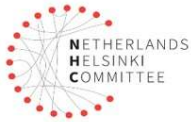




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REPORT

ON THE RESULTS OF MONITORING THE ACTIONS TO BE IMPLEMENTED IN 2024-2025 (1ST SEMESTER)

STEMMING FROM THE ACTION PLAN ARISING FROM THE REFORMS IMPLEMENTATION STRATEGY OF THE REPUBLIC OF ARMENIA FOR 2024-2026

YEREVAN
SEPTEMBER, 2025 ©

The Report on the “Results of Monitoring the Actions to be implemented in 2024-2025 (1st semester) Stemming from the Action Plan arising from the Police Reforms Implementation Strategy of the Republic of Armenia for 2024-2026” was prepared by the Armenian Lawyers Association NGO within the framework of the sub-grant project “Public Monitoring and Awareness for Effective and Inclusive Police Reforms” which is implemented on the basis of the sub-grant agreement under the “Justice Reforms Monitoring in Armenia” project implemented with the financial support of the European Union.

Proper reference is required when citing the report.

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Abbreviations

NA	National Assembly
MoJ	Ministry of Justice
MLSA	Ministry of Labor and Social Affairs
MHTI	Ministry of High-Tech Industry
PO	Prosecutor's Office
GRECO	Group of States against Corruption
CoE	Council of Europe
MM	Mass Media
ALA	Armenian Lawyers' Association
CB	Caucasus Barometer
MoESCS	Ministry of Education, Science, Culture and Sports
CPC	Corruption Prevention Commission
NGO	Non-Governmental Organization
RA	Republic of Armenia
UNDP	United Nations Development Programme
HRD	Human Rights Defender
MG	Monitoring group
IA	Internal Affairs
MIA	Ministry of Internal Affairs
SRC	State Revenue Committee
LGB	Local Government Body
CSB	Civil Service Bureau
CSO	Civil Society Organization
FGD	Focus group discussion
MF	Ministry of Finance

INTRODUCTION

On 15 November, 2024, the Government of the Republic of Armenia (RA) by Resolution No. 1803-L¹, approved the “Strategy for the Implementation of Police Reforms of the RA and the Action Plan Derived Therefrom for 2024-2026” (hereinafter also referred to as the Strategy and Action Plan).

According to the Strategy, the cornerstone components for the implementation of police reforms are: improving police functionality, improving police service, and improving police infrastructure and technical equipment.

The actions of the Strategy are presented in 12 areas, a total of 52 actions of which envisaged in 11 areas are subject to implementation during 2024-2025 (1st semester).

4 of the 52 mentioned actions relate to the changes in the organizational and legal form of the Police as a result of formation of the Ministry of Internal Affairs (MIA), the management model, the formation of a unified external image and the functional development of the service; 10 to effective human resource management and strengthening the integrity; 2 to improving the educational environment, training and professional development of the police personnel; 7 to the development of the patrol service as a new and modern model of External Service; 4 to the development of the Criminal Police and efficiency of operational work; 1 to reconceiving the Community Police; 5 to the transformation of the Police Forces and the formation of the Police Guard; 11 to sensitive issues related to the protection of human rights; 2 to the inclusiveness of reform implementation, monitoring and coordination of actions; 3 to public perception and strategic communication; and 3 to international cooperation within the framework of Police Reforms.

Pursuing the objective to conduct independent monitoring and evaluation, the “Armenian Lawyers’ Association” NGO (ALA), has conducted a monitoring of the implementation of the actions to be implemented in 2024 and the 1st semester of 2025 arising from the “Strategy for the Implementation of Police Reforms of the RA and the Action Plan Derived Therefrom for 2024-2026”. The fieldwork of the monitoring was carried out in April-July 2025 and the activities that were planned to be implemented during 2024-2025 (1st semester) were monitored.

Considering the fact that this report covers the implementation of the actions of the interim year of the Strategy and the Action Plan the period of 2024-2025 (1st semester), it is therefore expected that it will assist the Ministry of Internal Affairs of the Republic of Armenia in making changes to improve the current Strategy, as well as in the work of developing a new strategy in the future.

¹Resolution N 1803-L of 15.11.2024 is available here: <https://old.arlis.am/DocumentView.aspx?DocID=199923>

MONITORING METHODOLOGY

a. Monitoring objectives

The objectives of monitoring and evaluation of action plans of the Strategy are:

- 1) to assess **the progress of the implementation of actions to be implemented in 2024-2025 (first semester)** of the “Strategy for the Implementation of Police Reforms of the RA and the Action Plan Derived Therefrom for 2024-2026,
- 2) identify the actions that were performed, partially performed, or not performed, their reasons, and carry out procedural (quantitative) assessments of those actions,
- 3) conduct (qualitative) assessments of the level of impact of certain actions based on the sample.

b. Assessment table

The activities planned to be implemented in 2024 and in the first half of 2025 were monitored, therefore, the assessment results relate to the monitoring indicators of the actions (targets) planned for 2024-2025 (first semester) and to the quantitative and qualitative (according to the sample in case of some selected actions) indicators of the results, and to what extent the performed action contributed to the implementation of the strategic objective.

Interim and final assessment approaches

The final result monitoring indicators of the Strategy and the Action Plan section were not assessed within the framework of this interim monitoring, as it implies a final assessment of the performance of the entire strategy rather than monitoring the performance of the semi-annual or annual action plan.

Instead, the interim assessment is focused at:

- ⇒ the process of solving individual issues,
- ⇒ the consistency of actions and results,
- ⇒ the effectiveness of actions in terms of addressing the problems,
- ⇒ the assessment of the potential for implementing the strategic direction at the current stage.

Thus, within the framework of this interim assessment, the monitoring group (MG) has assessed:

1. The degree of implementation of individual actions, based on the measures actually performed and the facts presented,
2. How much addressing the given issue contributes to the objectives of the overall strategic direction,
3. The potential contribution of the problem solution to the implementation of the strategic direction, analyzing the connection with the expected result at the strategic direction/problem level.

This approach allows to assess the current performance, and in addition to develop constructive proposals to increase the effectiveness of the future implementation of the Strategy.

The study of the actions to be implemented in the 2024-2025 (first semester) of the Strategy, the results planned for them, as well as the monitoring indicators planned for the actions defined in the Action Plan, allows us to divide the assessment indicators for the implementation of these actions into two groups, as presented below:

〉 **Procedural (quantitative) indicators**

Procedural indicators generally refer to actions that are aimed at completing certain procedures, such as submitting a draft legal document to the Prime Minister's Office, conducting an analysis

or study, assessing needs, developing a report containing recommendations, etc. Procedural indicators refer to output-level results and are assessed based on results-based monitoring. It is expected that the actions to be implemented during 2024-2025 (first semester) should already be completed during the assessment implementation period, which is April-July 2025. It should be noted that the Action Plan includes mainly actions involving procedural indicators. In the case of procedural indicators, monitoring records the stage that the process is at.

The following assessment categories have been identified for the performance assessment of procedural indicators:

- **Action performed** – the action is assessed as "performed" if evidence that 91-100% of the action has been completed for the period under review, has been presented or made available to the monitoring group.
- **Action partially performed** – the action is assessed as "partially performed" if the monitoring good was presented with or had access to evidence that about 31-90% of the action was performed for the period under review.
- **Action not performed** – the action is assessed as "not performed" if any work planned for the action for the period under review has not been completed, or up to 30% of the planned work has been completed, or no information has been provided to the monitoring group regarding the given action.

According to the results of the performance assessment categories of the procedural indicators mentioned above, the (interim) assessment result for the period under review, **2024-2025 (first semester)** is expressed in one of the following rating indicators:

- 1 **Fully performed** (the work planned for the action during the period under review has been completed): **1 point**.
- 2 **Partially performed** (some of the work planned for the action during the period under review has been completed, but it does not exceed half of the planned work) - **0.5 points**.
- 3 **Not performed** (no work planned by the action for the observed period was implemented): **0 points**.

The assessment was carried out using the weighted average method of the variation series according to the following formula: **(number of fully performed actions x1+ number of partially performed actions x0.5+ number of not performed actions x0)/52²*100**.

〉 **Impact level indicators (qualitative)**

Qualitative indicators address **impact level (qualitative) results** and link the action implemented under the Action Plans to the expected outcome and/or qualitative indicators at the level of strategic direction. Within the framework of this monitoring, the impact level assessment will be carried out in the following areas provided for in the Action Plan:

1. **Strategic Direction 2: Effective Human Resources Management and Strengthening Integrity**
2. **Strategic Direction 7: Reconceiving the Community Police**
3. **Strategic Direction 12: International cooperation within the framework of Police Reforms**

These indicators were assessed by the MG and refer to the expected results at the level of strategic directions (issues) through the actions taken and the potential to address the issues

²The number 52 in the formula is the number of actions to be implemented in 2024–2025 (first semester).

presented in the outcome stage. The objectivity and integrity of the control tools were taken into account during this assessment as well.

The assessment was conducted based on information extracted from official responses to questionnaires, focus group discussions (FGDs), in-depth interviews, and desk research/analysis of documents and legal acts (drafts) addressed to the Ministry of Internal Affairs of the Republic of Armenia, the competent body responsible for developing policy and monitoring and evaluating the police sector, as well as other implementing bodies, in response to information requests regarding the Strategy and Action Plan.

Three evaluation criteria have been defined to assess the performance of these indicators:

- **Action performed** – the action is assessed as “performed” if the monitoring group has been presented with or has access to evidence that the implementation of the action has ensured the expected result at the level of strategic objective.
- **Action is incompletely performed** – the action is assessed as "incompletely performed" if the implementation of the given action did not provide the expected interim complete result at the level of the strategic objective (provided a partial result), or was not a contributing factor for the full achievement of that result, or the relevant bodies responsible for the implementation of the given action did not present to the monitoring group facts that would prove the full performance of the expected interim result at the level of the strategic direction/objective.
- **Action is not performed** – the action is assessed as "not performed" if no significant measures have been taken to implement the given action, or the measures taken are not aimed at ensuring the expected interim result at the strategic direction/objective level or have not been a contributing factor to that result, or the relevant bodies responsible for the implementation of the given action have not presented the monitoring group with facts that would prove the implementation of the expected interim result at the level of the strategic objective.

Example: **Action 5.2. Implementation of a toolkit for assessing the integrity risks of police officers**

Evaluation methodology and approach

This action implies checking whether an integrity risk assessment toolkit has been developed and whether it has been implemented. The action will be considered "**performed**" if the monitoring group is provided with evidence that:

1. A toolkit for assessing employee integrity risks has been developed.
2. The toolkit has been implemented.
3. It corresponds to the objectives of the strategic direction.

The assessment examined whether the implemented toolkit was complete and allowed for periodic integrity checks aimed at solving a strategic objective.

If the toolkit has been developed but not implemented, or has been implemented but does not provide the expected result at the level of strategic objective, the action will be assessed as "**incompletely performed**".

If no significant steps have been taken to develop the toolkit or there is no evidence to prove its development and implementation, the action will be assessed as "**not performed**".

*During this assessment, the expert team calculated a **performance indicator** for each area, which reflects the achievement of an interim result at the level of a given strategic objective through the “performed” actions.*

c. Assessment methodology

A results-based approach combining qualitative and quantitative data was used to achieve the monitoring objectives. Data were collected from primary and secondary sources. Research methods include information surveys, desk research/document analysis, study and analysis of legal acts (drafts) and other documents, FGDs, and in-depth interviews.⁴ FGDs in an inclusive and participatory format³, were organized. Representatives of state departments responsible for the implementation of actions and other interested structures and CSOs, sector experts and lawyers attended the FGDs. One in-depth interview was conducted with an authorized representative of the RA MIA. It is also worth noting that on 18 July, 2025, an expert discussion⁴, regarding the draft of this report was held, the results of which were also taken into account in the final version of the report.

Table 1. List of state bodies, other interested institutions and participants of the FGDs

#	Name	Number of representatives
1.	MIA	1
2.	Ministry of Justice (MOJ)	2
3.	Ministry of High-Tech Industry (MHTI)	2
4.	Ministry of Education, Science, Culture and Sports (MoESCS)	1
5.	Ministry of Labor and Social Affairs (MLSA)	2
6.	Civil Service Bureau (CSB)	3
7.	Investigative Committee	2
8.	Human Rights Defender (HRD)	2
9.	State Property Management Committee	1
10.	State Revenue Committee (SRC)	3
11.	Urban Development Committee	1
12.	Corruption Prevention Commission (CPC)	1
Total:		20
CSOs, experts and lawyers		
	CSOs, experts and lawyers	
Total:		11

Based on the monitoring results, the “**Draft Report on the Results of Monitoring** the Actions to be implemented in 2024-2025 (1st Semester) stemming from the Action Plan arising from the Reforms Implementation Strategy of the Republic of Armenia for 2024-2026” was developed (hereinafter referred to as the **Draft Report**). The Draft Report was presented to Government Agencies responsible for the implementation of the actions and other interested organizations for their opinion, as a result of which some of the observations and recommendations received were accepted and included in the final version of the Report.

³<https://armla.am/en/9564.html>

⁴<https://armla.am/55286.html>

RESULTS OF MONITORING THE PROGRAM OF MEASURES FOR THE IMPLEMENTATION OF POLICE REFORMS OF THE REPUBLIC OF ARMENIA FOR 2024-2025 (1ST SEMESTER)

Direction 1. Changes in the organizational and legal form of the Police, the management model, the formation of unified external image and the functional development of the service as a result of formation of the Ministry of Internal Affairs.

Problem: *Lack of internal digital management in the Ministry of Internal Affairs, ongoing phase of finalizing the formation of the Police*

Target: *Finalization of the structural and functional system of the Police, operating under civilian control, effective Ministry – Police internal management*

Action 1. Launch of the internal digital management system of MIA

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Based on the tender results, the following services were purchased: a report on the functional study of the MIA, a report on the redefinition of business processes for the purpose of exchanging data between structural divisions of the MIA for the purposes of internal effective management, between subordinate government agencies, as well as the development of a matrix for describing business processes for internal interaction between the MIA, subordinate government agencies, and structural divisions. The reports and matrix have been developed. (2025)	The report on the functional study of the MIA was developed and discussed at the Information Systems Management Board. A report on the redefinition of business processes for the purpose of data exchange between the MIA structural divisions, in the MIA and subordinate government agencies, for the objective of effective internal management, was developed and discussed at the Information Systems Management Board. A detailed matrix describing business processes for internal cooperation between the MIA, its subordinate state bodies, and structural divisions has been developed.	MHTI	The action is PERFORMED PARTIALLY

According to the information provided by the Ministry of Internal Affairs, a study of the functional and business processes of the MIA, subordinate state bodies and structural divisions was carried within the framework of the "Public Sector Modernization Program" of the World Bank, to develop a matrix describing business processes for internal cooperation. The project experts have developed the report on the first stage of the functional study process and submitted to the MIA. The development of the matrix is currently in the process.

It was noted during the FGD that an assessment process was carried out in collaboration with partners from the World Bank and the United Nations Development Program (UNDP), which is currently still ongoing. It is planned to be completed during the first half of the year. A preliminary report, which

presents an overall assessment of the system, records existing gaps, and suggests possible solutions is already available. Currently, the discussion of ToR (Terms of Reference) is underway as well. As part of the digitalization process, the operational management center program, which provides a unified database of various services, was digitized.

During the FGD, the representatives of CSOs noted in connection with the launch internal digital management system of the MIA that despite the fact that information databases exist in various state structures, interoperability between them, both at the content and technical level, is almost non-existent. As a result, data exchange is hindered and systems operate in isolation. Each body develops its own separate information system without a common structure and approach to interaction, which leads to double data recording, excessive administration, and inefficient use of time and resources.

Taking into account the information provided, it is noted that the full implementation of the intended result indicators has not yet been ensured. Although the study of the functional and business processes of the MIA, subordinate state bodies, and structural units was carried out within the framework of the World Bank project and the initial report of the first stage was submitted, however the matrix describing the business processes is still in the development stage.

Based on the results of the procedural (quantitative) assessments, the action is assessed as **PARTIALLY PERFORMED.**

Action 2. Periodic assessment of the volume and quality of public services provided by the MIA, their simplification and digitalization

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>The order of the Minister of Internal Affairs establishing the quality standards for the provision of public services has been developed and adopted.</p> <p>1 public survey on the quality of public service provision was conducted.</p> <p>The annual program for 2025 of the Service Quality Control Department of the Ministry of Internal Affairs has been developed and approved.</p> <p>A report which includes proposals for simplifying their business processes, eliminating unnecessary actions, and digitizing them based on the assessments of the business processes of the services provided by the MIA and the Police was prepared.</p>	<p>The order of the Minister of Internal Affairs establishing the quality standards for the provision of public services has been adopted.</p> <p>The orders of the Minister of Internal Affairs approving the annual programs of the Service Quality Control Department of the Ministry of Internal Affairs for 2025 have been adopted. Standardization and stability in the development of annual programs have been ensured.</p> <p><i>Baseline: 1, the Annual program for 2024 has been approved.</i></p> <p>A report has been developed and published on the official website of the Ministry of Internal Affairs. It includes proposals for simplifying</p>		<p>The action is PERFORMED</p>

1 public survey on the quality of public service provision was conducted.	business processes, eliminating unnecessary steps, and digitalizing services provided by the MIA and the Police, in accordance with the Guidelines for Digitalization of Services of the Ministry of High-Tech Industry The recommendations presented in the report were drawn up based on the best practices of at least 3 countries, which are presented in the report.		
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According to information provided by the MIA, the order of the Minister of Internal Affairs establishing the quality standards for the provision of public services has been adopted.

