



ANNEX C1: Twinning Fiche

Project title: Strengthening the capacity of the National Assembly of Armenia to further support CEPA oversight and implementation

Beneficiary administration: National Assembly of the Republic of Armenia

Twining Reference: AM 17 ENI JH 01 19

Publication notice reference: EuropeAid/167-117/ACT/AM

EU funded project

TWINNING TOOL

1. BASIC INFORMATION

1.1. PROGRAMME

ENI 2017/C (2017) 8195/Annual Action Programme for Armenia; Financing Agreement: "Armenia Technical Cooperation Facility" 2017/040-523

For British applicants: please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the UK withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement.

1.2. TWINNING SECTOR

Justice and Home Affairs (JH)

1.3. EU FUNDED BUDGET

Euro 1,000,000

2. OBJECTIVES

2.1. OVERALL OBJECTIVE

Deepening Armenia's democracy through strengthening the core functions of the legislature.

2.2. SPECIFIC OBJECTIVE

Improving the capacity of the National Assembly to advance CEPA-related legislation and policies in an inclusive and evidence-based manner at the same time increasing awareness of the impacts and benefits of CEPA.

2.3. THE ELEMENTS TARGETED IN STRATEGIC DOCUMENTS I.E. NATIONAL DEVELOPMENT PLAN/ COOPERATION AGREEMENT/ SECTOR REFORM STRATEGY AND RELATED ACTION PLANS:

The Twinning aims at strengthening the functioning of the National Assembly (NA) by using reform commitments undertaken by Armenia as high-profile ground for piloting and institutionalizing improvements in working methods and staff capacity. Strategic documents relevant to this approach include therefore the main Armenia-EU cooperation treaty and its implementation plan; the top-level national policy frameworks relevant to identify priorities within that plan; as well as the sectorial strategies that define prioritized reforms in more detail. The list starts therefore with:

- *The Comprehensive and Enhanced Partnership Agreement (CEPA)* between Armenia and the EU signed in 2017 and provisionally applied since June 2018 as a framework for the legal basis for strengthening relations, which the Government has acknowledged as a "blueprint for reforms" in all vital areas and cooperation frameworks.
- *The CEPA Implementation Roadmap*, adopted by Armenia and welcomed by the joint executive-level Partnership Council in June 2019, which lays down timelines and institutional responsibilities for the CEPA-related reforms to be introduced in the foreseeable future (2019-2027). Reforms to be tackled during the Twinning period are part of it.

Additionally, relevant strategic documents include the top-level national policy frameworks, as they allow the identification of Government priorities within the rich calendar of CEPA-related reforms, in particular those envisioned in the CEPA Roadmap during the Twinning project's implementation period. The selection of items for piloting improvements on working methods and staff capacity, shall both minimize risks of delays in all cases in which the NA is expected to act upon Government's proposal, and maximize the impact and visibility of Twinning activities. Therefore, the Twinning also targets elements of:

- *The 5-year Government Programme*¹ dated February 2019, which references CEPA as a factor facilitating key reforms. Among them, it highlights development of democratic institutions, fight against corruption and justice reform, as well as strengthening the rule of law in relation to national security, prosperity and resilience. The Programme calls for an "economic revolution" based on regulatory reform and decisive

¹ Armenia 5-year Government Programme: <https://www.gov.am/files/docs/3562.pdf>

practical steps to improve business climate. The *Action Plan for Implementation of the Government Programme* indicates related timelines and responsibilities up to 2023;

- *The Armenia Development Strategy 2014-2025*,² while outdated and long preceding the CEPA, is currently the broadest and longest-term policy framework formally in force. It flags 4 priority areas: modernizing governance and administration; stimulating employment and growth; developing human capital; and improving social protection. Highlights include ensuring a fair and effective justice system, further easing of the regulatory burden on business, and increasing the share of SME contribution to the national GDP. Preparation of the new *Armenia Transformation Strategy* has been kickstarted and the vision is planned to be adopted by end of 2019.

Based on these inputs, the following selection includes the Eastern Partnership priorities as well as CEPA-related sectorial strategic documents, elements of which are significant for the design of Twinning activities. The selection also keeps in mind the need for the piloting of improvements to involve a sufficiently broad range of NA organs and services with their specific sectorial or crosscutting remits (e.g. standing committees, budget or legislative offices). Note that as policy frameworks are undergoing revision in most of the relevant areas, the selection shall be subject to confirmation by the EU Delegation to Armenia and NA upon actual deployment of the MS team:

- *Stronger Governance*

A draft *2019-2024 Strategy for Judicial and Legal Reforms* is under discussion for approval by late 2019. The key challenges to address lay with judicial/prosecutorial independence,³ internal administration (salaries, staff and training, workload issues), as well as performance management (and statistics). It will replace the 2012-2017 Strategic Programme, partly investing on other aspects (access to justice, alternative dispute resolution, criminal sanctions, etc).

A *2019-2022 Anti-corruption Strategy and Action Plan* is undergoing public consultation for adoption by end of 2019.⁴ It calls for a new institutional framework and outlines a more comprehensive approach to prevention and education than its limited 2015-2018 precursor's.

Furthering human rights and equality, particularly in relation to gender, is a significant concern, with the Government committed to adopt by the end of 2019 a new *2020-2022 National Human Rights Protection Strategy* and bi-annual *Action Plan*, replacing those respectively dating back to 2012 and 2017. The draft *National Strategy and Action Plan on Equality between Women and Men 2018-2022* is also pending adoption by the end of 2019. The policy documents on human trafficking, children's rights and persons with disabilities have recently expired and will need an update.

- *Stronger Economy*

Fostering economic development also requires updating policy frameworks in line with the Government Programme and CEPA – including the *2016-2018 SME Development Strategy* (entrepreneurship promotion, access to finance, tax simplification and private sector dialogue); the 2011 *Strategy of Export-led Industrial Policy* (business environment and sector-specific initiatives to address market failures and expand exports); and the *2010-2020 Strategy for Quality Infrastructure Reforms* (initially aimed at infrastructure in line with EU requirements, though lately emphasis shifted to obligatory EEU technical regulations).

- *Stronger Connectivity*

The Energy Security Provision Concept of RA was adopted by the Government of Armenia in 2013. In fulfilment of the mentioned Concept, the National 2014-2020 Action Plan on Energy Security Provision Concept of RA was adopted and came into force. In 2015 the Government of Armenia adopted the Least-cost Plan for Long-term Development of Armenia's Energy Sector until 2036.

In the area of environment, the National Strategy and Action Plan for environmental protection and use of natural resources (2018-2022) was adopted in March 2018, along with Strategy on Development of Ecological Education and Upbringing, and Strategy on Natural Resources Management. The Strategy and Action Plan on Biodiversity covers 2016-2020.

² Government decree No. 442- N of 27/03/2014

³ See for instance ECtHR findings referred to in <https://rm.coe.int/fourth-evaluation-round-corruption-prevention-in-respect-of-members-of/1680775f12>, as well as <https://www.state.gov/documents/organization/265604.pdf>.

⁴ This and other texts put to public consultation can be found at www.e-draft.am.

There is currently no up to date strategy in Transport sector.

3. DESCRIPTION

3.1 BACKGROUND AND JUSTIFICATION:

The beneficiary of the Twinning project is the National Assembly of the Republic of Armenia (NA) - with activities implemented during the term of its seventh convocation, inaugurated on 14 January 2019. Within the NA structure, the Twinning team will work closely with the office of Secretary General of the NA, office of the President of NA and the Standing Committee for European Integration (SC-EI), which are the most relevant organs for guiding improvements in work systems and staff capacity, and for facilitating their piloting through the parliamentary treatment of selected CEPA-inspired reforms in the framework of this Twinning project.

3.1.1. Constitutional context

Armenia has entered a process of broad constitutional and political transformation in recent years, which is changing the role and culture of its institutions, setting off a cascade of policy and legislative advancements in many policy areas in parallel with the start of provisional application of the new CEPA. Some of the most prominent transformations concern the re-defined position and role of the NA, and are therefore, essential to challenges that the Twinning is meant to respond to. In brief, three major events set the constitutional and political landscape for the incumbent parliament:

- Constitutional reform was initiated in 2014 by then president Serzh Sargsyan in a declared attempt to address most of the security challenges, as well as an unsatisfactory performance of democratic institutions. Approved by referendum in December 2015, the constitutional amendments transitioned Armenia from a semi-presidential to a parliamentary form of government. Despite positive legal assessment by the Venice Commission,⁵ a wide spectrum of civil society and international players expressed strong concerns with regard to the conduct of the referendum,⁶ and the underlying motivations of constitutional reform;
- The subsequent election of then-president Sargsyan to the post of the Prime Minister upon expiration of his second presidential term in April 2018, fuelled existing concerns and ignited mass peaceful street protests all over the country. The surge of rallies, actively supported by the civil society and youth, forced Sargsyan to resign and culminated in the “Velvet Revolution”, resulting in the resignation of the Government led by the long-ruling Republican Party of Armenia. In early May 2018, the leader of the protests, Member of Parliament and a former journalist Nikol Pashinyan, was elected as Prime Minister;
- Snap parliamentary elections held in the wake of the revolution in December 2018,⁷ resulted in the “My Step” alliance of Prime Minister Pashinyan receiving 70% of the votes and the mandate to form a new Government. The new executive pledged to use its strong mandate for systemically fighting corruption in politics, administration and the judiciary, strengthening the rule of law and democratic institutions, and enhancing the protection of human rights. The EU-Armenia CEPA agreement was recognized as an important framework for fostering the reforms.

These events fundamentally changed the role of the NA, which under the new Constitution has a unique representative mandate requiring its majority not only to elect the Prime Minister,⁸ but also to elect the Head of State⁹ as a guarantor of the constitutional order, the Ombudsperson¹⁰ and the Prosecutor General¹¹, the leadership of the Central Bank¹² and independent regulators, as well as to play a significant role in the formation of judiciary (since 2015, governed by the Supreme Judicial Council).

Also, while the constitutional framework includes mechanisms to ensure a stable Government with sufficient policy discretion and ample procedural leverage on tabled laws, the NA is for the first time invested with an expanded mandate for Executive oversight. However, the practical implications are still largely to test.

⁵ <http://www.venice.coe.int/webforms/documents/?country=42&year=all>

⁶ <https://www.osce.org/odihr/elections/armenia/203956>

⁷ <https://www.osce.org/odihr/elections/armenia/413555>

⁸ Elections shall result in the formation of stable parliamentary majority of 54%.

