bodies - accountability mechanisms of the Chamber as an important public institution for 		<p>body created specifically for that purpose.</p> <p>1.3. Lawyers have the opportunity to appeal decisions made in disciplinary proceedings at two levels.</p> <p>1.4. One (1) year after the adoption of the amendments to the Law, at least two bodies formed by the new procedures are operating in the Chamber of Advocates.</p> <p>1.5. For the accounting year following the adoption of the amendments to the Law, the reports of the bodies of the Chamber have been developed, as well as the development plans of the Public Defender's office and annual performance indicators have been defined.</p>	
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	submitting reports, elaborating development plans, setting annual performance indicators and other mechanisms are not legally defined.			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Chamber of Advocates (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2022		
2. Review the scope of beneficiaries to receive free legal aid.	<p>Currently:</p> <ul style="list-style-type: none"> - the Law on Advocacy provides for 17 groups of beneficiaries with the right to receive free legal aid, but from the point of view of ensuring the function of free legal aid by the state, there is a need to review and expand that list; - the current regulations regarding the beneficiaries entitled to free legal aid do not allow an objective assessment of the insolvency characteristics of the persons. 	A draft legal act providing for amendments to the Law on Advocacy has been developed.	<p>2.1. The groups of beneficiaries entitled to receive free legal aid has increased by 3, and over the next year, about 300 beneficiaries of new groups received free legal aid.</p> <p>2.2. Measurable bases of insolvency of persons in relation to receiving free legal aid and structures for verifying their reliability have been planned and are in place.</p>	<p>The draft of the legal act providing for changes in the Law on Advocacy has been submitted to the Prime Minister's Office.</p> <p>The decision of the Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>

<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Chamber of Advocates (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
3. Increase the number of public defender positions	<p>Currently,</p> <ul style="list-style-type: none"> - in the Republic of Armenia, the constitutional right to receive free legal aid is ensured only through the Office of the Public Defender of the Chamber of Advocates. - the workload of the Office of the Public Defender has been increasing every year in recent years - similar growth is forecast for the coming years as well. 	A draft legal act on increasing the number of positions of the public defenders has been developed.	The number of positions in the Office of the Public Defender has increased by at least three (3).	The draft legal act on increasing the number of positions in the Office of Public Defender has been submitted to the Prime Minister's Office (official website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Chamber of Advocates (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget • Around AMD 20,2 million annually 			
		2nd half of the year, 2022		

4. Envisage frameworks/procedures for the provision of voluntary free legal aid.	The Law on Advocacy lacks appropriate frameworks/procedures/structures for the provision of pro bono legal assistance, including mechanisms to encourage such activity.	The draft legal act providing for amendments to the Law on Advocacy has been developed.	3.1. Pro-bono legal services have been introduced and are operating, and at least 3,000 citizens have benefited from them within three years. 3.2. After the structures have been put in place, the work load of public defenders has been reduced by up to 30 percent within three years.	The draft of the legal act providing for changes in the Law on Advocacy has been submitted to the Prime Minister's Office. The decision of the Government on approving the legislative initiative has been adopted (the official website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Chamber of Advocates (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2 nd half of the year, 2022		
5. Revise attorney qualification procedures, including the requirement for mandatory training in the School of Advocates of RA	At present, there are no differentiated procedures for the qualification of advocates, meanwhile 221 students were enrolled in the School of Advocates in 2020, of which 40 students were with a special applicant training program, that is, trainees with at least five years of	A draft legal act providing for amendments to the Law on Advocacy has been developed.	Within a year after the introduction of the procedures, at least 20 percent of the participants of the bar qualification examination have received the qualification through the differentiated procedure.	The draft of the legal act providing for changes in the Law on Advocacy has been submitted to the Prime Minister's Office. The decision of the Government on approving the legislative initiative has been adopted (the official website of the Government of Armenia).

