

# **Methodology for Monitoring and Evaluation of the “National Action Plan for Strengthening the Fight against Corruption for 2022–2026”**

## **1. Introduction**

1.1. Paragraph 6 of the Order of the President of the Republic of Azerbaijan dated 4 April 2022, No. 3199, “On the Approval of the National Action Plan for Strengthening the Fight against Corruption for 2022–2026” (hereinafter – the Order), recommends that the Anti-Corruption Commission of the Republic of Azerbaijan (hereinafter – the Commission) ensure the regular evaluation of the implementation of the “National Action Plan for Strengthening the Fight against Corruption for 2022–2026” (NAP), take measures to involve civil society institutions in this process, and regularly inform the public about the work carried out. Furthermore, Paragraph 4 of the Order recommends that the Commission regularly analyze the status of the work performed in relation to the implementation of the NAP and report to the President of the Republic of Azerbaijan on this matter.

1.2. By the decision of the Commission dated 10 August 2024, a working group on the evaluation of state programs on combating corruption (hereinafter – the Working Group) was established, and the composition of the Working Group was approved at the joint meeting of the Commission’s working groups held on 8 April 2025.

1.3. In conceptual documents such as the NAP, only relevant measures are stipulated, and therefore no indicators are defined that allow the level of implementation of these measures to be assessed quantitatively. Although the NAP specifies the name of the measure as well as its initial, intermediate, and final results, it does not define which specific indicators should be used to implement the measure. This creates difficulties in the accurate, correct, and consistent evaluation of the measure. When concrete indicators exist, it becomes possible to assess the level of implementation of the measure, and additional actions may be planned for measures that are not implemented or have a low level of implementation. Therefore, there is a need for methodologies that clarify the content of such documents.

1.4. Taking the above into account, the Secretariat of the Commission has developed the “Methodology for Monitoring and Evaluation of the National Action Plan for Strengthening the Fight against Corruption for 2022–2026” (hereinafter – the Methodology), which was discussed and adopted at the meetings of the Working Group. Members of the Commission’s working groups representing 13 state bodies (institutions) and 13 civil society organizations participated in the discussions, and relevant improvements were made to the content of the Methodology based on their proposals.

1.5. In addition, according to Sub-paragraph 2.4.1 of Annex No. 2 to the “Rule on the Preparation, Implementation, Monitoring, and Evaluation of State Programs” (hereinafter – the Rule), approved by the Decree of the President of the Republic of Azerbaijan dated 6 March 2021, No. 1294, a fully implemented measure is evaluated with 1 point, a partially implemented measure with 0.5 points, and a non-implemented measure with 0 points. The Methodology also regulates the provisions determining the percentage of work that must be carried out for a measure to be considered fully or partially implemented, or not implemented.

1.6. The Methodology is based on the Rule and on the theory of change, which is widely used in international practice. The theory of change consists of five elements—input, activity, output, outcome, and impact—which together allow for measuring the

quantitative and qualitative changes created by the measures envisaged under state programs in society and public administration.

1.7. Input includes the human and material resources expended for the implementation of the measure.

1.8. Activity refers to the concrete tasks performed in connection with the implementation of the measure (for example, the establishment of a working group to create a portal enabling the online management of the recruitment process for paid public work; the preparation by the working group of a draft on the technical and legal parameters of the portal; the development of the portal's technical-software solution; the adoption of a normative legal act concerning the portal).

1.9. Output refers to the concrete product generated by the measure (for example, the launch of an electronic portal ensuring that the recruitment for paid public work is conducted online and in an orderly queue). Outcome includes the short- and medium-term (1–3 years) changes, benefits, and effectiveness created by the output (for example, a decrease in the number of complaints regarding the recruitment for paid public work; submission of applications for participation in paid public work through the portal; elimination of the practice of paying salaries without actual involvement in work).

1.10. Impact refers to the long-term (more than 3 years) and broader socially beneficial objectives (for example, increased transparency, increased citizen satisfaction, strengthened public trust in state bodies (institutions), prevention of corruption-related offenses, increase in the number of employed persons, reduction of poverty). Achieving such objectives is not possible through a single measure and requires the comprehensive implementation of additional measures.

1.11. The indicators under the output component of the Methodology provide for quantitative evaluation, while the indicators under the outcome and impact components provide for both quantitative and qualitative evaluation. Each measure is evaluated on a 100-point scale according to the output indicators. This allows the implementing body (institution) to determine in advance the conditions necessary for the implementation of the respective measure. In addition, the clear identification of the scoring criteria for the respective indicators enables the uniform and accurate evaluation of the work performed and allows the level of implementation of each measure and the performance indicators of each body (institution) to be measured precisely.

1.12. Under the outcome component, the quantitative indicators before the implementation of the measure are compared with the indicators after its implementation. A positive change of 50% after the implementation of the measure compared to the pre-implementation period is considered the highest outcome.

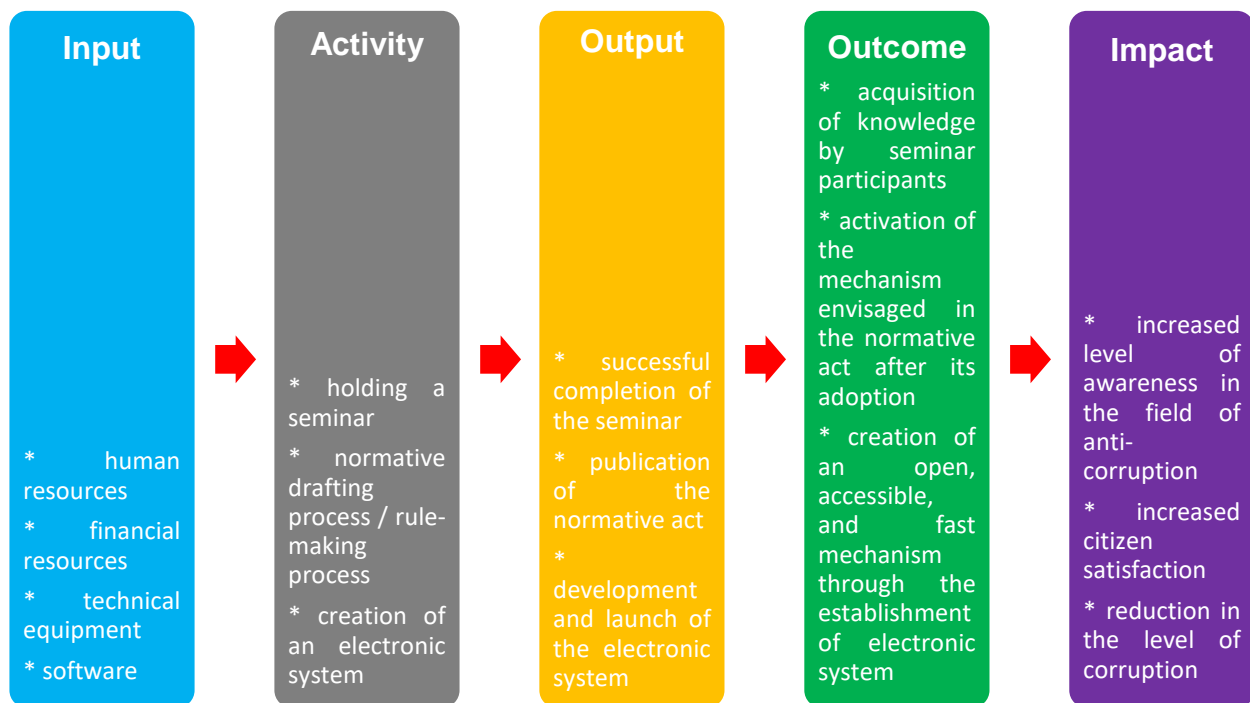
1.13. The 48 indicators envisaged in the Methodology under the impact component (for example, improvement of the country's performance in international rankings; increase in the amount of gross domestic product per capita; growth of state budget revenues due to compensation of material damages; lawful, targeted, and efficient use and management of public funds as a result of the application of effective financial control mechanisms; strengthening of public trust in state bodies (institutions); increase in citizen satisfaction; etc.) cover various areas of society and public administration. Since these indicators allow the impact of the measures envisaged in the NAP to be determined in the respective areas, they increase the public significance of the Methodology.