⁹ By at least 3/4 of votes of the total number of MPs

¹⁰ By at least 3/5 of votes of the total number of MPs

¹¹ By at least 3/5 of votes of the total number of MPs

¹² By at least 3/5 of votes of the total number of MPs

3.1.2. Main functions

The main functions of the NA are regulated by the 2016 *Rules of Procedure* (RoP), which are subject for revision in the near future and the newer 2018 *Operational Procedures*¹³ and include law-making, oversight and representation.

- *Law-making functions* have been weak. Initiatives mostly emanate, as normal, from the Government with over 90% of laws, the rest being from factions and MPs (in addition, 50 000+ citizens are entitled to initiate a law through “popular initiative”). The role of the NA in processing them, however, is also underdeveloped as amendments are considered to require proponent’s approval, and developing alternative drafts is mostly beyond capacity. This also applies to amendments to the budget law, on which the prerogative of the proponent is the strongest. The Government, moreover, can invoke urgency to require an expedite procedure, which cuts processing time to 2 months.

Along with lack of advance consultations with the Executive, this makes law-making activity exceedingly high-paced.¹⁴ In its previous convocation (04/2017-12/2018), 39 new full laws, 569 laws on amendments and 59 treaties were adopted. This overwhelms the limited capacity and undermines quality, as the NA has no time or incentive to request the standards in its 2018 *Law on Normative Legal Acts*. This is particularly evident with the regulatory impact assessments that accompany the Government laws, when required:¹⁵ with no time to check what is provided, building own analytical capacity is a major challenge. This further stretches the capacity of the Government and the NA to adopt quality laws and policies and to advance the application of the Principles of Public Administration.¹⁶

- *Oversight of executive action* requires particular attention against the background of the country’s recent transition to parliamentary form of government.. The Constitution explicitly defines the Parliament’s overall control of the government activity, laying a foundation that is in line with the Principles of Public Administration. Furthermore, the RoP provides a range of classic instruments (e.g. reporting, hearings, debates, questions and commissions of inquiry, up to constructive no-confidence), use of which is assumed to be planned in committee-level workplans. Yet, the function most often remains on paper as the Committees tend to exercise mainly their legislative mandate, and much less the scrutinising function. More detailed regulation and guidelines, permanent platforms for consulting stakeholders may help changing this, in addition to substantially enhanced professional capacity.¹⁷

The RoP spells out budget oversight, with quarterly and annual execution reports, and specialist support by a parliamentary Budget Office as well as, since 2018, the NA-elected, seven-member Audit Chamber, which independently reviews the lawfulness and expediency of public spending (always for the annual execution report). Unfortunately, the capacity of the NA to take advantage of this expert support to more effectively process and scrutinize budget-related information remains limited – partly also due to the lack of culture of capitalizing on budget discussions as an important political and participatory tool.

- *Representation activities* are improving. The “Velvet Revolution” fostered transparency and bolstered participation, resulting in a more open NA work style. The number of inclusive public hearings organized by NA committees on issues of policy or law is increasing, also incentivized by the new rules envisaging on-line broadcasting of all public events in the NA. The next step should be to systematize improvements with guidelines on public access to materials, consultations and other feedback, their quantitative and qualitative analysis, and the use of findings for oversight or legislative purposes.¹⁸

Outreach activities are simple but growing. A Citizen Request Department supports organizing receptions for citizens with NA or SC leaders, and MPs, and collects their written requests and petitions (nearly 500 per quarter in 2019). Latter’s treatment, however, so far has been less systematic: there’s no filtering by category to extract oversight indications, and replies are provided not just by faction, but also by professional staff on behalf of the SC. Replies provided by factions and SCs constitute, according to self-estimates, nearly 1/3 of staff workload. Media relations are covered by the Media & PR Department,

¹³ See for details the assessment of the RoP by OSCE ODIHR, at <https://www.osce.org/odihr/313051>

¹⁴ Laws are adopted in two readings.

¹⁵ Law on Normative acts, Article 5.

¹⁶ <http://www.sigmaxweb.org/publications/Principles-ENP-Eng.pdf>

¹⁷ OSCE ODIHR Assessment of the Legislative Process: <https://www.osce.org/odihr/126128?download=true>

¹⁸ According to Regulatory Reform Roadmap of 2016 jointly developed by OSCE ODIHR and the Armenian Ministry of Justice.

which accredits journalists and manages the website (though messages addressed through the website aren't subject to official processing). Social media hasn't been tried yet.

3.1.3. Internal organization

The 132 Members of the unicameral NA are elected for a 5-year term with a two-tier electoral system based on one (proportional) national list and 13 district lists.¹⁹ More than 80% are at their first mandate, with an average age of 40. Four seats are reserved for national minorities. Just 24% MPs are female (4% up from the previous convocation), including one of 3 Vice Presidents/ Speakers of NA, and 2 of 11 committee chairs. A 2016 *Law on Guarantees of the Work of MPs* regulates MPs treatment, including norms on conflict of interest and ethical conduct (however, there is no full code or permanently functioning committee on ethics).

Three party factions were established based on election results. The governing My Step alliance occupies 88 seats (66.7%), while opposition Prosperous Armenia holds 26 (19.7%), and the Bright Armenia party has 18 MPs (13.6%). Factions keep a small partisan staff proportional to size (up to 4 specialists, 1 assistant), discretionally appointed via temporary contracts with the NA and assisting with legal analysis and correspondence. Partisan staff also includes MPs' assistants (1 paid, 1 voluntary) selected by MPs and mostly focusing on technical support. There are about 156 partisan staff in total.

The President of NA leads the National Assembly supported by 3 Vice Presidents (one of whom is from the opposition). The NA Council is a recently introduced organ for overall work coordination, comprising the same figures along with representatives from factions and the chairs of the 11 Standing Committees (SCs). Among many duties, it approves agendas for sittings and sessions, establishes timelines for the work of Committees, decides on staff structure and regulations and oversees inter-parliamentary co-operation. Its role in ensuring co-ordination with the Government in work planning, to manage the legislative burden and extend oversight opportunities, is still to be developed.

The Plenary and Committees are the main working organs of the NA. Two regular sessions of plenary NA sittings are held per year: from the 3rd week of January through the 2nd of June and from the 2nd of September through the 3rd of December. Between 2017 and 2018, 5 extraordinary sessions were also held - with a total of 18 regular and 18 extraordinary, as well as 5 special sittings. As common, the bulk of analytical parliamentary work develops within the 11 Standing Committees (SCs), with composition proportional to faction strength and size varying according to their remit.²⁰

<i>Standing Committee</i>	<i>Area of engagement</i>	<i>MPs</i>	<i>Staff</i>
European Integration (SC-EI)	Relations with EU, CEPA, legal approximation with EU acquis	10	1 experts 1 admin. assistant
State and Legal Affairs (SC-LA)	Constitutional and electoral matters, RoP, justice/prosecution, penitentiary, civil service, criminal, civil or administrative law	15	4 experts 1 admin. assistant
Protection of Human Rights and Public Affairs (SC-PHRPA)	Human rights, gender equality, minorities, civil society, trade unions.	10	4 experts 1 admin. assistant
Economic Affairs (SC-EA)	Taxation, energy, natural resources, industry, tourism, services, trade, transport, communication infrastructure, entrepreneurship, competition	15	4 experts 1 admin. assistant
Financial-Credit and Budgetary Affairs (SC-FCB)	Budget, credit, currency, audit, banking, financial market, insurance.	8	4 experts 1 admin. assistant
Territorial Administration, Local Self-Government, Agriculture and Environment	Territorial administration, local self-government, territorial development, municipal service, local taxes, agriculture, protection and sustainable development of the environment and laws governing those areas	12	4 experts 1 admin. assistant
Science, Education, Culture, Diaspora, Youth & Sport (SC-ECDYS)	Science, education, culture, repatriation, relations with the diaspora, youth, sports, information, press, radio and television	12	5 experts 1 admin. assistant

¹⁹ In line with the Electoral Code adopted in 2016. However, substantive electoral reform, potentially envisaging a 100% proportional system, is being discussed in the NA and is likely to be adopted by mid-2020.

²⁰ <http://www.parliament.am/committees.php?lang=eng>

Health Care and Social Affairs (SC-HCSA)	Health care, maternity, childhood, social security, problems of disability, labour, employment and demography	12	5 experts 1 admin. assistant
Foreign Relations (SC-FR)	International relations, UN, CoE, OSCE, international organizations, inter-parliamentary agreements, parliamentary friendship groups	13	4 experts 1 admin. assistant
Defence and Security (SC-DS)	Defence, national security, police, emergency situations, military-industrial complex, national service and in military education	11	4 experts 1 admin. assistant
Regional and Eurasian Integration (SC-REAI)	Relations with the Eurasian Economic Union and other countries of the region, harmonization, unification of legislation with EEU	11	4 experts 1 admin. assistant

A Staff of 262 supports all NA functions, led by a Secretary General and organized into Departments (see Annex 2 organigram: Secretariat, Legal Expertise, Protocol, etc.) plus a Budget Office, the Staff of SCs and President of NA/deputies' Offices. The Staff enjoys a public service status under the *Law on State Service in NA*, which is in principle meritocratic, though work is not always separate from that of partisan staff. Employment with the National Assembly is seen as relatively attractive for young professionals commencing their career, however, limited independence and scope of engagement turns potential cadre away. Furthermore, while the remuneration package is commensurate with the rest of the civil service positions in government institutions, in the past the recruitment has in cases been influenced by political/personal considerations, precluding attraction of qualified staff. New leadership pledges to make this process more transparent and meritocratic.

The work of most Staff focuses in fact on legislation, drafting opinions on conformity with the Constitution, RoP and sectorial laws of the many Government bills often in expedite procedure - which stifles demands for in-depth research and analysis. Assistance to MPs in drafting amendments or laws is rarer. For staff of SCs, moreover, up to self-estimated 1/3 of time goes into responding to citizens' letters and related administrative tasks. Support to oversight activities resents the limited time allocated to them and remains relatively underdeveloped, but current analytical capacity does not generally appear sufficient to support fully-fledged parliamentary scrutiny.