According to the same source, surveys were conducted among 164 citizens using questionnaires and evaluation sheets created and implemented by the Service Quality Control Department of the MIA. At the same time, 102 citizens participated in surveys conducted through online platforms, as well as in some waiting rooms, using QR codes, to assess the quality of services provided in the field of migration and citizenship services. A total of 67 citizens called the phone number of the Service Quality Control Department of the MIA, located in the "Services" section of the official website of the MIA, with urgent problems, incidents, and other issues related to the provision of services. Also, in the period from 16 to 20 June of this year, the second public survey was conducted in the live survey format on the quality of service provision in the main structural divisions of Migration and Citizenship Service of the Ministry in Ararat, Armavir, Aragatsotn and Kotayk marzes, as well as among citizens served at the Registration and Investigation Services, and Permits and Licensing Departments in the same marzes, however information about the method of the survey, participants and results was not provided.

Results of the monitoring showed that by order of the Minister of Internal Affairs No. 7909-A dated 10 December, 2024, the Annual Program of the Service Quality Control Department of the MIA for 2025 was approved, and assessments of the business processes of the services provided by the MIA and the Police were carried out and a report based on them was prepared.

CSO representatives and lawyers noted during the FGD, a number of worrisome issues related to the "qualified personnel recruitment" policy. It is noted that according to official statements published by the MIA, currently there are numerous vacant positions in the system, for which people without higher education can also be hired as well. In practice, this approach creates a number of problems. According to observations, training procedures are short-term, limited to just a few days, which is not enough to develop professional skills and abilities. As a result, there is a serious shortage of human resources in the system, which has negative consequences for both service quality and overall system stability. In addition, the low level of employee awareness, the lack of transparency in recruitment processes and the uncertainty of qualification criteria are noteworthy as well. All this leads to the fact that in a number of cases, administrative acts drawn up by the patrol service do not comply with legislative and procedural requirements. The combination of the above-mentioned problems also leads to the fact that experienced

specialists with long experience in public service are being pushed out of the system, not having the opportunity to apply their professional experience in these conditions.

At the same time, the MG has some concerns regarding surveys conducted on the quality of public service delivery.

First of all, the extremely small number of citizens who participated in the surveys is worrying (only 333 people, all sources combined): 164 citizens via questionnaires, 102 citizens via the Migration and Citizenship Service, and 67 citizens via phone calls. This sample is too limited and insufficient to provide statistically reliable and representative results.

There is no information on the methodology for selecting participants of the survey: it is unclear by what criteria and principles the participants were selected, whether mechanisms to ensure representativeness were used, or whether it was a random selection. It is not specified what percentage the participants represent in relation to the total population of Armenia, target groups or the total number of users of police services.

The mechanism for conducting surveys using QR codes *raises concerns as well*.

The document does not specify whether these QR codes are personalized and only for users of a specific service, or whether they are publicly available. If they are publicly available, there is a serious risk that the same person could fill out the questionnaire multiple times, distorting the results. If the codes are personalized, it is unclear how they are distributed in a way that guarantees representativeness.

It is also noteworthy that no analysis of the survey results is presented: there is no information on the results, identified problems, public assessments, and recommendations for improvement. The lack of publicity of results is a serious problem from the perspective of transparency and accountability.

A survey using such a method cannot be considered an effective and comprehensive tool for objectively assessing the quality of public services and may raise doubts about the actual performance of this indicator.

Despite the aforementioned qualitative shortcomings and methodological limitations, it is worth noting that, when viewed from a purely quantitative perspective, the public surveys envisaged within the scope of the action were carried out. The performance indicator required conducting 2 (two) public surveys on the quality of public service provision, which was formally implemented, as the surveys were actually conducted, citizens were involved (albeit in limited numbers), and various tools were used (questionnaires, online platforms, QR codes, phone calls).

Based on the results of the procedural (quantitative) assessments, the action is assessed as **PERFORMED**.

Action 3. Ensuring the final form of the Police structure and functionality

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The Criminal Police with a new structure and functionality has been launched. The Community Police with a new structure and functionality has	The Police operate with a new structure and functionality, including the Criminal Police, implemented in accordance with Direction 6 of this Action Plan, the Community Police, implemented in accordance with Direction 7 of this Action		The action is PERFORMED

been launched.	Plan, and the Police Guard, implemented in accordance with Direction 8 of this Action Plan. <i>Baseline:</i> The Patrol Service was fully operational in 2023; the activities of the Police Passport and Visa Department were completely suspended in the first quarter of 2024, and the functional unit was transferred to the Migration and Citizenship Service of the MIA; the units serving the support function of the Police were dissolved in the first quarter of 2024, and the functional unit was transferred to the MIA.:		
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According to information provided by the MIA, the Criminal Police and the Community Police were formed on 1 November, 2024. Territorial subdivisions under the direct subordination of the Head Department have been formed at the community level

According to the same source, the Criminal Police in the new structure will carry out operational investigative activities to solve serious and especially serious crimes, conduct preventive operations, and identify wanted persons, while the Municipal Police will carry out crime prevention in all areas, including combating domestic violence and preventing juvenile offenses. The service is also entrusted with the function of carrying out operational-investigative measures in cases of minor and medium gravity crimes.

It was noted during the FGD, that for the first time, an educational program for starting service in the criminal police was introduced. Applicants were able to join the service only after successfully completing the relevant program. It was also noted that the Police Guard will be operational from 1 November, 2025, with separate educational processes also planned for this newly created service.

Despite the fact that the Police Guard as a structural unit has not yet been actually launched, the MG assesses the operation as performed. This assessment is based on the fact that on 24 October, 2024, the RA Law "On the Police Guard" (LO-430-N) was adopted, which is the legal prerequisite for the formation and operation of the Guard, thus ensuring a full level of implementation according to the methodology of this monitoring.

Based on the results of the procedural (quantitative) assessments, the action is assessed as **PERFORMED**.

Action 4. Assessment of the Police Building Complex, optimization of places for holding arrested persons (PHAP)

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Optimization of 8 places for holding arrested	Recommendations regarding the conditions of the Police Building	SRC	The action is PERFORMED

persons was carried out.	Complex have been submitted to the Prime Minister's Office.	MF	
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According to information provided by the MIA, as a result of studies conducted in the context of properly ensuring the rights of persons taken into custody, the activities of 11 out of 33 places for holding arrested persons have been suspended, while major renovation and modernization works are planned in the others to ensure their full compliance with legislative and international standards.

As a result of the monitoring, it became clear that no action was taken to assess the effectiveness of the optimization, as a result of which there is no data confirming its effectiveness. Despite this, the MG assesses the action as performed, based solely on quantitative indicators.

Based on the results of the procedural (quantitative) assessments, the action is assessed as **PERFORMED.:**

**THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 1
“CHANGES IN THE ORGANIZATIONAL AND LEGAL FORM OF THE POLICE, MANAGEMENT
MODEL, FORMATION OF A UNIFIED EXTERNAL DESCRIPTION AND FUNCTIONAL
DEVELOPMENT OF THE SERVICE AS A RESULT OF FORMATION OF THE MINISTRY OF
INTERNAL AFFAIRS”**

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	4	100%
OF WHICH PERFORMED	3	75%
OF WHICH PERFORMED PARTIALLY	1	25%
OF WHICH NOT PERFORMED	0	0%

Direction 2. Effective human resource management and strengthening the integrity

***Problem:** Lack of a human resources management system needs assessment-based program and performance evaluation system, insufficient level of attractiveness of the police service, integrity issues*

***Target:** Strengthening the toolkit for effective human resource management, increasing the attractiveness of police service, and preventing corruption*

Action 1. Comprehensive assessment of the human resource needs of the MIA in order to develop an evidence-based, gender responsive policy

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A needs assessment was conducted, based on which a report including proposals for reforms in the field of human resources management was developed.	A report including an assessment of the personnel needs of the Human Resources Management Department of the MIA and the Police has been developed and published on the official website of the MIA.	CSB	The action is PERFORMED PARTIALLY

	The needs assessment was conducted based on international best practices and the developed report includes proposals for resolving the identified issues, including gender-based issues.		
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According to information provided by the MIA, a comprehensive assessment of the human resources needs of the MIA was carried out within the framework of the "Human Resources Reform" program implemented by the UNDP. The report, which includes proposals for reforms in the field of human resources management, was submitted to the Ministry.

It was noted during the FGD, that the assessment of the human resources management process was carried out using various methods, both online and on-site surveys, as well as through system studies.

The assessment conducted by the MG identified the following issues:

Uncertainty regarding the contents of the report – There is uncertainty regarding the contents of the report. In particular, it is not clarified to what extent the report comprehensively reflects the real needs of the MIA.

Lack of clarity in applying international best practices – The outcome indicators state that the report should be based on international best practices, but there is no information on whether and to what extent international practices have been applied.

Lack of publicity of the report – The performance indicators require publication of the report on the official website of the MIA; however, at the time of monitoring, the report had not yet been published.

Deadline issues – Although, according to the MIA, the development of the report has been completed, it has not yet been published within the established deadline, which is a violation of the schedule.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 2. Implementation of a plan for recruiting (engaging) qualified personnel in the police, aimed at identifying and hiring capable personnel through a process free from corruption risks

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A report assessing the rates of personnel recruitment, and personnel turnover in the Police has been developed.	<p>The report was developed and published on the official website of the MIA and includes proposals for improving the methodology for attracting personnel.</p> <p>The study was based on international experience and best practices from at least 3 countries, which were reflected in the report.</p>	CSB	The action is PERFORMED PARTIALLY

It became clear during the monitoring that a study of the rates of personnel recruitment and personnel turnover in the Police was conducted within the framework of the "Human Resources Reform" program implemented by the UNDP. As a result, a preliminary version of the report assessing the aforementioned trends was submitted to the Ministry of Internal Affairs.

The assessment conducted by the MG identified the following issues:

The status of the report is not final – Although study was conducted and a preliminary version of the report was developed with UNDP support, this implies that the report has not received final approval and cannot be considered fully performed.

Lack of publicity – Publication of the report on the official website of the MIA is an essential component of the performance indicators. The report had not been published at the time of monitoring, which means that this requirement was not met. The *Lack of publicity* is a serious obstacle from the point of view of ensuring transparency and accountability.

Lack of clarity in applying international practices – There is no information available on the extent to which the report is based on international experience and best practices from at least 3 countries.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 3.1. Implementation of a performance evaluation system for police officers

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A draft amendment to the Law "On Police Service" has been developed and submitted to the Office of the Prime Minister, which provides for the institution of performance evaluation of police officers and the authorizing norm for establishing performance evaluation indicators.	<p>The report was developed and published on the official website of the MIA and includes effective and targeted solutions for the performance evaluation of police officers.</p> <p>The study was based on international experience and best practices from at least 3 countries, which were reflected in the report.</p>	CSB	The action is PERFORMED PARTIALLY

According to information provided by the Ministry of Internal Affairs, a draft amendment to the Law "On Police Service" has been developed, which provides for the institution of performance evaluation of police officers and the authorizing norm for establishing performance evaluation indicators.

It was revealed during the FGD, that the concept of performance evaluation has already been formed, and its inclusion in the relevant report is planned in the near future.

The following issues were identified as a result of the monitoring:

Legislative amendments were not adopted – Although a draft amendment to the Law "On Police Service" has been developed, it has not yet been adopted. Without the adoption and entry into force of

legislative amendments, the legal basis for the implementation of a performance appraisal system is lacking.

Report not available – The report provided by the outcome indicator has not yet been developed. Although the performance assessment concept has already been developed, it is not considered an indicator-based report and has not been published on the official website of the MIA.

Uncertainty of content requirements – Since the report has not yet been developed, it is impossible to assess to what extent it will meet the defined content requirements, in particular, whether it will include effective and targeted solutions for the performance evaluation of police officers.

Uncertainty in the application of international experience – There is no information available on the extent to which the report is based on international experience and best practices from at least 3 countries.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 3.2. Ensuring a proper system of social guarantees for the Police

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A combined situational analysis of the remuneration and social guarantees of Police officers was conducted, and a report based on the results was prepared.	Based on the monitoring of the attestation results, a report presenting the issues recorded within the framework of the monitoring was developed. The report also includes recommendations/proposals for improving the attestation process, which are also based on the results of interviews with members of the Attestation Committee, including NGO representatives.	MF	The action is PERFORMED PARTIALLY

According to information provided by the MIA, the Ministry has conducted relevant studies on the combined situation of salaries and social guarantees of police officers, including legal regulations and financial allocations. A report based on the results of the aforementioned studies was compiled.

At the same time, the MG did not consider the measures envisaged by this action as fully Performed due to the following reasons:

Uncertainty regarding the contents of the report – Despite the information provided by the Ministry of Internal Affairs that the report had been prepared, however the report was not provided to the Monitoring Group. Without reviewing the report, it is impossible to assess its compliance with the specified performance indicators. There is no opportunity for the Monitoring Group to verify the content of the report and its compliance with the requirements.

Lack of disclosure of systemic issues– The performance indicators stipulated that the report should highlight systemic issues. However, the MIA did not provide any information on whether the report includes an identification of systemic problems.

Lack of interviews with members of the Attestation Committee and NGO representatives– The outcome indicators stipulated that the report should include the results of interviews with members of the Attestation Committee and NGO representatives. However, the Ministry of Internal Affairs did not provide any information regarding the conduct of these interviews or their results.

Lack of proposals for improving attestation – The performance indicators stipulated that the report should include proposals for improving the certification. However, the MIA has not provided any information regarding these proposals.

Taking into account the above, the execution of the action is considered partial.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 3.3. Providing resilient image of a Police Officer

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The new procedure for medical examination of Police Officers has been adopted and it maximally contributes to the recruitment of capable personnel for police work.	<p>The procedure for conducting medical examinations of police officers has been approved by the Government.</p> <p>The current government decision, which was partially amended in 2023, regarding height and weight requirements for civil servants.</p>	Ministry of Health of the RA	The action is PERFORMED

According to the information provided by the MIS, the Draft Decision of the RA Government "On Amendments to the Decision of the RA Government No. 175-N of 23 January, 2003" has been adopted, on the basis of which the requirements related to the health status of a police officer and a candidate for service were reviewed, and problems and inaccuracies that arose in practice were corrected. The height and weight criteria for entry have been reduced.

The results of the MG also revealed that the Draft RA Government Decision “On Amendments to the RA Government Decision No. 176-N of 3 March, 2003” was adopted, which also made relevant changes to the procedure for medical examination of the Police Officers.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

Action 4.2. Promoting involvement of women

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
1 (one)admission to promote the involvement of women was announced	<p>At least 1 admission to promote the involvement of women has been announced.</p> <p>1 (one) targeted admission to promote the involvement of women was organized.</p>	<p>MoESCS</p> <p>MLSA</p> <p>HRD</p> <p>LGB</p>	The action is PERFORMED PARTIALLY

According to information provided by the MIS, a targeted admission to increase the involvement of women in the MIS Police was carried out. A total of 368 places were planned, of which 299 (81.2%) were for women and 69 (18.7%) were for men. The application phase started in February 2024, with 532 women pre-registering, resulting in 140 women applying, and the 5-month course began in April and ended in October. 48 women participated in the 5-month courses, 33 of whom graduated.

According to the same source, 239 places were allocated for the joint admission competition, of which 190 were for female and 49 for male applicants. At present, the admission process has been completed, and 226 applicants of which 173 are civilians (17 females) and 53 are civil servants (4 females) have passed the entrance exams.

The CSO representative noted that there is still a biased attitude towards the inclusion of women in the system of the Ministry of Internal Affairs. According to observations, this attitude is mainly expressed in doubts about professional abilities of women. Such approaches are often not based on real experience or facts, but rather reflect deeply rooted gender stereotypes and prejudices that hinder the full and equal participation of women in service activities.

During the monitoring, the MG identified the following main issues related to the implementation of the action:

Time discrepancy– According to the information provided by the Ministry of Internal Affairs on the performance of the action, the implementation includes actions that were carried out before the adoption of the strategy. The Strategy was adopted on 15 November, 2024, while the report notes the admission process started in February 2024 and ended in October. This is a serious methodological problem, as within the framework of the Strategy; only actions implemented after its adoption can be assessed.

Mismatch of indicators– The performance indicator requires "at least 1 admission announced to promote the involvement of women." Thus, the presented performance partially meets the set indicator, namely the organization of 1 admission competition, but there is a substantive issue in terms of promoting the involvement of women. In particular, the data presented shows that "226 applicants passed the admission exams, of which 173 were civilians (17 females) and 53 were civil servants (4 females)," which means that only 21 (or 9.3%) out of the total 226 admitted were women. This indicator cannot be considered an effective way to "promote involvement of women."

In light of the above issues, the action is considered partially performed because:

- The actions presented do not correspond to the time frame of the Strategy,
- The actual results do not meet the objective of promoting involvement of women.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 5.1. Approval of the Anti-Corruption Program of the Ministry of Internal Affairs

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
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An assessment of corruption risk zones in the MIS system has been carried out.	No outcome indicator is provided for the period under review.	CPC MoJ	The action is PERFORMED PARTIALLY The task (result) aimed at the strategic objective is NOT PERFORMED .
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According to information provided by the Ministry of Internal Affairs, an assessment of corruption risk prone areas within the MIA system is underway.