## **2. Theory of Change and the Essence of the Methodology**

2.1. According to the theory of change, the chain of change consists of five elements: input, activity, output, outcome, and impact (see Diagram No. 1 and No. 2).

2.2. Input refers to the material and human resources used during the implementation of the respective measure. Material resources include financial means, technical equipment, software, and other items. Human resources refer to employees and other persons engaged in the implementation of the measure. If input does not exist, the second element of the theory of change—activity—cannot exist either. Therefore, the lack of sufficient input (resources) may in some cases result in the non-implementation or low-quality implementation of the measure.

2.3. Indicators of input are determined precisely. That is, concrete directions of expenditure for the funds to be used are clarified in advance. Incorrect assessment of the situation at this stage may lead to an unsuccessful outcome even if sufficient input resources are available. For example, if a measure envisages the creation of an electronic archive, and the archive does not exist or is disorganized, the likelihood of achieving a successful outcome under the respective measure is low. This is because the relevant material resources—documents—either do not exist or are incomplete.



**Diagram No. 1. Elements of the Change Chain**

2.4. Activity indicates who will implement a given measure, when, where, and what will be carried out. Depending on the content and purpose of the measure, the content of the activity also varies. For example, if the measure involves the adoption of a normative legal act, the activity covers the procedures associated with the adoption of that act (establishment of a working group; distribution of responsibilities among members of the working group; analysis by each member of the substance of the relevant issue, as well as the assessment of foreign and international experience; identification of relevant gaps and inconsistencies; preparation of a draft based on these processes; submission of the draft to the relevant bodies for coordination; coordination of the draft; submission

of the coordinated draft to the competent authority for approval; and publication of the act). In contrast, a measure related to the conduct of a training involves different stages: conducting a needs assessment survey among the target group in accordance with the content and purpose of the training; preparing a training program based on the identified needs; coordinating the training program with relevant stakeholders; engaging qualified trainers; inviting participants to the training; conducting a preliminary diagnostic assessment prior to the training; delivering the training; and evaluating the training results through a survey (such as the organization of the training, the educational characteristics, and the knowledge acquired by the participants).

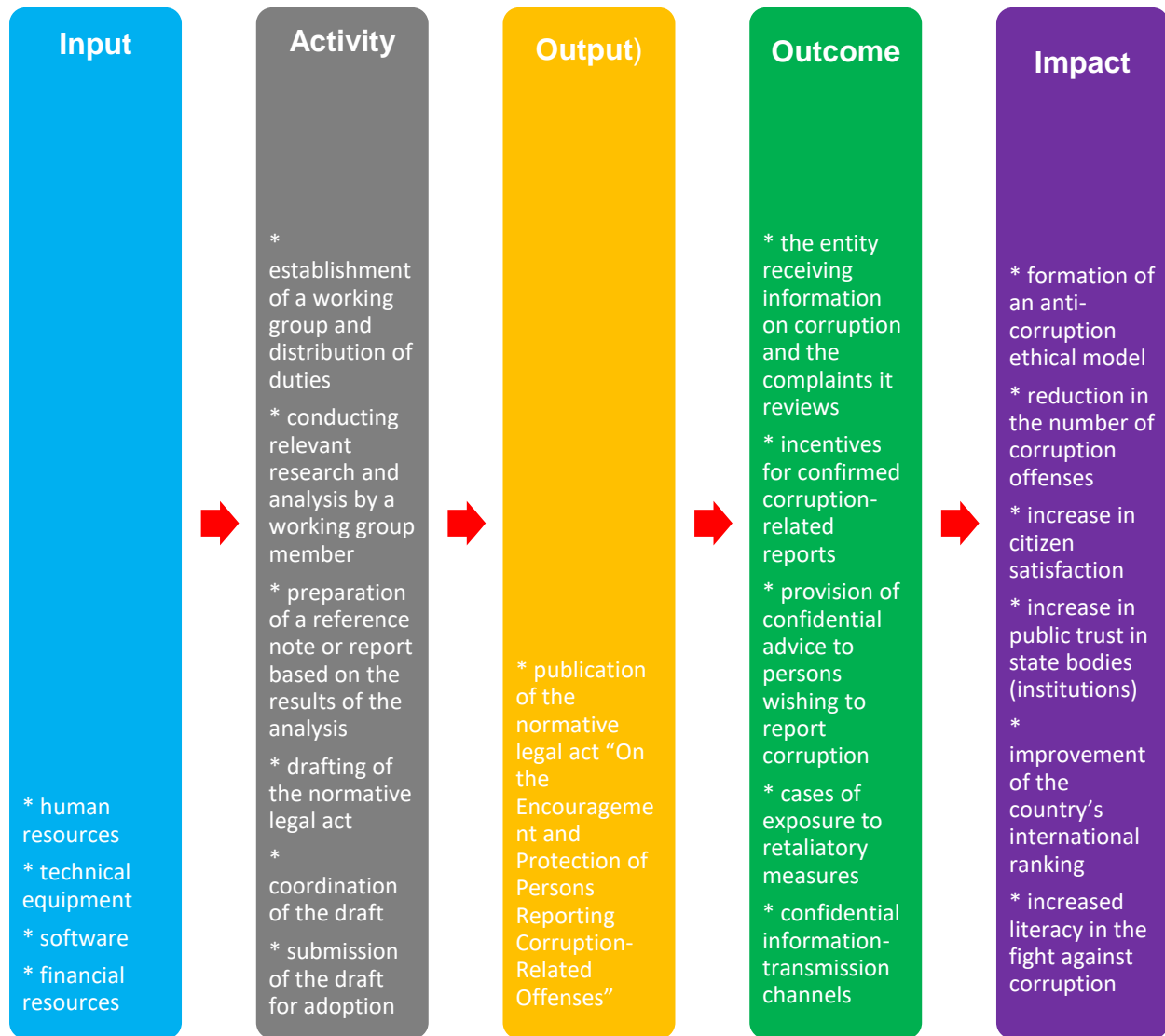
2.5. When organizing an activity, indicators for the respective stages are also identified. These indicators ensure control over the proper and timely implementation of the activity. For example, during the process of adopting a normative legal act, a working group is established at the initial stage, and then responsibilities are distributed among the group members, with each member conducting research and analysis on a specific issue. Once the corresponding indicators (distribution of tasks, conduct of analysis and research) are defined at this initial stage, the implementers submit the result of their work—an analytical note (report) on the conducted research and analysis—within the precisely determined timeframe. This enables the assessment of the quality of the activity at an early stage, increases the effectiveness of coordination, and ensures the timely implementation of the measure.

2.6. Activity indicators also serve the effective and efficient implementation of the measure. Therefore, when identifying activity indicators, not only the issues that constitute the essence of the measure but also other matters necessary for its effective and efficient completion are taken into account, and indicators are established accordingly. For example, if the measure involves the creation of an electronic system, not only the necessary technical and legal issues related to the system should be considered, but also the interests of the users of that system. Taking into account the interests of those users increases the number of users of the system and their satisfaction, which in turn affects the impact and outcome of the measure.