Recent attempts to create services focused on supporting oversight with quality analysis include the Budget Office, which works in co-ordination with the Financial-Credit and Budget Committee to monitor public spending and proactively disseminates information on budget execution, and related advice, to factions, SCs and individual MPs. Its potential for stepping up budget oversight activities, however, has not been utilized to the fullest, confirming that any plans for restructuring within the NA administration (see further in the section of On-going Reforms) may not fully reach its objectives unless these are incorporated into everyday work practices.

3.1.4. Role in CEPA

In Armenia-EU relations, the Parliamentary Partnership Committee (PPC) is the parliamentary dimension of the institutional framework for implementation and oversight of the CEPA. It sets a forum for dialogue and joint work of the NA and the European Parliament (EP), represented by delegations of the respective MPs. The PPC, informed of the decisions of the corresponding Partnership Council on the executive side, can request relevant information, establish sub-committees, and make recommendations. Its inaugural meeting took place in October 2018 in Strasbourg, as a result of which a *Final Statement and Recommendations* were adopted.²¹

The Armenian delegation to the PPC is led by the Chairman of the European Integration Committee (SC-EI), which within the NA is focusing on CEPA implementation, approximation with the EU *acquis* and relations with the EU in general. Because of these responsibilities, the SC-EI is also an observer member to the Interagency Committee on CEPA Implementation, which since the spring of 2019 operates under the office of the Deputy Prime Minister to follow progress in the completion of commitments from the CEPA Implementation Roadmap. The committee includes MPs from both the governing party as well as the opposition.

²¹ Final Statement and Recommendations http://www.europarl.europa.eu/cmsdata/157907/DSCA_1stEU-ArmeniaPPC_24102018_recommendations_en.pdf

The SC-EI, at the level of both MPs and professional staff, has however very limited experience in actual EU integration work, as well as in core parliamentary functions including reviewing or monitoring legislation. Reasons are partly inherent to the difficulty of its mostly horizontal role, as CEPA-related bills tend to follow within the remit of other SCs (although it took up some matters directly, particularly related to Visa liberalization). Tools for it to advise and coordinate the EU aspects of the work of other committees are not in place, although the RoP allow it to submit opinions.

The SC-EI, therefore, is in need of assistance in all aspects of its business, including the integration of EU aspects into the planning of parliamentary work; building the capacity for gradual approximation of CEPA commitments related legislation to the *acquis*; the approach to consultations and impact assessment; as well as the instruments for oversight of actual implementation and general outreach on EU-related issues. In each case, the systems that SC-EI needs to develop and disseminate to other SCs, will have to be built within, and possibly inspire, the upgrades in the general systems of work of the NA.

3.2. ONGOING REFORMS

3.2.1. Reform of the NA

As the new NA is gradually taking up on its new responsibilities and functions, it is also preparing for a substantial effort in systemically improving procedures and capacity, as necessary for the effective delivery on political promises. In this context, *the new leadership of the NA has initiated administrative reforms and restructuring*. The changes are primarily geared towards enhancing the efficiency of its administration, strengthening the capacity of staff to contribute to legislative oversight, and attraction of new qualified cadres.

Restructuring includes merging the Legal, Economic, and Information-Analytical Departments into one Expertise & Analysis Department. It will also cooperate with the planned Visitor Centre (a hub for citizen outreach and constituency relations) by studying its reports on the copious correspondence, with a view to identify systemic problems and recommend solutions to SCs and MPs. A Training Centre is also envisioned to be established to institutionalize a comprehensive approach to human resources development.

In addition, the new authorities delineated a *pivotal role for the NA in promoting key democratic reforms*, with the legislature taking the lead in proposing solutions on the reform of democratic institutions, ensuring judicial independence, and the protection of human rights. The parliament is similarly expected to be instrumental in setting the legal foundations for the new anti-corruption endeavours, and may play a main role in other key areas. In line with this approach, the Twinning will use such high-impact reform to pilot new improvements to working systems and capacity, developed in the framework of the project.

3.2.2. Sectorial reforms

- REFORMS TOWARDS STRONGER GOVERNANCE focused mostly on judiciary, corruption, and human rights issues (CEPA, Title III, Art. 12, Art. 16)

Justice reform

Even as the country's overall democracy indices have improved in 2018, the indicators of the judicial independence and efficiency remain largely unchanged. Persisting problems in the sector are reflected in the results of public opinion polls²², international expert assessments^{23 24}, and are openly acknowledged by the incumbent authorities. Reforming the justice system, very low in popular confidence and a handicap for economic development, is a high priority.²⁵ The package of justice-related legislative amendments is, therefore, likely to be one of the most important and high-profile issues on the agenda of the incumbent Parliament.

²² According to Caucasus Barometer survey, in 2017 court were distrusted by 55 per cent of respondents (including 32 per cent of full distrust) and trusted only by 15 per cent (only 3 per cent fully trust).

²³ <https://www.state.gov/documents/organization/265604.pdf>

²³ <https://rm.coe.int/fourth-evaluation-round-corruption-prevention-in-respect-of-members-of/1680775f12>

²⁴ <https://freedomhouse.org/report/freedom-world/2019/armenia>

²⁵ 55% of respondents to the last Caucasus Barometer survey in 2017 distrusted the Justice system, with only 15% giving a positive opinion. See also: <https://www.state.gov/documents/organization/265604.pdf>; <https://rm.coe.int/fourth-evaluation-round-corruption-prevention-in-respect-of-members-of/1680775f12>, also <https://freedomhouse.org/report/freedom-world/2019/armenia>

The key areas for reform largely include three categories of target issues: *ensuring independence of the judiciary*^{26 27 28}; *capacity for efficient administration of justice* (e.g. budgetary allocations are small, training of judiciary and support staff requires improvement and, the workload of Armenian judges persists due to an insufficient number of judges, as an overarching problem affecting the quality of judicial decisions and leading to prorated trials); and *monitoring and evaluation* within the judiciary (e.g. statistical data is not collected and analysed on a comprehensive and continuous basis). Furthermore, the reform should also ensure better access to justice, strengthening of alternative dispute resolution mechanisms, improvement of penitentiary institutions and quality of services provided to population and businesses through competent and capable courts/judges.

In an attempt to delimit direct engagement of the Executive, the country's leadership indicated a special role for the Parliament in launching and fostering public discourse on the matter of transitional justice, as well as in taking on the legislative agenda of the anticipated reform. The first in the potential series of parliamentary hearings on the transitional justice was held on 24 May 2019.

In addition, the Strategic Programme on Legal and Judicial Reforms in Armenia for 2012-2017 and its Action Plan (see under description of strategic documents), remain the main governmental policy papers in the sector, while the new Strategy and Action Plan 2019-2024 is being discussed and is pending adoption by the end of 2019. The latter are included in the CEPA Implementation Roadmap and expected to be in the centre of the Parliament's attention in terms of promoting public debate and oversight of its implementation.

Anti-corruption

Fighting endemic corruption is also a high priority. An Anti-Corruption Strategy and Action Plan (2019-2022) is under public consultation. Included into the Government 5-year Action Plan for adoption in 2019, it is another key point on the CEPA Implementation Roadmap. The new Parliament is expected to play an important role in fostering the fight against corruption. The plan is to overhaul the existing regulatory and institutional model of anti-corruption. The NA is currently working on the amendments to the Law on Corruption Prevention Commission (CPC), as well as outlining specific toolbox and more expanded power and independence guarantees for the Commission. The Commission will replace the existing Ethics Commission of the High-Ranking Officials and will have broad preventive powers related to promotion of integrity, supporting development of anti-corruption policy, anti-corruption awareness raising and training.

Human Rights

The protection of human rights has improved in recent years, including with legislation on torture and domestic violence. A new *Action Plan (2020-2022)* to a renewed *National Human Rights Protection Strategy* is being developed and require substantive and inclusive consultation with relevant stakeholders. Key concerns include stronger budgeting and monitoring & evaluation, and furthering equality - especially in relation to gender. A *National Strategy and Action Plan on Equality between Women and Men (2018-2022)* is also set to be adopted. Thematic discussions around the new Action Plan have already commenced in the SC on Protection of Human Rights and Public Affairs and the role of the NA will remain crucial in facilitating adoption as well as in overseeing implementation of these documents.

A number of serious issues in the area of human rights protection remain unresolved and are likely to be in the focus of the Parliament's attention. These primarily include, but are not limited to, (a) adoption of a stand-alone comprehensive Law on Equality, addressing wide-spread discrimination practices and setting forth legal and institutional solutions to the existing problems; (b) adoption of a revised Criminal Code and Criminal Procedure Code to safeguard rights of apprehended persons and address ill-treatment; (c) adoption of new legislation on Rights of Persons with Disabilities, the new Labour Code and revise legislation on the Rights of Child; and (d) oversight of implementation of national human rights policies, including the National Action Plan on UN SC Resolution 1325.

• REFORMS TOWARDS STRONGER ECONOMY (CEPA, TITLE IV)

²⁶ In one of 2016 rulings, the ECtHR described the conduct of the chairman of the Court of Cassation in an eminent domain case as "lacking in the necessary detachment demanded by the principle of judicial neutrality" and stated he "raised an objectively justified fear that he lacked impartiality when deciding the applicant's case."

²⁷ <https://www.state.gov/documents/organization/265604.pdf>

²⁸ <https://rm.coe.int/fourth-evaluation-round-corruption-prevention-in-respect-of-members-of/1680775f12>

The new authorities have declared strong commitment to fundamentally reforming the country's economic profile. Calling this an "economic revolution", the government wishes to undertake serious changes in the economic policy, combining them with strong anti-corruption and anti-monopoly measures, enhancing the rule of law and creating a level playing field, boosting export, entrepreneurship and improving SME competitiveness. The Parliament's contribution could be crucial in supporting these reforms.

Furthermore, the legislature will have an important task in carrying out effective economic policy and budget oversight. This will specifically include oversight of implementation of the SME Development Strategy and Action Plan, scrutiny of investment projects in the regions planned within the framework of a new policy on establishment of "regional growth poles".

- **REFORMS TOWARDS STRONGER CONNECTIVITY (CEPA, TITLE V, CHAPTERS 1, 2, 3, 4)**

In the area of connectivity, CEPA entails commitments to significant regulatory approximation to EU legislation. In particular, Armenia has committed to harmonize the environmental legislation with the directives outlined in CEPA, expanding cooperation in the areas including environmental governance and integration of environment into other policy areas, air quality, water quality, waste management, industrial pollution and resource management.

