



**MAPS**

Methodology for Assessing  
Procurement Systems

## ASSESSMENT OF REPUBLIC OF ARMENIA PUBLIC PROCUREMENT SYSTEM

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### Concept Note



## I. Context and background

1. Despite a challenging external environment, namely twin shocks of COVID 19, and a military conflict with the neighbouring Azerbaijan, the Government of Armenia (GoA) has been able to pursue an ambitious economic reform program, including a public procurement reform. Over the last decade, Armenia has made considerable efforts to improve its public procurement environment through reform initiatives undertaken by the GoA. Notable efforts in this respect are the introduction of a new (December 12, 2016) Public Procurement Law (PPL) and by-laws, institutional arrangements, as well as new anti-corruption measures and increasing the transparency and effectiveness of the system by establishment of an e-Government Procurement system (e-GP), ARMEPS. The PPL is consistent with the UNCITRAL Model Law on Public Procurement, the EU procurement directives, and the 2015 Government Procurement Agreement (GPA) of the World Trade Organization (WTO), of which Armenia is a signatory. The recent efforts resulted in increased efficiency, as evidenced by reduced difference between cost estimates and contract amounts. The PPL applies to contracting authorities. The concept of “contracting authority” includes public administration and local self-government bodies; state or community institutions provided for by the constitution of Armenia and laws of the Republic of Armenia; Central Bank; state and community non-commercial organizations; organizations with more than 50% of state or community shares; public organizations (utilities) etc. Enhancing capacity among procurement officials, increasing the use of competitive methods, further streamlining the procurement process, and full application of e-GP will ensure increased competition and better value for money.
2. Public procurement in Armenia is decentralized, with the Ministry of Finance (MoF) acting as oversight authority. MoF is also responsible for the development, operation & maintenance of the e-GP. Contracting authorities are responsible for procurement under their own administration, including procurement planning, process, evaluations, contract awards, payments. The Audit Chamber is responsible for external procurement audits. Key Contracting Authorities rely on internal as well as external auditors. There have been multiple procurement assessments conducted by various international organizations such as 2017 Implementation Assessment of the Armenian Public Procurement Legislation (IDFI & Open Society Foundation), 2018 Procurement Risk Assessment for Improved Procurement Outcome (ADB), 2019 Strategic Procurement Assessment (IBRD), 2019 The Principals of Public Administration (SIGMA – OECD), 2020 Supporting Armenia’s Anti-Corruption Transformation through a Data Based Approach (IBRD), 2022 Country and Sector/Agency Procurement Risk Assessment or CSPRA (ADB), 2023 PEFA Report (ADB & European Union), etc. As suggested by the studies and assessments, further improvement is needed to ensure effective implementation of the PPL, in particular strategic procurement, sustainability of the e-GP, and increased capacity of procurement professionals and auditors. While ARMEPS, is functional, its coverage remains limited. Competition in public procurement is also limited. While the trend is improving, the proportion of open or competitive tenders remains relatively low, considering the large volume of contracts. Overall, the level of participation of firms is very low, with on average 2 bidders. The participation also varies substantially across different types of procurement (goods, works, and services) and contract value. Open tenders attract 4 bidders in average. Based on the



Annual Procurement Report<sup>1</sup>, the total number of procurements conducted in 2023 was 114,657<sup>2</sup> (out of which 54.34% were through competitive methods i.e. Open bidding; Emergency open bidding; Two-stage bidding; Request for Quotation and e-Auction), for a total spend of AMD 439,060.4<sup>3</sup> mil. (USD1.12 billion equivalent based on the exchange rate as of May 1, 2024) of which 60,6% were by competitive methods. Out of the total AMD 160,467.3 mil. of Single Source procurements AMD 100,671.5 mil. were used for hospital services, and AMD 22,554.2 mil. were related to the natural monopolies i.e., electricity/water/gas supply, and services of the public TV and public radio companies. Average participation in 2023 (bids per bidding) was 1.7<sup>4</sup> (Goods - 1.7; Works - 2.6 and Services - 1.4)

3. In 2022, the system of review of public procurement disputes has undergone a significant reform, whereby the competence to handle such disputes has been transferred from a specialised administrative body to the general court system (Yerevan City Court).

## II. Objective

1. The main objective of MAPS is to support the GoA in its efforts to establish a modern and robust public procurement system aimed at improving procurement performance and yielding optimal results in the use of funds and delivery of services to the citizens while maintaining high standards of integrity. In order to achieve this objective, the assessment will: (i) identify strengths and weaknesses of the system, their relative importance, the major risks and their likely consequences for the efficiency of the system; (ii) identify any substantial gaps that negatively impact the quality and performance of the country's procurement system; (iii) provide a comparative analysis of the country's procurement system against MAPS standards, and (iv) making appropriate recommendations to address the identified gaps and weaknesses; and (v) elaborate a strategy and reform action plan to improve procurement performance to deliver better economic and social outcomes.
2. The assessment will inform the GoA of the current level of performance of its procurement system, the challenges the system is facing, and the opportunities for further improvements. For example, there is low trust in the legislative system, which is surrounded by superstition and emotion. To identify such problems and chart a path for future reforms that would be grounded in solid foundation, MoF has initiated a legislative update of the PPL. The assessment recommendations would be an essential input to the GoA's efforts towards a country procurement system that contributes more effectively to meeting its policy objectives, improving efficiency in public services delivery, increasing public trust, and enhancing value for money with transparency, fairness and good governance.

<sup>1</sup> Available at the [https://gnumner.minfin.am/hy/page/2023\\_tvakani\\_hashvetvutyunner/](https://gnumner.minfin.am/hy/page/2023_tvakani_hashvetvutyunner/).

<sup>2</sup> MoF Annual Procurement Report Table 2.

<sup>3</sup> MoF Annual Procurement Report Table 5.

<sup>4</sup> MoF Annual Procurement Report Table 8.



3. The assessment will be anchored in the specific needs of Armenia through the application of different elements of the new MAPS analytical framework and will allow the GoA to enhance the strategic thinking approach to clarify the vision, goals and timeframe for improving the country procurement system.
4. The MoF has requested the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), the World Bank (IBRD) and the Eurasian Fund for Stabilization and Development (EFSD) to support the GoA in carrying out a holistic assessment of the public procurement system using MAPS. The proposed assessment will provide a comprehensive view of the public procurement system, reflecting on the procurement reform efforts made so far and the remaining challenges and its conclusions will support an evidence-based recommendation and follow up actions for the government's consideration in devising a strategic plan for further enhancement of the system.