2.7. Output includes the final product of the measure and varies depending on the content of the measure. For example, if the measure relates to the adoption of a normative legal act, the publication of the normative legal act constitutes the output of the measure. If the measure involves the creation of an electronic system, the establishment and application of that electronic system is considered to constitute the output. Output also includes the completion of training by a certain number of participants, the formation of a pool of professional specialists, and similar results.

2.8. Output indicators relate to the quantitative and qualitative characteristics of the work produced. For example, although the publication of a normative legal act is the output of the respective measure, the qualitative aspects of that act constitute its output indicators. In other words, the nature of the normative legal act, the minimum requirements it must meet, and its compliance with international standards are output indicators. For example, if a normative legal act concerns the encouragement and protection of whistleblowers in relation to corruption-related violations, the output indicators of this measure are shaped in accordance with the minimum requirements of the relevant international standards (such as the existence of mechanisms for protecting employees from retaliatory measures in workplaces; encouragement of whistleblowers; impartiality and independence of the structural unit receiving corruption reports;

mandatory review of anonymous submissions containing credible evidence; keeping unified statistics on corruption-related reports; and other relevant requirements).



**Diagram No. 2. Elements of the Change Chain for the Measure on the Adoption of the Normative Legal Act "On the Encouragement and Protection of Persons Reporting Corruption-Related Offenses"**

2.9. Although output is the final product of the measure, it is not by itself an indicator of whether the measure has been successful. The effectiveness of a measure is determined based on its impact and outcome. This is the main feature that differentiates output from impact and outcome. For example, a normative legal act compliant with international standards may be adopted, but if the bodies (institutions) are not ready to implement it, its implementation will be unsuccessful. Or even if an advanced electronic system is created, the result will not be considered effective if users do not have the skills to use the system or if the system is not used at all. In other words, in such cases the measure has an output, but no outcome.

2.10. The change chain follows a sequential order. Each process turns into the next one. Therefore, output turns into outcome. If output does not turn into outcome, then

it has no significance. The achievement of output depends on the implementing institution. However, the achievement of outcome is not fully within the control of the implementing institution. Output is the direct product of the activity; therefore, it is measured by the quantity and quality of the services provided and the work completed. In contrast, outcome is achieved through the application or use of the output and reflects the benefit of the measure and the change occurring in the existing situation.

2.11. Outcome, unlike output, reflects the short-term (up to 1 year) and medium-term (1–3 years) changes and benefits created by the measure in social relations. Unlike outcome, output shows the final product of the activity and describes its characteristics but does not reflect achievement or change. For example, the publication of a normative legal act “On the Encouragement and Protection of Persons Reporting Corruption-Related Offenses” is the output of the measure. However, after the adoption of that normative legal act, the designation of a separate subject responsible for receiving corruption-related reports, the examination of such reports and conducting objective investigations, the encouragement of authors of substantiated corruption-related reports, the provision of confidential advice to potential whistleblowers, identifying instances of retaliatory measures in workplaces against persons reporting corruption, and establishing confidential reporting channels constitute the outcome of this measure. Based on these outcome indicators, it is determined how beneficial the measure is for society and how effective the measure itself is.

2.12. Outcome indicators are evaluated based on both quantitative and qualitative criteria. For example, in a training measure, the number of individuals involved in the training is a quantitative indicator, whereas the result of a survey conducted among participants regarding the content and usefulness of the training may serve as its qualitative indicator. In such cases, even if the number of participants is sufficient, the lack of necessary knowledge and skills by the trainer, resulting in participants not acquiring relevant knowledge, negatively affects the outcome of the measure. Therefore, outcome indicators are based on measurable information and cover all areas where the measure is expected to create change.

2.13. Impact indicators include broad, long-term (3–5 years or more) positive changes resulting from the respective measure, and such changes cannot be achieved solely through this measure. Therefore, impact indicators are closely related to the objectives of the relevant measure. Such broad and general objectives cannot be achieved through a single measure; they require additional measures and collective effort. For example, to reduce the number of corruption-related offenses, adopting a normative legal act “On the Encouragement and Protection of Persons Reporting Corruption-Related Offenses” is not sufficient; this requires a broader and more conceptual system of measures. Similarly, improving the country’s performance in international rankings cannot be achieved by implementing just one measure.

### **3. Assessment under the Methodology**

3.1. Assessment under the Methodology is carried out in accordance with the Rule. Issues not covered by the Rule are regulated by the Methodology.

3.2. Input Indicators – Responses and Assessment

3.2.1. In the questionnaire, information requested under the input indicator is presented separately for human and material resources. Although it is intended that such

information be provided as accurately as possible, approximate calculations may be acceptable in some cases. Assessment under the input indicator is conducted through quantitative evaluation and analyzed in terms of the appropriateness of the cost incurred relative to the nature of the work performed. According to Sub-paragraph 1.6.12 of the Rule, “efficiency is an evaluation criterion that measures the degree to which resources spent for the implementation of the state program are converted into intended results.” According to Paragraph 4.9 of the Rule, the monitoring of the implementation of a state program in accordance with the Rule does not preclude the verification, under state financial control, of the proper and efficient use of state budget funds allocated for its implementation, nor the conduct of state oversight measures by the Administration of the President of the Republic of Azerbaijan within the framework of ensuring compliance with legislation and executive discipline, nor the evaluation of the activities of executive authorities and state institutions and the efficiency of the projects they implement.

3.2.2. Material resources include expenses for material-technical means acquired for the implementation of the measure (computers, printers, software, office supplies, etc.), and other goods and items. Human resources refer to salaries paid for the implementation of the measure or payments made under service contracts for work performed. For example, if a measure involves the establishment of an information system, both material and human resources are calculated under its input indicators. In this case, expenses incurred for the development of the software (e.g., payment to the contractor who developed the software under a service contract) are considered material resources, while salaries paid to officials responsible for this work in the institution are considered human resource costs.

3.2.3. Human resource costs are determined based on the salary paid to an employee of the institution. Such salary is calculated by multiplying the employee’s hourly wage by the number of hours spent on the task. If multiple persons are involved in the measure, the same calculation applies to each, and the total is summed. For example, if three employees are engaged in a measure, with monthly salaries of 3,000, 4,000, and 5,000 manats respectively, and the monthly work norm for all three is 160 hours, then their hourly wages are 18.75 (3000/160), 25 (4000/160), and 31.25 (5000/160) manats respectively. If employee 1 worked 10 hours, employee 2 worked 30 hours, and employee 3 worked 20 hours, then 187.5 manats (18.75×10), 750 manats (25×30), and 625 manats (31.25×20) were spent on each respectively. Thus, a total of 1,562.5 manats (187.5 + 750 + 625) is spent on human resources for that measure. Therefore, the total cost for both resources must be indicated separately in the questionnaire. For example, if 10,000 manats were spent on material resources and 1,562.5 manats on human resources, the relevant field should state: “10,000 + 1,562.5 = 11,562.5.”

3.2.4. Assessment under the input indicator makes use of public sector auditing standards, particularly performance audit standards.

### 3.3. Activity Indicators

3.3.1. No evaluation is carried out under activity indicators within the Methodology.

### 3.4. Output Indicators – Responses and Assessment

3.4.1. Each measure under the output indicator is assessed on a 100-point scale, and the score is accumulated based on various indicators. A score of 0–39 is considered “not implemented,” 40–74 “partially implemented,” and 75–100 “fully implemented.” Scores that are not whole numbers are rounded.