Approximation is also envisioned in energy efficiency (EE), renewable energy (RE) and nuclear safety legislation as well as electricity market. There are also issues with enforcement of the existing EE&RE regulations, largely related to the lack of institutional capacities. Despite the new legislative initiatives put forward, adoption and/or enforcement lags due to insufficient affordable financial resources, administrative and technical capacity, and concerns of added/increasing cost burden on the private sector. In light of this, the Government has committed to continued legal-regulatory reform under the CEPA agreement with EU.

In the area of transport, over the last few years, the policy of the Government of Armenia has mostly focused on improvement of legislative framework, and liberalisation of air transport (e.g. process of concluding the negotiations on the Common Aviation Area Agreement). Under CEPA, Armenia plans to align significant part of its transport legislation to EU standards. CEPA Implementation Roadmap in particular, envisions number of improvements in road safety and technical equipment of vehicles. Reform efforts will also build on the recently conducted TAIEX Peer Review in Transport sector.

- **TRADE (CEPA, TITLE VI)**

Armenia is a member of WTO. It also benefits from the EU's Special Incentive Arrangement for Sustainable Development and Good Governance (GSP+), which provides trade support to developing countries that implement 27 core conventions on human rights and labour rights. This offers Armenian exports access to the EU marked by allowing complete duty suspension across 66% of all EU tariff lines. The system envisages regular monitoring of implementation of the related international commitments and creates an important link between trade, economic policies and the human dimension reforms, where the role of Parliament is primary.

In addition, CEPA title VI requires the adoption of a significant number of pieces of new legislation, for instance for the introduction of public consultations open to persons of the EU (Art. 132), for the prevention of market distortive practices (Art. 165), for a regulatory authority (Art. 171), for the approximation of legislation on the authorisation to provide electronic communications networks and services (Art. 169) and in several other areas. The European Commission's DG TRADE compiled a full list (attached).

3.3. LINKED ACTIVITIES

Following the political changes in the country and the snap parliamentary elections of 2018, a growing donor confidence in the government reform agenda and interest in strengthening the parliamentary capacity for promoting democratic reforms has led to a number of new technical assistance initiatives for strengthening general NA capacity, some of which are already deployed. This situation opens up a wide range of opportunities for co-operation and synergy, but also makes proactive coordination with other projects central to Twinning implementation.

3.3.1. EU assistance

The EU is Armenia's largest donor and supports a number of reforms and sectors within the agenda set by CEPA, the EU-Armenia Partnership Priorities²⁹ and the 2017-2020 Single Support Framework. In addition to the high-level Partnerships Council and Committee meetings that endorse the overall priorities and directions of co-operation, sectorial Sub-Committee meetings support common understanding of policies and discuss the reform agenda. Furthermore, as a key reform partner of the country, the EU is engaged in strategic policy dialogue with the Armenian authorities. Thus, a Justice Policy Dialogue in support of the ongoing reforms in the justice sector was launched in 2018 and a Strategic Education Dialogue commenced in 2019 with a focus on support to quality assurance, effectiveness and accessibility. The Policy Dialogue on PAR continues on the basis of outcomes of SIGMA baseline measurement exercise conducted in 2018 and evolving Government's PAR strategy.

To date, however, engagement with the NA was limited. The *EU Advisory Group* provided some support from 2009 to 2014,³⁰ focusing on strengthening parliamentary oversight capacity and constituency relations, assisting participation in the EuroNest Parliamentary Assembly and facilitating co-operation between Armenian and European parties. The Twinning project will expand that engagement complementarily with other assistance targeting CEPA implementation, in particular:

- *The CEPA Reform Facility* will be launched in 2020, combining different financial instruments to support stakeholders in CEPA-related priority programmes. It will provide the Government with strategic advice on inclusive policy-making, monitoring and communication activities, and a toolbox to the CEPA Civil Society Platform who will set up a baseline assessment and monitoring mechanism. The Facility's Strategic Communication action will contribute to increasing public awareness on EU actions and funded projects, with particular reference to the CEPA implementation process;
- *Assistance to Ministry of Justice in Legal Approximation in line with the EU Standards* is a project supporting the Government in legal approximation and harmonization of national legislation to the EU standards in line with commitments under CEPA. The project will focus on development of approximation methodology guidelines and action plan (in a selected sector of CEPA), conducting training of the relevant staff in the Government on legal approximation as well as providing a study of the best models for EU approximation methodology that can be applied to Armenia.
- *Ongoing EU Sector Reform Contracts on "Support to Public Administration Reform in Armenia: Better Service Delivery through a More Efficient and Responsive Public Administration" and on "Public Finance Policy Reform Programme"* focus on policy planning, civil service and integrity, e-Government reforms as well as implementation of Public Finance Management (PFM) reforms to ensure sound budget planning practices, public procurement, budgetary oversight and transparency. The latter is of special relevance for the parliamentary budget oversight and includes support to operations and capacity of the NA Budget Office.

There are numerous sectorial support projects funded by the EU, which should be taken into account, whilst piloting new tools and systems in CEPA-related reform items. In particular, Framework Assistance to Justice Sector, Budget Support to Human Rights Protection in Armenia, and programmes implemented under the umbrella of EU4Business, EU4Environment, and EU4Energy.

3.3.2. Other assistance

The projects by other development partners that the Twinning shall closely coordinate with are those specifically focusing on the NA. They are mostly concerned with building general staff capacities and enhancing parliamentary outreach. It should be noted that the launch of most of these interventions followed an initial need assessment carried out by the Office of the President of the NA in the first half of 2019, and as a consequence, the same Office is able to provide a degree of steering and assist in coordination of their activities:

²⁹ Economic development and market opportunities; Strengthening institutions and good governance; Connectivity, energy efficiency, environment and climate change; Mobility and people-to-people contacts).

³⁰ The EU Advisory Group to the Republic of Armenia has been launched in April 2009 with the aim of supporting the Armenian authorities in the implementation of the key areas of the ENP Action Plan such as strengthening democratic structures and human rights, anticorruption, trade and customs, and fiscal policy including debt management. Short-term EU Advisors have been placed with a number of executive structures as well as with the NA.

- UNDP's Modern Parliament for a Modern Armenia is newly established flexible basket fund project with planned contributions from different donors over a 4-year period roughly matching the 2019-2022 term of the 7th Convocation. Geared to enhance efficiency, transparency and accountability, it supports modernization in all NA functions. To that end, it aims to offer support in the areas of legislative capacity, transparency and responsiveness and works to improve constituency outreach and citizen participation practices (including by upgrading the NA website). It also envisions support to the establishment and training of new staff departments (Training Centre, Visitor Centre, Research Centre).

While the budget targets of the basket fund (EUR 4.5 mln) were not fully met as of September 2019, the initial pledges UNDP collected came from the EU Member States – including the *UK Government Good Governance Fund* as the lead donor with a contribution of approx. EUR 1.7 mln and Germany, which contributes approx. EUR 700 000. The UK has previously supported a series of capacity building opportunities for staff and MPs under its Good Governance Fund, and arranged induction trainings for the newly elected MPs.

The initial funding for the UNDP basket fund was also pledged by the *Swedish Government*, which is financing (with a contribution of EUR 200 000) the inception stage that till the end of 2019 is expected to come up with a more detailed plan of overall project activities. Sweden was already active in the NA through the project *Equal: Supporting women's political participation at national level in Armenia* managed by OxyGen Foundation, parts of which support the empowerment of women MPs to successfully influence NA decision-making, and the establishment of a joint platform between the CSOs and NA for dialogue on gender equality.

Close coordination of the Twinning activities with the UNDP's intervention is paramount to avoiding duplication and overlap and constitutes an important condition for the effectiveness of the project. At the same time, building on the contribution of the UNDP project to the shared objectives would significantly enhance the impact of the Twinning work in benefiting the National Assembly, especially with regards to strengthening the oversight and public participation.

- GIZ (German Corporation for International Co-operation) is active in the NA through its regional projects. *Strengthening the Parliamentary Administration in the EaP* cooperates with the NA since 2015 to facilitate the networking of parliamentary administrations amongst EaP-countries and with the Bundestag. In so doing, it improves in aspects of the secretariats and scientific services; the legislative processes; as well as citizen participation and outreach practices. The project runs networking events and exchange programmes, and develops guidelines and trainings modules for parliamentary administrations.

GIZ's regional *Public Finance Management programme*, supports budget oversight capacities of the NA, focusing primarily on the SC on Debt & Budgetary Affairs. The project facilitates improved scrutiny and analysis of the draft budget, as well as budget execution and audit reports in parliament, by improving the legal and methodological framework, and providing training and networking opportunities. It has contributed substantially to the establishment of the Budget Office and to establish capacity for reviewing programme-based budgets, having advised on the legislative framework for programme budgeting.

- USAID's Strengthening Electoral Processes and Political Accountability in Armenia (SEPPA) is a four-year project (2018-2022) designed to support the new government of Armenia in its efforts to build democratic institutions and responsive governance. The project components that include parliamentary assistance are implemented by the International Republican Institute (IRI) and the National Democratic Institute (NDI). In addition, the International Foundation for Electoral Systems (IFES) is supporting the SC on State and Legal Issues on the Electoral Code and the Law on Referendum.

The IRI focuses on mechanisms for parliamentary accountability and constituent engagement, strengthening the capacity of MPs in receiving and effectively processing public demands through improved legislation. Implemented activities have included the publication of periodic nation-wide public surveys, an assessment of SCs' needs, and an experience exchange visit. IRI plans a series of seminars for MPs, training for SCs' staff, and a series of town-hall meetings in Armenia's regions. It utilizes the platform of its Baltic-Eurasia Inter-Parliamentary Training Institute (BEIPTI) for its exchange programs.

The NDI focuses to a large extent on factions, MPs and partisan staff, working with political parties in parliament and civil society to support Armenia's democratic reform agenda. More specifically, the NDI assists the NA through initiatives for strengthening the capacities of faction MPs and staff in implementing their legislative agendas, engaging in issue-based discourse, and communicating widely

with citizens. In parallel with Swedish-funded initiatives, the NDI also provides targeted support for women parliamentarians to ensure they have the strategies and tools needed to be successful.