### III. Scope of the assessment

1. The core assessment will be conducted on the four pillars of MAPS, i.e., (i) legal, regulatory, and policy framework; (ii) institutional framework and management capacity; (iii) procurement operations and market practices; and (iv) accountability, integrity, and transparency. The assessment will be conducted initially through virtual means and followed with physical missions to the Republic of Armenia.
2. The assessment would be done at both central and decentral levels of the Public Procurement in Armenia, including procurement by Municipalities and State-Owned Enterprises. MoF 2023 Annual Procurement Report presents data on the contracts signed by the State Bodies; Local Self Government Bodies (Communities) as well as the Utility companies. These are summarized in the table below:

|                                                            | Signed contracts   |            |
|------------------------------------------------------------|--------------------|------------|
|                                                            | Amount<br>AMD mil. | Number     |
| State Bodies                                               | 307,454.80         | 23,700     |
| Communities                                                | 71,174.60          | 9,765      |
| Commercial and Non-Profit Organizations Under State Bodies | 41,696.80          | 47,749     |
| Commercial and Non-Profit Organizations Under Communities  | 18,734.20          | 33,443     |
| Utilities                                                  | 24,860.30          | 383        |
| TOTAL                                                      | 463,920.70         | 115,040.00 |

3. Further details on stakeholder consultations, surveys, data collection, and interviews process are covered under Section V.

### IV. Information sources

For qualitative information, the key sources are expected to be:

- a. **Documents making up the legal and regulatory framework:** laws, regulations, instructions,



issuances, manuals, procurement documents.

- b. **Other assessments** and studies available on the Republic of Armenia Public Financial Management and Public Procurement Systems from government, MDBs, and others.
- c. **Audit Reports:** recent procurement and contract management related rulings and reports, respectively, if any.
- d. **Statistical information** Contracting Authorities, e-GP and other accessible portals. The main source of the information will be the Procurement Policy Department of the MoF as a unit responsible for preparation of the Annual Procurement Reports, e-GP operation, drafting procurement documents and forms, amendments to the PPL and by-laws. To increase the accuracy of the data presented in the report, whenever possible, or required, alternative sources (i.e., Public Services Regulatory Commission (PSRC), Union of Builders, Utility companies etc.) will be sought in collaboration with the steering committee.
- e. **Interviews** with the key procuring entities to assess how the procurement system is functioning at the field level. Interviews will also be conducted with other stakeholders within government, CSO, professional associations and chamber of commerce, academic and research institutions, bidding communities, and other private sector bodies. Key governmental procuring entities will be selected by the International Consultant out of the list presented in the Appendix 1 to the 2023 MoF Annual Procurement Report. It may include 5-10 entities with largest aggregate amount of the contracts signed in 2023 as well as utilities with highest amount of capital expenditures as per the PSRC 2023 Annual report<sup>5</sup>.
- f. **Workshops** with key public procurement stakeholders (government, private sector, civil society, media, academia, etc.) to seek their collective views on the Republic of Armenia public procurement system and solicit feedback on the MAPS assessment for validation purposes, as based on previous experiences in Armenia, the dynamic of responses differs in collective workshops compared to one to one interviews.
- g. **Data collection.** There are Thirty-two (32) quantitative indicators as part of the “core” MAPS assessment. Twenty-three (23) of these require a count, which would be best achieved via a Secondary data Collection Methodology. Six (6) of the indicators require Primary Data Collection. There are three (3) indicators which will be done using both primary and secondary data collection depending on whether the specified criterion for being a member of the sampling frame is mandatory or not.

Secondary Data Collection will in most cases require a census approach, which will allow for a count and related percentages to be completed. In a few cases, the secondary data collection will be done using the selection of a stratified random sample of the requisite sampling frame with the stratification criterion being procurement entity or class of procurement, civil society grouping, class of business, among others. Primary data collection will require (a) the adoption of random sample or a stratified random sample of appropriate size to allow for the resulting sample to be representative of the corresponding population and (b) survey instrument will be designed and approved. Data collection will be done using both face-to-face and virtual methods.

Quantitative data will be gathered and analyses from a representative sample of public procurement in Armenia that was conducted for the period under consideration. The Procuring

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<sup>5</sup> Available at the [COPY \(psrc.am\)](https://psrc.am).



Entities (PEs) will comprise of ministries, departments, statutory bodies, and local governments (municipalities). Information will be gathered from several enterprises (also PEs) owned and fully controlled by the Government of Armenia. We will also gather information from Private sector organizations (including regional and international ones as may be necessary) that provide goods and services to the government. Civil societies will also be included. Sampling Frames will be sourced from the stakeholders listed in this Concept Note.

Sample will be finalized during the assessment phase (Pillar 1 implementation).

- h. **Private sector/Civil Society Organization surveys** to assess the private sector participation and perception of the public procurement environment and role of CSOs. Survey samples are expected to be done from a combination of vendors in various sizes and sectors, to have a broad understanding of private sector's action/reaction in the public procurement environment of Armenia.

## V. Governance and assessment team

1. **The leadership on MAPS in Armenia** is ensured by the MoF. The MoF appointed as the MAPS National Focal Point - Roza Hakobyan (Assistant of the Deputy Minister), to lead the project assessment team.
2. **The external (international) partners** supporting the assessment comprise ADB, EBRD, the World Bank (IBRD) and EFSD. The external partners will provide technical assistance (including consultations on assessment process, assistance in preparation of the Concept note and other documents, selection and interaction with the international and national consultants and participation in process of the assessment report preparation) and financial support (financing of expenses related to the activities of international and national consultants). The lead institution is EFSD, which will be responsible for internal (with other partners) and external (with the MoF, the MAPS Secretariat and others) coordination and communication.
3. **A multidisciplinary and cross-departmental Assessment Steering Committee (ASC)** will ensure an efficient, high-standard and participatory implementation of the Assessment. It will provide leadership and guidance to the Assessment Team throughout the exercise. It will review the draft outputs of the Assessment Team before embarking on the quality review by the MAPS Assessment Technical Advisory Group (ATAG). Members of the ASC representing the government will be acting as experts and will actively take part in the implementation process, collaborating on data and case study gathering, facilitating access to documentation upon need, and facilitating dialogue among stakeholders. ASC will be established under the MoF and will include officials from key government agencies involved in public procurement, oversight bodies and civil society, according to Annex 1.
4. **National coordinator** will be Avag Avanesyan (Deputy Minister of Finance). Assistant of the National coordinator will be Roza Hakobyan (Assistant of the Deputy Minister).
5. **International Consultant (Assessor)** already identified and selected from the pool of International Experts experienced in conducting MAPS assessment in other countries. The International Assessor will lead the assessment process. The Consultant's primary responsibilities will include providing trainings for ASC and participating stakeholders, data collection of PPS, conducting assessment by



applying MAPS methodology, preparation of the a Assessment Report etc. More detailed information is provided in Annex 3.