3.4.2. If the overall implementation of a measure under the output indicator depends on the implementation results of several institutions, the overall implementation level of that measure is determined based on the implementation level of its implementing institutions. The implementation level of the implementing institutions is also carried out in accordance with Sub-paragraph 3.4.1 of the Methodology. This result is considered to be the outcome of the implementing institution for that measure. Then, by summing the scores of each implementing institution and dividing by the number of institutions, the overall implementation score of the measure is determined. For example, if the measure has three implementing institutions, and they scored 70, 30, and 85 respectively, the implementation score of the measure is 61.67  $((70+30+85)/3 = 61.67)$ . In this case, in accordance with Sub-paragraph 3.4.1 of the Methodology, the overall implementation status of the measure is considered “partially implemented.” Assessment of measures 1.3, 1.4, 1.9, 2.4, 2.5, 2.8, 2.9 (in relation to the “approval of the rule on registration of persons in need of housing and digitalization of public services related to registration”), 2.11–2.13, 2.17, 3.3, 3.5, 3.6, 4.1–4.3, 4.6, 4.8–4.10, 5.1–5.3, 6.2–6.7, 6.9 and 6.10 of the NAP is carried out in accordance with this sub-paragraph.

3.4.3. If the overall implementation of a measure under the output indicator does not depend on the implementation results of several institutions, its overall implementation level is determined based on the result of the work performed. For example, Measure 1.1 of the NAP envisages “the determination of rules for identifying, analyzing, and preventing corruption risks in the activities of state bodies (institutions).” These rules involve the adoption of normative legal acts, but the adoption of such acts is not within the competence of every implementing body (the Cabinet of Ministers of the Republic of Azerbaijan, the Anti-Corruption Commission, the Prosecutor General’s Office of the Republic of Azerbaijan). Under this measure, both amendments to the Law of the Republic of Azerbaijan No. 580-IIQ of 13 January 2004 “On Combating Corruption” (hereinafter – the Law “On Combating Corruption”) and the adoption of relevant methodology or rules by the Cabinet of Ministers are envisaged. Therefore, measures of this nature are evaluated not based on the activity of each implementing body (as in Sub-paragraph 3.4.2 of the Methodology) but based on the overall implementation of the measure (as in Sub-paragraph 3.4.1 of the Methodology). However, the implementation level of implementing bodies under the measure is evaluated based on their respective powers and functions. For example, if the measure envisages the adoption of a law and the implementing body (institution) does not have the authority to adopt laws, its implementation level is evaluated based on the draft law it prepares, in accordance with Sub-paragraph 3.4.1 of the Methodology. Even if the draft law is not adopted and the measure is considered unimplemented overall, the implementing institution is still evaluated based on the work it has performed, in accordance with Sub-paragraph 3.4.1. Assessment of Measures 1.1, 1.2, 1.5–1.8, 1.10, 1.11, 2.1–2.3, 2.6, 2.7, 2.9 (in relation to “the publication by local executive authorities of the lists of persons in need of housing and proposed housing stock on their official websites and the constant maintenance of their relevance”), 2.10, 2.14–2.16, 3.1, 3.2, 3.4, 4.4, 4.5, 4.11–4.14, 5.4 and 6.1 of the NAP is carried out in accordance with this sub-paragraph.

**3.4.4.** As a rule, the indicators provided in the Methodology apply to bodies (institutions) whose activities cover the entire territory of the Republic of Azerbaijan. For example, under the first output indicator of Measure 6.2, which applies to all state bodies (institutions), the “number of persons involved in awareness-raising activities” is defined.

It is stated in that indicator that “if the number of employees involved in such activities within one year reaches 500 persons or constitutes 10% of the employees of the respective body (institution), this is considered a 100% result for this indicator.” This provision applies to bodies (institutions) operating across the entire territory of the Republic of Azerbaijan. For district (city) executive authorities, these indicators are proportionally reduced based on the ratio of the district’s (city’s) population to the country’s population during the relevant period. For example, according to the State Statistical Committee of the Republic of Azerbaijan, as of 1 January 2025, the population of the Republic of Azerbaijan and Aghjabadi district is 10,224,900 and 136,800 respectively. The 500-person indicator under Measure 6.2 corresponds to 10,224,900 people. For Aghjabadi district, this indicator is calculated as 7 persons ( $136,800 \times 500 / 10,224,900 = 6.69 \approx 7$ ).

3.4.5. When evaluating output indicators under a measure, indicators that are not related to the activity of the implementing body (institution) or that are not relevant to the evaluation period are not considered for that institution or that period. In such cases, the points allocated to the disregarded indicator are distributed proportionally among the other indicators to maintain the 100-point scale. For example, the 6th and 7th output indicators under Measure 2.4 relate to the oral interview stage. If oral interviews are not used in the institution’s recruitment process, the 10 points allocated to each of the 5th and 6th indicators, totaling 20 points, are proportionally distributed among other indicators. Another example is Measure 3.2, which envisages the creation of the “e-accounting” electronic portal during 2023–2025 (a three-year period). The initial result of the measure is the collection of proposals, the intermediate result is the development of the draft, and the final result is the completion of the portal. Since the measure covers a three-year period, initial, intermediate, and final results must each be implemented in 2023, 2024, and 2025 respectively. The work carried out each year is evaluated based on the output indicators applicable to the relevant period. Since the first output indicator for this measure relates to the final result (i.e., the launch of the “e-accounting” platform), the results achieved in 2023 and 2024 are evaluated only under indicators 2, 3, and 4. In this case, the point values of 10, 30, and 10 are proportionally adjusted to 20, 60, and 20 ( $10x + 30x + 10x = 100$ ;  $x = 2$ ;  $2 \times 10 = 20$ ;  $2 \times 30 = 60$ ;  $2 \times 10 = 20$ ). Furthermore, if a measure consists of sub-measures of different content and several implementers are identified, the parts that do not relate to the implementing institution’s functional direction are not evaluated for that institution. For example, Measure 2.9 envisages: “the approval of the rule on registration of persons in need of housing and the digitalization of public services relating to registration, as well as the publication by local executive authorities of the lists of persons in need of housing and the proposed housing stock on their official websites and the constant maintenance of their relevance.” This measure consists of two distinct sub-measures: (1) approval of the rule on registration of persons in need of housing and digitalization of related public services; (2) publication by local executive authorities of the lists of persons in need of housing and proposed housing stock on their official websites. The second sub-measure (i.e., the 2nd and 3rd output indicators) corresponds to the functional scope of local executive authorities, while the first sub-measure (1st and 4th output indicators) corresponds to other implementing institutions.

3.4.6. In some cases, initial, intermediate, and final indicators may be evaluated not for a three-year period (i.e., one result per year), but for a five-year period (2022–2026). If each stage is valued at 100%, then three stages total 300%. Taking into account

that the measure spans five years, achieving 60% of the result each year equals a full (100%) result for that year. In this case, 60% of the initial result is achieved in 2022; the remaining 40% of the initial result and the first 20% of the intermediate result are achieved in 2023; the remaining 60% of the intermediate result is achieved in 2024; the remaining 20% of the intermediate result and 40% of the final result are achieved in 2025; and the remaining 60% of the final result is achieved in 2026. For example, Measure 2.3 envisages “strengthening anti-corruption measures in the field of justice and improving the rules for forming the Judicial-Legal Council, taking into account international experience.” “Strengthening anti-corruption measures in the field of justice and studying international experience to ensure a more efficient organization of the judiciary” is the initial result; “strengthening anti-corruption measures in the field of justice and improving the rules for forming the Judicial-Legal Council” is the intermediate result; and “strengthening anti-corruption measures in the field of justice and implementing measures to ensure a more efficient organization of the judiciary” is the final result. Accordingly, for this five-year measure (2022–2026), the work to be carried out in 2024 is mostly limited to achieving 60% of the indicators defined under the intermediate result. It should also be noted that approximately 20% of the intermediate result is expected to be carried out in 2025.