- The Open Society Foundation (Armenia), is funding a *Parliamentary Monitoring* programme implemented by the local Mandat Information NGO, starting from the 4th Convocation of the NA. The project's main output is the www.parliamentmonitoring.am website, which provides comprehensive statistics on NA activities and allows to retrieve and compare information about the different types of contributions from MPs and factions, and their voting record in general and for specific legislation. It also offers journalistic summaries and expert analyses on hot topics and important legislation.

3.4. LIST OF APPLICABLE UNION ACQUIS/STANDARDS/NORMS:

With the provisional entry into force of CEPA in the summer of 2018, a significant number of legal acts are envisaged to be brought in line with the European Parliament and the Council Directives/Regulations. Furthermore, capacities in planning, implementation, evaluation and oversight of the policies in accordance with legislation and best practices of the EU, are expected to be enhanced. The project will broadly contribute to the approximation process by enhancing capacities and improving toolsets for the effective law-making and legislative oversight.

The full list of laws subject to approximation can be retrieved from the text of the CEPA³¹ itself, and with additional operational clarity from the CEPA Implementation Roadmap adopted by the Armenian Government, which was welcomed by the EU partners at the EU-Armenia Partnership Council on 13 June 2019.³²

3.5. COMPONENTS AND RESULTS PER COMPONENT

The intervention logic of the Twinning responds to the need of the new NA to simultaneously play an active role in delivering substantive reforms inspired by the CEPA, while also fulfilling its commitment to upgrade its work systems and capacity (including some CEPA specifics, e.g. on gradual legal approximation). To limit delays and maximize impact, the Twinning shall combine these objectives and pursue them with a learning-by-doing approach, in which joint work on important CEPA-related reforms is also used to introduce some new work systems besides the existent ones. The project shall therefore comprise of two inter-related Components:

- Component 1 shall assist the improvement of NA work systems and related capacity. It shall survey available systems for processing CEPA-related reforms, including any developed through other assistance, and make proposals to fill important gaps, especially in relation to CEPA-specific aspects. The NA shall consider making the improvements generally applicable after piloting through Component 2;
- Component 2 shall assist the contribution of the NA to key substantive reforms in the Partnership Priorities areas, as scheduled by the CEPA Roadmap for the project period. It shall provide the sectorial expertise necessary for best processing them in relation to all core parliamentary functions, putting to profit existing instruments and new improvements, including those proposed for piloting by Component 1.

The two Components shall proceed in parallel (it would be impossible to introduce all improvements for all functions since the start, on all reform items). For realistic sequencing, planning in line with the evolving parliamentary calendar shall be essential. To mitigate risks, especially delays in Government draft laws being tabled, the team shall consult with EU projects assisting the Government in the same areas. Close coordination with other projects assisting the NA shall also be essential to maximize synergies, avoid duplication and inconsistencies and to firm the assumption that EU-specific aspects are within the remit of the Twinning.

3.5.2. Mandatory Result 1 (Component 1): *Enhanced institutional structures, systems and tools for efficient work of the National Assembly*

Component 1 addresses the NA's need to improve its working systems and staff capacity in order to provide more competent, participatory and transparent representation. With reference to legislative, oversight and representation functions, it shall identify positive practices worth building upon, and propose other improvements, including on specific EU-related aspects necessary to fulfil approximation obligations under

³¹ Available in Annex 3

³² Available in Annex 4

the CEPA. All activities aimed at achieving sub-results should contribute towards the overall outcome-level indicators, meant to allow final evaluation of the Twinning intervention.

- ***Sub-result 1.1: Improved forward planning of parliamentary work as well as NA's institutional development, including focus on CEPA implementation.***

As a basis for further work, the sub-result shall strengthen NA systems for the planning of parliamentary work and of its internal institutional development. As to the former, the enhancement of forward work planning based on constant consultations with Government is a main objective, for which CEPA items are a good start due to NA's participation in the Roadmap monitoring mechanism. As to the latter, the NA will need to follow-up to the current re-structuring by implementing new self-assessments, for which a further methodological support shall be provided.

- ***Sub-result 1.2: Structured analytical techniques for the core NA functions (legislative, oversight, representation) enhanced***

The main purpose of this sub-result is to enhance and modernise the stock of analytical tools available for performance of the core NA functions as well as to induct the MPs and relevant staff of the SCs, factions and NA into the theory and practice of techniques. This sub-result will thus cover putting in place new or revising existing analytical techniques before and after the pilot conducted through Component 2.

Oversight of executive action is the function of the NA that the new Constitution stresses the most and therefore should be the priority focus of the project in developing and providing methodological guidance. This potentially embraces all angles: oversight of planning instruments, implementation of legislation, as well as of administrative action, specifically with regard to managing and utilizing international development assistance. The sub-result shall assist in structuring relevant practices for piloting in relation to the CEPA Implementation Roadmap and the selected CEPA-related reforms.

The quality of analysis supporting the **legislative function** needs enhancing. The NA's role implies taking a more active role in developing amendments and contributing with policy inputs in processing Government sponsored laws (including the annual budget). This requires going beyond checking consistency with the Constitution and existing legislation and acquire the ability to review or formulate impact assessments and costing, and to analyse consistency with accepted European values or, where CEPA requires, options for gradual approximation to the EU *acquis*.

The NA is developing its **representation function** to foster a culture of openness towards citizens and encourage active participation of civil society in its work. To this effect, challenges include a more systematic analysis of constituents' submissions, effective use of parliamentary diplomacy and in particular, an increasing interest for holding public hearings of different types, which allow the NA to draw on a wider range of opinions and expertise for advancing key CEPA-inspired reforms. Tools and practices used to perform representation function, in particular in organising public hearings shall be enhanced or introduced where necessary.

- ***Sub-result 1.3: Increased awareness of the NA of EU matters and CEPA***

The sub-result shall contribute to building the knowledge of the partisan and NA staff and MPs on the matters related to European affairs (e.g. EU institutions, EU decision-making, EU *acquis*, etc.) and CEPA. It will cover development of the working discussions and training courses based on the training needs assessment and their delivery. The training courses developed through this activity will be packaged into a Training curriculum, which will be integrated into regular activities of the Training centre once it is established within the NA.

3.5.3. Mandatory Result 2 (Component 2) - Enhanced capacity of the members and staff of the NA in performing all parliamentary core functions through piloting CEPA-related laws and policies

The Component 2 is about hands-on work on actual items jointly carried out by beneficiary and project staff as a form of practical on-the-job training. It will focus on priorities outlined in the CEPA Implementation Roadmap, whilst using the NA's systems, including the improvements made through the Component 1. It will pilot the newly introduced tools, methods and practices through enhancing the legal approximation with the *Union acquis* and policy framework. The possibility to organise internships in the Member State Parliament for the experts of the SC and other relevant NA staff, could be further explored under this component.

The activities under this Component will further contribute towards improving the capacity of the NA to effectively advance the adoption and to oversee implementation of the CEPA-related legislation, policies and assistance programmes, through piloting items in the Eastern Partnership priority areas (in particular Stronger Governance, Stronger Economy, and Stronger Connectivity). In addition, the capacity of the SC-EI to promote the EU-Armenia cooperation agenda and foster the parliamentary oversight over CEPA implementation will be further enhanced.

- ***Sub-result 2.1: Improved capacity of the SC-EI to coordinate EU-Armenia cooperation in relation to overall CEPA and to items under its direct responsibility.***

Under current arrangements the SC-EI leads the delegation to the PPC as well as parliamentary oversight of the national Roadmap Implementation mechanism. Within NA proceedings, its task to lead the EU-Armenia cooperation agenda includes the possibility of providing opinions on CEPA items assigned to other SCs. Channelling Twinning assistance is expected to improve its actual capacity to play these roles.

The NA management can also assign the SC-EI to directly take lead activities on specific CEPA-related items and has done so in relation to the implementation of the Visa Facilitation and Readmission agreement. The SC-EI, therefore should be expected to effectively carry out oversight of executive performance, for example on the implementation of the readmission agreement (specifically flagged in the CEPA Implementation Roadmap). This could be further complemented by organising different public awareness events and campaigns on topics covered by CEPA.

Sub-result 2.2: Improved capacity of the NA bodies to advance CEPA-related commitments under EaP “Stronger governance” set of priorities

This being the area with the most visible Roadmap priorities for the Twinning period, options for case work are abundant. They may include oversight on the implementation of the expected *Anti-corruption Action Plan*, the finalization of in-house amendments to the law on CPC, as well as outreach activities in the same area. In the crucial Justice sector, veiling on the implementation of the new *Strategy* may provide a starting point, with possible further focuses including sector financing and its impact on judicial performance.

Protection of human rights and equality falls within the same broad area: the scheduled approval of amendments to the criminal and criminal procedure codes offer an example for model legislative work, while planned legislation on anti-discrimination may require strict oversight and outreach support to sort out its effects. An example of interesting theme to follow may concern practical developments under the National Action Plan on UN SC Resolution 1325, on women in armed conflicts.

- ***Sub-result 2.3: Improved capacity of the NA bodies to advance CEPA-related commitments under EaP “Stronger economy” set of priorities***

Plans for economic reform will move from an overhaul of the inherited strategic and normative framework. To this effect, parliamentary outreach could be crucial to ensure an inclusive input in key strategies (e.g. SMEs, industrial policy, quality infrastructure) and laws (e.g. on taxation, competition, consumer protection and trade in services, including growing sectors such as Tourism). Furthermore, parliamentary oversight may play an important role in keeping economic and fiscal policy effective, including by scrutinizing investment projects in the new “regional growth poles”, as well as financing mechanisms for SMEs.

The CEPA lacks a free trade dimension. While ending in 2023 the GSP+ incentives system that Armenia benefits from, continues to strengthen the monitoring of implementation of 27 key human rights and other treaties. The role of the NA in this connection is primary – thus creating an important link between trade, economic policy and governance reforms.

- ***Sub-result 2.4: Improved capacity of NA bodies to advance CEPA-related commitments under EaP “Stronger connectivity” set of priorities.***

Relevant to the Connectivity area, the CEPA Roadmap schedules for the Twinning period multiple items aimed at approximating Armenian legislation with the EU *acquis*, often also in connection with important EU-driven investments in infrastructure. Combining legislative activities with oversight on executive rule-making and spending, is therefore a possibility - especially in areas such as road safety (drivers, vehicles and roads) as well as sustainable water management (water policy, creation of river basin authorities, water supply system). Legislation on energy efficiency is another possible case in point.