	<p>professional experience (18%).</p> <p>Thus, there is a significant segment of persons entering the legal community whose professional status is somewhat different, but for them there are no differentiated procedures for the qualification of a lawyer depending on that status.</p>			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Chamber of Advocates (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2025		
6. Provide procedures for judicial appeal of the decisions of the Chamber of Advocates on subjecting to disciplinary liability within the framework of special proceedings	Currently, the decisions regarding the disciplinary liability towards the lawyers are appealed in the court though general procedure; moreover, there is also a theoretical dispute regarding the subordination of such cases to the Civil or	In connection with the judicial appeal of the decisions on imposing disciplinary liability by the Chamber of Advocates, needs assessment has been implemented and based on those needs revealed a draft of legislative amendments or a study	One year after the adoption of the amendments to the Law, the judicial appeal procedure of the decisions of the Chamber of Advocates on disciplinary action lasts a maximum of 6 months.	<p>The drafts envisaging changes in relevant normative legal acts have been submitted to the Prime Minister's office.</p> <p>The decision of the Government approving the legislative initiative has been adopted (official</p>

	<p>Administrative court.</p> <p>As a result, the status of a lawyer subject to disciplinary action, especially in the event of a license suspension, remains uncertain for a long time until the relevant court decision is made.</p> <p>Therefore, from the point of view of increasing and ensuring the effectiveness of the internal frameworks/procedures/structures of the Chamber of Advocates, as well as the legal regulation of relations arising in connection with the proper and timely execution of the decisions of its bodies, it is also necessary to study the appropriateness of the possibility of appeal of such decisions in a judicial order within the framework of special proceedings, taking into account the features of these processes.</p>	ruling out the need for amendments has been carried out.		<p>website of the Government of Armenia), or the study ruling out the need for changes is available at the Ministry of Justice.</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			

	<ul style="list-style-type: none"> • RA Chamber of Advocates (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2025		
7. Envisage new means of encouraging pro bono legal aid provision framework and other means to ensure their proper provision, as well as to create a pro bono electronic platform.	After the reform to the Law on Advocacy aimed at the development of voluntary gratuitous legal aid structures and the introduction of pro bono legal aid framework, there will be a need to study the effectiveness of these frameworks and take steps to ensure their subsequent development, envisaging both new procedures of incentives, as well as other mechanisms aimed at ensuring their proper provision.	The directions for the development of pro bono legal aid frameworks are highlighted; based on those, a draft of legislative amendments has been elaborated or a study ruling out the need for changes has been carried out.	<p>6.1. At least 6,000 citizens have benefited from pro bono services in the three years since the development of the frameworks.</p> <p>6.2. Within three years after the implementation of the pro-bono platform, 10 percent of lawyers are involved in the pro bono electronic platform.</p>	<p>The package of legal drafts envisaging changes in relevant normative legal acts have been submitted to the Prime Minister's office or the study ruling out the need for changes is available at the Ministry of Justice.</p> <p>In the presence of a package of legal drafts of, a decision of the Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Chamber of Advocates (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant funds • Around AMD 20 million 			

OBJECTIVE 11. COMPULSORY ENFORCEMENT SYSTEM REFORMS

Strategic Directions:

- Introducing new model of the Compulsory Enforcement Service
- Revising the legislation on the Compulsory Enforcement System
- Ensuring the technical equipment saturation of the Compulsory Enforcement Service
- Optimization of the process of freezing and confiscation of funds and deposits in the debtor's bank accounts
- Ensuring the training and awareness of the staff of the Compulsory Enforcement Service

Outcome	Intermediate Results	Outputs
The effectiveness of enforcement proceedings has increased, the enforcement of judicial acts, which is an integral part of the right to judicial protection, as well as enforcement of other acts subject to compulsory enforcement is highly guaranteed.	<p>1. Comprehensive legal regulations on enforcement sector, enforcement proceedings and execution of enforcement actions have been defined.</p> <p>2. Human resources and technical equipment of the Compulsory Enforcement Service have been improved.</p> <p>3. The duration of the processes of blocking (embargo), confiscating, and unblocking (un-embarking) funds in the Debtor's bank accounts has been reduced, the process is carried out in the most automated way possible.</p>	<p>1.1. The compulsory enforcement service is implemented with a new organizational, legal and structural model.</p> <p>1.2. The overall average salary in the Compulsory Enforcement Service has been increased by at least 50 percent.</p> <p>1.3. With the adoption of new Law on Enforcement Proceedings all features of enforcement of acts subject to enforcement, features of enforcement of at least 5 different types of acts subject to enforcement have undergone through institutional regulation; at least 1 additional measure aimed at the fulfillment of non-monetary claims and at least 3 soft measures of coercion applied within the framework of enforcement proceedings have been established.</p> <p>1.4. One (1) year after the adoption of the Law, the average time for execution of compulsory enforcement actions has been reduced by at least 30 percent.</p> <p>1.5. The use of electronic notification</p>