6. In addition to the members of project assessment team, and the International Assessor, one or two local consultants experienced in public procurement in Armenia will be identified and selected.

## VI. Stakeholders

Below is an overview of the main stakeholders; further details are provided in Annex 2:

- a. The leading stakeholder for MAPS Assessment is the MoF.
- b. National and Local Procuring Entities: details are provided in Annex 2.
- c. The key oversight agencies to be consulted as stakeholders are: State Supervision Service of Armenia and Audit Chamber.
- d. Development partners: As part of the stakeholders' consultations, the Assessment Team will co-ordinate the technical inputs of the other development partners, such as EU, EIB, CEB, OECD and various UN agencies that actively involved in the procurement reform agenda in the republic of Armenia.
- e. CSOs and private sector: CSOs involved in public procurement are amongst the stakeholders that will be consulted together with the private sector and business associations (contractors, suppliers, consultants), associations of engineers and architects, academia and media.

## VII. Communication and Use

Preparation of the assessment report will involve **extensive consultations** with a wide range of stakeholders from the government, development partners, private sector, and civil society, for which a number of bi-lingual (Armenian & English) meetings and workshops will be arranged.

During the assessment, the **Steering Committee** will have at the minimum quarterly meeting with the project Assessment Team to discuss the progress and provide assistance in overcoming any obstacles and/or bottlenecks that may occur during the assessment period.

The assessment report will be presented to the higher level in the GoA and subsequently shared with other key stakeholders in line with the dissemination plan as approved by steering committee.

The reports that will be distributed amongst the stakeholders for their feedbacks or inputs will be prepared in English with Armenian translation. The final Assessment Results will be published in English and Armenian translation at: [minfin.am](http://minfin.am).

## VIII. Outputs and timetable

The following table summarises the outputs, responsible parties, and deadlines for the MAPS assessment.



| <u>Output</u>                                                                                                                                                                                                                                                   | <u>Responsible</u> | <u>Cooperation with</u>                                                                                                   | <u>Deadlines</u>                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Concept note                                                                                                                                                                                                                                                    | MoF                | International Partners (MDBs)                                                                                             | 30.04.2024                                                                           |
| Organizational and logistical arrangements (including recruitment of assessment team and ensuring that required information and data is available)                                                                                                              | MoF                | International Partners (MDBs)                                                                                             | 30.05.2024                                                                           |
| Analysis of county context                                                                                                                                                                                                                                      | Assessment team    | Assessment Steering Committee                                                                                             | 30.06.2024                                                                           |
| Assessment of the public procurement system: <ul style="list-style-type: none"> <li>Collect data (qualitative and quantitative data)</li> <li>Apply the MAPS indicators using the three-step approach (refer to MAPS User's Guide, paragraphs 13-24)</li> </ul> | Assessment team    | Assessment Steering Committee                                                                                             | 30.10.2024                                                                           |
| Developing recommendations for prioritised reform                                                                                                                                                                                                               | Assessment team    | Assessment Steering Committee                                                                                             | 30.11.2024                                                                           |
| Validation of findings                                                                                                                                                                                                                                          | Assessment team    | Stakeholders                                                                                                              | 30.11.2024                                                                           |
| Assessment Report <ul style="list-style-type: none"> <li>Draft</li> <li>Review/Comments</li> <li>Final report</li> </ul>                                                                                                                                        | Assessment team    | Assessment Steering Committee<br><br>For MAPS Quality assurance: MAPS Secretariat and Assessment Technical Advisory Group | Draft Report: 30.12.2024<br><br>Comments: 28.02.2025<br><br>Final Report: 15.03.2025 |
| Publication of MAPS assessment report                                                                                                                                                                                                                           | MAPS Secretariat   |                                                                                                                           | 30.03.2025                                                                           |

The following table provides a general overview of the succession of the different activities, starting April 2024.

| Task / Month            | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|-------------------------|---|---|---|---|---|---|---|---|---|----|----|----|
| Concept Note, Logistics |   |   |   |   |   |   |   |   |   |    |    |    |



|                                |  |  |  |  |  |  |  |  |  |  |  |  |
|--------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|
| Analysis of Country Context    |  |  |  |  |  |  |  |  |  |  |  |  |
| Assessment: Data Collection    |  |  |  |  |  |  |  |  |  |  |  |  |
| Assessment: Analysis (3 steps) |  |  |  |  |  |  |  |  |  |  |  |  |
| Recommendations                |  |  |  |  |  |  |  |  |  |  |  |  |
| Report Writing                 |  |  |  |  |  |  |  |  |  |  |  |  |
| Validation                     |  |  |  |  |  |  |  |  |  |  |  |  |
| MAPS Quality Assurance         |  |  |  |  |  |  |  |  |  |  |  |  |
| Final Report, Publication      |  |  |  |  |  |  |  |  |  |  |  |  |

## IX. Budget and external support

The estimated the budget in USD:

| Item                                                   | Unit cost (in USD) | Units    | Total (in USD) |
|--------------------------------------------------------|--------------------|----------|----------------|
| External expert:                                       | 600 (rate per day) | 80 days  | 48,000         |
| National Expert:                                       | 350 (rate per day) | 100 days | 35,000         |
| Consultant for data collection (lump-sum):             |                    |          | 10,000         |
| Staff of external partners (In kind):                  | N/A                | N/A      | N/A            |
| Administrative support (In kind by MoF):               | N/A                | N/A      | N/A            |
| Sub-total Evaluation team                              |                    |          | 93,000         |
| International travel                                   | 1,000              | 5        | 5,000          |
| Accommodation and per diem                             | 250                | 30       | 7,500          |
| Sub-total Travel expenditures                          |                    |          | 12,500         |
| Meetings and workshops (In kind by MoF)                |                    |          |                |
| Translation (Both simultaneous, and written documents) |                    |          | 20,000         |
| Communications and printing                            |                    |          | 5,000          |
| Other expenditures (Unforeseen)                        |                    |          | 10,000         |
| Sub-Total Other Expenditures                           |                    |          | 35,000         |
| TOTAL ESTIMATED BUDGET                                 |                    |          | 140,500        |