The several legislative items, which the Roadmap calendarized in the area of environmental protection, cover important public health concerns that offer additional potential for outreach activities, also along with oversight of the executive measures needed to implement. Such is the case, for instance, with amendments to open environmental impact assessments to civil society participation.

- ***Sub-result 2.5: Enhanced capacity of the NA SCs for budget formulation***

To support the NA with the newly assigned functions of exercising supervision over the State Budget, the Twinning project will provide (or enhance) guidelines and deliver on-the-job training to a share of the NA's members and SCs' staff using EU MS's best practices in oversight of the budget cycle. Collaboration between SCs and the Budget Office of the NA will be strengthened to further encourage using and enhancing its expertise. The activities planned under this sub-result should also be developed through close collaboration with any development partners supporting the NA in the budget process.

3.6 MEANS/INPUT FROM THE EU MEMBER STATE PARTNER ADMINISTRATION(S):

3.6.1 Profile and Tasks of the Project Leader (PL):

The profile of the PL shall comply with the following:

- Proven contractual relation to a public administration or mandated body;
- University degree in relevant discipline (law, political science, economics, etc.) or equivalent professional experience of 3 years;
- Minimum 3 years of professional work experience in EU MS Parliament Administration in a managerial position relevant to the scope of the project;
- Good understanding of EU affairs and legal system;
- Excellent spoken and written English language skills;
- Strong analytical and report writing skills;
- Good communications, team work, and inter-personal skills.

The tasks of the PL shall include the following:

- Overall leadership over project implementation
- Mobilization of the necessary expertise required for the implementation of project activities;
- Monitoring and steering the project implementation, and taking corrective measures when needed;
- Ensuring timely achievement of the project results;
- Co-chairing and participation in quarterly meetings of the Project Steering Committee.

3.6.2 Profile and Tasks of the Resident Twinning Adviser (RTA):

The profile of the RTA shall comply with the following:

- Proven contractual relation to a public administration or mandated body;
- University degree in relevant discipline (law, political science, economics, etc.) or professional experience of at least 8 years of working experience from the relevant sector;
- Minimum 3 years of professional experience in parliamentary affairs in an EU Member State relevant to the scope of the project.
- Experience in implementing reforms at the national parliament;
- Proven knowledge of legislative and institutional requirements for working practices, internal procedures and main functions of national parliament;
- Practical experience in parliament's relations with the government, independent state bodies and civil society, and knowledge of best practices;
- Strong analytical and report writing skills;
- Good communications, team work, and inter-personal skills;
- Excellent spoken and written English language skills;
- Experience in EU approximation and knowledge of EU *acquis* will be considered an asset;
- Experience in project management will be considered an asset;

The tasks of the RTA shall include the following:

- Overall day-to-day implementation of the Twinning project;

- Preparation, in close cooperation with all relevant actors, of the initial work plan and its regular updates to be transmitted to the Project Steering Committee under the authority of the Member State PL;
- Ensuring timely and correct implementation of the activities as outlined in the initial and updated work plans;
- Contributing to achieving the outputs under all components of the Twinning project, as relevant;
- Overall coordination of the activities of the team members in line with the agreed work plan to enable timely completion of project outputs;
- Advice and technical assistance to the representatives of the Beneficiary administration;
- Keeping the Beneficiary PL informed about the implementation and report regularly to the Member State PL;
- Jointly with the Beneficiary institution, liaising with other Armenian institutions and coordinating with programmes of the European Commission and other development partners.

3.6.3 Profile and tasks of Component Leaders:

The project team shall include 2 Component Leaders. The profile of the Component Leaders shall comply with the following:

- University degree in relevant discipline (law, economics, law, political science, etc.) or equivalent professional experience of 3 years;
- Minimum 3 years of relevant professional experience in parliamentary affairs in an EU MS, relevant to the scope of the Component.
- Experience in providing trainings and coaching;
- Excellent spoken and written English language skills;
- Strong analytical and report writing skills;
- Good communications, team work, and inter-personal skills;
- In particular for Leader of Component 2: Knowledge of relevant EU acquis and best practices in EU MSs, and of legislative approximation approaches and techniques will be considered an asset.

The tasks of the Component Leaders shall include the following:

- Coordinating planning and implementation of the assigned project Component;
- Providing technical input on the knowledge areas relevant to the assigned Component;
- Ensure the delivery of requested outputs per component;
- Provide needs assessment and inter-institutional relations as required per component;
- Contribute to effective monitoring and reporting;
- Proposing to the RTA corrective measures needed to achieve timely delivery according to work plan;

3.6.4 Profile and tasks of other short-term experts:

The profile of the short-term experts shall comply with the following:

- University degree in a discipline relevant to the assignment or equivalent professional experience of 3 years linked to the specific subject;
- Minimum 3 years of professional experience in MS institutions relevant to the scope of the project;
- Experience in policy analysis, legislative drafting and parliamentary oversight, including in carrying out public consultations and impact assessment;
- Good communication, team work, and inter-personal skills;
- Excellent spoken and written English language skills.

The tasks of the short-term experts shall depend on the type of inputs considered necessary to deliver the project's mandatory results. As a general rule, they will focus on producing or guaranteeing the quality and timeliness of activities' outputs, including contributions in the areas of legislative process, human resource management, human resource development, budget process, or communication and management of events. The exact profile and number of the short-term experts will be defined in the Twinning project's work plan.

4. BUDGET

The maximum budget available for the Grant will be EUR 1,000,000

5. IMPLEMENTATION ARRANGEMENTS

5.1 IMPLEMENTING AGENCY RESPONSIBLE FOR TENDERING, CONTRACTING AND ACCOUNTING:

European Union Delegation to the Republic of Armenia

Irina Movsesyan
International Aid/Cooperation Officer
Delegation of the EU to Armenia
21 Frik Street, Yerevan 0002, Armenia
Telephone: +374 (10) 54 64 94
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5.2 INSTITUTIONAL FRAMEWORK

The main beneficiary institution will be the NA of the Republic of Armenia. Its Members, professional staff, and partisan staff in factions, will be direct beneficiaries, with particular focus on the Office of the Secretary General, Office of the President of NA and the Standing Committee on European Integration.

5.3 COUNTERPARTS IN THE BENEFICIARY ADMINISTRATION:

The PL and RTA counterparts will be staff of the beneficiary administration, the National Assembly, and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Svetlana Hovhannisyan,
Assistant to the Chief of Staff of NA,
Baghramyan 19, 0018, Yerevan, Armenia
lana.hovhannisyan@parliament.am

5.3.2 PL counterpart

Lilit Minasyan,
Deputy Chief of Staff of NA,
Baghramyan 19, 0018, Yerevan, Armenia
lilit.minasyan@parliament.am

5.3.3 RTA counterpart

Vahan Kostanyan,
Assistant to the Speaker of NA,
Baghramyan 19, 0018, Yerevan, Armenia
vahan.kostanyan@parliament.am

6. DURATION OF THE PROJECT

The intended duration of the project is 24 months.

7. MANAGEMENT AND REPORTING

7.1 LANGUAGE

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 PROJECT STEERING COMMITTEE

A Project Steering Committee shall be established to oversee the implementation of the project. The main duties of the Project Steering Committee include: verifying progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact); ensuring good coordination among all relevant actors; finalising the interim reports; as well as discussing the updated work

plan. Other details concerning the establishment and functioning of the Project Steering Committee are described in the Twinning Manual.

7.3 REPORTING

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *vis-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. SUSTAINABILITY

The focus of the Twinning project on the long-term challenge of CEPA implementation, ensure that the tools, methods and practices introduced in the beneficiary institution, and the knowledge and skills there acquired will be put to use for the foreseeable future. Furthermore, all the training components developed in the framework of this Twinning project will be delivered in collaboration with and transferred to the planned Training Centre of the NA, given that the Training Centre will be established according to the envisioned plans. Likewise, the participatory nature of many of the processes meant to be introduced by the project are also expected to influence the longer-term relations between the beneficiary institutions and citizens/civil society. Additionally, the advancements in the CEPA-related reforms produced with project assistance, will have a beneficial long-term impact on Armenia and cooperation with the EU.

9. CROSSCUTTING ISSUES

Enhancing good governance and deepening democracy in Armenia is at the core of this project. The project is also directly contributing towards advancing CEPA Implementation. Crosscutting priorities such as in the Rule of Law, Human Rights and Gender Equality, as well as Environment and Climate Change are directly earmarked in the project as areas for piloting improvements in the working methods of the beneficiary institution, which is expected to result in tangible improvements in these areas. The equal opportunity principle will be taken into account when selecting participants for project activities including trainings and study visits.

10. CONDITIONALITY AND SEQUENCING

As the sole form of EU assistance to the parliamentary dimension of CEPA implementation, the launch of the project is not subject to conditions other than Armenia's continued participation in the mechanisms jointly established to further cooperation. As for sequencing, no special arrangements are required for the launch of the project, though it is assumed that the deployment of individual activities related to law-making in areas in which the Government acts as proponent, will be as much as possible coordinated with EU technical assistance (TA) to the Government on the same matters.

As all improvements cannot be introduced from the start in relation to all functions for all reform items, accurate planning with beneficiaries is expected to be essential for the two Components to proceed in parallel. To mitigate the risk of delays, plan updates shall rely on consulting the Executive (and TA assisting it) for all items of its proposal. Close coordination with other donor support to the NA shall also be essential to maximize impact, including by avoiding duplications and inconsistencies on improvements of a general nature (assistance on specifically EU-related improvements is within the exclusive remit of the Twinning project).

11. INDICATORS FOR PERFORMANCE MEASUREMENT

The following indicators have been defined to measure the achievement of the project objectives:

Mandatory Result 1 (Component 1): Enhanced institutional structures, systems and tools for efficient work of the National Assembly

- *Number of core Parliamentary functions (legislation, oversight, representation) modernised and applied according to EU best practices;*

- *Score on State Accountability, Approximation dimension of the Eastern Partnership Index.*³³

Sub-Result 1.1: Improved forward planning of parliamentary work as well as NA's institutional development, including focus on CEPA implementation.