				<p>methods and tools within the scope of compulsory enforcement proceedings has been expanded by at least 30 percent.</p> <p>2.1. The entire server hub of the Compulsory Enforcement Service has been upgraded; 2 data centers, at least 4 network switches (Commutators), at least 4 Fiber Channel network switches (Commutators), at least 2 uninterruptible power supplies, at least 2 data storage systems and at least 2 backup servers have been purchased.</p> <p>2.2. At least 60 percent of compulsory enforcement personnel have been trained.</p> <p>3.1. The average duration of the process of blocking (embargoing), confiscating and deblocking (unembarking) funds in the Debtor's bank accounts and deposits has been reduced by at least 50 percent, and at least 80 percent is carried out automatically.</p>
Activity	Baseline Indicator	Target by phase	Target Indicator (Result)	Verification means (Source of information)
		Q 4, 2022		
1. Develop a Concept for introducing a new model of Compulsory Enforcement Service.	Currently: - The Compulsory Enforcement Service operates within the RA Ministry of Justice as a body subordinate to the ministry and ensures the enforcement of acts subject to enforcement in	Sectoral studies aimed at increasing the efficiency of the organizational and legal status of the Compulsory Enforcement Service have been carried out and a corresponding reform Concept has been developed.	1.1. The Concept of increasing the effectiveness of the legal status of the Compulsory Enforcement Service reflects the ways of solving at least 70 percent of the reported problems.	The Concept of introducing a new model of Compulsory Enforcement Service is available in the Ministry of Justice.

	<p>the Republic of Armenia.</p> <ul style="list-style-type: none"> - the system of compensation for the work of compulsory executors (officers) is not correlated with the volume of work performed or quality indicators - there is a need to increase the efficiency of the enforcement officer's work, to introduce motivational tools and to expand the range of social guarantees of the enforcement officer. 			
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No fund required 			
		Q1, 2023		
<p>2. Introduce a new service model within the framework of the new Law on the Compulsory Enforcement Service.</p>	<p>Currently.</p> <ul style="list-style-type: none"> - A number of issues in the field of compulsory enforcement service are regulated by various legal acts; - Based on the developed Concept, there will be a need to review the 	<p>A legislative package to amend the Law on Compulsory Enforcement Service and related laws has been developed.</p>	<p>2.1. The overall average salary in the Compulsory Enforcement Service has increased by at least 50 percent compared to the baseline.</p> <p>2.2. At least 80 percent of the legislation on the Compulsory Enforcement</p>	<p>The legislative package aimed at introducing a new model of Compulsory Enforcement Service has been developed and submitted to the Prime Minister's office.</p> <p>The decision of the</p>

	<p>legislation on the compulsory enforcement service;</p> <p>- On the basis of the developed Concept, there will be a need to establish the legal bases for increasing the efficiency of the work of the compulsory enforcement officers, introducing motivational tools/toolkit;</p> <p>- The total average salary in the enforcement service is AMD 139,640, while the average monthly nominal salary in Armenia as of September 2021 is AMD 201,740</p>		<p>Service has been aligned with the requirements set by the Concept of the introduction of the new model of the enforcement service.</p> <p>2.3. The overall average salary in the Compulsory Enforcement service has increased by at least 50 percent compared to baseline.</p> <p>2.4. One year after the introduction of the new Compulsory Enforcement Service model, the number of employees with a higher legal education and at least 2 years of work experience has increased by about 20 percent.</p>	Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • Budget of Compulsory Enforcement service operating under the new model, and in case of its insufficiency, state budget in the corresponding proportion • Up to AMD 504 million annually 			
		1 st half of the year, 2023		