According to requirement of the target result, it was planned to carry out an assessment of corruption risk prone areas within the Ministry of Internal Affairs system. However, according to information provided by the Ministry, the evaluation process is still ongoing and has not reached the final stage. This means that at this stage there are no complete results for **quantitative assessment**, which could serve as the basis for the formation of complex interventions aimed at reducing corruption risks.

Considering the fact that this action was also selected for the purpose of qualitative assessment, it should be noted that it is not possible to assess the **qualitative impact** of the action in this regard, since there are no specific results to be assessed or operational solutions based on them.

Thus, at present, the action does not have any actual results that could be considered as prerequisites for ensuring a strategically significant impact and therefore from a qualitative point of view, it is assessed as not performed.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Based on the level of impact (qualitative) result, the strategic objective (result) is assessed as “NOT PERFORMED”.

Action 5.2. Introduction of a toolkit for assessing the integrity risks of Police Officers

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A toolkit for assessing employee integrity risks has been developed.	No outcome indicator is provided for the period under review.	CPC	The action is PERFORMED PARTIALLY The task (result) aimed at the strategic objective is NOT PERFORMED

According to information provided by the MIA, the relevant order of the Minister of Internal Affairs of the RA is currently being developed.

During the FGD, it became clear that the integrity and corruption prevention processes are in the implementation stage. A working group, which includes participants from the Internal Security

Department of the MIA, a number of agencies and CSOs has been created. It is also planned to present a draft report. According to information provided by the CPC, training on integrity and corruption prevention, involving a wide range of Police and MIA personnel, was conducted. At the end of 2024, the CPC conducted training for approximately 260 employees holding managerial positions.

Thus, *development of a toolkit for assessing of integrity risks of the employee was planned*. Despite certain actions, including the launch of the process of developing a relevant order of the Minister of Internal Affairs, the formation of a working group, and the implementation of training measures, *it can be noted that the toolkit, as a complete, approved, and practically applicable system, is not yet available at this stage*.

From the qualitative assessment perspective, it is worth noting that within the framework of the monitoring, the MG raised a number of issues related to the process of strengthening integrity in the Police system. The primary one is the imperfection of the legislative and strategic documents regulating the sector. The current legal regulations do not provide a complete and applicable legal and practical framework for the implementation of the principles of integrity. In particular, there is a lack of clearly defined requirements and guidelines for the professional conduct and integrity of civil servants, which negatively affects the efficiency and proper service in the system.

There are no mechanisms in place to verify the integrity of current and prospective police officers holding managerial and non-managerial positions.

In addition, systemic shortcomings were also recorded in the transparency and accountability components. In particular, the toolkit for monitoring integrity is extremely limited, and public reporting mechanisms are not effective enough. This situation is exacerbated by the fact that public access to information on police integrity is significantly limited, both in terms of volume, content, and accessibility.

The development of institutional mechanisms for accountability, ensuring public involvement in the processes of monitoring integrity, as well as increasing the publicity and accessibility of information on integrity standards and their implementation should be the Key Areas of systemic reforms. These reforms are of strategic importance both, in terms of strengthening the internal disciplinary system and combating corruption, as well as play a key role in restoring and strengthening public trust, which is a necessary prerequisite for any effective security sector reform.

Taking into account the above mentioned, the qualitative impact of the action at this stage is assessed as not performed. Despite the formation of some prerequisites and the launch of processes, the "developed toolkit" mentioned in the target indicator is not fully available. The action has formed certain foundations for strengthening the culture of integrity, but their full impact will be observed at the stage when the toolkit is approved, adopted, and put into use as an actual tool for managing employee behavioral and integrity risks.

Thus, summarizing the main observations of the MG regarding the quantitative and qualitative performance of the action are:

1. *The degree of target implementation for quantitative assessment* – The activity envisaged "the development of a toolkit for assessing employee integrity risks";however, in fact only preparatory work was carried out. In particular:
 - The relevant order of the Minister of Internal Affairs is still under development,
 - A working group was formed and trainings were conducted.
2. *Systemic obstacles to qualitative assessment* –The MG identified the following key problems in the sector:
 - Inadequacy of legislative and strategic documents,
 - Lack of clearly defined requirements and guidelines,
 - Lack of mechanisms for verifying the integrity of current and prospective employees holding managerial and non-managerial positions.
3. *Transparency and accountability issues:*
 - Limited toolkit for monitoring integrity,
 - Inadequate effectiveness of public reporting mechanisms,
 - Limited access to information.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Based on the level of impact (qualitative) result, the strategic objective (result) is assessed as “NOT PERFORMED”.

Action 5.3. Establishing the rules of conduct for Police Officers and strengthening the toolkit for their implementation

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>The 2025 Annual Program of Measures of the Internal Security and Anti-Corruption Department has been developed (2024)</p> <p>The draft law establishing the new law on Police Disciplinary Code has been developed and submitted to the Prime Minister's Office(2025)</p> <p>The annual performance report of the Internal Security and Anti-Corruption Department for 2024 has been compiled (2025)</p>	<p>Standard operating procedures for the staff of the Human Resources Management Department have been developed</p>	CPC	<p>The action is PERFORMED</p> <p>The task (result) aimed at the strategic objective is INCOMPLETELY PERFORMED</p>

According to information provided by the Ministry of Internal Affairs, the Annual Program of Measures of the Security and Anti-Corruption Department of the Ministry of Internal Affairs for 2025 was approved by the Order No. 8648-A dated 26 December, 2024 of the Minister of Internal Affairs. After summarizing the opinions received from government agencies on the new law "On Approving the Police Disciplinary Code" and the package of related draft laws, it was presented to the Prime Minister's

Office. The draft is currently in the process of summarizing the opinions received from the Prime Minister's Office.

According to the same source, the annual performance of the Internal Security and Anti-Corruption Department of the Ministry of Internal Affairs for 2024 has been compiled as well.

Taking into account that the target and result indicators provided for within the framework of this action have been achieved, the MG assesses the action as performed *from the quantitative perspective*.

Referring to the *qualitative level* of the action, the MG has studied the draft law on "Police Disciplinary Code", which is currently in the Prime Minister's Office.

Accordingly, the submitted draft generally complies with the basic principles of disciplinary mechanisms, but there are regulations and omissions that are controversial.

On the system of integrity and ethics:

The draft presents an integrity system based on the Ethics Committee. This is a positive approach, as it creates an institutional mechanism for ensuring ethical rules. However, this system has certain shortcomings and limitations.

1. *Limitations on the formation and independence of the Ethics Committee.* The members of the committee are appointed by the head of the authorized body, and all are public servants. There is no participation of external experts or civil society representatives, which could ensure public oversight, a balanced composition (including the need to ensure a balanced number of CSOs involved), and guarantees of independence. Moreover, this practice is steadily developing in the Republic of Armenia, and similar approaches have been implemented in the ethics committees of other bodies, such as the Ethics and Disciplinary Committee of Judges. The draft also lacks the important norm of adopting the Rules of Procedure of the Ethics Committee, which should regulate in detail the organization of the work of committee.

It is also unclear from the draft how long the committee will operate, what are the grounds and procedure for terminating the powers of committee members, and what personal and professional requirements will be placed on its members. For example, if a member makes a decision regarding cases of violation of the principles of integrity, will the latter's integrity be verified or not? Even if it is not appropriate to provide for these regulations by law, the law should provide for the adoption of the procedure for the activities of the Ethics Committee, and the details should be provided for in this legal act.:

2. *Transparency limitations.* The provisions on transparency of the activities of the Committee are insufficient. Although decisions are published on the website of the authorized body, yet there are no provisions regarding the publicity of sessions or the publication of annual reports, which would also include expanded statistical data.

Thus, the analysis of the regulations on integrity and ethics in the submitted draft law "Police Disciplinary Code" reveals that the document, despite complying with the basic principles of disciplinary mechanisms, has gaps and problematic regulations.

Key issues relate to the lack of guarantees of the independence of the Ethics Committee and the absence of civil society representatives.

Based on the results of the procedural (quantitative) assessments, the action is assessed as **PERFORMED**.

Based on the level of impact (qualitative) result, the strategic objective (result) is assessed as **"INCOMPLETELY PERFORMED"** "the measures implemented within the framework of this action did not fully contribute to the achievement of the strategic objective.

Action 5.4. Provision of post-employment restrictions for persons relieved from Police Service

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A study on legislative mechanisms to ensure transparency and mitigate the conflict of interest risks in the post-employment period for persons relieved from police service was conducted; the results of the study were compiled into a report.	The study of mechanisms for ensuring transparency and mitigating conflict of interest risks in the post-employment period for persons relieved from the police service was conducted based on the analysis of international standards (including GRECO) and best practices from at least 5 Council of Europe member states, which were included in the report. The report presented proposals for improving the legislation of the Republic of Armenia.	CPC	The action is PERFORMED PARTIALLY

According to information provided by the Ministry of Internal Affairs, a specialized unit of the Ministry has carried out work on the formulation of appropriate permits for newly appointed employees to access confidential information, as well as the processing of information on relieved employees and the provision of information to the authorized body. At the same time, studies on the sector were conducted by experts involved in the framework of the "Human Resources Management Reform of the Ministry of Internal Affairs and Police" project implemented by UNDP. A preliminary report was presented.

Thus, the report is still in a draft form. The MG also does not know whether a comparative analysis of the relevant experience of at least five Council of Europe member states has been conducted, whether the results of that analysis were reflected in the initial version of the report, as well as whether recommendations for legislative improvement have been included. In addition, there is a lack of information on the compliance of these recommendations with the legal and institutional framework in force in the Republic of Armenia, which is essential for assessing their feasibility and applicability.

Taking into account the above said, the MG assesses that the implementation of the action is considered partially performed at this stage.

Based on the results of the procedural (quantitative) assessments, the action is assessed as **PARTIALLY PERFORMED**.

THE PROCEDURAL AND IMPACT LEVEL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 2 "EFFECTIVE HUMAN RESOURCE MANAGEMENT AND STRENGTHENING THE INTEGRITY"

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	10	100%
OF WHICH PERFORMED	2	20%
OF WHICH PERFORMED PARTIALLY	8	80%
OF WHICH NOT PERFORMED	0	0%

According to the monitoring methodology, 3 of the selected for the (qualitative) assessment groups of activities of the impact level met the defined characteristics; the assessment of these groups is presented below:

Impact level (qualitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	3	100%
OF WHICH PERFORMED	0	0%
OF WHICH INCOMPLETELY PERFORMED	1	33.33%
OF WHICH NOT PERFORMED	2	66.67%

Direction 3. Improving the educational environment, training and professional development of the police personnel

Problem: The need to improve the education system of the Police

Target: A professional and respectable Police System resilient to modern challenges

Action 1. Formation of a single unified Educational Complex of the Ministry of Internal Affairs

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>The by-law establishing the new structure of the educational complex has been adopted.</p> <p>Staff has been replenished</p> <p>A combined situational analysis of the remuneration and social guarantees of the staff of the Educational Complex has been carried out.</p>	<p>Civilian management of the single Educational Complex has been ensured and the procedure for selecting the management and administrative staff of the structure has been changed, creating guarantees to maintain gender balance.</p> <p>The new structure of the Educational Complex has been approved.</p> <p>The unified educational complex is operational. At least 70% of the staff is complete.</p> <p>The combined situational analysis of the remuneration and social guarantees of the staff of educational complex has been submitted to the Prime Minister's Office and includes proposals for improving remuneration and social guarantees and their justifications.</p>	<p>MoESCS</p> <p>MF</p>	<p>The action is PERFORMED</p>

According to information provided by the Ministry of Internal Affairs, in the context of improving the educational environment, work has been completed to establish a single educational institution under the Ministry of Internal Affairs, which was focused on meeting the personnel demand of the pillar services of the Police: the Rescue Service and the National Center for Crisis Management, with the logic of continuous education, starting from the first entry into service, to the retraining of employees and ensuring career advancement. In order to work in the mentioned services, a mandatory entry requirement “to receive basic education at the educational complex” has been established. The National Assembly has fully adopted the relevant legislative package, and the charter of the new educational complex was approved by the Government Resolution No. 1989 of 12 December, 2024.

According to the same source, the order of the Minister of Internal Affairs established the procedure for conducting interviews with employees of the educational institution of the Ministry of Internal Affairs who are not employees holding positions in the police and rescue services, which defines the relations related to conducting interviews with persons holding positions in the rescue and police services of the educational complex of the Ministry of Internal Affairs, for the purpose of appointment to positions provided for in the new staffing list of the educational complex.

The interview phase of the staff recruitment process for the newly established educational complex of the Ministry of Internal Affairs has started on 3 February, 2025. The interview committees include representatives from the MIA, MoESCS, international and NGO representatives, and psychologists. Those who successfully passed the interview were assigned to work at the newly established educational institution. There are overall 310 positions, of which 90 are currently vacant, thus the staffing level is 70%.

It became clear during the monitoring that a combined situational analysis of the remuneration and social guarantees of the staff of the Educational Complex has been carried out

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PERFORMED.**

Action 5. Implementation of training for the Managerial Staff of the Police (including the Chief of Police and Deputy Chiefs of Police) and employees

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>Draft amendments to the Law "On Police Service" establishing a mandatory annual training requirement for all police officers has been developed and submitted to the Prime Minister's Office.</p> <p>The draft amendments to the Law "On Police Service" have been approved by the Government.</p> <p>The methodology for developing the annual training plan for Police Officers has been developed and approved.</p>	<p>The training program for leadership and management personnel has been approved.</p> <p>The Government has adopted a decision to approve draft amendments to the Law “On Police Service” establishing a mandatory annual training requirement for all Police Officers.</p>	MoESCS	The action is PERFORMED PARTIALLY

According to information provided by the MIA, Educational Complex of the Ministry of Internal Affairs has developed a methodology for developing an annual training plan for Police Officers. At the same time, according to the Law HO-400-N of 2024 "On Amendments to the Law On Police Service", amendments were made to Article 16 of the Law (retraining of Police Officers), according to which all previously established time limits for mandatory training have been removed. Moreover, the provision for the officers of Patrol Service and Criminal Police under Article 5, Part 1 of the law entered into force on 1 January, 2025, and it will enter into force on 1 January, 2026 for the other Police Officers.

During the FGD, the CSOs and sector experts raised certain issues related to the qualifications of trainers, noting that it is necessary to set standards for teaching staff to ensure a high level of education and the training of personnel with professional skills in line with modern requirements. In addition to the technical and structural components, special importance was given to the content of the training. Emphasis was placed on the development of emotional intelligence, emotion management, stress resistance, and communication skills, which are especially important for developing stable, well-mannered and professional behavior in crisis situations.

Thus, two outcome indicators are envisaged for this action: 1) approved leadership and management training program, and 2) Government approval of amendments to the Law "On Police Service" establishing a mandatory annual training requirement for all Police Officers.

The second of the above indicators has been fully performed: the draft has been approved by the Government and adopted by the National Assembly. Whereas the training program has not yet been approved, although the methodology for developing that program has been developed.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 3 "IMPROVING THE EDUCATIONAL ENVIRONMENT, TRAINING AND PROFESSIONAL DEVELOPMENT OF THE POLICE PERSONNEL"

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	2	100%
OF WHICH PERFORMED	1	50%
OF WHICH PERFORMED PARTIALLY	1	50%
OF WHICH NOT PERFORMED	0	0%

Direction 4. Development of the Patrol Service as a new and modern model of External Service

***Problem:** Strengthening the achievements of the External Service*

***Target:** Improving and institutionalizing the respectable External Service*

Action 1. Comprehensive assessment of Patrol Service activities

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>A comprehensive assessment of the Patrol Service activities was carried out, and the report on its results presents the main problems and solutions to solve them.</p> <p>Based on the report, the Action Plan for the 2nd Phase of the Development of Patrol Service was developed and approved.</p>	<p>Following the full launch of the Patrol Service, an evaluation report was developed based on a comprehensive assessment of the activities.</p> <p>The Action Plan for the 2nd Phase for the development of the Patrol Service has been approved. The Action Plan includes at least 50% of the proposed solutions presented in the report.</p> <p>At least one public discussion of the Draft Action Plan was held.</p>		<p>The action is PERFORMED PARTIALLY</p>

According to the information provided by the MIA, the Ministry delegated to the Armenian Mission of the U.S. Department of Justice (DOJ) International Criminal Investigative Training Assistance Program (ICITAP) to conduct a comprehensive and thorough assessment of the Patrol Service, covering all areas: legislation, structure, leadership, human resources, logistics, operations/service organization, supervision, etc., which will serve as a basis for developing the second phase of the Patrol Service's development over the next 3-4 years as a medium-term strategy for the establishment and improvement of the service, which the ICITAP Armenian Mission carried out.

According to the same source, the Action Plan for the 2nd Phase for the development of Patrol Service has been developed.

It became clear during the FGD that the Action Plan for the 2nd Phase for the development of Patrol Service had been developed and presented to international partners for feedback and summarizing.

Thus, three outcome indicators are envisaged within the framework of this action: 1) an evaluation report on the activities of the Patrol Service, 2) an approved Action Plan for the 2nd Phase for the development of Patrol Service, including at least 50% of the proposed solutions presented in the evaluation report, 3) at least 1 public discussion on the draft Action Plan.