- *Number of joint meetings between the GoA and NA to discuss session workplan;*
- *Self-assessment system in view of a next round of institutional improvement.*

Sub-result 1.2: Structured analytical techniques for the core NA functions (legislative, oversight, representation) enhanced

- *Number of structured analytical techniques (e.g. manuals, guidelines, etc.) for each of the core NA functions (legislative, oversight (including monitoring of development assistance), representation (with the focus on public hearings)) delivered or enhanced in line with EU best practices before and after the pilot;*
- *Share of expert staff of the SCs, factions and the NA who received specific training on techniques of legislative drafting, oversight and representation;*
- *Share of MPs who participated in the working discussions on analytical techniques for the core NA functions.*

Sub-result 1.3: Increased awareness of the NA of EU matters and CEPA

- *Number of working discussions and training courses (topics) related to EU matters and CEPA covered in the training curriculum (based on the Training Needs Assessment (TNA) results);*
- *Share of relevant partisan and professional staff trained on EU matters and CEPA topic;*
- *Share of MPs participated in the working discussions on EU matters and CEPA topics.*

Mandatory Result 2 (Component 2): Enhanced capacity of the members and staff of the NA in performing all parliamentary core functions through piloting CEPA-related laws and policies

- *Overall number of laws and policies the quality of which has been reviewed;*
- *Score on Integration & Convergence, Approximation dimension of the Eastern Partnership Index.*
- *Share of MPs and NA staff who have proper level of awareness of CEPA.*

Sub-result 2.1: Improved capacity of the SC-EI to coordinate EU-Armenia cooperation in relation to overall CEPA and to items under its direct responsibility.

- *Share of SCs Conclusions on CEPA items, which include input from the SC-EI;*
- *Number of policy briefs drafted in preparation for the participation in inter-institutional CEPA committee;*
- *Share of SC-EI staff and MPs involved in on-the-job training;*
- *Number of public awareness events/ campaigns conducted related to CEPA and EU-Armenia co-operation.*

Sub-result 2.2: Improved capacity of the NA bodies to advance CEPA-related commitments under EaP "Stronger governance" set of priorities

- *Number of CEPA-related items in economic and trade sector exposed to parliamentary oversight by applying best practice techniques (e.g. oversight of planning instruments, implementation of legislation, administrative action, questions to the Government, etc.) at NA's disposition;*
- *Number of CEPA-related items in economic and trade sector exposed to public hearings, conducted in line with EU best practices;*
- *Share of the relevant members and staff of NA involved in learning-by-doing on CEPA-related items.*

Sub-result 2.3: Improved capacity of the NA bodies to advance CEPA-related commitments under EaP "Stronger economy" set of priorities

³³ On the Eastern Partnership Index, which the EaP Civil Society Forum updates annually with EU support, please refer to <https://eap-csf.eu/eastern-partnership-index>. The State Accountability sub-dimension analyses the working systems and capacity of parliament.

- *Number of CEPA-related draft laws in energy, environment and transport, the quality of which was reviewed by applying best practice legal drafting techniques (including impact and budgetary impacts) at NA's disposition;*
- *Number of CEPA-related items in energy, environment and transport exposed to parliamentary oversight by applying best practice techniques (e.g. oversight of planning instruments, implementation of legislation, administrative action, questions to the Government, etc.) at NA's disposition;*
- *Number of CEPA-related items in energy, environment and transport exposed to public hearings, conducted in line with EU best practices;*
- *Share of the relevant members and staff of NA involved in learning-by-doing on CEPA-related items.*

Sub-result 2.4: Improved capacity of NA bodies to advance CEPA-related commitments under EaP “Stronger connectivity” set of priorities.

- *Number of CEPA-related draft laws in energy, environment and transport, the quality of which was reviewed by applying best practice legal drafting techniques (including impact and budgetary impacts) at NA's disposition (2018: N/A; 2022: at least 1);*
- *Number of CEPA-related items in energy, environment and transport exposed to parliamentary oversight by applying best practice techniques (e.g. oversight of planning instruments, implementation of legislation, administrative action, questions to the Government, etc.) at NA's disposition (2018: N/A; 2022: at least 1);*
- *Number of CEPA-related items in energy, environment and transport exposed to public hearings, conducted in line with EU best practice (2018: N/A; 2022: at least 2);*
- *Share of the relevant members and staff of NA involved in learning-by-doing on CEPA-related items (2018: N/A; 2022: at least 30% (i.e. 150 people)).*

Sub-result 2.5: Enhanced capacity of the NA SCs for budget formulation

- *Guideline tool for review of budget (budget requests) by SCs revised/drafted;*
- *Share of NA's members and Standing Committees' experts involved in on-the-job training in budget formulation and review procedures.*

The logical framework, including the indicators, will be revisited during the inception period of the project. The work plan which will be composed in collaboration between the MS and the NA will further refine and specify the indicators.

In addition, the performance of the NA in the implementation of the project will be measured by:

- Inclusion of agreed project activities in its work plans;
- Appointment of and joint meetings with Component counterparts;
- Presence rate of invited NA staff at project meetings and events;
- Successful organization of meeting requested with other institutions and international partners;
- Availability of the facilities and work conditions spelt out in point 12 of this fiche.

12. FACILITIES AVAILABLE

The NA commits itself to actively contribute to the success of the project, including by providing the project team with adequate facilities within its headquarters, including:

- Adequately furnished office space at its premises, sufficient for the RTA and the RTA assistants;
- Until hiring of assistants is possible, one of its staff members to be made available to cover project-related needs;
- Office accommodation at its premises for short-term experts (including with relevant NA counterparts);
- Normal access to the common telephone, internet connection, as well as photocopying facilities;
- Suitable and equipped venues for the training sessions and meetings organized by the Project;
- Security of premises by the standards and practices applicable for public institutions in Armenia.

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix
2. NA Organogram
3. Comprehensive and Enhanced Partnership Agreement (CEPA)
https://eeas.europa.eu/sites/eeas/files/eu-armenia_comprehensive_and_enhanced_partnership_agreement_cepa.pdf
4. CEPA Implementation Roadmap
5. List of legal acts to be adopted under CEPA Title VI (Trade), prepared by the European Commission's DG TRADE
6. Other relevant reference documents:

EU-Armenia relations

EU-Armenia Comprehensive and Enhanced Partnership Agreement

https://eeas.europa.eu/delegations/armenia/37967/eu-armenia-comprehensive-and-enhanced-partnership-agreement-cepa_en

EU-Armenia Partnership Implementation Report 2018

https://eeas.europa.eu/headquarters/headquarters-homepage/62834/eu-armenia-implementation-report-2019_en

EU-Armenia ENI Single Support Framework 2017-2020

<https://www.gtai.de/GTAI/Content/DE/Trade/Fachdaten/PRO/2017/08/Anlagen/PRO201708115014.pdf?v=1>

EU-Armenia Parliamentary Partnership Committee Final Statement and Recommendations October 2018

http://www.europarl.europa.eu/cmsdata/157907/DSCA_1stEU-ArmeniaPPC_24102018_recommendations_en.pdf

Parliamentary procedures

Assessment of Legislative Process in the Republic of Armenia. OSCE ODIHR, 2014

file:///C:/Users/Arj/Downloads/247_Legis_Assessment_ARM_Oct_2014_en.pdf

OSCE ODIHR Opinion on Draft Rules of Parliamentary Procedure, 2016

<https://www.osce.org/odihr/313051>

Stronger Governance

Freedom in the World 2019-Armenia report. Freedom House

<https://freedomhouse.org/report/freedom-world/2019/armenia>

Report of the CoE Commissioner for Human Rights. 2018

https://search.coe.int/commissioner/Pages/result_details.aspx?ObjectId=090000168091f9d5

Opinion on Draft Judicial Code. CoE/Venice Commission 2017

[https://www.venice.coe.int/webforms/documents/default.aspx?pdffile=CDL-AD\(2017\)019-e](https://www.venice.coe.int/webforms/documents/default.aspx?pdffile=CDL-AD(2017)019-e)

Report on the Efficiency of the Armenian Judiciary 2017: EC DG Near 1st Peer Assessment Mission on Reforms in Judiciary, Penitentiary and Prevention of Torture and Ill-Treatment in Armenia

http://www.justice.am/storage/uploads/001.Final_Efficiency-Judiciary_Quintavalle-2.pdf

Anti-Corruption Reforms in Armenia: 4th Round of monitoring of Istanbul Anti-Corruption Action Plan

<https://www.oecd.org/corruption/acn/OECD-ACN-Armenia-4th-Round-Monitoring-Report-July-2018-ENG.pdf>

Fourth Evaluation Compliance Report: Corruption prevention in respect of members of parliament, judges and prosecutors. Council of Europe/GRECO. 2017

<https://rm.coe.int/fourth-evaluation-round-corruption-prevention-in-respect-of-members-of/1680775f12>

International Election Observation Mission Report: Early Parliamentary Elections December 2018
<https://www.osce.org/odihr/elections/armenia/401984>

Second Opinion on Draft Amendments to Constitution. Council of Europe/Venice Commission 2015
[https://www.venice.coe.int/webforms/documents/?pdf=CDL-AD\(2015\)038-e](https://www.venice.coe.int/webforms/documents/?pdf=CDL-AD(2015)038-e)

Stronger Economy

World Bank Country Economic Update: Winter 2019
<http://documents.worldbank.org/curated/en/270691552624070040/pdf/135313-WP-PUBLIC-14-3-2019-18-42-30-CEUMARMENGWeb.pdf>

Transition Report 2018-2019. EBRD
<https://2018.tr-ebrd.com/countries/#>

SME Strategy Evaluation Report and Evaluations. EU-GIZ 2018
<https://www.smeda.am/uploads/libraries/SME%20Strategy%20Evaluation%20Report.pdf.pdf>

Monitoring SME Policy Reforms in Armenia: OECD 2017
<https://www.oecd.org/eurasia/competitiveness-programme/eastern-partners/Monitoring-SME-policy-reforms-Armenia-ENG.pdf>

Stronger Connectivity

In Depth Review of the Energy Efficiency Policy in Armenia 2016
<https://energycharter.org/what-we-do/energy-efficiency/energy-efficiency-country-reviews/in-depth-review-of-energy-efficiency-policies-and-programmes/in-depth-review-of-the-energy-efficiency-policy-of-armenia-2016/>

National Reports on compliance with International Environment Conventions
<http://www.mnp.am/en/pages/148>

Migration/Re-admission policy

EU-Armenia Visa Facilitation Agreement
https://www.mfa.am/filemanager/Statics/EU_AM_VFA%20eng.pdf