3.4.7. The accumulation of points under each indicator is confirmed through supporting evidence. Therefore, in the questionnaire, the information provided regarding the implementation of the measures is numbered according to the corresponding indicator of the measure. For example, if a body (institution) submits information under the 5th output indicator of Measure 2.4, it marks the corresponding field with “5.” and then provides information on whether video recording of the oral interview process was conducted. If no information is submitted under the relevant indicator, no points are awarded for that indicator.

3.4.8. When submitting information in the questionnaire, documents and other materials confirming the information (for example, the draft normative legal act, the analytical note (report), an active link to information about conducted training, the training program, etc.) are attached to the questionnaire. If the response refers to a relevant act, a copy or link to that act must be attached to the questionnaire. Likewise, if the response indicates that a draft has been prepared or is in the process of coordination, a copy of that draft must be attached. The information provided in the questionnaire is evaluated based on the supporting documents mentioned above. Failure to submit the relevant supporting documents and materials is considered as non-performance of the work under the measure.

3.4.9. When entering responses in the questionnaire, the date of each activity performed is recorded. This allows the period during which the measure was implemented to be determined. Even if a measure is implemented after the deadline, it does not affect the implementation score of the measure.

3.4.10. Unless otherwise provided in the questionnaire, one-year information is submitted under each measure. If a measure covers several years, the volume or threshold of the work to be performed each year is determined based on the initial, intermediate, and final results of the measure. For example, under Measure 1.2, during 2022–2024, “improvement of legislation on the encouragement and protection of persons reporting corruption-related offenses” is envisaged. The initial result of the measure is the collection of proposals for improving legislation, the intermediate result is the preparation

of the draft based on these proposals, and the final result is the adoption of the relevant normative legal act. Therefore, the initial result is evaluated for 2022, the intermediate result for 2023, and the final result for 2024. In this case, the result evaluated for 2024 is also the overall result of the measure.

3.4.11. In multi-year measures, when evaluating the activities carried out for each year, the main indicators taken into account are precisely the output indicators envisaged for the measure. Although these indicators are defined in relation to the final output, the work performed at the initial and intermediate stages of the measure is also evaluated on the basis of the same output indicators. In other words, separate output indicators are not envisaged for each stage of the measure. For example, under Measure 1.2, the initial output for 2022 is the preparation of relevant proposals. In this case, the prepared proposals are evaluated in terms of the unified output indicators, and the extent to which these proposals meet those indicators is determined. Similarly, the draft prepared at the intermediate result stage is evaluated on the basis of the same unified output indicators. This approach also serves to ensure that errors made at the initial stage of the measure are identified and rectified through evaluation and relevant recommendations, so that issues that cannot be remedied do not arise at the intermediate and final stages. If the proposals at the initial stage do not comply with the relevant indicators, the accumulation of a low score at this stage by itself does not affect the final result. If, at the final stage, i.e. for the work carried out in 2024, the result complies with the output indicators, the final result of the measure is evaluated highly.

3.4.12. If there is no other provision clarifying the evaluation of a given indicator, the evaluation is carried out based on the quantitative and qualitative aspects of the work performed under that indicator.

3.4.13. If a specific figure is defined as a 100% result for a given indicator, then any smaller figure is calculated proportionally. For example, the 6th indicator under Measure 4.1 is defined as follows: "The ratio of the number of employees responsible for the organization of electronic services who have participated in at least 20 hours of training during the year to the total number of such employees ... (a 20% ratio constitutes a 100% result for this indicator)." The maximum possible score under this indicator is 10 points. If the actual result is 10% (i.e. the ratio of the number of employees who have participated in at least 20 hours of training to the total number of relevant employees), then a 50% result (i.e. 5 points) is accumulated under this indicator. Since  $10/20 = 1/2$ ,  $10 \times 1/2 = 5$ .

3.4.14. If an indicator requires the ratio of one value to another, the divisor and dividend are indicated in full when calculating the ratio. Identifying the divisor and dividend allows the quantitative change over previous years to be tracked.

3.4.15. When determining the implementation rate for a priority area, Paragraphs 2.4 and 2.5 of Annex No. 2 to the Rule are taken into account. In this case, a fully implemented measure (with a score of 75–100 points) is evaluated as 1, a partially implemented measure (with a score of 40–74 points) is evaluated as 0.5, and a non-implemented measure (with a score of 0–39 points) is evaluated as 0. The overall implementation status of the priority area is calculated using the following formula:

$$IF = (IE + QI + IB) / TS \times 100$$

IF – implementation rate for the priority area

IE – total score of fully implemented measures

QI – total score of partially implemented measures

IB – total score of non-implemented measures

TS – number of measures under the priority area

The results obtained are evaluated as follows: unsatisfactory, i.e. a result in the range of 0–50%; acceptable, i.e. a result in the range of 51–80%; and satisfactory, i.e. a result in the range of 81–100%.

3.4.16. When evaluating the overall implementation rate of the NAP, in accordance with Paragraphs 3 and 4 of Annex No. 2 to the Rule, the result is calculated using the following formula:

$$DPQ = PB / PS \times 100$$

DPQ – implementation rate of the state program

PB – total score for the priority areas

PS – number of priority areas

The results obtained are evaluated as follows: unsatisfactory, i.e. a result in the range of 0–50%; acceptable, i.e. a result in the range of 51–80%; and satisfactory, i.e. a result in the range of 81–100%.

3.5. Outcome indicators – responses and assessment

3.6. Information under outcome indicators is evaluated both quantitatively and qualitatively. Based on the information provided, the degree of effectiveness of the respective measure is determined. Therefore, outcome indicators serve to determine the achievements obtained under the output indicators. For example, Measure 4.1 envisages “taking measures to organize the expansion of activities in the field of proactive, electronic provision of public services.” The first outcome indicator for this measure is “the ratio of the number of proactive service users to the total number of electronic service users for the three years preceding and the years following the application of the respective measures.” This information makes it possible to identify the trend of increase. If the trend of increase in the post-measure period is higher compared to the trend in the pre-measure period, this is considered a positive result of the measure. The fourth outcome indicator for the same measure reflects “quantitative indicators of citizen satisfaction surveys on the quality and improvement of services.” In this case, the results of the survey are compared and both quantitative and qualitative evaluation is carried out.

3.7. Unless otherwise provided, a positive change of 0–50% in the post-measure trend compared to the pre-measure trend is considered a result of 0–100% under the outcome indicators.

3.8. Impact indicators are determined on the basis of relevant statistical data. In this process, both direct and indirect links between the statistical indicators and the measure are identified.

#### **4. Explanation of terminology**

4.1. In the Methodology, “number of administrative offences (facts)” means the number of instances (episodes) of commission of acts prohibited by the Code of Administrative Offences of the Republic of Azerbaijan (CAO). In this context, the reference is not to the number of proceedings on administrative offences, but specifically to the number of facts (episodes), since several administrative offence facts (episodes) may be examined within a single set of administrative offence proceedings.