<p>3. Develop a draft Law on Enforcement Proceedings.</p>	<p>Currently:</p> <ul style="list-style-type: none"> - not all the features of the execution of the acts subject to compulsory enforcement are specified, the relations related to the enforcement of each of them are not subject to separate institutional regulation; - there is a need to expand the scope of property subject to confiscation; - the decision of the amount of enforcement costs subject to confiscation is limited only to the value of the property or the amount to be forfeited; - there are different grounds for suspension of compulsory enforcement proceedings, there is a need to clarify the grounds for suspension, completion, termination of enforcement proceedings and their legal consequences; 	<p>The draft law on Compulsory Enforcement Proceedings has been developed</p>	<p>3.1. At least 2 public discussions have been organized with the participation of interested entities</p> <p>3.2. All the features of enforcement of acts subject to compulsory enforcement have been subject to institutional regulation; the specifics of enforcement of at least 5 different types of acts subject to compulsory enforcement: with the demand for confiscation of money, the delivery of property to the claimant, regarding the visitation of the child, the demand for reinstatement in work, the specifics of the enforcement of the acts subject to compulsory enforcement with the demand for eviction.</p> <p>3.3. Features of confiscation of at least 5 separate types of property: cash, income, movable property, debtor's property owned by other persons and debtor's income held</p>	<p>The draft Law on Enforcement Proceedings has been developed and submitted to the Prime Minister's Office. The decision of the Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>
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	<p>-there is a need to reduce the terms of enforcement actions;</p> <p>- there is a need to reserve additional funds aimed at fulfilling non-monetary claims;</p> <p>- there is a need to introduce "soft" means of coercion (restricting the possibility of technical inspection of wanted vehicles by the decision of the enforcement officer, restricting the exit of wanted individuals and movable property from the Republic of Armenia);</p> <p>- there is a need to improve notification methods and tools in enforcement proceedings.</p>		<p>by other persons are provided.</p> <p>3.4. As a result of the new model for calculating the amount of enforcement costs, the costs charged in the enforcement proceedings are at least 50 percent more relevant to the actions carried out in the specific enforcement proceedings.</p> <p>3.5. The grounds for suspending, completing, and terminating enforcement proceedings and their legal consequences have been clarified.</p> <p>3.6. One year after the adoption of the Law, the average time for execution of compulsory enforcement actions has been reduced by at least 30 percent.</p> <p>3.7. At least 1 additional measure aimed at the fulfillment of non-monetary claims has been stipulated.</p> <p>3.8. At least 3 "soft" means of coercion applied within</p>	
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			<p>the framework of enforcement proceedings were introduced: limiting the possibility of technical inspection of wanted vehicles by the decision of the enforcement officer, limiting the exit of wanted individuals and movable property from the Republic of Armenia.</p> <p>3.9. The use of electronic notification methods and tools in enforcement proceedings has been expanded by at least 30 percent.</p>	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant funds • Around AMD 24 million (for attracting experts and organizing public discussions) 			
		Q 4, 2022		
4. Improve the technical equipment adequacy of the Compulsory Enforcement Service	The technical equipment adequacy of the Compulsory Enforcement Service needs to be improved. In particular, there is a need to upgrade	With the involvement of experts in the field, the technical specifications of the equipment necessary for the improvement of technical equipment have	One (1) year after the announcement of the process of purchasing computer servers for the needs of the Compulsory Enforcement Service, the	Purchase order and relevant documents are available.

	server hubs, purchase backup servers, create necessary data centers, replace and upgrade distribution switches, acquire uninterruptible power supply and archiving equipment and other equipment necessary for uninterrupted operation of the server hub.	been developed and approved, the process of their acquisition has been initiated and the appropriate process has started.	entire server hub of the enforcement service was upgraded, 2 data centers, at least 4 network switches, at least 4 Fiber Channel network switches, at least 2 uninterruptible power supplies, at least 2 data storage systems, at least 2 backup servers and other equipment necessary for the uninterrupted operation of the server hub have been acquired.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA ministry of High-Tech Industry 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant funds • Around AMD 600 million 			
		1st half of the year, 2023		
5. Develop a new legislative package for Compulsory Enforcement	<p>Currently it is necessary:</p> <ul style="list-style-type: none"> - Correct the deficiencies and omissions in the existing Law on the Compulsory Enforcement Service; - Align the provisions of the Law on Compulsory Enforcement Services with the provisions of the new 	The new legislative package on the compulsory enforcement has been developed, circulated in the prescribed manner and submitted to the Prime Minister's Office.	<p>5.1. At least 2 public discussions have been organized with the participation of interested entities.</p> <p>5.2. At least 90 percent of the deficiencies and omissions revealed in the Law on the Compulsory Enforcement Service have</p>	The new legislative package on the Compulsory Enforcement legislation has been presented to the Prime Minister's Office. The decision of the Government on approving the legislative initiative has been adopted (official