Monitoring Report: Agreement between the European Union and the Republic of Armenia on the Facilitation of the Issuance of Visas (4th monitoring). European Neighbourhood Council 2018
<http://www.encouncil.org/wp-content/uploads/2018/07/Analysis-of-the-Facilitation-of-the-Issuance-of-Visas-as-part-of-EU-Armenia-Relations.pdf>

Annex 1: SIMPLIFIED LOGICAL FRAMEWORK

	Description:	Indicators (with relevant baseline and target data):	Source of verification:	Risks:	Assumptions (external to project):
Overall objective	Deepening Armenia's democracy through strengthening the core functions of the legislature.	(a) World Bank Good Governance Indicators overall score for the Voice & Accountability dimension (2017: 34,48; 2022: 10% increase); (b) Share of citizens who fully/ rather trust in Parliament (%) (2017 baseline: 12%; 2022 target: 17%).	World Bank Good Governance Indicators (last published dataset); Latest published Caucasus Barometer citizen survey		
Specific objective of the project	Improving the capacity of the National Assembly to advance CEPA-related legislation and policies and increase awareness of the impacts and benefits of CEPA	(a) Implementation rate/ scale of CEPA and its Roadmap (2018 baseline: not applicable; 2022 target: satisfactory progress); (b) Share of Armenian women and men who have positive image of the EU (%) (2018 baseline: 48%; 2022 target: 55%).	Independent monitoring report of CEPA and its Roadmap; Opinion Survey, EU Neighbours East.	Slowed pace of Government reforms; Variables outside CEPA implementation can affect the popular opinion; Methodological changes in survey.	There is interest from the NA to communicate on the EU support; Media covers the news related to CEPA.
Mandatory results for Component 1	Result 1: Enhanced institutional structures, systems and tools for efficient work of the National Assembly	(a) Number of core Parliamentary functions (legislation, oversight, representation) modernised and applied according to EU best practices (2018: 0/3; 2022: 3/3); (b) Score on State Accountability, Approximation dimension of the EaP Index: (2017: 0.72; 2022: 0.80).	NA-approved project report; NA accountability reports; The EaP Index (the last published update).	Delays in adopting new modernised approaches, systems and tools; Partial reliability of indexes based on expert surveys.	NA remains committed to reforms.
Sub-results per Component 1	Sub-result 1.1: Improved forward planning of parliamentary work as well as NA's institutional development, including focus on CEPA implementation.	(a) Number of joint meetings between the GoA and NA to discuss session workplan (2018: N/A; By 2022: at least 1 per session); (b) Self-assessment system in view of a next round of institutional improvement (2018: 1; 2022: renewed).	NA-approved project reports; NA accountability reports; Meeting minutes.	Lack of interest by NA leadership to adopt new work practices; Uneven quality of implementation (e.g. urgent procedure).	All stakeholders collaborate closely and are devoted.
	Sub-result 1.2: Structured analytical techniques for the core NA functions (legislative, oversight, representation) are enhanced	(a) Number of structured analytical techniques (e.g. manuals, guidelines, etc.) for each of the core NA functions (legislative, oversight, representation) delivered or enhanced in line with EU best practices before and after the pilot (2018: N/A; 2022 at least 4); (b) Share of expert staff of the SCs, factions and the NA who received specific training on techniques of legislative drafting, oversight and representation (2018: 0%; 2021: at least 30%)	NA-approved project report; New analytical tools (e.g. checklists, policy briefs, impact assessments); Training reports.	Lack of human resources and capacity to apply the improved legislative procedure and toolsets; Lack of funds or delays result in delivery of trainings to a smaller group only.	Relevant staff is made available for trainings; NA implements project-proposed measures.

	Description:	Indicators (with relevant baseline and target data):	Source of verification:	Risks:	Assumptions (external to project):
		(i.e. 100 people)); (c) Share of MPs who participated in the working discussions on analytical techniques for the core NA functions (2018: N/A; 2022: at least 10%).			
	Sub-result 1.3: Increased awareness of the NA of European Union matters and CEPA	(a) Number of working discussions and training courses (topics) related to European affairs and CEPA covered in the training curriculum (based on the TNA results) (2018: N/A; 2022: at least 3); (b) Share of relevant partisan and professional staff trained on European affairs and CEPA topics (2018: N/A; 2022: 40%); (c) Share of MPs participated in the working discussions on European affairs and CEPA topics (2018: N/A; 2022: at least 10%)	NA-approved project report; NA accountability reports; Training reports.	Lack of funds or delays result in delivery of trainings to a smaller group only.	NA implements project-proposed measures; MPs and NA staff remain committed and find time to get acquainted with the new tools.
Mandatory results for Component 2	Result 2: Enhanced capacity of the members and staff of the NA in performing all parliamentary core functions through piloting CEPA-related laws and policies	(a) Overall number of laws and policies the quality of which has been reviewed (2018: N/A; 2022: at least 7); (b) Score on EU Integration & Convergence, Approximation dimension of the EaP Index, overall score on (2017: 0.65; 2022: 0.70); (c) Share of MPs and NA staff who have proper level of awareness of CEPA (2018: N/A; 2022: at least 60% (i.e. 270 people)).	NA-approved project reports; The EaP Index (the last published update); Survey conducted by the project. International expert reviews, e.g. CoE, OSCE.	Delays by the executive to submit draft laws to the NA; Lack of broader interest of the MPs and NA staff in CEPA.	Armenia remains committed to implementing CEPA
Sub-results per Component 2	Sub-result 2.1: Improved capacity of the SC-EI to coordinate EU-Armenia cooperation in relation to overall CEPA and to items under its direct responsibility	(a) Share of SC Conclusions on CEPA items, which include input from the SC-EI (2018: N/A; 2022: at least 70%); (a) Number of policy briefs drafted in preparation for the participation in inter-institutional CEPA committee (2018: not applicable; 2022: 1 per session); (b) Share of SC-EI staff and MPs involved in on-the-job training (2018: not applicable; 2022: 90%); (c) Number of public awareness events/ campaigns conducted related to CEPA and EU-Armenia co-operation (2018: N/A; 2022: 5).	NA-approved project report; Committee meeting and plenary session minutes	Low participation of MPs to the joint consultative meetings. Lack of proper outreach for public awareness events/campaigns.	All stakeholders collaborate closely and are devoted; Other SCs accept cooperation with the SC-EI; There is interest from the NA to communicate on the EU support.

	Description:	Indicators (with relevant baseline and target data):	Source of verification:	Risks:	Assumptions (external to project):
	Sub-result 2.2: Improved capacity of the NA bodies to advance CEPA-related commitments under EaP “Stronger governance” set of priorities	(a) Number of CEPA-related draft laws in good governance, the quality of which was reviewed by applying best practice legal drafting techniques (including impact and budgetary impacts) at NA’s disposition (2018: N/A; 2022: at least 1); (b) Number of CEPA-related items in good governance exposed to parliamentary oversight by applying best practice techniques (e.g. oversight of planning instruments, implementation of legislation, administrative action, questions to the Government, etc.) at NA’s disposition (2018: N/A; 2022: at least 2); (c) Number of CEPA-related items in good governance exposed to public hearings, conducted in line with EU best practices (2018: N/A; 2022: at least 2); (d) Share of the relevant members and staff of NA involved in learning-by-doing on CEPA-related items (2018: N/A; 2022: at least 30%).	NA-approved project reports; NA accountability reports; International legal expert reviews.	Lack of motivation and/or time of the MPs and NA staff to apply new techniques. Delays by the executive to submit draft laws to the NA; Reluctance of the executive to openly engage with the NA in improvement of their own sponsored draft laws.	NA implements project-proposed measures; NA effectively exercises its legal drafting power; Citizens are interested in participating in public hearings.
	Sub-result 2.3: Improved capacity of NA bodies to advance CEPA-related commitments under EaP “Stronger economy” set of priorities	(a) Number of CEPA-related items in economic and trade sector exposed to parliamentary oversight by applying best practice techniques (e.g. oversight of planning instruments, implementation of legislation, administrative action, questions to the Government, etc.) at NA’s disposition (2018: N/A; 2022: at least 2); (b) Number of CEPA-related items in economic and trade sector exposed to public hearings, conducted in line with EU best practices (2018: N/A; 2022: at least 1); (c) Share of the relevant members and staff of NA involved in learning-by-doing on CEPA-related items (2018: N/A; 2022: at least 30%).	NA-approved project reports; NA accountability reports.	Lack of motivation and/or time of the MPs and NA staff to apply new techniques; Limited interest of the public in the topics selected for public hearings.	NA implements project-proposed measures; NA effectively exercises its legal drafting power; Citizens are interested in participating in public hearings.
	Sub-result 2.4: Improved capacity of NA bodies to advance CEPA-related commitments under EaP “Stronger connectivity” set of priorities	(a) Number of CEPA-related draft laws in energy, environment and transport, the quality of which was reviewed by applying best practice legal drafting techniques (including impact and budgetary impacts) at NA’s disposition (2018: N/A; 2022: at least 1); (b) Number of CEPA-related items in energy,	NA-approved project reports; NA accountability reports.	Lack of motivation and/or time of the MPs and NA staff to apply new techniques; Limited interest of the public in the topics selected for public hearings.	NA implements project-proposed measures; NA effectively exercises its legal drafting power; Citizens are interested in participating in public hearings.

	Description:	Indicators (with relevant baseline and target data):	Source of verification:	Risks:	Assumptions (external to project):
		<p>environment and transport exposed to parliamentary oversight by applying best practice techniques (e.g. oversight of planning instruments, implementation of legislation, administrative action, questions to the Government, etc.) at NA's disposition (2018: N/A; 2022: at least 1);</p> <p>(c) Number of CEPA-related items in energy, environment and transport exposed to public hearings, conducted in line with EU best practice (2018: N/A; 2022: at least 2);</p> <p>(d) Share of the relevant members and staff of NA involved in learning-by-doing on CEPA-related items (2018: N/A; 2022: at least 30% (i.e. 150 people)).</p>			
	Sub-result 2.5: Enhanced capacity of the NA SCs for budget formulation	<p>(a) Guideline tool for review of budget (budget requests) by SCs revised/drafted (2018: N/A; 2022: 1);</p> <p>(b) Share of NA's members and Standing Committees' staff involved in on-the-job training in budget formulation and review procedures (2018: N/A; 2022: at least 30% (i.e. 150 people)).</p>	NA-approved project report; NA accountability reports; Training reports.	Lack of funds or delays result in delivery to a smaller group only.	NA implements project-proposed measures.