4.2. In the Methodology, “number of crimes” means the number of instances (episodes) of commission of acts prohibited by the Criminal Code of the Republic of Azerbaijan (CC). Here, the reference is not to the number of criminal cases or investigative files, but specifically to the number of facts (episodes), since several criminal facts (episodes) may be investigated or examined within a single criminal case or investigative file.

4.3. If a criminal fact (episode) constitutes the elements of a criminal offence under several articles describing the same criminal act, the relevant data are presented under the article providing for liability for the more serious offence. For example, if an episode constitutes the elements of both Article 178.2.1 and Article 178.3.2 of the CC, the relevant information is presented under Article 178.3.2 of the CC.

4.4. When presenting the number of criminal or administrative offence facts (episodes) and the number of persons brought to criminal or administrative liability, the amount of material damage caused (including material damage caused to the state) and the portion of such damage compensated (including the portion of the damage caused to the state that has been compensated) is indicated.

4.5. In the Methodology, “bringing to administrative liability” means the imposition of an administrative penalty or the refusal to initiate (or termination of) administrative offence proceedings on the grounds provided for in Articles 53.1.6, 53.1.8 and 53.1.10 of the CAO.

4.6. In the Methodology, “bringing to criminal liability” refers to cases where, in accordance with the provisions of the Criminal Procedure Code of the Republic of Azerbaijan (CPC), a conviction is delivered or a criminal case is terminated without exonerating grounds after a person has been charged as an accused.

4.7. In the Methodology, “offences creating conditions for corruption” means the acts defined in Article 9.3 of the Law of the Republic of Azerbaijan “On Combating Corruption.”

4.8. In the Methodology, “corruption crimes” means acts committed by officials of the body (institution) in connection with the exercise of their official or service powers or duties, as defined in Articles 193-1 and 308–314-4 of the CC, as well as embezzlement and misappropriation offences (Articles 178 and 179) committed through abuse of office.

4.9. If relevant statistical data are not available for the requested information, other existing data that are substantively compatible with the requested information are submitted.

**PRIORITY 1  
MEASURES IN THE FIELD OF IMPROVING THE LEGISLATIVE FRAMEWORK ON ANTI-CORRUPTION**

**1.1. Determination of the rules for identifying, analyzing, and preventing corruption risks in the activities of state bodies (institutions)**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Anti-Corruption Commission of the Republic of Azerbaijan, Prosecutor General’s Office, 2022–2023	
<b>Initial outcome</b>	Study of international experience and collection of proposals with the aim of developing a mechanism for identifying, analyzing, and preventing corruption risks in the activities of state bodies (institutions)	
<b>Intermediate outcome</b>	Drafting of the relevant rules	
<b>Final outcome</b>	Determination of the rules for implementing measures related to identifying, analyzing, and preventing corruption risks in the activities of state bodies (institutions)	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, clerical supplies, and other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	1. Preparation of a specific rule (methodology) in accordance with ISO and relevant international standards on risk management (identification, analysis, and evaluation of risks), and determination within such rule (methodology) of the following issues: alignment of the rule with strategic objectives (5), allocation of resources, division of authority, and ensuring accountability in risk management (10), inclusion of monitoring and improvement mechanisms (10), actions taken by the body (institution) based on the results of risk assessment and the impact of these actions on mitigating the identified risks (10), presence of precise indicators determining the severity and recurrence frequency of risks (20), and clear methods for identifying, analyzing, and evaluating risks (25)	70
	2. Participation of civil society representatives in risk management	10
	3. Establishment of a working group for risk management	10
	4. External monitoring of risk management activities	10
<b>Outcome indicators</b>	Ratio of the number of risks addressed by the body (institution) to the number of risks that require management	
	Number of complaints related to corruption crimes and corruption-related offenses in the activities of the body (institution) during the 3 years preceding risk management activities and in subsequent years	

	Number of corruption crime facts (episodes) and the number of persons brought to criminal liability in the activities of the body (institution) during the 3 years preceding risk management activities and in subsequent years
	Number of administrative offense facts (episodes) and the number of persons subjected to administrative liability under Articles 410 and 445-1 of the Code of Administrative Offenses of the Republic of Azerbaijan during the 3 years preceding risk management activities and in subsequent years
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Increase in the amount of GDP per capita
	Increase in state budget revenues due to the compensation of material damage caused
	Lawful, targeted, and efficient use and management of public funds as a result of applying effective financial control mechanisms
	Strengthening public trust in state bodies (institutions)
	Prevention of corruption crimes committed by employees of state bodies (institutions)

## 1.2. Improving legislation on the incentivization and protection of persons who report corruption-related offenses

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General's Office, 2022–2024	
<b>Initial outcome</b>	Collection of proposals for improving legislation on the encouragement and protection of persons reporting corruption-related offenses	
<b>Intermediate outcome</b>	Preparation of the draft of the mentioned legislative act	
<b>Final outcome</b>	Adoption of the legislative act on the encouragement and protection of persons reporting corruption-related offenses	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, clerical supplies, and other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Existence of a mechanism protecting persons who report corruption-related offenses from retaliatory actions in the workplace, and the allocation of the burden of proof to the employer to refute the evidence presented by the employee alleging retaliation	30
	Ensuring the impartiality and independence of the structural unit responsible for receiving reports on corruption	10
	Incorporation into legislation of provisions on incentivizing persons whose reports on corruption-related offenses are confirmed to be accurate	5
	Ensuring the right to confidentiality of the person reporting corruption, including the availability of a secure reporting channel that guarantees confidentiality	10

	Presence of provisions aimed at fostering and promoting a culture of reporting corruption	5
	Obligation to consider anonymous submissions that contain irrefutable evidence	10
	Designation of a unified supervisory body (institution) responsible for receiving corruption-related reports, collecting consolidated statistics, and overseeing the implementation of legislation in this field	10
	Absence of restrictions on the ability of a whistleblower to report to a higher or alternative authority (institution) instead of the body (institution) where they work	10
	Establishment of an obligation for the structural unit to provide confidential advice to individuals who are considering reporting but are hesitant, as well as to those who have already reported but lack knowledge about subsequent legal procedures	10
<b>Outcome indicators</b>	Number of complaints received regarding corruption crimes and corruption-related offenses during the 3 years preceding the adoption of the relevant normative legal act and in the years following its adoption	
	Number of complaints regarding exposure to retaliatory measures during the 3 years preceding the adoption of the relevant normative legal act and in the years following its adoption, as well as statistical indicators on the outcomes of their review (approval or rejection of the complaint)	
	Number of incentives applied to persons reporting corruption during the 3 years preceding the adoption of the relevant normative legal act and in the years following its adoption	
	Number of administrative offense facts (episodes) and number of persons subjected to administrative liability under Article 594-2 of the Code of Administrative Offenses of the Republic of Azerbaijan during the 3 years preceding the adoption of the relevant normative legal act and in the years following its adoption	
	Number of disciplinary offense facts (episodes) related to corruption-enabling violations and number of persons subjected to disciplinary liability during the 3 years preceding the adoption of the relevant normative legal act and in the years following its adoption	
	Number of corruption crime facts (episodes) and number of persons brought to criminal liability during the 3 years preceding the adoption of the relevant normative legal act and in the years following its adoption	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Increase in state budget revenues due to the compensation of material damage caused	
	Lawful, targeted, and efficient use and management of public funds as a result of applying effective financial control mechanisms	
	Strengthening public trust in state bodies (institutions)	
	Prevention of corruption crimes committed by employees of state bodies (institutions)	

### 1.3. Organizing the electronic submission of financial information by officials and presenting proposals on strengthening measures against illicit enrichment