## Annex 1 – Composition of Assessment Steering Committee/Team/ATAG

### Steering Committee:

| Function                       | Institution                                                                                       | Name                | Designation                                                                                  | Email                         |
|--------------------------------|---------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------|-------------------------------|
| <b>Chair</b>                   | Ministry of Finance                                                                               | Avag Avanesyan      | Deputy Minister of Finance                                                                   | avag.avanesyan@minfin.am      |
| <b>Members:</b>                |                                                                                                   |                     |                                                                                              |                               |
| <b>Country Representatives</b> | Ministry of Finance                                                                               | Avag Avanesyan      | Deputy Minister of Finance                                                                   | avag.avanesyan@minfin.am      |
|                                | Ministry of Territorial Administration and Infrastructure - Roads Department                      | Hasmik Ordukhanyan  | Head of purchasing department                                                                | hasmik.ordukhanyan@armroad.am |
|                                |                                                                                                   | Karen Shekoyan      | Head of the infrastructure repair project management department, project manager             | karen.shekoyan@armroad.am     |
|                                |                                                                                                   | Nelly Hovsepyan     | Chief Legal Officer of the Legal Department                                                  | nelli.hovsepyan@armroad.am    |
|                                | Ministry of Territorial Administration and Infrastructure – Armenian Territorial Development Fund | Ani Bazeyan         | Head of Works and Products Department of Procurement Department                              | a.bazeyan@atdf.am             |
|                                |                                                                                                   | Ofelia Kirakosyan   | Head of Department of Selection of Consultants of Procurement Department                     | o.kirakosyan@atdf.am          |
|                                | Ministry of Health                                                                                | Hasmik Mnatsakanyan | Head of the financial and economic department                                                | hmnatsakanyan@moh.am          |
|                                |                                                                                                   | Hasmik Sargsyan     | Head of procurement coordination department of financial and economic department             | hsargsyan@moh.am              |
|                                | Ministry of Internal Affairs                                                                      | Arsen Tamazyan      | Deputy Head of Information Technology and Communication Department                           | arsentamazyan@mia.gov.am      |
|                                |                                                                                                   | Asatur Abbasyan     | Chief Specialist of the Procurement Coordination Department of the Economic Department       | aso.abasyan@gmail.com         |
|                                | Urban Development Committee of Armenia                                                            | Araik Mnatsakanyan  | Head of procurement organization department of financial, economic and accounting department | a.mnatsakanyan@minurban.am    |
|                                | State Revenue Committee of Armenia                                                                | Edgar Hovsepyan     | Head of the procurement organization and administrative and economic support department      | edgar_hovsepyan@taxservice.am |
|                                |                                                                                                   | Sargsyan Mariam     | Head of the Procurement Coordination Department of the Procurement                           | mariam_sargsyan@taxservice.am |



| Function | Institution                 | Name | Designation                                                 | Email   |
|----------|-----------------------------|------|-------------------------------------------------------------|---------|
|          |                             |      | Organization and Administrative-Economic Support Department | vice.am |
|          | Union of informed citizens  | TBD  | TBD                                                         | TBD     |
|          | Transparency international  | TBD  | TBD                                                         | TBD     |
|          | Chamber of Audit of Armenia | TBD  | TBD                                                         | TBD     |

#### Members of Assessment Team:

| Function                                          | Institution                                     | Name                    | Designation                                         | Email                         |
|---------------------------------------------------|-------------------------------------------------|-------------------------|-----------------------------------------------------|-------------------------------|
| <b>Lead – Task Team Leader (TTL)</b>              | Ministry of Finance                             | Sergey Shahnazaryan     | Head of the Procurement policy Department           | sergey.shahnazaryan@minfin.am |
| Co-TTL                                            | World Bank                                      | Alexander Astvatsatryan | National Consultant                                 | aastvatsatryan@worldbank.org  |
| <b>Members:</b>                                   |                                                 |                         |                                                     |                               |
| <b>Consultants/Experts in the Assessment Team</b> | -                                               | Dimitri De Pues         | Lead International Consultant                       | dimitri@depues.com            |
|                                                   | World Bank                                      | Alexander Astvatsatryan | National Consultant                                 | aastvatsatryan@worldbank.org  |
| <b>MFI Working Group</b>                          | Asian Development Bank                          | Olivier Leonard         | Principal Procurement Specialist                    | oleonard@adb.org              |
|                                                   |                                                 | Murman Katsitadze       | Senior Procurement Officer                          | mkatsitadze@adb.org           |
|                                                   | Eurasian Fund for Stabilization and Development | Andrey Vasilyev         | Chief Specialist                                    | avasiliev@efsd.org            |
|                                                   |                                                 | Olga Sosnina            | Head of Division                                    | ososnina@efsd.org             |
|                                                   | World Bank                                      | Sepher Fotovat          | Senior Procurement Specialist / Country team leader | sfotovat@worldbank.org        |
|                                                   |                                                 | Armine Aydinyan         | Procurement Specialist                              | aaydinyan@worldbank.org       |
| <b>Government staff</b>                           | Ministry of                                     | Heghine Jaghinyan       | Chief Specialist at Procurement Policy Department   | heghine.jaghinyan@minfin.     |



|                                         |                        |                 |                                             |                           |
|-----------------------------------------|------------------------|-----------------|---------------------------------------------|---------------------------|
| <b>supporting<br/>Assessment Team</b>   | Finance                |                 |                                             | am                        |
|                                         | Ministry of<br>Finance | Tigran Hunanyan | Specialist at Procurement Policy Department | tigran.hunanyan@minfin.am |
| <b>Government Main<br/>Focal Person</b> | Ministry of<br>Finance | Roza Hakobyan   | Assistant of the Deputy Minister            | roza.hakobyan@minfin.am   |

**Members of Assessment Technical Advisory Group:**

| Function                       | Institution | Name | Designation | Email |
|--------------------------------|-------------|------|-------------|-------|
| <b>Chair</b>                   |             |      |             |       |
| <b>Members:</b>                |             |      |             |       |
| <b>Country Representatives</b> |             |      |             |       |
| <b>External Partners</b>       |             |      |             |       |