One of the three aforementioned indicators has been implemented, namely, the Action Plan for the 2nd Phase for the development of Patrol Service has been developed. Although it should be noted that this is also problematic as the MG does not know whether an evaluation was conducted before the program was developed, and whether 50% of the recommendations included in the evaluation report were included in the Action Plan.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 2. Providing continuous (in-service) education for the personnel of Patrol Service

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The Annual Training Plan for the personnel of Patrol Service	The Annual Training Plan for the personnel of Patrol Service has		The action is PERFORMED

has been approved. The relevant educational modules have been revised.	been approved. The educational modules have been revised.		
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According to the information provided by the MIAs, a training curriculum has been developed, which was approved by the Minister of Internal Affairs. In addition, an order of the Minister of Internal Affairs on organizing the training of Patrol Officers has been approved as well. The aforementioned order approved the schedule of mandatory and optional training courses for all regions of the Patrol Service, the Yerevan City Regiment, as well as the Patrol Service Administration employees, based on which mandatory courses began on 9 June, 2025. They are scheduled to be completed on 27 September. The optional courses are planned to be held from 29 September to 25 October of the same year, on topics selected by the Patrol Officers who have registered in advance, on the corresponding days and times.

During the FGD, the CSO representatives and sector experts identified an important issue in the area of "Staff Development", which in addition to gaps in legal and administrative regulations, relates to the level of professional training of employees as well. In particular, it was emphasized that in certain situations, for example, within the framework of patrol service, an officer may deal with a person with high level legal skills or an attorney. In such circumstances, if the employee does not have adequate professional knowledge, communication skills, or sufficient psychological preparation, he or she can easily fall into provocation or display inadequate behavior. Such cases in addition to damaging the professional reputation of the given employee, can also significantly affect the level of public trust in the entire system. In this context, the existence of a system for training and continuous professional development of employees is important, including both, strengthening sectoral knowledge and developing communication, ethical, and stress-resistance skills.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

Action 3. Development of standard operating procedure (SOP) of the Water Patrol Service, capacity building of the staff

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
50% of the Water Patrol Service personnel have undergone advanced training.	Standard Operating Procedure of the Water Patrol Service has been developed.	Ministry of Environment of the RA	The action is PERFORMED

According to information provided by the Ministry of Internal Affairs, with the support of the Armenian Mission of the U.S. Department of Justice International Criminal Investigative Training Assistance Program (ICITAP), an international expert conducted training for the Water Patrol Officers of the Police Patrol Service of MIA on Lake Sevan. 32 employees (50% of employees) were trained. The training focused on developing navigation skills in hazardous conditions, rescue assistance, and skills in observing the rules for operating watercraft.

The SOP for the Water Patrol Service of the Ministry of Internal Affairs Police Patrol Service was developed jointly with the Armenian Mission of the U.S. Department of Justice International Criminal Investigative Training Assistance Program (ICITAP).

According to the results of the monitoring, it was recorded that the target indicator of the action was achieved, and the SOP for the Water Patrol Service, provided for by the result indicator, was developed.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

Action 4. Development of a standard operating procedure (SOP) for the Monitoring Unit of the Police Patrol Service of the MIA, capacity building of the staff

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Standard Operating Procedure of the Monitoring Unit has been approved.	The Standard Operating Procedure (SOP) of the Monitoring Unit has been approved and the scope of duties, rights, and responsibilities of the unit outlined, it clearly defines the missions, and provides ways to report identified issues to the operational chain of the command.		The action is PERFORMED PARTIALLY

According to information provided by the Ministry of Internal Affairs, a standard operating procedure for the Monitoring Unit of the Police Patrol Service of the MIA has been developed jointly with the Armenian Mission of the U.S. Department of Justice (DOJ) International Criminal Investigative Training Assistance Program (ICITAP). The new concept for the transformation of the monitoring unit has been developed as well.

Considering that the standard operating procedure of the Monitoring Unit has not yet been approved, as well as there is no clarity on the extent to which it will comply with the criteria set by the outcome indicator, it is noted that the intended result is not fully achieved. Based on these circumstances, the MG assesses the action as partially performed.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 5. Improvement of the five-month entry-level course for Patrol Service, including a combined review of content and duration

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Based on the comprehensive assessment report of the activities of Patrol Service, a report aimed at improving the entry course into the patrol service has been developed.	The report was developed and published on the MIA official website. The analysis in the report was based on interviews with Patrol Officers, lecturers, sectoral NGOs, as well as the study of course materials and best practices from at least 3 countries, which are presented in the report.	MoESCS	The action is PERFORMED

According to information provided by the MIA, a report aimed at improving the entry course into the Patrol Service has been developed and published on the official website of the Ministry of Internal

Affairs.⁵The report includes the results of the study of experiences of the United States, Estonia, and Georgia.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

Action 6. Organizing admission to Patrol Service

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
1 (one) admission to promote the involvement of women was announced	According to staffing needs, recruitments have been announced, at least 1 of which is aimed at promoting the involvement of women.	MoESCS LGB	The action is PERFORMED

According to information provided by the MIA, a recruitment drive had been announced to fill vacant positions in the Patrol Service from December 16 to January 17, 2024. Overall 239 places were allocated for the joint admission competition, of which 190 were for female and 49 for male applicants. The final stage of admission of applicants – interviews – is currently underway. According to available information, the admission process has been completed, and 226 applicants have passed the entrance exams, of which 173 are civilians (17 females) and 53 are civil servants (4 females).

According to observations by SCO representatives and sector experts during the FGD, the Patrol Service faces a number of alarming issues in the area of "Admission and Mentoring," which could negatively impact both the internal quality of the service and public perception. In particular, there have been cases of including individuals whose previous work experience in some cases negatively impacts their official conduct. The resulting behavioral manifestations, regardless of the individual nature of the incident, lead to the formation of a negative opinion at the level of public perception and reduce the reputation and level of trust not only in the given employee, but also in the entire Patrol Service. In such situations, it is important to tighten admission standards, focusing not only on physical or technical capabilities, but also on an assessment of the individual's moral, psychological, and behavioral qualities.

Referring to the indicators, it is worth noting that despite the fact that 190 places were allocated for female representatives through a joint admission competition, only 21 women actually successfully passed the admission stage, which is a significantly low indicator compared to the total opportunities offered. This result cannot be considered an effective indicator of promoting women's participation, and therefore raises significant doubts about the implementation of this measure and its impact.

At the same time, it is important to note that the outcome indicator is intended solely to announce the admission process, without qualitative criteria for the results. This circumstance provides grounds for assessing the action as performed solely within the framework of the quantitative provision of the indicator, although its substantive impact on women's involvement remains limited.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

⁵<https://mia.gov.am/wp-content/uploads/2025/06/fbd086639b181a562e1caa5a289acedb33fc5db429072f2cc2a64e963657da25.pdf>

Action 7. Introducing a mentoring program for newly hired Patrol Officers

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
An order of the Minister of Internal Affairs establishing the basis for conducting the mentoring program has been developed and adopted. The mentoring program has been launched.	The order of the Minister of Internal Affairs establishing the basis of the mentoring program has been approved. The implementation of the mentoring program has become a mandatory component and has been launched. A phased implementation of the mentoring program has been established.		The action is PERFORMED

According to information provided by the MIA, on 1 October, 2024, Order No. 66-L of the Minister of Internal Affairs "On Approving the Pilot Program for Professional Training of Patrol Service Officers of the Police of the RA Ministry of Internal Affairs" was adopted.

Based on the results of the monitoring, it was recorded that the mentoring program was implemented. At the same time, it became clear during the FGD that the mentoring program is being implemented throughout the republic. According to the information provided, the program was developed jointly with international partners and is aimed at facilitating the easier and faster integration of newly hired employees into the service system.

Since the action was actually implemented (despite the fact that work on its implementation began before the adoption of the strategy) and was aimed at ensuring its intended result, as well as meeting the requirements of the defined result indicator, the MG assesses it as performed based on the fact of its implementation.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 4 "DEVELOPMENT OF THE PATROL SERVICE AS A NEW AND MODERN MODEL OF EXTERNAL SERVICE"

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	7	100%
OF WHICH PERFORMED	5	71.43%
OF WHICH PERFORMED PARTIALLY	2	28.57%
OF WHICH NOT PERFORMED	0	0%

Direction 6. Development of the Criminal Police and efficiency of operational work

***Problem:** Lack of a strategic approach to crime prevention, insufficient use of the potential of operational-investigative activities.*

***Target:** Increasing the effectiveness of crime prevention and criminal investigation through more effective involvement of the Criminal Police*

Action 1. Institutional establishment of the Criminal Police, launched in Yerevan and the regions with a new structure and functional clarification

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Civilians and Police Officers who applied for service in the Criminal Police through an open competition were trained with new educational modules and appointed to the appropriate positions. About 600 people have gone through the training channel. The new structure of the Criminal Police has been approved.	The new structure of the Criminal Police and standard models of territorial divisions have been approved. Only candidates who had passed a competitive selection process and successfully completed training were appointed to the relevant positions in the Criminal Police.	MoESCS	The action is PERFORMED

According to information provided by the MIA, the Criminal Police was formed on 1 November, 2024, and its structure was approved. A competition to replenish the ranks of the Criminal Police was announced at the beginning of the year, to which 1,125 people applied, including 940 Police Officers (55 women) and 185 civilians (31 women). 562 applicants successfully completed the 5-month training, 33 of whom were civilians.

It was recorded during the FGD that appointments to positions were made solely on the basis of examination results and progress demonstrated throughout the educational process.

Considering that the outcome indicator is provided as a result of the implemented action, the MG assesses the given action as performed.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

Action 2. Development of comprehensive crime prevention Action Plan

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The Action Plan has been developed.	No outcome indicator is provided for the period under review.	MoJ MoESCS MLSA Ministry of Health NSS SRS PO IC Anti-Corruption Committee HRD	The action is PERFORMED PARTIALLY

According to the MIA, a working group to develop a comprehensive crime prevention plan has been established by order of the Minister of Internal Affairs. Concept for the Strategic Program has been developed, on the basis of which the Strategic Program and the Action Plan will be formed.

As a result of the studies conducted by the MG, it was recorded that work in this direction is ongoing and in progress.

Considering that the action has not yet been fully completed, but there is an ongoing process of its implementation, it is assessed as partially performed.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 3. Increasing the efficiency of operational-intelligence activities, bringing the procedure of operational-intelligence activities into line with international standards in the context of human rights protection

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The new law "On Operational-Intelligence Activity" and a package of draft laws stemming from it have been developed and submitted to the Prime Minister's Office.	No outcome indicator is provided for the period under review.	MoJ NSS MoD RA Foreign Intelligence Service SRS PO IC Anti-Corruption Committee	The action is PERFORMED PARTIALLY

According to the information provided by the MIA, in order to increase the efficiency of operational-intelligence activities and bring the procedure of operational-intelligence activities in line with international standards, the MIA of the RA has prepared a draft decision of the Government of the Republic of Armenia "On Making Amendments and Additions to the Decision of the Government of the Republic of Armenia No. 875-NG of 26 May, 2011". At the same time, amendments and additions were made to the Order No. 4-AHG of the Chief of the Police of the Republic of Armenia dated 24 February, 2021; the Order of the Deputy Minister of Internal Affairs of the Republic of Armenia was issued; also the Order of the Chief of the Police - Deputy Minister of Internal Affairs of the Republic of Armenia "On approving the list of cases of operational registration by the employees of the General Department of the Criminal Police of the RA Police and the subdivisions of the General Department of the Community Police, the procedure for conducting cases, registering persons passing through them, and the forms drawn up during the maintenance of operational registration cases" was developed.

The new law "On Operational Intelligence Activity" and a package of related draft laws arising from it are currently under development, after which amendments and additions to a number of domestic legal acts will be initiated.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 4. Creation of a unified, publicly accessible crime database containing classified data, including on crime reports and cases of failure to initiate criminal proceedings

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A comprehensive assessment of the Police Information Center of the MIA was carried out, an assessment of the statistical data extraction capabilities of electronic systems implemented and being implemented in the criminal justice sector, and a study of international experience in maintaining reliable statistics.	The study was conducted and published on the official website of the MIA and includes a comprehensive assessment of the MIA Police Information Center, an assessment of the capabilities of electronic systems implemented and being implemented in the criminal justice sector to extract statistical data, as well as a study of the best practices of at least 3 EU countries for maintaining reliable statistics.	MHTI MoJ PO IC Anti-Corruption Committee	The action is PERFORMED PARTIALLY

According to information provided by the MIA, the process of a comprehensive assessment of the Ministry of Internal Affairs Police Information Center is in the implementation phase.

It became clear during the FGD that during the comprehensive assessment of the information center, problems related to the correct and timely completion of crime registration cards were recorded.

The assessment process has been completed, and a report presenting the identified issues will soon be available.

At the same time, in order to ensure data accessibility, in the first half of 2025, the information center, together with specialists from "YCRDI" CJSC ("Yerevan Computer Research and Development Institute" CJSC), developed and is currently in the testing phase software components to provide online access to the unified registration system of registered crimes and persons who committed them, maintained at the information center of the RA Ministry of Internal Affairs Police.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 6 "DEVELOPMENT OF THE CRIMINAL POLICE AND EFFICIENCY OF OPERATIONAL WORK"

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	4	100%
OF WHICH PERFORMED	1	25%
OF WHICH PERFORMED PARTIALLY	3	75%
OF WHICH NOT PERFORMED	0	0%

Direction 7. Reconceiving the Community Police

Problem: Implementation of functions by the Community Police Officers that are not related to the institution and are specific to other bodies

Target: Establishment of the Community Police in the functional sense

Action 2. Digitalization of the Community Police work, ensuring transparent working practices

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Based on the main functions of the Community Police, an assessment of business processes was carried out based on which the ToR (Terms of Reference) for the implementation of the digital system was developed. (2024) A tender based on the ToR has been announced. (2024)	No outcome indicator is provided for the period under review.	MHTI	The task (result) aimed at the strategic objective is INCOMPLETELY PERFORMED

According to the report provided by the MIA of the RA, a business process assessment was conducted based on the main functions of the Community Police, the results of which led to the development of a ToR for the implementation of a digital system. On this basis, a tender on "Acquisition of a new module of the Operational Management System of the Ministry of Internal Affairs of the Republic of Armenia" within the framework of the "Public Sector Modernization Program-4" was announced on 15 August, 2024. The tender is intended to purchase software, 500 tablets, 500 cameras, and 500 radio communication devices for the Community and Criminal Police Departments of the RA MIA for a total of approximately EUR 2 million. Two organizations submitted applications, one of which was rejected. The evaluation phase of the documents of the other participant is ongoing, and a decision has not yet been made.

In terms of quantitative impact assessment, it is noted that although no interim assessment result indicator has been defined for this measure, the presence of the indicator "The digital system organizing the work of the Community Police has been implemented" logically implies that it includes the summary document of the assessment of business processes, the development of the ToR, and the holding of the competition during the reporting period. The Ministry documents the assessment and development of the task, but no documents were presented. The tender was announced, but more than 10 months later, the results have not yet been summarized. The procurement process is not completed. Taking into account the above, the MG assesses the procedural component of the action as "partially performed."

To conduct a qualitative impact assessment, a request was sent to the MIS to clarify the methodology applied to assess the business processes based on the main functions of the Community Police, and whether the results clarified the functions that should be digitized as a priority. Such information was not provided, and it is not clear to what extent the assessment contributed to the abandonment of functions not related to the Community Police institution and the establishment of the institution in a functional sense, which is the stated target.

At the same time, information on whether the potential impact of the system in terms of increasing transparency, strengthening public oversight, or reducing corruption risks has been assessed, which was necessary as an accompanying context for addressing strategic issues is missing as well. Neither the

stakeholders involved (e.g., CSOs), nor the international standards and relevant measurable indicators used were mentioned. Moreover, the available information does not indicate that the ToR included a beneficiary impact assessment or an analysis of applicability from the perspective of target groups.

The observations made during the FGD regarding the abuse of authority by Community Police Officers and uncertainty regarding their legal status indicates deep-rooted qualitative problems in the system. These observations demonstrate that the process of evaluating and defining functions, in the phase preceding the implementation of the system as stipulated in the ToR, has not yet provided the necessary basis for the institutional clarification and establishment of the Community Police.

Although the system is not scheduled to be launched at this stage, more than 10 months have passed since the tender announcement (15 August, 2024) and the procurement process has not yet been completed.

This circumstance is concerning, as such delays may jeopardize not only the time frame for further steps to implement technical solutions, but also weaken the possibility of achieving the strategic goal of establishing Community Police in a functional sense. Taking into account the above, the MG assesses the procedural component of the action as “incompletely performed.”

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Based on the level of impact (qualitative) result, the strategic objective (result) is assessed as “INCOMPLETELY PERFORMED” the measures implemented within the framework of this action did not fully contribute to the achievement of the strategic objective.

**THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 7
“RECONCEIVING THE COMMUNITY POLICE**

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	1	100%
OF WHICH PERFORMED	0	0%
OF WHICH PERFORMED PARTIALLY	1	100%
OF WHICH NOT PERFORMED	0	0%

Impact level (qualitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	1	100%
OF WHICH PERFORMED	0	0%
OF WHICH INCOMPLETELY PERFORMED	1	100%
OF WHICH NOT PERFORMED	0	0%

Direction 8. Transformation of the Police Forces and the formation of the Police Guard

***Problem:** Uncertainty over the status of Police Forces, their practical involvement, and their employment*

***Target:** Providing citizen-controlled and specialized Police Guard*

Action 1. Adoption of sub-legislative acts arising from the Package of Draft Laws on Amendments and Supplements to the Law "On the Police Guard" and related laws

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Sub-legislative acts arising from the package of draft laws have been developed.	Sub-legislative acts arising from the Package of Draft Laws on Amendments and Supplements to the Law "On the Police Guard" and related laws have been developed. <i>Baseline 0</i>	MoD	The action is PERFORMED

According to the report provided by the RA MIA, the Sub-legislative acts arising from the Package of Draft Laws on Amendments and Supplements to the Law "On the Police Guard" and related laws have been developed and are in the stage of external circulation. It became clear during the FGD, that the implementation of the Police Guard package required extensive legal work, which includes the development of numerous by-laws, some of which entail amendments to government decisions, certain sections relate to the Law on Police, and a number of regulations are stipulated by ministerial orders. All of these legal acts have been developed.