	<p>draft Law on Compulsory Enforcement Proceedings;</p> <ul style="list-style-type: none"> - Increase the efficiency of the compulsory enforcement process; - Strengthen and expand the social guarantees of the bailiff (enforcement officer); - Review the legal bases necessary for the use of an effective toolkit for the remuneration and incentives of the enforcement officer (bailiff). 		<p>been corrected.</p> <p>5.3. The new Law on Compulsory Enforcement Service and the Law on Compulsory Enforcement Proceedings are 100% compatible with each other.</p> <p>5.4. At least 90 percent of the legal bases necessary for the use of an effective toolkit for the remuneration of the enforcement officers (bailiffs) and work incentives have undergone legal regulation.</p> <p>5.5. There are the necessary legal grounds to increase the total average salary in the enforcement service by at least 50 percent compared to the baseline.</p>	website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant funds • Around AMD 24 million (for engaging experts and organizing discussions) 			
		Q 4, 2023		
6. Optimize the process of	Currently:	The scope of automated	The average duration of	The Compulsory

freezing and confiscation of funds in bank accounts and deposits.	<ul style="list-style-type: none"> - the process of blocking, confiscating, de-blocking funds in the Debtor's bank accounts and deposits, sending messages about blocking and confiscation to commercial banks, and receiving their responses takes an average of two weeks; - there is a need to reduce the duration and increase the efficiency of the process of blocking, confiscating, de-blocking funds in bank accounts and deposits, sending messages about the blocking and confiscation to commercial banks, receiving their answer. 	actions in the process of blocking (embargoing), confiscation and de-blocking (de-embarking) of the funds available in the Debtor's bank accounts and deposits subject to embargo or confiscation within the framework of enforcement proceedings has been significantly expanded compared to the baseline.	the process of blocking (freezing, embargoing), confiscation and de-blocking (un-freezing, de-embarking) funds on the Debtor's bank accounts and deposits has been reduced by at least 50 percent compared to the baseline, and at least 80 percent is carried out automatically.	Enforcement Service and all commercial banks have installed and operate the necessary software and tools to automatically implement the process of blocking (freezing, embargoing), confiscation and de-blocking (un-freezing, de-embarking) funds on the Debtor's bank accounts and deposits.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Central Bank (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant funds • Around AMD 30 MILLION 			
		Target by phase		
		1 st half of the year, 2024		

7. Ensure training and awareness of the Compulsory Enforcement Service personnel.	In order to ensure the effectiveness and functioning of the measures implemented in relation to the definition of comprehensive legal regulations on enforcement proceedings, the expansion of electronic tools in enforcement proceedings, the development of new technical solutions and the provision of technical saturation, there will be a need to train the staff of the Enforcement Service, according to the directions of the implemented reforms and their relation to the functions of the employees.	Training courses and awareness-raising events have been organized and implemented for staff of the Compulsory Enforcement Service.	At least 60 percent of the Compulsory Enforcement Service personnel have been trained according to the directions of the implemented reforms and their relevance to the functions of the employees.	Training course modules for the Compulsory Enforcement Service personnel, as well as of blocking well as training effectiveness and participant satisfaction surveys are available in the Compulsory Enforcement Service.
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • RA State budget, loan or grant funds • Around AMD 15 million 			

12. OTHER STRATEGIC DIRECTIONS

Strategic Directions:

- Reducing the terms/timelines of enforcement proceedings, improving and expanding the use of the institute of writ of execution
- Review of procedures for subjecting a Notary to disciplinary liability
- Development of a unified legal Act regulating the activities of the Academy of Justice
- Elaboration of the Draft Law on Forensic Examination Activities

Outcome	Intermediate Results	Outputs
<p>A favorable environment for the overall development of the justice system is ensured:</p> <ul style="list-style-type: none"> - The efficiency of the activity of the Notary institute has increased - The efficiency of the Academy of Justice has increased - The efficiency of forensic expertise activity in Armenia has increased, which has had a positive effect on the proper provision of the proof of evidence process in judicial and other proceedings. 	<ol style="list-style-type: none"> 1. A procedure for issuance of a writ of execution by a notary electronically has been introduced 2. The procedures for subjecting the Notary to disciplinary liability have been revised 3. The legal framework regulating the activities of the Academy of Justice has been improved 4. Frameworks/ Structures contributing to increasing the efficiency of forensic expertise activity have been introduced 5. Steering/control tools for the implementation of forensic examinations have been defined 	<p>1.1. There are legal grounds for the notary public to issue electronically the writ of execution for electronically verified contracts.</p> <p>1.2. At least 25 percent of the writs of execution provided by notaries have been provided electronically.</p> <p>2.1. the rationale behind the reasoning and justification of the decisions taken by the person initiating proceedings, on the basis of the disciplinary proceeding results, as well as the requirements for their content are defined.</p> <p>2.2. 100 percent of the decisions taken by the person initiating the proceedings on the basis of the results of the disciplinary proceedings correspond to the accepted sampling templates.</p> <p>2.3. There is a procedure for administratively appealing the decisions on subjecting the notary to disciplinary liability, as well as for</p>