## Annex 2 – Stakeholder checklist

| No | Organization name                       | Name Surname          | Position                                                                         | Phone number        | Email                                |
|----|-----------------------------------------|-----------------------|----------------------------------------------------------------------------------|---------------------|--------------------------------------|
| 1  | National Assembly Of RA                 | Susanna Margaryan     | Head of the Financial Management and Accounting Department                       | 095 580 518         | susanna.margaryan@parliament.am      |
|    |                                         | Hermine Saghatelyan   | Chief Specialist of Budget Management and Procurement Department                 | 093 402 046         | hermineh@parliament.am               |
|    |                                         | Heghine Tadevosyan    | Chief Specialist of Budget Management and Procurement Department                 | 043 884 403         | heghine.tadevosyan@parliament.am     |
| 2  | General Prosecutor's Office of RA       | Ruben Arakelyan       | Head of the Financial and Economic Department                                    | 010-511-686         | ruben.araqelyan@prosecutor.am        |
|    |                                         | Aram Gabrielyan       | Head of procurement coordination department of financial and economic department | 010-511-674         | aram.gabrielyan@prosecutor.am        |
| 3  | Competition Protection Commission of RA | Nara Davtyan          | Head of the Administrative and Economic Department                               | +374 94 19 20 02    | nara.davtyan@competition.am          |
|    |                                         | Tatevik Hovhannisyan  | Head of Anti-Competitive Agreements and Public Procurement Control Unit          | +374 94 07 01 66    | tatevik.hovhannisyan@competition.am  |
| 4  | State Control Service of RA             | Zhirayr Muradyan      | Chief Controller                                                                 | 055-183-535         | zhirayr.muradyan@supervision.am      |
|    |                                         | Andranik Hovhannisyan | Chief Controller                                                                 | 091-353-335         | andranik.hovhannisyan@supervision.am |
| 5  | Ministry of Justice of RA               | Marine Muradyan       | Head of procurement department                                                   | 098-498-818         | gnumner@moj.am                       |
|    |                                         | Ani Aharonyan         | Chief specialist of procurement department                                       | 044-080-989         | gnumner.moj@gmail.com                |
| 6  | Ministry of Health of RA                | Hasmik Mnatsakanyan   | Head of the financial and economic department                                    | (060) 80-80-03/1703 | hmnatsakanyan@moh.am                 |
|    |                                         | Hasmik Sargsyan       | Head of procurement coordination department of financial and economic department | (060) 80-80-03/1804 | hsargsyan@moh.am                     |
| 7  | Road Department Foundation of RA        | Hasmik Ordukhanyan    | Head of purchasing department                                                    | 095 111 469         | hasmik.ordukhanyan@armroad.am        |
|    |                                         | Karen Shekoyan        | Head of the infrastructure repair project management department, project manager | 077 326 416         | karen.shekoyan@armroad.am            |



|    |                                                          |                     |                                                                                              |                            |                               |
|----|----------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------|----------------------------|-------------------------------|
|    |                                                          | Nelly Hovsepyan     | Chief Legal Officer of the Legal Department                                                  | 095 111 584                | nelli.hovsepyan@armroad.am    |
| 8  | Corruption Prevention Commission of RA                   | Tigranuhi Khalafyan | Acting Head of the Public Servants Conduct Control Department                                | 096-04-71-41               | tx.cpcarmenia@gmail.com       |
|    |                                                          | Anna Grigoryan      | Chief Accountant                                                                             | 093-18-38-59               | ga.cpcarmenia@gmail.com       |
| 9  | Audit Chamber of the Republic of Armenia                 | Anna Ananyan        | Expert of the Financial and Economic Department                                              | 011 888 148                | anna.ananyan@armsai.am        |
|    |                                                          | Mane Ghabuzyan      | Second department expert                                                                     | 011 888 162                | mane.ghabuzyan@armsai.am      |
| 10 | Yerevan Municipality                                     | Arpine Karapetyan   | Deputy head of the procurement department                                                    | 37498173434                | arpine.karapetyan@yerevan.am  |
|    |                                                          | Ani Hambardzumyan   | Head of the Procurement Department of the Procurement Department                             | 37493381149                | ani.hambardzumyan@yerevan.am  |
| 11 | Ministry of Education, Science, Culture and Sports of RA | Anna Mkhitarian     | Head of the department for the organization of procurement processes and grant tenders       | 374 10-599-666             | anna.mkhitarian@escs.am       |
|    |                                                          | Kristina Grigoryan  | Expert of the Department of Protection of Historical and Cultural Monuments                  | 374 10-599-683             | kristina.grigoryan@escs.am    |
| 12 | Territorial Development Fund of Armenia                  | Ani Bazeyan         | Head of Works and Products Department of Procurement Department                              | 374 60 501 560 +506        | a.bazeyan@atdf.am             |
|    |                                                          | Ofelia Kirakosyan   | Head of Department of Selection of Consultants of Procurement Department                     | 374 60 501 560 +509        | o.kirakosyan@atdf.am          |
| 13 | Ministry of Defense of Armenia                           | Hakob Melikyan      | Head of the rear support department of the main department of IDPs                           | 093 17 37 32               | hakob.meliqyan@mil.am         |
|    |                                                          | Armen Amiryan       | Head of the 1st Department of Procurement of the Department of Procurement                   | 094 00 00 18               | a.amiryan@mil.am              |
| 14 | Ministry of High Technology of RA                        | Arshak Kerobyan     | Head of Digitization Department                                                              | 010 590 031                | arshak.kerobyan@hti.am        |
|    |                                                          | Arthur Baghdasaryan | Head of purchasing department                                                                | 010 590 047                | artur.baghdasaryan@hti.am     |
| 15 | Public Services Regulatory Commission of RA              | Davit Muradyan      | Head of the Department of Development Programs of the Tariff Policy Department               | 010-528-533 (333)          | dmuradyan@psrc.am             |
|    |                                                          | Gayane Avetisyan    | Chief specialist of the Department of Development Programs of the Tariff Policy Department   | 010-528-533 (339)          | gavetisyan@psrc.am            |
|    |                                                          | Lusine Mkrtchyan    | Senior specialist of the Department of Development Programs of the Tariff Policy Department  | 010-528-533 (339)          | l.mkrtchyan@psrc.am           |
| 16 | Urban Development Committee of RA                        | Araik Mnatsakanyan  | Head of procurement organization department of financial, economic and accounting department | 011 62 17 22, 077 32 90 56 | a.mnatsakanyan@minurban.am    |
| 17 | State Revenue Committee of RA                            | Edgar Hovsepyan     | Head of the procurement organization and administrative and economic support department      | 060 844 414                | edgar_hovsepyan@taxservice.am |