In terms of quantitative impact assessment, it is noted that according to the submitted report the development of the Law on the Police Guard and related acts is in progress. Moreover, during the FGD, the CSO representatives positively assessed the clarification of the criteria for proportionality and legality of the use of force in the Law on Police Guard, considering it as a positive step aimed at protecting the fundamental rights of citizens. Considering that the actions envisaged by the outcome indicator have essentially been implemented, the MG assesses the action as “performed” in quantitative terms.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

Action 2. Audit of the number of personnel and the necessary material and technical equipment for the Police Guard to perform the functions assigned to it

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Audit of the number of personnel and material and	Audit of the number of personnel and material and technical	MF	The action is PERFORMED

<p>technical equipment for the Police Guard to perform the functions assigned to it was carried out, the results of which were presented to the Prime Minister's Staff.</p> <p>Based on the results of the audit, the number of Police Guard personnel was developed and approved.</p> <p>Based on the audit results, recommendations for the 2025 budget application of the Police were submitted.</p> <p>Based on the audit results, recommendations for the 2026 budget application of the Police were submitted. (2025)</p>	<p>equipment for the Police Guard to perform the functions assigned to it was carried out, and its results were presented to the Prime Minister's Staff.</p> <p>Proposals related to the Police Guard according to the priorities of needs which correspond to the audit results were submitted by the Police budget requests.</p> <p>The decision approving the number of Police Guards has been made and is consistent with the audit results.</p> <p><i>Baseline 0</i></p>		PARTIALLY
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According to the information provided by the MIA representative during the FGD, the audit of the number of personnel and material and technical equipment for the Police Guard to perform the functions assigned to it has already been carried out. The latter added that the audit results have been discussed repeatedly both at the MIA and during discussions headed by the Prime Minister.

According to a written report from the MIA, information on the number of guards was submitted to the Prime Minister's Office of the RA in a confidential note.

During the FGD, the representative of the MIA also stated that based on the results of the audit, the number of the personnel of the Police Guard was developed and approved, which was fixed by the relevant sub-legislative act. According to the written report from the MIA, approximately 77% of the positions of officers in the RA MIA Police Forces are currently filled. It was also noted during the FGD, that the changes envisaged in the Law "On Police" relate to the number of guards themselves: the guards' personnel are included in the general number of police, and the number of police forces, previously recorded separately, is removed. These amendments are currently in the legal circulation phase.

According to the written report of the MIA, the budget application for the material and technical and military equipment for the Police Guard to perform the functions assigned to it was submitted and approved in the 2025 state budget.

It was noted during the FGD that the budget request related to the launch of the Guard, taking into account the framework of the Medium-Term Expenditure Framework (MTEF), has been submitted for 2025-2026 and has already been adopted, with the intended funding to ensure the full launch of the Guard from 1 November, 2025.

In terms of quantitative impact assessment, it is noted that the information provided by the MIA is insufficient to assess the full and actual implementation of the results of the action.

First, there is no document that would confirm the fact that the audit referred to in the action title was conducted as a systematic, fact-based, documented assessment. The subject, methodology, evaluation criteria, or results of the audit were not presented. It has not been clarified by what method the submitted budget applications and their composition were formed, and to what extent they are the result of an audit or a consequence of the application of the results.

Second, although it is verbally stated that the audit results were discussed at the meetings chaired by the Prime Minister, and that the numerical information was submitted to the police in writing, it is not clear whether the information submitted to the Prime Minister's staff included only the numerical information, or also a comprehensive analysis of technical, material, and organizational needs. Therefore, it is impossible to assess whether this information resulted from a comprehensive audit or not.

Third, although the MIA verbally provided information that a decision confirming the number had been made, no document confirming the latter was provided. At the same time, although a number of legal acts on the formation and legal status of the Guard are still in the process of circulation and the complete restructuring process has not been completed, the latter is not important from a quantitative point of view, since the verification indicator is the adoption of a decision confirming the number of personnel.

Finally, although the information provided suggests that the budget applications were submitted within the framework of the 2025-2026 MTEF, one of the verification indicators set out in the action plan requires separate confirmation of the 2026 budget request, which was not clearly reflected in the information provided.

Based on the above, the MG quantitatively assesses the action as "partially performed", since although the MIAs reports on the implementation of the audit, approval of the number of personnel, and submission of budget applications, there are no documents confirming these actions and the substantive results of the audit.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED PARTIALLY.

Action 3. Development of standard operating procedures (SOP) for the use of force

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Standard operating procedures have been developed and approved.	<p>The order of the Minister of Internal Affairs approving the SOP for the use of force has been adopted.</p> <p>Standard operating procedures have been developed taking into account international standards and best practices from at least 3 countries.</p> <p>At least 1 public discussion was held on the draft order approving the SOP.</p> <p><i>Baseline '0</i></p>	MIA	The action is PERFORMED

According to information provided by the MIA, the pilot SOP for the use of force by Police Officers was approved, and was included in educational programs for a three-month testing phase by the order of the Minister of Internal Affairs of the Republic of Armenia. At the same time, it was reported that the pilot SOP for the use of force by Police Officers is intended to guide Police Officers when using force, in order to use it properly, taking into account that it is problematic to accurately predict what measure of force will need to be used in a specific situation or to predetermine the degree of intensity of its use.

It became clear during the FGD that the standard operating procedure (SOP) package was developed with the support of the Council of Europe. Regarding the study of international experience, it was noted that the Council of Europe provided support in both methodological and research aspects. Official visits to France, Lithuania, and Latvia with the participation of Senior Officials and officers working in the Police Forces were organized. In addition, international experts visited Armenia to assess the existing systems on site and compare them with international best practices.

It was recorded during the FDG that regarding public discussions, four or more such discussions with the participation of various departments and CSOs were held during the development process. It was also noted that the document is used as a platform for periodic updating of knowledge and deepening of situational knowledge.

In terms of quantitative impact assessment, it is recorded that all the audit indicators of the action have been formally met. A SOP for the use of force has been approved by the order of the Minister of Internal Affairs, although it is of a "pilot" nature and is in a three-month testing phase, which may suggest that approval of the final document is still in progress. The requirement to study international experience was met: visits to France, Lithuania, and Latvia were carried out with the support of the Council of Europe. The minimum requirement for public discussions was exceeded: four or more discussions were held.

However, the information provided does not include data on whether CSOs submitted recommendations regarding the SOP and what percentage of them were taken into account. Although this is not part of the review indicator, it is important for assessing the effectiveness of public discussions and illustrates a flaw in the formulation of review indicators: defining only procedural requirements instead of quantitative indicators.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PERFORMED**.

Action 4. Comprehensive training of the Police Guard, with professional capabilities in modern tactics and analytical forecasting for maintaining public order

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The training course and training materials have been developed.	<p>The training course and materials have been developed and meet international standards.</p> <p>The minimum duration of the training course using modern practices aimed at maintaining public order is one month.</p> <p><i>Baseline 0</i></p>	MIA	The action is PERFORMED PARTIALLY

According to the report provided by the RA MIA, within the framework of the “Support to the Effective Execution of the Judgments of the European Court of Human Rights in Armenia” project implemented by the Council of Europe, special courses have been developed for the special training and periodic retraining of Police Guard officers.

It became clear during the FGD that international trainers who collaborated with specialists from the educational complex, were involved in the initial stages of the training. National experts were also involved and participated in the development of the entire package with the support of the Council of Europe. The educational program is coordinated with the MoESCS to ensure compliance with state standards and methodologies, while taking into account the specific nature of the educational complex activities.

Regarding the duration of the trainings, it was noted that they last on average one month and are organized with preliminary and final knowledge testing using the appropriate assessment methodology.

In terms of quantitative impact assessment, it is recorded that the monitoring indicators of the action have been partially performed.

According to information provided by the MIA, special training and periodic training courses for Police Guard officers have been developed with the support of the Council of Europe, which can be considered training courses and materials.

The information provided regarding compliance with international standards mainly relates to the teaching process, but there is no direct confirmation that the training course and materials meet international standards, as required by the audit indicator.

Regarding the duration of training, it is stated as "*on average* one month", which may not meet the benchmark requirement of a minimum duration of one month.

In addition, the information provided does not include data on the inclusion of topics on psychological skills, resilience, and orientation in stressful situations. Although they are not part of the benchmark for the current reporting period, however training on relevant topics is planned for the next stages, which implies that these topics should have been included in the training materials. This shows a flaw in the formulation of the review indicators: the lack of requirements for the content of the materials.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 7. Modern classification of objects subject to State Protection by the Police Guard and improvement of the security activity standards

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The draft amendments to the list of objects subject to state protection by the Police have been developed and submitted to the Prime Minister's Staff	The Government decision to approve a new list of objects subject to state protection by the Police has been adopted. The principles for classifying objects subject to state protection	Security Council Office NSS	The action is PERFORMED

<p>The package of draft amendments to the laws "On Private Security Activities" and "On Police" has been developed and submitted to the Prime Minister's Office.</p> <p>The draft amendments to the list of objects subject to state protection by the Police have been adopted. (2025)</p> <p>The package of draft laws has been approved by the Government. (2025)</p>	<p>by Police Forces have been established.</p> <p>The protection of the objects removed from the list has been entrusted to private security companies or another method of protection has been provided.</p> <p><i>Baseline 0</i></p> <p>The Government decision to approve the draft amendments to the laws "On Private Security Activities" and "On Police" has been adopted.</p> <p>The package of draft laws revised the standards for conducting private security activities, including licensing requirements.</p> <p>At least 1 public discussion was held on the package of draft laws.</p>		
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According to the information provided by the MIA, amendments on establishing a new list of objects of critical importance subject to state protection by the Police of the Ministry of Internal Affairs of the RA and the criteria for classifying objects as objects of critical importance were made by the Government of the Republic of Armenia Decision No. 2073-N of 27.12.2024. During the FGD, the MIA representative explained that the complete list of state protected objects has been reviewed and a new classification system has been approved, based on priorities established by the state, based on criteria of public and cultural significance. As a result, a number of objects have been removed from the state protection list, and their protection will be transferred to private security organizations.

According to the same source, the drafts of the RA Law on Amendments and Supplements to the Law "On Private Security Activities" and related laws, developed by the MIA, were adopted in full by the National Assembly in the second reading in March. It was noted during the FGD that the MIA has established contact with all operating private security companies, communicating the essence of the process to them in writing, explaining the possibilities and inviting them to discussions.

Regarding public discussions, it was noted during the FGD that a number of public discussions with the participation of more than 10 CSO representatives were held. The latter raised concerns about the preparedness of private security companies, particularly in terms of licenses, permits, and competencies. Taking these observations into account, the MIA has extended the transition periods, allowing private security companies to adapt to the new requirements.

In terms of quantitative impact assessment, it is recorded that the verification indicators of the action have been performed. The new list of objects subject to state protection and classification criteria have been approved by government decision. It is planned to transfer the protection of the objects removed from the list to private organizations. Amendments to the laws "On Private Security Activities" and "On Police" have been adopted by the National Assembly, revising the standards for carrying out the activity.

The minimum requirement for public discussions was exceeded: a number of discussions were held with the participation of more than 10 CSOs.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 8“TRANSFORMATION OF THE POLICE FORCES AND THE FORMATION OF THE POLICE GUARD”

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	5	100%
OF WHICH PERFORMED	3	60%
OF WHICH PERFORMED PARTIALLY	2	40%
OF WHICH NOT PERFORMED	0	0%

Direction 9. Sensitive issues related to the protection of human rights

***Problem:** Availability of improved regulations, tools and technical means related to sensitive human rights protection issues within the framework of Police activities*

***Target:** Proper protection of human rights and freedoms within the framework of the Police Service Rights and freedoms*

Action 1.1. Development of a completely new law "On the Detention of Arrested and Detained Persons"

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A new draft law "On the Detention of Arrested and Detained Persons" has been developed and submitted to the Prime Minister's Office.	No outcome indicator is provided for the period under review.	MoJ NSS RA Prosecutor's Office IC Anti-Corruption Committee HRD	The action is NOT PERFORMED

According to information provided by the MIA, the Ministry has developed a draft law "On Amendments and Supplements to the Law on the Detention of Arrested and Detained Persons", which was adopted in its second reading and in full by the National Assembly. The amendment provides for mandatory medical examinations of arrested and detained persons not only upon admission to the PHAP (places for holding arrested persons), but also in the event of a complaint about their health, at the request of a defense attorney, and if a bodily injury is discovered.

During the FGD, the representative of the MIA clarified that, instead of a new law envisaged by the strategy, changes are currently being implemented only through amendments to the current law, and work on developing an entirely new draft law is not underway. Based on the provisions of the Istanbul Protocol, the draft establishes a mandatory medical examination through a clear form, which will soon be approved by the Minister of Health.

In terms of quantitative impact assessment, it is recorded that the action was intended to develop a completely new law "On the Detention of Arrested and Detained Persons", but only amendments to the existing law were implemented instead. During the FGD, the MIA representative confirmed that there is no draft new law and no such work is being carried out.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as NOT PERFORMED**.

Action 1.2. Introduction of a mechanism for recording alleged cases of ill-treatment of persons deprived of their liberty, in line with the Istanbul Protocol

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>An assessment report on improving the capacity of the MIA to record cases of alleged ill-treatment of persons deprived of their liberty has been developed (2024).</p> <p>Based on the report, a draft amendment to the Law "On the Detention of Arrested and Detained Persons" was developed and submitted to the Prime Minister's Office.</p> <p>The Minister of Internal Affairs has approved for pilot application a form for registering alleged cases of ill-treatment and the procedure for completing it.</p> <p>The draft legislative amendments have been approved by the Government. (2025)</p> <p>Based on the report, the form for recording an alleged case of ill-treatment and the guidelines for completing it were approved.</p>	<p>An assessment report has been developed on improving the capacity of the MIA to record cases of alleged ill-treatment of persons deprived of their liberty.</p> <p>The Government decision to approve the draft amendments to the Law "On the Detention of Arrested and Detained Persons" has been adopted.</p> <p>The draft provides for the cases in which the form for recording an alleged case of ill-treatment should be drawn up, the procedure for its transmission and storage, and also establishes an authorizing norm for approving the form and the guidelines for its completion.</p> <p>The form for recording an alleged case of ill-treatment, developed based on the report, and the guidelines for its completion have been approved. Any alleged case of ill-treatment is recorded exclusively using the form.</p>	<p>Ministry of Health</p> <p>RA Prosecutor's Office</p> <p>IC</p> <p>HRD</p>	<p>The action is PERFORMED PARTIALLY</p>

According to information provided by the MIA, during the FGD, the MIA representative stated that an assessment report on improving the capacities of the Ministry of Internal Affairs in relation to recording cases of alleged ill-treatment of persons deprived of their liberty had been prepared.

According to the written report, a draft law "On Amendments and Supplements to the Law on the Detention of Arrested and Detained Persons" has been developed Based on the report. Based on the provisions of the Istanbul Protocol, the amendment provides for mandatory medical examinations of arrested and detained persons not only upon admission to the PHAP, but also in the event of a complaint about their health, at the request of a defense attorney, and if bodily injuries are discovered.

According to a written report,for the purpose of pilot application, a form for recording an alleged case of ill-treatment and a guide for completing it was developed in the form of a draft of joined the FGD that the pilot program failed to be implemented.

The National Assembly adopted the draft law in the second reading and fully. The law establishes the powers of the Minister of Health of the Republic of Armenia to approve the form of the medical examination protocol on the fact of torture or other forms of ill-treatment and the procedure for filling it out. The Ministry of Health of the Republic of Armenia informed that the draft of the relevant order has been developed and discussed with the Yerevan Municipality and the Ministry of Internal Affairs.

It was also noted during the FGD that mixed training sessions were conducted, simultaneously involving both police and emergency medical personnel.

In terms of quantitative impact assessment, it is recorded that the monitoring indicators of the action have been partially performed. The assessment report has been developed. Draft amendment to the law has been developed and adopted based on the report. The form for reporting an alleged case of ill-treatment and the guidelines for completing it have been developed, but have not been approved as a pilot sample by the order of the Minister of Internal Affairs, as envisaged by the audit indicator. After the adoption of the law, the mechanism for approving the form and the guidelines for filling it out was changed: they must be approved by the Minister of Health (not the Minister of Internal Affairs), which was not implemented during the reporting period.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 1.4. Acquisition of vehicles providing the necessary conditions for the transportation of persons deprived of their liberty

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
22 vehicles were acquired, 1 of which is adapted for people with disabilities.	No outcome indicator is provided for the period under review.		The action is PERFORMED

According to the report provided by the MIA, during 2024, overall 22 “Renault Master” vehicles of the 2024 production, meeting international standards, were acquired for transporting arrested and detained persons, 1 of which is intended for people with special needs and disabilities. Vehicles were submitted

for special re-equipment as well. The vehicles were distributed to the relevant units according to priority and are already in operation.