		<p>monitoring the effectiveness of the institution of disciplinary liability.</p> <p>3.1. Matters related to disciplinary sanctions applied to students of the Academy of Justice are regulated.</p> <p>3.2. There are new procedures and powers of the administration and management bodies of the Academy of Justice, new regulations for the organization, conduct and appeal of the results of the exams, the possibility of granting a student a deferral.</p> <p>3.3. At least 260 Judges and persons on the list of Candidates for Judges, at least 390 Prosecutors, at least 700 persons holding autonomous positions in the Investigative Committee, as well as at least 25 persons holding autonomous positions in the Anti-Corruption Committee have been trained.</p> <p>4.1. 50 or more percent of expert organizations and other units operating in Armenia operate in accordance with the standards presented for their status by legislation.</p> <p>4.2. The qualifications of at least 50 percent of the experts of expert organizations and other units operating in Armenia have been verified in accordance with the legal standards for expert status.</p> <p>4.3. At least 50 percent of the experts of the</p>
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				<p>expert organizations and other units operating in Armenia have been trained in accordance with the legal standards for expert status.</p> <p>4.4. 100 percent of the expert organizations and other units operating in Armenia operate according to the uniform methodological standards applied during the expertise.</p> <p>5.1. 100 percent of the expert organizations and other units operating in Armenia operate in accordance with the reformed legal framework of expert responsibility/liability.</p> <p>5.2. 100 percent of judicial examinations are carried out by taking into account the criteria for determining the reasonable deadlines for their execution.</p>
Activity	Baseline Indicators	Target by phase	Target Indicator (Result)	Verification means (Source of information)
		2 nd half of the year, 2023		
1. Improve and expand the application of the institute of writ of execution.	At present, there is no legal possibility to issue the Notary writ of execution electronically, which hinders the development of the institution of the Notary writ of execution	A draft legal act providing for amendments to the Law on Notary has been developed	<p>1.1. There is a possibility to issue an electronic writ of execution for contracts verified by Notaries</p> <p>1.2. Within one (1) year after the adoption of the legislative amendments and the introduction of technical capability, 25 percent of the writs of</p>	<p>The draft of the legal act providing for amendments in the Law on Notary has been submitted to the Prime Minister's Office.</p> <p>The decision of the Government on approving the legislative initiative has been adopted (official</p>

			execution issued by notaries are issued electronically.	website of the Government of Armenia).
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Notary Chamber (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2nd half of the year, 2023		
2. Review procedures for notary public disciplinary action.	<p>Currently:</p> <ul style="list-style-type: none"> -The RA Law on Notary does not define the opportunity to administratively appeal the decisions of the Notary Chamber about disciplinary liability, which could contribute to increasing the efficiency of the institution of disciplinary liability of Notaries and reducing the workload of courts with such cases; - there are no templates defined for the decisions made by a person initiating the proceeding on the basis of the disciplinary proceedings, 	A package of draft legal acts providing for amendments to the Law on Notary and, as necessary, other legal acts has been developed	<p>2.1. After the adoption of the legislative amendments, at least 90 percent of the decisions by the person initiating the proceedings on the basis of the results of the disciplinary proceedings are made in compliance with the requirements of rationale and justification.</p> <p>2.2. The decisions made by a person initiating the proceeding on the basis of the disciplinary proceedings, are made on the basis of exemplary templates</p> <p>2.3. There is a procedure</p>	<p>The package of draft legal acts providing for changes in the Law on Notary and, as necessary, other legal acts has been submitted to the Prime Minister's Office.</p> <p>The decision of the Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>

	as well as there are no requirements set forth for the justification and reasoning of the decision.		for administratively appealing the decisions on subjecting the notary to disciplinary liability, as well as for monitoring the effectiveness of the institution of disciplinary liability.	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Notary Chamber (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		2 nd half of the year, 2023		