|    |                                                        |                            |                                                                                                                                    |             |                               |
|----|--------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------|
|    |                                                        | Sargsyan Mariam            | Head of the Procurement Coordination Department of the Procurement Organization and Administrative-Economic Support Department     | 060 844 410 | mariam_sargsyan@taxservice.am |
| 18 | Ministry of Internal Affairs of RA                     | Arsen Tamazyan             | Deputy Head of Information Technology and Communication Department                                                                 | 37494116697 | arsentamazyan@mia.gov.am      |
|    |                                                        | Asatur Abbasyan            | Chief Specialist of the Procurement Coordination Department of the Economic Department                                             | 37496559555 | aso.abasyan@gmail.com)        |
| 19 | Territorial administration and infrastructures of RA   | Karen Babakhanyan          | Head of the procurement coordination department of the RA TEKN procurement coordination and organizational and economic department | (095)700078 | k.babakhanyan@mta.gov.am      |
|    |                                                        | Sargis Sayadyan            | Coordinating and organizational economic procurement of TKEN of the Republic of Armenia                                            | (098)022177 | s.sayadyan@mta.gov.am         |
| 20 | Ministry of Economy of RA                              | Gayane Atoyan              | head of the organizational and economic department of the department"                                                              | 011-597-192 | gayaneatoyan77@mail.ru        |
|    |                                                        | David Mheryan              | Head of the Financial and Accounting Department                                                                                    | 011 597 223 | dmheryan@mineconomy.am        |
|    |                                                        | Gayane Danielyan           | Counselor                                                                                                                          | 011 597 194 | gdanielyan@mineconomy.am      |
| 21 | Chamber of Commerce and Industry of RA                 |                            |                                                                                                                                    |             |                               |
| 22 | Chamber of Advocates of RA                             | Arev Harutyunyan           | Member of the Youth Council                                                                                                        | 094 420 327 | premiumlaw01@gmail.com        |
| 23 | Union of Leading Technologies Enterprises NGO          | TBD                        | TBD                                                                                                                                | TBD         | TBD                           |
| 24 | Palace of Architects of Armenia                        | Boris Kocharyan to Monisti | Deputy President                                                                                                                   | 094 430 518 | bmkocharian@mail.ru           |
| 25 | Mantashyants NGO                                       | TBD                        | TBD                                                                                                                                | TBD         | TBD                           |
| 26 | Union of Industrialists and Businessmen of Armenia NGO | Armen Martirosyan          | Vice President, Director of Antares Media Holding                                                                                  | 091 406 648 | armen_martirosyan@antares.am  |
| 27 | Union of Builders of Armenia NGO                       | Rita Avagimyan             | Deputy Director of Purchasing and Pricing of the Horizon 95 construction company                                                   | 093 147 377 | rita17.11@mail.ru             |
| 28 | State Administration Academy of RA NGO                 | TBD                        | TBD                                                                                                                                | TBD         | TBD                           |
| 29 | Union of informed citizens                             | TBD                        | TBD                                                                                                                                | TBD         | TBD                           |



|    |                            |     |     |     |     |
|----|----------------------------|-----|-----|-----|-----|
| 30 | Transparency international | TBD | TBD | TBD | TBD |
| 31 | Ngocenter                  | TBD | TBD | TBD | TBD |
| 32 | Infocom                    | TBD | TBD | TBD | TBD |
| 33 | CivilNet                   | TBD | TBD | TBD | TBD |
| 34 | Hetq                       | TBD | TBD | TBD | TBD |



Annex 3 – ToR for International Consultant  
(see separate files)



## ARMENIAN PUBLIC PROCUREMENT PERCEPTION SURVEY (MAPS)

## Question Title

1. Կազմակերպության գտնվելու վայրը (Խնդրում ենք նշել համապատասխան պատասխանը)/  
Location of the company (Please tick the applicable response)

Երևան/ Yerevan

ՀՀ այլ մարզեր/ Other regions of Armenia

ՀՀ-ից դուրս/ Outside Armenia

## Question Title

2. Ձեր ընկերության աշխատակիցների թիվը (Խնդրում ենք նշել համապատասխան պատասխանը)/  
Number of employees in your company (Please tick the applicable response)

մինչև 15/ Less than 15

15-40/ 15-40

41-ից ավել/ Over 41

## Question Title

3. Որ գնման առարկայի մասով է ձեր ընկերությունը մասնագիտացած: (Խնդրում ենք նշել պատասխանի մեկ կամ մի քանի տարբերակներ)/ In which procurement field is your company involved? (Please tick one or more response options)

Ապրանքներ/ Goods

Ծառայություններ/ Services

Աշխատանքներ/ Works

## Question Title

4. Ձեր ընկերությունը ու՞նի առանձին բաժին/հատուկ թիմ, որը պատասխանատու է պետական պայմանագրերի շրջանակում հայտեր պատրաստելու համար:/ Does your company have a separate division/dedicated team in charge of preparing bids for government contracts?

Այո/ Yes

Ոչ/ No

## Question Title

5. Ձեր կարծիքով, լիազոր մարմնում (Ֆինանսների նախարարությունում) կա՞ պետական գնումների հետ կապված շահերի բախման խնդիր:/ Do you think there is a problem with conflicts of interest concerning public procurement in the normative/regulatory institution (Ministry of Finance)?

Այո/ Yes

Ոչ/ No

## Question Title

6. Ձեր կարծիքով, պատվիրատուների մոտ կա՞ պետական գնումների հետ կապված շահերի բախման խնդիր:/ Do you think there is a problem with conflicts of interest concerning public procurement in procuring entities?

Այո/ Yes

Ոչ/ No

## Question Title

7. Եթե պատասխանել էք Այո, խնդրում ենք պատճառաբանել ձեր կարծիքը (շահերի բախման դրսևորման ձևը):/ If you answered Yes, please give the reason for your opinion (what kind of conflicts of interest).

## Question Title



8. Արդյո՞ք գործարար համայնքը իրազեկվում է կառավարության կողմից ամեն անգամ, երբ պետական գնումների իրավական կամ ինստիտուցիոնալ դաշտում փոփոխություն է տեղի ունենում (Խնդրում ենք նշել համապատասխան պատասխանը):/ Does the government communicate with the business community in order to inform them each time there is a change in the legal or institutional framework for public procurement? (Please tick the applicable response)

Միշտ/ Always

Հաճախ/ Often

Հազվադեպ/ Seldom

Երբեք/ Never

Question Title

9. Արդյո՞ք գտնու՞մ եք, որ պետական գնումների իրավական կամ ինստիտուցիոնալ դաշտի փոփոխություններին հեշտ է հետևել:/ Do you find that changes in the legal or institutional framework for public procurement are easy to follow?