<b>Implementing bodies and period</b>	Cabinet of Ministers, Anti-Corruption Commission of the Republic of Azerbaijan, Prosecutor General's Office, 2022–2026	
<b>Initial outcome</b>	Collection of proposals on organizing the electronic submission of financial information by officials and strengthening measures against illicit enrichment	
<b>Intermediate outcome</b>	Evaluation of the submitted proposals	
<b>Final outcome</b>	Implementation of measures related to organizing the electronic submission of financial information by officials and strengthening the fight against illicit enrichment	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, clerical supplies, and other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Provision of proposals on the format of the financial declaration reflecting the information required by legislation	40
	Provision of proposals on the establishment of an information system for the electronic submission of financial declarations	40
	Provision of proposals on the norm establishing criminal and administrative liability for illicit enrichment	20
<b>Outcome indicators</b>	Implementation of relevant measures for the electronic submission of financial information by public officials	
	Carrying out the necessary work on draft legislation establishing administrative and criminal liability for illicit enrichment	
<b>Impact indicators</b>	Improvement of Azerbaijan's indicators in international anti-corruption rankings	
	Increase in public trust towards state bodies (institutions)	
	Prevention of corruption-related offences committed by employees of state bodies (institutions)	

**1.4. Preparing relevant proposals to ensure effective activities related to the return (identification, seizure, freezing of assets, etc.) of property obtained through criminal means or other assets subject to special confiscation, located within the country or under the jurisdiction of another state, for the purpose of enhancing the effectiveness of the special confiscation mechanism**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General's Office, Supreme Court, 2022–2026
<b>Initial outcome</b>	Study of international experience on the application of asset recovery mechanisms to ensure the effectiveness of the special confiscation institution
<b>Intermediate outcome</b>	Compilation and analysis of information, evaluation of proposals

<b>Final outcome</b>	Submission of the relevant proposal regulating the mechanism for asset recovery	
<b>Input indicators</b>	Expenses related to material resources (material-technical means, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenses related to human resources	
<b>Output indicators and scores</b>	Report on the study of international experience related to the institution of special confiscation	30
	Report and proposals on the analysis of inconsistencies and gaps in the legislation of the Republic of Azerbaijan with international requirements regarding the institution of special confiscation	30
	Work and proposals on membership in international networks and organizations that enable the identification of assets located abroad	20
	Preparation of guidelines or leadership provisions for practitioners on the recovery of assets located abroad	20
<b>Outcome indicators</b>	Adoption of the normative legal act regulating the mechanism for asset recovery and establishment of a specialized institution	
<b>Impact indicators</b>	Increase in the indicators of the Republic of Azerbaijan in international anti-corruption rankings	
	Increase in public trust in institutions (bodies)	

### 1.5. Improving legislation in the field of evaluation and management of property obtained through criminal means and subject to special confiscation

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General's Office, 2022–2024	
<b>Initial outcome</b>	Study of international experience in the valuation and management of property obtained through crime and subject to special confiscation	
<b>Intermediate outcome</b>	Collection and analysis of proposals and preparation of the draft legislative act	
<b>Final outcome</b>	Submission of the draft legislative act aimed at increasing efficiency in the valuation and management of property subject to special confiscation	
<b>Input indicators</b>	Expenses related to material resources (material-technical means, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenses related to human resources	
<b>Output indicators and scores</b>	Management of the property (its sale, lease, transfer for management, and improvement) by a body (institution) that is not connected with the prosecution, defense, or the court	20
	Carrying out the activities of managing the property (its sale, lease, transfer for management, and improvement) through auction	10

	Adoption of the decision on the management of the property (its sale, lease, transfer for management, and improvement) by the court or the availability of the possibility to apply to the court	10
	Valuation of the property by an independent expert or specialist	10
	Representation of relevant institutions in the auction commission established for the management of the property	5
	Possibility of conducting the auction related to the management of the property in an online format	5
	Placement of the auction announcement within a reasonable period and ensuring conditions for citizens to participate in the auction	10
	Implementation of measures that exclude the possibility of prearranged agreements on the purchase-sale price among auction participants or other actions that may hinder the transparency of the auction	10
	In cases where the auction is held in a competitive format, ensuring that the members of the competition commission formed to give opinions on the best offer consist of independent experts	10
	Availability of rules for resolving conflicts of interest related to members of the auction commission, valuers, and members of the competition commission	10
<b>Outcome indicators</b>	Number of decisions adopted (properties managed) regarding the management of property (its sale, lease, transfer for management, and improvement) in the years following the adoption of the relevant normative legal act, and the amounts of the properties under each type of management	
	Amount of revenue transferred to the state budget as a result of property management in the years following the adoption of the relevant normative legal act	
	Amount of compensation paid to victims as a result of property management in the years following the adoption of the relevant normative legal act, and the number of victims whose damages were fully or partially compensated	
<b>Impact indicators</b>	Increase in the indicators of the Republic of Azerbaijan in international anti-corruption rankings	
	Increase in state budget revenues due to the recovery of material damages	
	Increase in public trust in bodies (institutions)	
	Restoration of social justice through compensation of damages caused to victims	

### 1.6. Preparation of relevant legislative acts aimed at preventing conflicts of interest in the activities of officials of state bodies

<b>Implementing bodies and period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General's Office, 2022–2024
<b>Initial outcome</b>	Collection of initial proposals related to the preparation of the draft normative legal act
<b>Intermediate outcome</b>	Preparation of the draft legal act taking into account international experience

<b>Final outcome</b>	Adoption of the normative legal act on preventing conflicts of interest in the activities of public officials	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Definition of the concept of conflict of interest and inclusion of all three types (actual, potential, and perceived) within the scope of conflict of interest	10
	Determination of the competent entity providing confidential advice on conflict-of-interest matters and clear specification of its authority	10
	Establishment of the procedure for resolving conflicts of interest (initiation and completion of proceedings), identification of the authorized structural unit responsible for resolving such matters, definition of its functions, and assignment of the function of maintaining unified national and institutional statistics to this unit	20
	Clear identification of the methods for resolving conflicts of interest	20
	Existence of an institution for the management of an official's assets by a trustee	20
	Declaration of personal interests at least once a year prior to appointment and during the term of office	20
<b>Outcome indicators</b>	The number of conflict-of-interest declarations in the years following the adoption of the relevant normative legal act	
	The number of cases in which conflicts of interest were resolved in the years following the adoption of the relevant normative legal act	
	The number of confidential consultations provided on conflict-of-interest matters in the years following the adoption of the relevant normative legal act	
	The number of persons and incidents subjected to liability for violations of the provisions of conflict-of-interest legislation in the years following the adoption of the relevant normative legal act	
	The number of employees engaged in training on conflict-of-interest matters in the years following the adoption of the relevant normative legal act, and the average duration (in hours) of each training	
	The number and total value of recorded gifts in the years following the adoption of the relevant normative legal act	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Increased public trust in bodies (institutions)	
	Prevention of corruption crimes committed by employees of bodies (institutions)	

**1.7. Adoption of a unified law regulating the principles and rules for providing public services, and defining the requirements for the provision of services by state bodies (institutions)**