It became clear during the FGD that the 22 existing vehicles were simply replaced with new ones, but this change does not fully meet existing needs, and the problem with transportation continues to remain relevant. CSO representatives and experts noted that the timely and proper appearance of detained or accused persons to court hearings remains a serious problem. It was pointed out that due to the lack of accompanying personnel and vehicles, court hearings are often not held, which disrupts the consideration of cases within a reasonable time frame.

In terms of quantitative impact assessment, it is recorded that the verification indicator of the action has been formally fulfilled: 22 vehicles have been purchased, 1 of which is adapted for people with disabilities. Although the monitoring results showed that the vehicles were not increased by 22, but replaced the existing ones, the MG, from a purely quantitative perspective, assesses the action as performed, since it was planned to acquire 22 vehicles, and this requirement was actually performed.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PERFORMED**.

Action 1.5. Ensuring that detainees are provided with written notices of their rights in a language they understand

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Written notices of rights have been translated into 5 more languages.	Written notices of rights have been translated into 10 languages. Baseline: notices of rights are translated into 5 languages.		The action is PERFORMED PARTIALLY

According to the report provided by the MIA, written notices of rights of those being detained have been translated into English, Russian, Persian, French, and Hindi.

It was noted during the FGD that the notices are currently available for use and have also been forwarded to the relevant embassies for the formal approval process. During the discussion of the preliminary presentation of the monitoring results, the representative of the MIA clarified that the main criterion for selecting the translations was the analysis of factual data based on the citizenship of the detained persons, since in practice citizens of Iran and India predominate.

In terms of quantitative impact assessment, it is noted that the action's benchmark has not been fully accomplished. According to the performance indicator, in addition to the 5 baseline languages, it was planned to translate written notices of rights into 5 more languages (10 languages in total). The actual notices were translated into 5 languages only, which does not meet the set target.

At the same time, the monitoring also noted that Armenia has ratified the "European Charter for Regional or Minority Languages" since 2002, making commitments to preserving five languages: Yezidi, Assyrian, Kurdish, Greek, and Russian. In addition, during the monitoring, the lawyers also pointed out systemic problems: during the arrest of foreign citizens, the guarantees provided for by law are often not

ensured: the involvement of an interpreter, justification of the procedure, and provision of documents. This limits the exercise of their rights and contradicts the principles of legality and transparency.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 1.6. Conducting training on the prohibition of torture and other forms of ill-treatment

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>50 police and ambulance personnel, were for the purpose of pilot implementation trained on the basis of the form for recording an alleged case of ill-treatment and the guidelines for completing it, approved by the order of the Minister of Internal Affairs.</p> <p>A special methodology for assessing the quality of training and courses on the UN Convention against Torture and the Istanbul Protocol has been developed and implemented. (2025)</p> <p>Training materials on torture and other forms of ill-treatment have been developed.</p>	<p>A specific methodology has been developed and implemented to assess the quality of training and courses on the UN Convention against Torture and the Istanbul Protocol to ensure that thematic courses are based on the needs of target groups.</p> <p>Baseline 0</p> <p>Training materials on torture and other forms of ill-treatment have been developed and comply with international standards.</p>	HRD	The action is PERFORMED PARTIALLY

According to information provided by the MIA, during the FGD, the representative of the Ministry of Internal Affairs clarified that the form for recording an alleged case of ill-treatment and the guidelines for completing it were not adopted by the Minister of Health, as a result of which pilot trainings were not actually conducted. At the same time, certain trainings were conducted both for Police Officers and in a mixed format, within the framework of which knowledge assessment was carried out. In particular, according to the written report of the MIA, a two-day training course was jointly organized by the Ministry of Internal Affairs and the Council of Europe, in which MIA employees, Police Officers, and ambulance personnel participated. The training was aimed at developing the capacities of participants and prevent torture by introducing a new mechanism for recording cases of apparent ill-treatment.

According to the same source, a special methodology and training materials for assessing the quality of training and courses conducted on the UN Convention against Torture and the Istanbul Protocol were developed by the RA Ministry of Internal Affairs Educational Complex SNCO. Based on these, 1,137 employees underwent training on various topics, including the prohibition of torture in the first half of 2025.

In terms of quantitative impact assessment, it is noted that the benchmarks have not been fully met.

Although a joint training course by the Ministry of Internal Affairs and the Council of Europe is mentioned, yet, due to the failure of the Minister of Health to adopt the form and the guidelines, the latter cannot be considered as a pilot training course as envisaged in the Action Plan. Similarly, although it is mentioned about the training of 1137 employees in the first half of 2025, which is chronologically included in the reporting period, it cannot be counted in the result of the current action, since: a) it refers to the trainings planned for the next stages (third semester) of the Action Plan, which was implemented ahead of schedule, and b) it should have been implemented based on the newly approved methodology, and not on the basis of the form and guidelines not yet approved by the Minister of Health.

In addition, neither report contains information on whether the intended 50 people from each target group were trained. The Action Plan also stipulated that, based on the results of the assessment of the knowledge of training participants, an average knowledge level of at least 80% should be ensured. Although this requirement presumably applies to trainings based on the new methodology, in the case of pilot trainings it was only verbally stated that an assessment had been conducted, but its results were not provided, and it is impossible to confirm that the required 80% threshold was met.

No information was provided on whether the training materials meet international standards and that the content of the courses is structured based on the real needs of the target groups.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

Action 1.7. Ensuring the full implementation of the revised procedure for the activities of the group of public observers exercising public control in places for holding arrested persons

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>New members of the public observer group are recruited in accordance with the procedure established by the Order of the Minister of Internal Affairs "On the Formation of the Public Observers 'Group and the Procedure for Implementing Public Control in Places for Holding Arrested Persons and Temporary Accommodation Centers for Asylum Seekers operating in the Police System of the Ministry of Internal Affairs".</p> <p>Training materials for members of the public observers' group have been developed.</p> <p>Training was provided to all members of the public observer group.</p>	<p>The group of public observers formed under the new procedure is operational.</p> <p>Training materials for members of the public observers' group have been developed in accordance with international standards.</p> <p>All members of the public observers' group have been trained.</p> <p>Baseline 0, 2025 100%:</p>	HRD	The action is PERFORMED PARTIALLY

According to the report provided by the MIA, the relevant order of the Minister of Internal Affairs of the Republic of Armenia "On the Formation of the Public Observers' Group and the Procedure for Implementing Public Control in Places for Holding Arrested Persons and Temporary Accommodation Centers for Asylum Seekers operating in the Police System of the Ministry of Internal Affairs" has been adopted. Training materials for members of the public observers' group have been developed. According to the same source, training of members of the public observers' group by Council of Europe experts will begin on 10 July, 2025. The MIA representative stated at the FGD that the observation group consists of 12 members.

In terms of quantitative impact assessment, it is recorded that the monitoring indicators of the action have been partially performed. The relevant order of the Minister of Internal Affairs has been adopted, the group of public observers is operating with 12 members, but the information provided does not clarify whether the involvement of the group members was carried out in accordance with the procedure established by the order. Training materials have been developed, but there is no information about their compliance with international standards. The training of members of the public observers' group has not yet been carried out; it is scheduled for 10 July, 2025, which is outside the reporting period.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 2.1. Ensuring the necessary legal framework for the implementation of amendments to the Law on Prevention of Violence in the Family, and Protection of Persons Subjected to Violence in the Family”

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
1. The procedure for monitoring the prevention of domestic and family violence committed by a minor within the framework of preventive registration has been developed and approved.	The order the Minister of Internal Affairs establishing the procedure for monitoring the prevention of domestic and household violence committed by a minor within the framework of preventive registration has been adopted.	MLSA Ministry of Health Prosecutor's Office IC	The action is PERFORMED
2. The procedure for identifying cases of domestic and family violence, referring victims of domestic and family violence, and assessing the risk of recurrence of domestic and family violence has been developed and adopted	The Government decision to approve the procedure for detecting cases of domestic and household violence, referring persons subjected to domestic and household violence, and assessing the risk of recurrence of domestic and household violence has been adopted.		
	Baseline 0		

According to the report provided by the MIA, the competent subdivision of the Police of the RA Ministry of Internal Affairs developed and the Minister of Internal Affairs approved the order "On

establishing the procedure for monitoring the prevention of domestic and household violence by minors within the framework of preventive registration by the Police of the MIA of the RA".

According to the same source, on 20.02.2025, the RA Government Resolution No. 181-N "On approving the procedure for identifying cases of domestic and household violence, referring persons subjected to domestic and household violence, and assessing the risk of recurrence of domestic and household violence" was adopted.

In terms of quantitative impact assessment, it is recorded that the two verification indicators of the action were met: 1) the order of the Minister of Internal Affairs was adopted (although no information was provided on the date of its adoption to prove that it was adopted during the reporting period) and 2) the Government decision.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PERFORMED**.

Action 2.2. Ensuring proper communication and safety for victims of domestic and family violence, as well as children who have been subjected to violence

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>Guidelines for communicating with children who have been subjected to violence have been developed.</p> <p>The Draft Law on Making Amendments and Addenda to the Law on Prevention of Violence in the Family, and Protection of Persons Subjected to Violence in the Family" have been approved by the Government.</p>	<p>Working guidelines to ensure victim-centered and gender-sensitive approaches when communicating with victims of violence and children, including child witnesses of violence, and to properly record and assess their problems have been developed.</p> <p>The recommendations include specific topics on communicating with children who have experienced sexual abuse.</p> <p>The Government has adopted the decision to approve the draft legislative amendments defining the authority of the Minister of Internal Affairs to work with persons subjected to domestic and family violence, including adopting safety protocols for moving to shelters, as well as to approve the Standard Operating Procedures for Police Officers with the most common alerts and cases.</p>	<p>MLSA</p> <p>Ministry of Health</p>	<p>The action is PERFORMED PARTIALLY</p>

According to the report provided by the MIA, guidelines on communication with abused children were approved by the order of the Minister of Internal Affairs. According to the same source, measures have been taken jointly with the Ministry of Labor and Social Affairs of the Republic of Armenia to organize the process of working with persons subjected to family and household violence, including the adoption of safety protocols for moving to new housing.

The Police of the RA MIA have also developed legislative drafts: "On Amendments to the Criminal Code of the Republic of Armenia" and the Law "On Prevention of Violence in the Family, and Protection of Persons Subjected to Violence in the Family" to provide for electronic surveillance measures against offenders.

In terms of quantitative impact assessment, it is recorded that the verification indicators of the action have been partially met.

Guidelines on communicating with children who have been subjected to violence have been developed and approved, but no information was provided on whether they include victim-centered and gender-sensitive approaches, provisions for communicating with children who have witnessed violence, as well as separate topics on communicating with children who have been subjected to sexual violence, as required by the monitoring indicator.

Although the MIA mentions the joint measures and development of legislative drafts with the MLSA, it is not clarified whether the draft legislative amendments that would authorize the Minister of Internal Affairs to approve security protocols and standard operating procedures, as required by the audit indicator, have been developed and approved by the Government.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 2.3. Providing training for competent Police Officers in the field of preventing domestic and family violence and protecting victims of domestic and family violence

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>The procedure for training competent Police Officers in the field of preventing domestic and family violence and protecting persons subjected to domestic and family violence has been developed and approved.</p> <p>The training modules have been revised.</p>	<p>The order of the Minister of Internal Affairs on approving the procedure for training competent Police Officers in the field of preventing domestic and family violence and protecting persons subjected to domestic and family violence has been adopted.</p> <p>The modules have been revised and include topics related to gender-sensitive and victim-centered communication.</p> <p>Baseline 0:</p>	MLSA	The action is PERFORMED PARTIALLY

According to the report provided by the MIA, a procedure for training competent Police Officers in the field of preventing domestic and family violence and protecting persons subjected to domestic and family violence has been developed. Trainings based on the revised training modules were conducted in the territorial divisions of the Police of the RA MIA.

It was informed during the FGD that the order establishing the procedure had been adopted, and the trainings had been conducted with the support of both the Educational Complex and The United Nations Population Fund (UNFPA), involving around 1,800 Community Police Officers.

In terms of quantitative impact assessment, it is recorded that the monitoring indicators of action have been partially met. The training procedure has been developed and, according to the information of the FGD, approved by order of the Minister of Internal Affairs, yet the corresponding order has not been provided. Training modules were reviewed, but no information was provided on whether they included topics related to gender-sensitive and victim-centered communication, as required by the verification indicator.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 3.1. Application of the Guidelines on the Protection of Personal Data when conducting Police Operations

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Guidelines on the protection of personal when conducting police operations have been developed.	Guidelines on the protection of personal when conducting police operations have been developed and are available.	MoJ	The action is PERFORMED PARTIALLY

According to the report provided by the MIA, during the reporting period, the RA Ministry of Internal Affairs developed guidelines on the protection of personal data when conducting police operations.

In terms of quantitative impact assessment, it is recorded that the benchmark of the action has been performed. The guideline was developed, but it was not provided to the MG or evidence of its availability to stakeholders was not provided as well, as a result of which the “developed and accessible” requirement set by the outcome indicator cannot be considered as implemented. Moreover, the monitoring results recorded that, according to the human rights community, when compiling testimony, officers continue to formulate it in their own words, without ensuring accurate documentation of the information provided by the applicant. Such practices may lead to distortion or inaccurate processing of personal data, which is contrary to both the principles of the Criminal Procedure Code and the requirements of personal data protection.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 3.2. Launching a mechanism for promptly receiving citizens' feedback on apparent violations of personal data protection when conducting police operations

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
A study of international best	Based on the results of a study of	MoJ	The action is

practices in mechanisms for promptly receiving feedback from citizens was conducted, based on which recommendations were presented on the methodology for implementing this mechanism.	available mechanisms for promptly receiving citizen feedback, a report with recommendations for a preferred model was developed. The research was conducted based on a study of best practices in at least 3 countries.		PERFORMED PARTIALLY
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According to the report provided by the MIA, during the reporting period, the RA Ministry of Internal Affairs conducted a study of international best practices regarding mechanisms for promptly receiving citizen feedback.

In terms of quantitative impact assessment, it is recorded that the benchmark of the action has been partially performed. The study was conducted, but it was not provided to the MG, nor any other evidence such as a report developed based on the study results, recommendations on the preferred model, and a clear list of at least three countries studied, as required by the benchmark was provided.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 9 “SENSITIVE ISSUES RELATED TO THE PROTECTION OF HUMAN RIGHTS”

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	11	100%
OF WHICH PERFORMED	2	18.2%
OF WHICH PERFORMED PARTIALLY	8	72.7%
OF WHICH NOT PERFORMED	1	9.1%

Direction 10. Inclusiveness of reform implementation, monitoring and coordination of actions

***Problem:** Issues of public opinion, trust in the police and effective monitoring of reforms*

***Target:** Proper use of tools for monitoring and assessing the implementation of reforms*

Action 1. Ensuring an effective mechanism for monitoring and assessment of police reforms, with the involvement of non-governmental organizations

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The procedure for the activities of the Coordination Council for Monitoring and Assessment of Police Reforms has been developed and approved.	The Government decision to approve the procedure for the activities of the Coordination Council for Monitoring and Assessment of Police Reforms has been adopted. The reporting format has been		The action is PERFORMED PARTIALLY

The reporting format has been developed and approved.	adopted. <i>Baseline: 0</i>		
1 meeting of the Coordination Council was held. (2025)	1 meeting of the Coordination Council was held. <i>Baseline: 0</i>		

According to information provided by the MIA, in order to ensure the monitoring and evaluation of the Police Reforms, Decision No. 30-A of the Prime Minister of the Republic of Armenia was adopted on 15 January, 2025. The procedure for holding a competition for non-governmental organizations to be included in the individual composition of the Police Reform Coordination Council was approved by Order No. 5-L of the Minister of Internal Affairs. As a result of the competition, 3 NGO representatives were included in the Council. The first meeting of the Council was held on 3 April, 2025, where the implementation of the Police Reforms in the second half of 2024 was discussed. In addition, Order No. 8621-A of the Minister of Internal Affairs of 26 December, 2024, which approved the format for submitting reports, was also presented.

In terms of quantitative impact assessment, two of the three planned measures are assessed as performed, and one as performed partially. In particular, Decision No. 30-A of the Prime Minister of the Republic of Armenia, adopted within the framework of the first measure, refers to the establishment of the Police Reform Coordination Council and the approval of its individual composition, but does not regulate the procedure for the activities of the Coordination Council. Accordingly, the measure can be assessed as partially implemented. In addition, although the procedure for conducting the NGO competition provided for the inclusion of 4 CSOs in the Coordination Council, only 3 were included as a result of the competition. The procedure does not address such a situation when fewer CSOs are selected, but its paragraph 23 provides for holding a new competition in the event of a resignation of a member or cessation of activity. Thus, it is necessary to organize a new competition for the fourth place, which will be addressed in the relevant section of the report.

Regarding the second measure: the approval of the reporting format, it can be assessed as performed.

At the same time, although this is beyond the logical scope of the procedural quantitative assessment, it is worth noting that although points 158 and 166 of the Strategy provide for the publication of the aforementioned, as well as the annual reports prepared on their basis, yet, in practice, these provisions are not observed, and the performance of the police reforms for the second half of 2024 is not publicly available. These circumstances limit public accountability and transparency, which we will address in the recommendations section of the report.