Միշտ/ Always

Հաճախ/ Often

Հազվադեպ/ Seldom

Երբեք/ Never

Question Title

10. Դուք ունե՞ք բավարար ռեսուրսներ՝ հետևելու պետական գնումների /կանոնակարգերի փոփոխություններին:/ Do you have competent resources to follow the changes in public procurement law/regulations?

Միշտ/ Always

Հաճախ/ Often

Հազվադեպ/ Seldom

Երբեք/ Never

Question Title

11. Երբևէ մասնակցե՞լ եք մասնավոր հատվածի համար կազմակերպված կարողությունների զարգացման/վերապատրաստման որևէ ծրագրի կամ պետական գնումների վերաբերյալ տեղեկատվական միջոցառումների:/ Have you participated in any capacity building/training programmes or information sessions on public procurement organized for the benefit of the private sector?

Այո/ Yes

Ոչ/ No

Question Title

12. Եթե պատասխանել եք Այո (մասնակցել եք), ո՞ր կառույցի կողմից էր այն կազմակերպվել և ե՞րբ:/ If you answered Yes (have participated), who organized it and when?

Question Title

13. Եթե պատասխանել եք Այո (մասնակցել եք), որքանո՞վ էր արդյունավետ/օգտակար միջոցառումը:/ If you answered Yes (have participated), how effective/useful was the event?

Շատ արդյունավետ/օգտակար/ Very effective/useful

Բավական արդյունավետ/օգտակար/ Quite effective/useful

Ոչ այնքան արդյունավետ/օգտակար/ Not really effective/useful

Ոչ արդյունավետ/օգտակար/ Not effective/useful

Question Title



14. Եթե պատասխանել եք Ոչ (չեք մասնակցել), ո՞րն է պատճառը: / If you answered No (have not participated), what was the reason?

Տեղեկություն/հրավեր չի եղել / No information/invitation

Հետաքրքրություն չկա / Not interested

Ժամանակ չկա / No time

Վճարի պահանջ / Request for fee

Այլ / Other

Question Title

15. Ի՞նչ եք կարծում, պետական գնումների ոլորտում առկա են հետևյալ պայմանները: (Խնդրում ենք նշել յուրաքանչյուր հարցի համապատասխան պատասխանները) / Do you think that the following conditions are met in the field of public procurement? (Please tick the applicable responses for each question)

Արդյո՞ք ֆինանսավորման հասանելիությունը բավարար է: / Is the access to financing appropriate?

Այո / Yes

Ոչ / No

Question Title

16. Արդյո՞ք գնման ձևերը/ընթացակարգերը ընտրվում են գնումների ռիսկին և արժեքին համաչափ: / Are procurement methods/procedures proportionate to the risk and value of procurement?

Այո / Yes

Ոչ / No

Question Title

17. Արդյո՞ք պետական գնումներին մասնակցելու կանոններն ու պայմանները պարզ են և ճկուն: / Are the rules and conditions for participating in public procurement simple and flexible?

Այո / Yes

Ոչ / No

Question Title

18. Արդյո՞ք պայմանագրերի պայմանները արդարացիորեն բաշխում են պայմանագրերի կատարման հետ կապված ռիսկերը: / Do the conditions of contracts fairly distribute risks associated with performance of contracts?

Այո / Yes

Ոչ / No

Question Title

19. Արդյո՞ք վճարման պայմանները արդարացի են: / Are the payment conditions fair?

Այո / Yes

Ոչ / No

Question Title

20. Արդյո՞ք հաշիվ-ապրանքագրերը վճարվում են ժամանակին: / Are the invoices paid on time?

Այո / Yes

Ոչ / No

Question Title

21. Արդյո՞ք պայմանագրային վեճերի լուծման և բողոքարկման մեխանիզմները արդյունավետ են: / Are dispute resolution and appeal mechanisms effective?

Այո / Yes

Ոչ / No



Question Title

22. Ձեր կարծիքով, պետական գնումների ո՞ր պայմանները պետք է բարելավվեն՝ մասնավոր ընկերությունների մուտքը պետական գնումների շուկա հեշտացնելու համար: / In your opinion, which aspects/conditions of public procurement should be improved in order to facilitate the access of private companies to the public procurement market?

Question Title

23. Երբևէ մասնակցե՞լ էք պետական գնումների մրցույթի: / Have you ever participated in public procurement tenders?

Այո/ Yes

Ոչ/ No

Question Title

24. Եթե պատասխանել եք Ոչ (չեք մասնակցել), խնդրում ենք նշել պատճառը: / If you answered No (have not participated), please indicate the reason?

Question Title

25. Դուք երբևէ բողոք ներկայացրե՞լ եք պատվիրատուի որոշման կամ գործողության դեմ: / Have you ever made a complaint against the actions or decisions of a contracting authority?

Այո/ Yes

Ոչ/ No

Question Title

26. Եթե պատասխանել եք Այո (բողոքարկել եք), տպավորություն ունե՞ք, որ համակարգը հուսալի է և արդարացի: / If you answered Yes (have made a complaint), do you have the impression that the system is reliable and fair?

Այո/ Yes

Ոչ/ No

Question Title

27. Եթե պատասխանել եք Այո (բողոքարկել եք), կարծու՞մ եք, որ որոշումը (բողոքը քննող անձի կամ դատարանի կողմից ընդունված) պարզ է և համապատասխան նմանատիպ դեպքերի համար ընդունված մյուս որոշումներին: / If you answered Yes (have made a complaint), did you find that the decision (by complaint review body or court) was clear and coherent with its other decisions in similar cases?

Այո/ Yes

Ոչ/ No

Question Title

28. Եթե պատասխանել եք Ոչ (բողոք չեք ներկայացրել), ո՞րն է պատճառը: / If you answered No (have not made a complaint), what was the reason?