3. Review the liability insurance system for Notaries	<p>The institute of liability insurance of notaries is one of the important prerequisites and ways of protecting the rights of citizens in legal relations with notaries, taking into account the implementation of certain governmental functions by notaries.</p> <p>However, currently, for example, such standards of responsibility are not defined.</p>	A package of draft legal acts providing for amendments to the Law on Notary Public and, as necessary, other legal acts has been developed	Clear standards for notary liability insurance have been developed and are in place.	<p>The package of draft legal acts providing for changes in the Law on Notary Public and, as necessary, other legal acts has been submitted to the Prime Minister's Office.</p> <p>The decision of the Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Notary Chamber (upon consent) 			
<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required 			
		Q 1, 2023		
4. Develop a unified legal act regulating the activities of the Academy of Justice.	The Law "On the Academy of Justice" currently in force was adopted in 2013 and, in connection with the ongoing reforms in state and public life, it needs significant changes.	Develop a package of drafts of a unified legal act regulating the activities of the Academy of Justice and, as necessary, related legal acts.	<p>3.1. Matters related to disciplinary sanctions applied to students of the Academy of Justice have been regulated.</p> <p>3.2. There are new procedures and powers of</p>	The package of drafts of the unified legal act regulating the activity of the Academy of Justice and, as necessary, related legal acts has been submitted to the Prime

	<p>In this context, it is necessary to make the Law comparable to current developments and existing legislation.</p> <p>In particular, as a result of the enforcement of the Law, problems have emerged that lead to a legal impasse in the relations related to the educational process at the Academy of Justice, related to issues of disciplinary penalties applied to the students of the Justice Academy, the regulations defining the procedure and powers of the leadership and management bodies of the Academy, the regulations on the organization, conduct and appeal of the results of the exams, the lack of regulations on granting deferrals to the students, etc.</p>		<p>the leadership and management bodies of the Academy of Justice, new regulations for the organization, conduct and appeal of the results of the exams, the possibility of granting a deferral to the student in place.</p> <p>3.3. Three (3) years after the legislative changes, at least 260 judges and persons included in the list of Candidates for Judges, at least 390 Prosecutors, at least 700 persons occupying autonomous positions in the Investigative Committee, as well as at least 25 persons occupying autonomous positions in the Anti-Corruption Committee have been trained.</p>	<p>Minister's Office.</p> <p>The decision of the Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • RA Academy of Justice (upon consent) 			
<i>The source and amount of</i>	<ul style="list-style-type: none"> • No funding required 			

<i>funding</i>	
	2-nd half of the year, 2023
<p>5. Develop a draft of the Law "On Forensic Expertise "</p>	<p>Currently, there is no law regulating the field of forensic expertise activity, so legal relations related to the implementation of expertise are not completely and comprehensively regulated.</p> <p>A draft of the Law "On Forensic Expertise" and, as necessary, related legal acts have been developed</p> <p>4.1. One (1) year after the adoption of the package of drafts, 50 percent or more of the expert organizations and other units operate in accordance with the standards presented to their status by the legislation.</p> <p>4.2. Two (2) years after the legislative changes, the examinations are carried out by at least 50 percent of the existing experts qualified and trained to uniform standards.</p> <p>4.3. One (1) year after the legislative changes, at least 50 percent of expert organizations and other units operate with uniform standards of expert independence.</p> <p>4.4. Two (2) years after the adoption of the Methodology Standards,</p> <p>The draft Law on Forensic Expertise has been submitted to the Prime Minister's Office.</p> <p>The decision of the Government on approving the legislative initiative has been adopted (official website of the Government of Armenia).</p>

			<p>100 percent of the examinations within the scope of the above-mentioned standards are carried out in accordance with those.</p> <p>4.5. In parallel with the existing legal procedures, there is a legal procedure for disciplinary responsibility of the expert, due to which, 2 years after the adoption of the legislative changes, the cases of appointment of additional and repeated examinations have decreased by at least 20 percent.</p> <p>4.6. 100% of forensic examinations are carried out by taking into account the criteria for determining the reasonable deadlines for their execution.</p>	
<i>The responsible body</i>	<ul style="list-style-type: none"> • RA Ministry of Justice • Expert Organizations and other Units (upon consent) 			

<i>The source and amount of funding</i>	<ul style="list-style-type: none"> • No funding required
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HEAD OF STAFF OF THE PRIME MINISTER OF
THE REPUBLIC OF ARMENIA

A. Harutyunyan

27.07.2022