The third event: the Coordination Council meeting, was documented at the meeting on 3 April, 2025 and in this regard, the measure is assessed as performed.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 2. Ensuring continuity of the activities of Interdepartmental Working Group on the implementation of police reforms

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
At least one monthly meeting of the interdepartmental working group was held. Sectoral working subgroups continue to operate. At least 1 monthly meeting of the interdepartmental working group was held. (2025) Sectoral working subgroups continue to operate. (2025))	At least one monthly meeting of the interdepartmental working group was held. The interdepartmental working group continues its activities, observing the current situation and presenting recommendations. <i>Baseline: 1 committee, sectoral subgroups.</i>		The action is PERFORMED PARTIALLY

According to information provided by the MIA, during the reporting period, the Interdepartmental Working Group for the implementation of police reforms held regular meetings, discussing issues related to the process of the reform and the existing challenges. The sectoral working subgroups continued to operate in their assigned fields, regularly holding meetings and discussions. During the FGD, the MIA representative noted that the Interdepartmental Working Group had several meetings.

In terms of quantitative impact assessment, it is noted that regard to the two groups of measures, in terms of the interdepartmental working group, despite the conformations that the periodicity was maintained, however no meeting schedules or documents confirming that that at least 1 meeting per month was held, were not presented. In addition, the monitoring indicator for the activities of the working group also includes a component for submitting proposals as a result of discussions, but no data was provided in this regard. The same applies to the other group of measures, the activities of sectoral subgroups: no agendas, minutes, or summaries were provided, the absence of which limits the factual justification of the completeness of the implementation. In addition, it is worth noting that there is no benchmark indicator for subgroups, so this needs further improvement. However, given the reported existence of meetings and discussions regarding both components, the MG assesses the procedural component of the action as “partially implemented.”

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 10 “INCLUSIVENESS OF REFORM IMPLEMENTATION, MONITORING AND COORDINATION OF ACTIONS”

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	2	100%

OF WHICH PERFORMED	0	0%
OF WHICH PERFORMED PARTIALLY	2	100%
OF WHICH NOT PERFORMED	0	0%

Direction 11. Public perception and strategic communication

Problem: Insufficient level of public opinion, trust, and public communication about the Police

Target: Increasing trust in the Police Service

Action 1. Strategic Communication for the Implementation of Police Reforms

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>A Strategic Communication Plan for Police Reforms has been developed.</p> <p>At least 1 communication campaign aimed at increasing women's involvement has been implemented.</p> <p>At least 5 public awareness materials have been developed.</p> <p>The Strategic Communications Plan for Police Reforms has been approved.</p> <p>At least 1 communication campaign aimed at increasing women's involvement has been implemented.</p>	<p>The Strategic Communication Plan for Police Reforms has been developed, and the order of the Minister of Internal Affairs approving it has been adopted.</p> <p>Baseline: 0</p> <p>At least 2 communication campaigns aimed at increasing the involvement of women in the police system have been implemented.</p> <p>At least 5 public awareness materials on the progress of police reforms have been developed and published.</p>		<p>The action is PERFORMED PARTIALLY</p>

According to information provided by the MIA, during the reporting period, the Reform Communication Plan of the Police of the Ministry of Internal Affairs was developed, which was presented to the international partner organizations for the purpose of jointly implementing a number of measures defined by the Plan and was approved by order of the Minister of Internal Affairs. It was noted regarding women's involvement, that during the reporting period, a large-scale communication campaign aimed at increasing women's involvement was implemented, in particular, the awareness campaign entitled "Be a Strength for Our Country" was launched and is being continuously implemented, a number of communication measures were implemented in cooperation with the RA MoESCS, in 829 educational institutions in Yerevan and the regions, as well as discussions with female Police Officers with the participation of the US Embassy and NA deputies to highlight issues arising during entry into the system, service, and promotion were held. The awareness activities, especially on

the topic of women's involvement, were widely covered in the media and on social platforms with a variety of published materials.

During the FGD, the MIA representative added that the above-mentioned plan also included training for communication officers in various departments of the Ministry of Internal Affairs, as well as large-scale awareness-raising activities carried out within the framework of two receptions held last year and this year. Also noting that informational videos and awareness materials were developed in collaboration with international partners and used both online and on-site.

In terms of quantitative impact assessment, it is noted that two of the five measures planned for the reporting period relate to the development and approval of the Strategic Communication Plan. The Strategic Communication Plan was approved, but no evidence of approval, including the order or a reference to the order, was provided to the MG. In this regard, the measures are assessed as performed partially.

Two measures relate to communication campaigns on women's involvement. In particular, the implementation of the campaign entitled "Be a Strength for Our Country", holding of events in 829 educational institutions within the framework of two receptions, as well as discussions with female civil servants were noted. These can be viewed as at least two separate communication campaigns, and the indicator can be considered quantitatively reliable. These can be considered as at least two separate communication campaigns, and the indicator can be considered quantitatively achieved. At the same time, although current outcome monitoring indicators do not require data on participation or awareness levels, the absence of such data hinders the assessment of the impact measurability. This issue will be addressed in the section of the report on the improvement of strategy.

The fifth measure refers to the publication of at least five public awareness materials on Police Reforms. However, the presented references mainly refer to the activities of the MIA or the involvement of women, and there is no direct emphasis on the process of reforms. In addition, during the FGD, informational videos produced jointly with international partners were mentioned, the existence of which was not confirmed by documents. Thus, this is assessed as performed partially as well. At the same time, the current monitoring indicators lack any indicators for measuring the views, distribution, or impact of published materials, and the MIA has not provided such information. This issue will also be addressed in the relevant section of the report.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 2. Assessing the level of public trust and the impact of police measures

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
The methodology and questionnaire for conducting public surveys have been developed.	A methodology and questionnaire for conducting periodic surveys on the level of public trust and assessing the impact of police measures have been developed. <i>Baseline: 0</i>		The action is PERFORMED PARTIALLY

According to information provided by the MIA, the methodology and questionnaire for conducting public surveys have been developed.

In terms of quantitative impact assessment, it is noted that although the MIA reported about the development of the public survey methodology and questionnaire, no copies or supporting documents were provided. This circumstance does not allow us to fully confirm the implementation of the measure on factual grounds.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Action 3. Development of the public communication toolkit of the Police of Ministry of Internal Affairs

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>The technical needs of the Public Communications and Information Department of the Ministry of Internal Affairs were assessed, based on which a list of technical needs has been developed.</p> <p>Training materials for the staff of the Public Communications and Information Department of the Ministry of Internal Affairs have been developed.</p> <p>The Public Communications Strategy of the Ministry of Internal Affairs has been developed and approved.</p>	<p>A list of technical needs for the Public Communications and Information Department of the Ministry of Internal Affairs has been developed.</p> <p><i>Baseline: 0</i></p> <p>The order of the Minister of Internal Affairs approving the Public Communications Strategy of the MIA has been adopted. The Strategy envisaged the development of a new methodology for Police communication.</p> <p><i>Baseline: No communication strategy exists.</i></p>		<p>The action is PERFORMED PARTIALLY</p>

According to information provided by the MIA during the FGD, the representative of the Ministry reported that with the support of Lithuanian partners, within the framework of the EU "Support to Law Enforcement Bodies in Armenia" program, a needs assessment was conducted and logistical resources were provided, which contributed to the development of the technical capabilities of the unit.

According to the written report, training materials for the staff of the Public Communications and Information Department of the MIA have been developed. The Public Communications Strategy of the Ministry of Internal Affairs was developed and approved by order of the Minister of Internal Affairs of the RA.

In terms of quantitative impact assessment, it is noted that each of the three planned measures was performed partially. Regarding the technical needs assessment and development of the corresponding list, only verbal information regarding the implementation of the needs assessment was received, but no factual data or supporting documents were provided regarding the development of the technical needs list. Regarding the development of training materials, although the MIA reported on their development,

no copies of the materials or supporting documents were provided. In addition, the current benchmark indicator generally lacks the fact of the development of training materials, and the indicator does not include criteria for their quantity, structure, or content, which limits a full assessment of interim performance. Regarding the Public Communication Strategy, it is stated that it has been approved, but no evidence of approval, including the order or a reference to the order, has been provided to the MG.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PARTIALLY PERFORMED.

THE PROCEDURAL PERFORMANCE ASSESSMENT INDICATOR OF THE STRATEGIC DIRECTION 11 “PUBLIC PERCEPTION AND STRATEGIC COMMUNICATION”

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	3	100%
OF WHICH PERFORMED	0	0%
OF WHICH PERFORMED PARTIALLY	3	100%
OF WHICH NOT PERFORMED	0	0%

Direction 12. International cooperation within the framework of Police Reforms

***Problem:** Insufficient participation/membership/cooperation of the police in international forums, insufficient level of international image and international assessments of the police*

***Target:** Increased level of trust in the Armenian Police according to the survey results of the Caucasus Barometer*

Action 1. Expanding cooperation with international partners within the framework of reforms

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
1 donor coordination meeting was organized. The donor coordination matrix has been revised and presented to international partners.	1 coordination meeting was organized. <i>Baseline: 1 coordination meeting was held in 2023.</i> Taking into account the financing needs of the Action Plan, the donor coordination matrix has been revised and presented at coordination meetings of international development partners. <i>Baseline: The donor coordination matrix has been developed.</i>		The action is PERFORMED The task (result) aimed at the strategic objective is INCOMPLETELY PERFORMED

According to information provided by the MIA, on 27 February, 2024, a high-level meeting entitled "Current Developments and Prospects of Cooperation with the Ministry of Internal Affairs of Armenia"

was held in Yerevan, which was attended by high-level representatives of the UN, EU and other international organizations, as well as heads of diplomatic missions accredited in the Republic of Armenia. According to the MIA, the donor coordination matrix, which was developed previously, was presented in writing to international partners during that meeting. The MIF representative noted during the FGD, that the matrix was revised based on an assessment of the real financial needs of Police Reforms, received positive feedback, as a result of which a number of new programs were launched, some of which are already in the implementation phase.

Although the Action Plan was officially adopted in November 2024, the above-mentioned actions took place before that and actually preceded the adoption of the plan. However, taking into consideration the fact that these activities are consistent with the outcome indicators provided by the programme and have contributed to their achievement, they are considered as part of this action within the framework of the.

In terms of quantitative impact assessment, it is noted that the donor coordination matrix, which was revised based on financial needs, was presented to a broad and high-level audience during a formally recorded meeting, which is consistent with the outcome indicator of the action. Taking into account the above, the MG assesses the procedural component of the action as *"performed"*.

In terms of qualitative impact assessment, it is noted that the implementation of the donor coordination process and the subsequent launch of new programs can be considered as steps that contribute to the resolution of strategic issues, contributing to the formation of coordinated support in the sector. However, a full assessment of the impact at the strategic level is limited due to the lack of sufficient evidence. In particular, no data was provided on the content of the revised matrix, the methodology for its justification, the basis for assessing real financial needs, as well as the clarification of the presented priorities. Therefore, the action cannot be considered a sufficient basis for the full implementation of the intermediate result at the level of the strategic issue.

The development of public trust indicators in this context is also noteworthy. The strategic documents set the baseline indicator as the overall result of the Caucasus Barometer (hereinafter referred to as the CB) for 2022, which is 20.6% (sum of full and partial confidence), and the target indicator for 2027 is 40%. According to the [same source](#), 15.9% of the respondents expressed complete trust in the police, 24.6% "rather trust" them in 2024, the total sum of which is 40.5%.

Although the survey was conducted before the formal adoption of the Action Plan (November 2024), it coincided with the preparatory phase of the project, when some activities, including the donor coordination process, were already underway. As a result, the recorded increase in trust can be considered as a preliminary indicator of the overall impact of the reforms, and this action can be considered a factor contributing to the formation of that positive trend. However, in the absence of evidence from direct assessment of public perception and public communication activities, it is not appropriate to attribute the impact of the action entirely to the full achievement of the expected outcome at the level of the strategic issue. Taking into account the above, the qualitative assessment of the impact level of the action by the MG is classified as *"incompletely performed"*.

Based on the results of the procedural (quantitative) assessments, the action is assessed as PERFORMED.

Based on the results of the impact level (qualitative) assessments, the strategic objective (outcome) is assessed as **"PERFORMED INCOMPLETELY"**. The measures implemented within the framework of the action did not ensure the full achievement of the strategic objective.

Action 2. Monitoring the factors influencing the improvement of the current positions of the Police in international rankings

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
<p>A study to identify factors and mapping the problems that affect the improvement of the current positions of the police in international rankings was conducted.</p> <p>Semi-Annual Action Plan was developed based on the study.</p> <p>A study of the progress of improving the current positions of the police in international rankings was conducted.</p> <p>Semi-Annual Action Plan was developed based on the study.</p>	<p>Based on the identification of factors and a study of problems affecting the improvement of the current positions of the police in international rankings, a report mapping these issues was developed.</p> <p><i>Baseline: 0</i></p> <p>To address the issues identified through mapping, as well as based on a review of current progress, two action plans have been developed and approved.</p> <p><i>Baseline: 0</i></p>		<p>The action is PERFORMED PARTIALLY</p> <p>The task (result) aimed at the strategic objective is PERFORMED INCOMPLETELY</p>

According to information provided by the MIA, a study to identify factors and mapping the problems that affect the improvement of the current positions of the police in international rankings was conducted. Reports of reputable international organizations (CPT, US State Department's "Trafficking in Persons" report), as well as various information platforms (NUMBEO, "World Population Review", etc.) were studied. During the FGD, the MIA representative added that observations of the Council of Europe (CoE) Group of States against Corruption (GRECO) are also regularly analyzed, about 80% of which have been addressed.

A Semi-Annual Action Plan has been developed based on the studies. According to the report for the second half of 2024, it is noted that a study is currently underway to assess the progress of improving positions in international rankings, on the basis of which an Action Plan for the second half of the year will be developed in the future. It was reported during the FGD that a project with an assessment component was implemented jointly with the UN development partners, and anonymous surveys were also conducted, but the results are not yet available. However, the report for the first half of 2025 did not provide any information on a progress review or a second action plan.

In terms of the quantitative impact assessment, it was stated that, in accordance with the indicators specified in the Action Plan, it was proposed to implement two-stage activities: the first stage would involve a study of the factors and problems influencing international rankings, and based on this study,

the development of a report mapping the problems, further, the development and approval of a Semi-Annual Action Plan; the second stage would involve a study of progress in improving positions in international rankings, then the development and approval of the second Semi-Annual Action Plan based on this study. A study was conducted and a Semi-Annual Action Plan was developed for the first phase, but the report mapping the issues and evidence of program approval were not provided. Regarding the second phase, the report for the second half of 2024 noted that a progress review is underway and a second Action Plan will be developed, also, it was reported during the FGD that anonymous surveys were being conducted (the results are not yet available), but the report for the first half of 2025 did not provide information on the continuation or completion of these processes. Considering that the reporting period has ended, approximately 40-50% of the work envisaged by the action has been implemented (study and development of the first program without report and approval, the second stage is incomplete), the MG quantitatively assesses the action as *“performed partially”*.

In terms of qualitative impact assessment, the studies envisaged by the Action, the report prepared on their basis, and the Semi-Annual Action Plans could shape a strategic policy aimed at improving the international ranking of the police, which would contribute to increasing public trust. However, in the absence of specific data, it is difficult to assess the substantive value of the studies envisaged by the action, the relevance of the analyses based on them, and their impact on policymaking. There are only general notes on monitoring and addressing international reports. According to the MIA representative, the steps taken will contribute to improving future reports and increasing public trust, but no supporting documents were presented to support these claims. According to the information received, it is noted that the steps taken have contributed to addressing observations of GRECO, but no data was presented that would show the connection of this addressing with the target indicator of the Caucasus Barometer (40%). Therefore, the MG assesses the impact of the action on the solution of the strategic problem as *“performed incompletely”*.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Based on the results of the impact level (qualitative) assessments, the strategic objective (outcome) is assessed as **"PERFORMED INCOMPLETELY"**. The measures implemented within the framework of the action did not ensure the full achievement of the strategic objective.

Action 3. Communication aimed at enhancing the international image of the police and the image of the new police

Target by deadline	Result/verification indicator	Co-performing body	Monitoring result
Informing of 100% of police officers about structural changes and functional clarification has been carried out. Police reforms and recorded results have been presented at least 1 international platform	100% of police officers have been informed about structural changes and functional clarification. Police reforms and their results were presented at least one international platform in 2024.		The action is PERFORMED PARTIALLY The task (result) aimed at the strategic objective is PERFORMED INCOMPLETELY

According to information provided by the MIA, during the reporting period, the leadership of the Ministry of Internal Affairs and the Police held regular meetings with employees to inform them about structural changes and functional clarification. The reforms implemented in four main areas of the police were presented, including the processes of formation of Patrol, Criminal, Community Police and Guard, staffing, the involvement of women and issues of effective service organization. Regarding international presentations, it was noted that Minister Arpine Sargsyan presented the reforms in the field of internal affairs at the Council of Europe, and the delegation led by Deputy Minister A. Mkrtchyan in Germany. During the FGD, the MIA representative added that the employees had the opportunity to raise issues of interest during the meetings, and that a project with an evaluation component was implemented in collaboration with the UN development partners, which included anonymous surveys. However, the survey results are not yet available. It was also noted that the steps taken regarding reforms have been presented on international platforms and significant progress has been recorded. The latter claims, however, have no documentary evidence.

In terms of quantitative impact assessment, it is noted that the Performance Indicator set 100% awareness of police officers and presentation of reforms on at least one international platform in 2024. The information received does not clarify whether all police officers (100%) or only some units were included in the awareness-raising process. No indicators on the number of employees, number of meetings, or territorial distribution were provided. As for international presentations, although the written information refers to official visits and meetings in the Council of Europe and Germany, there is no documented evidence that these are considered official presentations at international forums (e.g. conferences, assemblies). Meanwhile, the performance indicator required at least one such presentation to be held during 2024. Taking into account the above said, the MG assesses procedural component of the action as *“partially performed”*.