Դուք կարծել եք, որ պատվիրատուների գործողությունները կամ որոշումները արդար և ողջամիտ են, և բողոք ներկայացնելու պատճառ չկա/ You felt that the actions or decisions of the contracting authorities were fair and reasonable and that there was no reason to make a complaint

Դուք կարծել եք, որ պատվիրատուների գործողությունները կամ որոշումները սխալ էին, բայց չեք հավատում, որ բողոքարկման համակարգը բավականաչափ արդար և հուսալի է, որպեսզի բողոք ներկայացնել/ You felt that the actions or decisions of the contracting authorities were wrong, but you did not believe that the system for reviewing complaints was fair and reliable enough to make it worthwhile making a complaint

Այլ պատճառ/ Other reason

Question Title



29. Ի՞նչ եք կարծում, արտադատական համակարգի վերացումը և գնումների ընթացակարգերը միայն դատարաններում բողոքարկելու իրավասությունը թողնելը (բողոքների քննության հատուկ ընթացակարգի միջոցով) դրական փոփոխություն էր համակարգի համար: / Do you think that eliminating out-of-court system and leaving the authority to appeal procurement procedures only in the courts (through a special procedure for investigation of complaints) was a positive change for the system?

Այո/ Yes

Ոչ/ No

Question Title

30. Ընդհանուր առմամբ, ինչպե՞ս կգնահատեք պետգնումների բողոքարկման համակարգը: (Խնդրում ենք ընտրել համապատասխան պատասխանը)/ In general, how would you evaluate the complaints system in public procurement? (Please select the applicable response)/

Համակարգը միշտ աշխատում է արդար, թափանցիկ և կանխատեսելի/ The system always works in a fair, transparent and predictable manner

Համակարգը հիմնականում աշխատում է արդար, թափանցիկ և կանխատեսելի/ The system mostly works in a fair, transparent and predictable manner

Համակարգը հազվադեպ է աշխատում արդար, թափանցիկ և կանխատեսելի/ The system rarely works in a fair, transparent and predictable manner

Համակարգը երբեք չի աշխատում արդար, թափանցիկ և կանխատեսելի/ The system never works in a fair, transparent and predictable manner

Question Title

31. Ձեր կարծիքով, ի՞նչպես կարելի է բարելավել պետգնումների բողոքարկման համակարգը Հայաստանում: / In your opinion, what could be improved regarding the public procurement complaint/appeal system in Armenia?

Question Title

32. Արդյոք համարո՞ւմ եք, որ ընկերություններից ակնկալվում է նվեր/կաշառք՝ պետական գնումների պայմանագիր ապահովելու/ստանալու համար: / Do you consider that companies are expected to give a gift/bribe to secure contract in public sector?

Այո/ Yes

Ոչ/ No

Question Title

33. Դուք երբևէ նվեր/կաշառք առաջարկե՞լ եք գնումների գծով պատասխանատու պաշտոնյային կամ որևէ մեկին պետական գնումներում պայմանագիր ստանալու համար: / Have you ever offered gift/bribe to an official in charge of procurement or to anyone else in order to get a public contract?

Այո/ Yes

Ոչ/ No

Question Title

34. Ձեր կարծիքով, ինչպիսի՞ն է հետևյալ միջոցառումների արդյունավետության մակարդակը (եթե դրանք ձեռնարկվեն) ՀՀ պետական գնումների ոլորտում կոռուպցիայի դրսևորման պրակտիկայի նվազեցման առումով: Խնդրում ենք յուրաքանչյուր միջոցառման մասով ընտրել համապատասխան պատասխանը: / In your opinion, what is the level of effectiveness of these measures (if they are taken) for reducing corruption practices in RA public procurement system? Please give a score to each measure: Էլեկտրոնային գնումների համակարգի կիրառումը/ Use of e-procurement system

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective



Ոչ արդյունավետ/ Not effective

Question Title

35. Տեղեկատվության և/կամ վերապատրաստման տրամադրում այն մասին, թե ինչ է կոռուպցիան և ինչպես կարելի է այն նվազեցնել/ Providing information and/or training on what constitutes corruption and how to reduce it

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective

Ոչ արդյունավետ/ Not effective

Question Title

36. Միավ Վարքագծի մասին հայտնելու համար հատուկ ուղի (օրինակ՝ ազդարարման միասնական էլեկտրոնային հարթակ)/ Dedicated reporting channel to report misconduct (e.g. unified electronic platform for whistle-blowing)

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective

Ոչ արդյունավետ/ Not effective

Question Title

37. Մատակարարների համար հայտարարագրման ձևեր՝ հաստատելու իրենց համապատասխանությունը հակակոռուպցիոն կանոններին/ Declaration forms for suppliers to affirm their compliance with anti-corruption rules

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective

Ոչ արդյունավետ/ Not effective

Question Title

38. Իրական շահառուների սեփականության բացահայտում/ Disclosure of beneficiary ownership

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective

Ոչ արդյունավետ/ Not effective

Question Title

39. Պետական պաշտոնյաների գույքի/եկամուտների և շահերի հայտարարագրում/ Declaration of property/income and personal interests of public officials

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective

Ոչ արդյունավետ/ Not effective

Question Title

40. Ուժեղ իրավապահ համակարգ/ Strong law enforcement system

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective

Ոչ արդյունավետ/ Not effective



Question Title

41. Պետական և մասնավոր կազմակերպությունների վարքագծի կանոններ (օրինակ՝ Կորպորատիվ կառավարման օրենսգիրք)/ Code of Conduct for public and private entities (e.g. Corporate Governance Code)

Շատ արդյունավետ/ Very effective

Բավական արդյունավետ/ Quite effective

Ոչ այնքան արդյունավետ/ Not really effective

Ոչ արդյունավետ/ Not effective

Question Title

42. Ո՞ր երեք միջոցները կառաջարկեք ձեռնարկել պետական գնումներում կոռուպցիայի դեմ պայքարելու համար:/ Which three measures would you propose to take in order to combat corruption in public procurement?

Question Title

43. Դուք կամ ձեր ընկերությունը գիտե՞ք որևէ քաղաքացիական հասարակության կազմակերպություն (ՔՀԿ), որն ակտիվորեն իրականացնում է պետական գնումների վերահսկողություն:/ Are you or your company aware of any CSO actively providing oversight in public procurement?

Այո/ Yes

Ոչ/ No

Question Title

44. Եթե պատասխանել եք Այո, խնդրում եմ բերեք օրինակներ:/ If you answered Yes, please provide some examples.

Question Title

45. Եթե պատասխանել եք Ոչ, կարծում եք, որ ՔՀԿ-ների մասնակցությունը պետական գնումների մոնիտորինգին կարո՞ղ է օգտակար լինել:/ If you answered No, do you think that participation of CSOs in monitoring public procurement could be useful?

Այո/ Yes

Ոչ/ No

Question Title

46. Խնդրում ենք բացատրել ձեր պատասխանը:/ Please explain your answer.