In terms of qualitative impact assessment, staff awareness meetings, as well as presentations of reforms to international partners, could have contributed to the strategic issue of enhancing the international image as well as the new image of the Police. However, insufficient information was provided on the assessment of the effectiveness of the measures implemented by the action, the tools for measuring impact and the impact on the level of public trust. No data was provided on feedback results, awareness assessment results, or the relationship to the CB's target indicator of trust (40%). During the FGD, the MIA representative noted that the assessment of trust was conducted by international partners, but the relevant reports or results were not provided. For this reason, it cannot be confirmed that the impact of the action contributed to the full implementation of the stated strategic outcome. Therefore, the MG assesses the impact on the strategic issue as *“performed incompletely”*.

Based on the results of the procedural (quantitative) assessments, the action is assessed **as PARTIALLY PERFORMED**.

Based on the results of the impact level (qualitative) assessments, the strategic objective (outcome) is assessed as **"IMPLEMENTED INOMPLETELTY"**. The measures implemented within the framework of the action did not ensure the full achievement of the strategic objective.

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	3	100%
OF WHICH PERFORMED	1	33.3%
OF WHICH PERFORMED PARTIALLY	2	66.6%
OF WHICH NOT PERFORMED	0	0%

Impact level (qualitative) assessment indicator 2024-2025 (1st semester)		
NUMBER OF PLANNED ACTIONS	3	100%
OF WHICH PERFORMED	0	0%
OF WHICH INCOMPLETELY PERFORMED	3	100%
OF WHICH NOT PERFORMED	0	0%

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS BY SECTORS

Sector	Procedural (quantitative) PERFORMANCE INDICATOR		Impact level (qualitative) PERFORMANCE INDICATOR	
	<i>Number of assessed actions</i>	<i>Performance indicator of the actions</i>	<i>Number of assessed actions</i>	<i>Performance indicator of the actions</i>
Direction 1	4	75.00%	-	
Direction2	10	20.00%	3	0%
Direction 3	2	50.00%	-	
Direction 4	7	71.4%	-	
Direction 6	4	25.00%	-	
Direction 7	1	0%	1	0%
Direction 8	5	60.0%	-	
Direction9	11	18.2%	-	
Direction 10	2	0%	-	
Direction11	3	0%	-	
Direction12	3	33.3%	3	0%

1. FINAL CONCLUSION

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)	
NUMBER OF PLANNED ACTIONS	52
OF WHICH PERFORMED	18
OF WHICH PERFORMED PARTIALLY	33
OF WHICH NOT PERFORMED	1
PERFORMANCE INDICATOR	34.62%

Procedural (quantitative) assessment indicator 2024-2025 (1st semester)calculated by the weighted average method of the variation series	
NUMBER OF PLANNED ACTIONS	52
OF WHICH PERFORMED	18
OF WHICH PERFORMED PARTIALLY	33

OF WHICH NOT PERFORMED	1
PERFORMANCE INDICATOR	66.35%

Impact level (qualitative) assessment indicator 2024-2025 (1st semester)	
NUMBER OF PLANNED ACTIONS	7
OF WHICH PERFORMED	0
OF WHICH PERFORMED INCOMPLETELY	5
OF WHICH NOT PERFORMED	2
PERFORMANCE INDICATOR	71.43%

A. Methodological Recommendations

As a result of the monitoring, a number of systemic shortcomings in the formulation and application of monitoring indicators were identified, which limit the objective assessment of the effectiveness of reforms. The main issues and recommendations are presented below:

- **Lack of impact measurement indicators to assess the quality of public services.** Monitoring indicators do not include participation volume and percentage of improvement (e.g., Direction 1, Action 1.2 - public service quality surveys without number of participants and percentage of improvement). Require the provision of the number of citizens who participated in surveys and the percentage indicators of improvement in the quality of services. Set a minimum participation threshold to ensure surveys are representative.
- **Gaps in Measuring HR Policy Results.** There are no indicators on the impact of female admission campaigns (e.g. Direction 2, Action 2.4.2 - female admissions without percentage increase, Direction 11, Action 11.1 - female recruitment campaign without data on increase in applications). Include indicators of the increase in the number of women applying and the percentage of women accepted. Require an assessment of the number of people involved in campaigns and their impact.
- **Uncertainty in requirements for the content of analyses.** Not all benchmarks require analysis to include proposed solutions (e.g. Direction 2, Action 2.3.2 - analysis of social guarantees without the requirement for recommendations). Similarly, not all analyses require examining international experience from at least three countries (e.g., Direction 9, Action 3.2). Establish mandatory requirement to include specific recommendations for solving problems in the analyses and to study the international experience of at least three countries.
- **Inconsistency of assessment standards of training knowledge.** In some cases, "80% knowledge" is required, and in some cases, there is no such requirement (e.g. Direction 9, Action 1.7 - training of public observers without knowledge assessment, Direction 12, Action 12.3 - raising awareness of employees without impact assessment). Standardize the criteria for assessing the effectiveness of training for all types of activities.
- **Lack of dissemination of awareness materials and monitoring of impact.** There are no requirements regarding the number of people who have viewed the awareness materials (e.g. Direction 11, Action 11.1 - "5 awareness materials" without an indicator of views). Include mandatory indicators on the number of people who have familiarized with each piece of awareness material and the level of engagement. Set the target audience coverage percentage. Introduce social media engagement indicators: views, shares, comments. Conduct initial and follow-up awareness surveys to measure changes. Monitor changes in the number of applications and requests as an indicator of campaign effectiveness.
- **Inconsistency in measuring the results of public discussions.** In some cases, a percentage of CSO proposals accepted is required, in some cases, not. (e.g. Direction 4, Action 4.1 - public discussion with a percentage of CSO proposals, Direction 9, Action 1.2 - public discussion without a percentage requirement). Standardize indicators for assessing the effectiveness of public discussions, making it mandatory to calculate the percentage of acceptance of CSO proposals. Require participant satisfaction assessments rating and publication of discussion protocols. Establish measurable indicators to assess the impact of discussions, not only quantitatively but also qualitatively.

- **Lack of requirements for audit and evaluation methodology.** The terms "audit" and "assessment" are used without methodological requirements. (e.g. Direction 8, Action 2 – Audit of the Guard is without methodology, Direction 7, Action 2 - assessment of the business processes is without standards). Define mandatory components for audit and assessment: methodology, standards and indicators.

B. Content Recommendations

Direction 2. Effective human resource management and strengthening the integrity

- **Action 2.** Develop and implement a plan for attracting (recruiting) qualified personnel into the police system which at the same time eliminates corruption risks and ensures an open, transparent, and competitive process, including the application of clear criteria for integrity check, skills assessment, and public trust. Ensure the involvement of competent specialists in the Legal Department to ensure that persons representing the interests of the MIA in courts are able to fully and professionally answer the questions from judges and parties, eliminating inefficiency and delays in hearings. Establish a procedure for conducting exit interviews with employees who have resigned on their own initiative to determine the reasons for resignation and to record possible systemic issues in order to improve personnel policy based on evidence-based data.
- **Action 3.1.** Accelerate the practical implementation of the performance assessment concept by ensuring its inclusion in relevant reports and regulatory acts. Within the framework of this objective, introduce a mechanism for continuous internal control over the work of employees of various police departments, creating a structural and substantive link between actual performance, evaluation results and promotion/change in level. Also introduce structural solutions that will ensure the participatory involvement of employees by regularly discussing the progress of reforms, recording problems, and identifying solutions for inclusive and dynamic management.
- **Action 5.1.** Develop and adopt a comprehensive strategy for strengthening police integrity and an action plan for its implementation, with clear deadlines and responsibilities. Develop a methodology for assessing the integrity risks of employees, based on best international practices and adapted to the specifics of the RA Police System. Define the frequency and procedure for conducting risk assessments, including mechanisms for analyzing and using the results. Develop and publish annual reports on police integrity, including the results of integrity risk assessments. Ensure clear and accessible presentation of information on the cases of police integrity issues to the public. Conduct periodic public opinion surveys on perceptions of integrity issues of the police.
- **Action 5.2.** Introduce mandatory integrity checks for appointments to senior and non-senior positions in the police. Develop and implement ongoing integrity check procedures for officers at all levels.
- **Action 5.3.** Revise the draft law on the "Police Disciplinary Code" to include clear integrity principles and mechanisms for check. Include CSO representatives in the Ethics Committee, ensuring public oversight, balanced composition, and additional guarantees of independence (at least 3 members). Set a clear term of office for Committee members (e.g., 3-5 years). Include comprehensive and clear grounds for the termination of members' powers. Define professional

and personal requirements for members, including mechanisms for integrity check. Provide for a requirement to adopt the operating procedures for the Ethics Committee defining its minimum content by law. Introduce a requirement to publish annual reports, including statistical data. Introduce mandatory ethics and communication training programs for all police officers, emphasizing internal discipline as well as ensuring high quality citizen-police relations. Programs should be based on international best practices. Establish and implement mechanisms for monitoring and controlling official communications to ensure that incidents of such conduct are addressed through internal official investigations or disciplinary measures. Establish mechanisms for public response to violations of the code of conduct, for example, the possibility of anonymous reports through a civilian oversight body in cases of inappropriate language or behavior by a police officer. Include indicators of official communication culture and ethical behavior in the employee evaluation system, linking them to both reward and accountability tools. Introduce a centralized and analytically based digital system for predicting and early responding to integrity risks in the police, which will include data on disciplinary violations, reports, communication failures, service\internal investigations and tensions in the work environment, which will allow for the early identification of officers demonstrating risky behavior and the implementation of preventive measures, including training, counseling or conditional control.

Direction 3. Improving the educational environment, training and professional development of the police personnel

- **Action 3.** *During the development phase of the basic course and state standards, special attention should be paid to strengthening the applied skills necessary for performing official functions, including practical modules on maintaining law and order, emergency situations, working with vulnerable groups, behavior during public gatherings, and communication with citizens..*

Direction 4. Development of the Patrol Service as a new and modern model of External Service

- **Action 2.** *Clearly emphasize the importance of ongoing training on administrative procedures, writing protocol, factual data recording, and legal knowledge of human rights. A separate component providing practical training on documenting and charting skills of minor road accidents should be developed. Regarding controversial administrative penalties, it is recommended that the training program include requirements for proper documentation, on-site awareness, and lawful enforcement to exclude possible violations of citizens' rights.*

Direction 6. Development of the Criminal Police and efficiency of operational work

- **Action 3.** *Ensure the implementation of mechanisms for monitoring the actual effectiveness of operational intelligence activities, ensuring the legal as well as the practical proper implementation of functions.*
- **Actions 4.5.** *Introduce a unified, integrated electronic information system that will operate in all police departments, ensuring systematic and quick data exchange. Improve the professional training of staff to ensure effective use of the system and procedures for providing information. Develop and implement unified regulations for information exchange to ensure transparency*

and timely implementation of processes. Establish control mechanisms to ensure the continuity, accuracy and relevance of the information exchange process.

Direction 7. Reconceiving the Community Police

- **Action 1.** *Clarify the scope of the "termination of non-typical functions" and extend it to domestic violence functions, assessing whether they should be reserved only for specialized units, or whether it is necessary to introduce separate specialized groups within the community police, or to provide in-depth training and professional resources. Ensure that the topic of responding to domestic violence cases becomes a mandatory component of training, including training on the legal basis for receiving reports, formulating/developing procedures, working with the victim, and intervention.*
- **Action 2.** *Accelerate and complete the procurement process for the digitization of the Community Police, setting clear deadlines. Publish the results and methodology of the assessment of implemented business processes, ensuring transparency. Improve the ToR to include a beneficiary impact assessment, target group applicability analysis, and the system impact assessment in terms of increasing transparency, strengthening public oversight, and reducing corruption risks. Prior to the launch of the system, clarify the legal status and scope of authority of the Community Police officers, eliminating functions that are not related to the institution and excluding the possibility of exceeding authority. Involve CSOs and other stakeholders in the system implementation and operation phase, ensuring public oversight and feedback.*

Direction 8. Transformation of the Police Forces and the formation of the Police Guard

- **Action 2.** *Publicize the methodology, assessment criteria, and results of the audit of the number and material and technical capabilities of the Police Guard. Document and publish the decision to approve the number of the Police Guard developed based on the audit results. Clarify and separately submit the 2026 budget application, as required by the Action Plan. Ensure a clear link between audit findings and budget requests, showing how audit estimates have been translated into specific financial requirements.*
- **Action 4.** *Ensure that the training course and materials meet international standards by providing relevant supporting documents. Establish and maintain a minimum training duration of one month for all courses. Include topics on psychological skills, resilience, and stress management in training materials to ensure comprehensive preparedness. Develop and implement training effectiveness assessment mechanisms to measure the applicability of acquired knowledge and skills in practical situations.*

Direction 9. Sensitive issues related to the protection of human rights

- **Action 1.4.** *The vehicle procurement policy in the next phase, in addition to replacement should be directed towards expansion based on an assessment of actual needs as well, especially for units operating in the regions. Also implement a program to recruit and train accompanying police*

personnel, which will ensure the smooth functioning of the judicial system and prevent the disruption of justice procedures.

- **Action 1.5.** *Translate the notices of rights into Yezidi, Assyrian, Kurdish and Greek to ensure the implementation of the obligations of the RA under the “European Charter for Regional or Minority Languages”. Ensure the provision of references, guidelines or information leaflets in addition to those about the rights, also on the status of the person, procedures, and legal grounds for detention, in a language that the person understands. Introduce a mechanism for training law enforcement personnel in minimum foreign language proficiency or providing practical skills in the use of translation tools (e.g., digital translation apps). Strengthen the practical application of the requirements for engaging a translator and providing translated documents, by applying administrative control and sanctions in case of their violation.*
- **Action 1.6.** *Review training programs and methodologies, ensuring the inclusion of the standards of the Council of Europe anti-torture Committee (CPT), in addition to relevant UN documents.*
- **Action 3.1.** *Finalize and implement a personal data protection guidelines, ensuring its availability and mandatory application in all relevant Police Departments. The guidelines should include regulations that clearly document the obligation to objectively and completely record the taking of testimonies. Establish supervisory and disciplinary procedures to ensure compliance with the requirements of the guidelines and clear mechanisms for responding to violations. Within the same framework, ensure strict control over the process of documenting testimonies, using to the extent possible technical and procedural tools, including audio-video recording, which will contribute to reducing the bias of the staff and increasing the clarity of information. If necessary, also consider the possibility of improving or clarifying existing mechanisms. Improve the professional preparedness of Police Officers, particularly in terms of techniques of taking testimonies, protection of the human rights, and application of legal norms.*

Direction 10. Inclusiveness of reform implementation, monitoring and coordination of actions

- **Action 1.** *Establish a clear procedure for the activities of the Council (e.g., frequency of meetings, decision-making mechanism, format for discussing reports), as provided for in the Action Plan. Fill the number of CSO representatives in the Council by providing a new round of competition for non-guaranteed seats. Ensure the publication of reports on the official website of the MIA, as provided for in the Strategy and the Action Plan.*
- *Implement a comprehensive assessment mechanism that will allow for the analysis of the practical impact of legislative and institutional reforms on the efficiency, transparency, and public trust in the system. The assessment should be conducted according to the relevant problem and the designated target, using internationally recognized impact assessment approaches.*

Direction 11. Public perception and strategic communication

- **Action 1.** *Publish the Strategic Communications Plan for Police Reform and the order of its approval. Develop and implement mechanisms for assessing the impact of communication campaigns, including participation indicators, awareness level measurements, and feedback*

tools. Document and publish information materials on the progress of reforms, ensuring their direct connection to specific reform steps. Implement a system for monitoring the views of published materials, their dissemination, and impact to regularly assess changes in public perception.

- **Action 2.** Publish the methodology and questionnaire for conducting public surveys, ensuring transparency and public oversight. Conduct periodic public surveys to assess the level of trust and the impact of Police measures. Publish survey results and analyses, ensuring data accessibility for interested parties.
- **Action 3.** Publish the list of technical needs of the Public Communications and Information Department of the MIA and its justifications. Present the developed training materials and ensure their implementation among staff. Publish the Public Communications Strategy of the MIA and the order of its approval. Develop and implement indicators for monitoring and assessing the implementation of the Strategy to ensure measurement of effectiveness.

Direction 12. International cooperation within the framework of Police Reforms

- **Action 1.** Publish the content, methodology, and basis for assessing actual financial needs of the revised donor coordination matrix. Ensure transparency in the donor coordination process by publishing criteria for prioritization and the list of newly launched programs. Develop and implement a public communications strategy to regularly inform the public about the results of reforms and the achievements of international cooperation.
- **Action 2.** Complete the study of progress in improving positions in international rankings and publish a report mapping the issues. Approve and publish semi-annual action plans, ensuring their connection with the target indicators of the Caucasus Barometer. Develop a system for monitoring and assessing indicators of improvement in international ratings, including clear deadlines and responsible persons. Publish the results of the assessment conducted with the UN development partners and the analysis of anonymous surveys.
- **Action 3.** Develop and implement a clear program to ensure 100% awareness of Police Officers, including indicators on the number of employees, a schedule, and territorial distribution. Organize presentations of reforms at prestigious international forums (conferences, assemblies), documenting presentations and responses. Introduce feedback and impact evaluation mechanisms to measure the effectiveness of information activities and the impact on public trust. Publish relevant reports and results of the assessments of trust conducted by international partners.

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