<b>Implementing bodies and period</b>	Cabinet of Ministers, relevant state bodies (institutions) providing public services, 2022–2023	
<b>Initial outcome</b>	Collection of proposals for improving legislation on the rules for organizing public services	
<b>Intermediate outcome</b>	Drafting of the respective normative legal acts	
<b>Final outcome</b>	Adoption of normative legal acts regulating the rules for organizing public services	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computer, printer, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Existence of an electronic registry of public services	20
	Inclusion of a quality control mechanism for public services, including the monitoring and evaluation of public services	20
	Provision for raising issues to ensure that appropriate measures are taken regarding public services found, during monitoring, to be non-compliant with normative requirements or demonstrating poor professional performance	20
	Establishment of a mechanism for verifying user satisfaction levels	20
	Determination of minimum requirements for services provided in physical and electronic form (indicators for service premises such as area per person, temperature, ventilation, heating–cooling system, etc.; availability of an information board, an electronic or alternative queuing system; application of a maximum waiting time when using call services; provision of information regarding queuing)	20
<b>Outcome indicators</b>	Number of public services registered in the years following the adoption of the relevant normative legal act	
	Number of public services found to be non-compliant with normative requirements or demonstrating poor professional performance in the years following the adoption of the relevant normative legal act, the number of recommendations issued for such cases, and the rate (percentage) of implementation of those recommendations	
	User satisfaction level for each service in the years following the adoption of the relevant normative legal act	
	Number of monitoring and evaluation exercises conducted on public services in the years following the adoption of the relevant normative legal act	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Increase in public trust in bodies (institutions)	

**1.8. Creation of a unified information database of title-determining documents issued for apartments in multi-apartment buildings under construction or already constructed but not yet commissioned, and improvement of mechanisms for securing real estate related to this directioni**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Economy, 2022–2024	
<b>Initial outcome</b>	Collection of proposals for the creation of a unified information database and for improving the mechanisms of recording encumbrances on immovable property	
<b>Intermediate outcome</b>	Creation of a unified information database	
<b>Final outcome</b>	Submission of proposals for improving the mechanisms of recording encumbrances on immovable property	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computer, printer, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Availability of access to the unified information database using citizens' identification numbers	10
	Operation of the unified information database on an online basis	10
	Availability of detailed information on ownership rights	40
	Possibility to verify the authenticity of data and track changes	20
	Availability of information in the unified information database—while respecting the right to personal data confidentiality—such as the registration of ownership of an apartment located at a specific address in the name of another person and the history of registration of that ownership right	20
<b>Outcome indicators</b>	Ratio, for the years following the establishment of the unified information database, of the number of apartments registered in the database to the number of apartments sold	
	Number of corruption crime incidents (episodes) committed by officials through the multiple sale of the same apartment in newly constructed buildings, and the number of persons held criminally liable	
<b>Impact indicators</b>	Prevention of corruption crimes committed by private-sector entities	
	Increase in citizen satisfaction	

### 1.9. Assessment of corruption risks in state investment projects and presenting proposals on preventive institutional mechanisms based on the results of such assessments

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Economy, 2022–2024
<b>Initial outcome</b>	Assessment of corruption risks in state investment projects
<b>Intermediate outcome</b>	Preparation of proposals on preventive institutional mechanisms in line with the assessment results

<b>Final outcome</b>	Submission of proposals on preventive institutional mechanisms to prevent corruption risks in state investment projects	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, and other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Report on the identification of specific corruption risks in state investment projects	40
	Report on solutions for the identified corruption risks in state investment projects	30
	Proposals for amendments to legislation or practice regarding the identified corruption risks in state investment projects	30
<b>Outcome indicators</b>	Anti-corruption measures implemented and normative legal acts adopted in relation to state investment projects	
	Number of legal violations and individuals held liable for state investment projects during the three years before and after the adoption and implementation of the relevant amendments	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Increase in per capita gross domestic product	
	Lawful, targeted, efficient use and management of public funds as a result of the application of effective financial control mechanisms	
	Increase in public trust towards state bodies (institutions)	

### 1.10. Finalizing measures related to ensuring the registration of state and municipal property in the state register of real estate

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Economy, Ministry of Justice, national associations of municipalities, 2022–2024	
<b>Initial outcome</b>	Collection of proposals for improving legislation on the registration of state and municipal property in the state register of real estate	
<b>Intermediate outcome</b>	Preparation of the draft normative legal act in question	
<b>Final outcome</b>	Ensuring the registration of state and municipal property in the state register of real estate	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computer, printer, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Availability of an online platform, including an interactive map, for the registration of property	20
	Availability of a mechanism within the unified database to ensure the authenticity of information and to track changes when updates are made	20

	Ratio, for the reporting period, of registered state and municipal properties to the total number of unregistered state and municipal properties	20
	Display within the system of geographical coordinates and technical specifications (size, purpose, operational status, etc.) for registered properties	10
	Compliance of the information system used for registration with technical requirements on security and data protection (certification, network protection, access permissions, etc.)	10
	Provision of training to responsible staff members of municipalities and state bodies involved in the registration process	10
	Collection within the same system of data related to the management of registered properties (such as leasing, use, etc.)	10
<b>Outcome indicators</b>	Number of state and municipal properties registered in the relevant register by years, and information by various categories (use, ownership rights), land designation, use, and revenues obtained from use or sale	
<b>Impact indicators</b>	Protection of property rights of natural and legal persons	
	Effective and efficient management of state and municipal property	

### 1.11. Taking additional measures to study and eliminate causes and conditions that give rise to corruption-related offenses in local self-governance, as well as improving legislation in this field

<b>Implementing bodies and period</b>	Cabinet of Ministers, national associations of municipalities, 2022–2026	
<b>Initial outcome</b>	Analysis of causes giving rise to corruption-related offences in the field of local self-government	
<b>Intermediate outcome</b>	Collection of proposals for improving legislation in this area, preparation and adoption of the relevant normative legal act	
<b>Final outcome</b>	Implementation of measures to eliminate the causes and conditions giving rise to corruption-related offences in the field of local self-government	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computer, printer, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Ensuring that all members and employees of municipalities are provided with electronic signatures, decisions are adopted using electronic signatures, and such decisions are immediately published on the relevant portal in order to prevent the adoption of municipal acts in violation of the collegiality principle	10
	Maintaining a unified register of municipal acts (decisions, meeting minutes, etc.), integrating such register data into a unified portal, and ensuring the availability of technical features that allow tracking of amendments when changes are made to a relevant act	20

	Eliminating the collection of municipal taxes and other payments in cash and ensuring their payment electronically	10
	Ensuring the public availability of information on municipal property leased out, with regular updates of information including lease terms and payments	10
	Raising awareness among residents of the municipality about the management of municipal property, municipal revenues and expenditures, enhancing their public oversight capacities, and promoting the mechanism for lodging complaints when municipal property is used contrary to contractual terms	10
	Digitalisation of municipal archives	10
	Digitalisation of the entire procedure related to the sale and leasing of municipal land and prevention of leasing or sale of municipal land, or change of land designation, without the documents required by law or in violation of the procedure	10
	Establishing a legal regulation mechanism for oversight measures (monitoring, inspections, obtaining explanations, inquiries, etc.) applied by municipalities for effective control over the management of municipal property, and ensuring that such oversight measures and citizen-documented violations are uploaded to the relevant portal with photo or video evidence, and that residents of the municipality and the body exercising administrative oversight over municipalities have access to this portal	20
<b>Outcome indicators</b>	Number of municipal members and employees provided with electronic signatures in the years following the adoption of the relevant normative legal act or implementation of the measures	
	Ratio, in the years following the adoption of the relevant normative legal act or implementation of the measures, of electronic documents (including decisions) adopted to the total number of documents (decisions)	
	Number of changes made to electronic documents in the electronic database in the years following the adoption of the relevant normative legal act or implementation of the measures	
	Amount of municipal revenues, including revenues transferred electronically, in the years following the adoption of the relevant normative legal act or implementation of the measures	
	Number of auctions held, number of properties sold or leased, and amount of revenues in the years following the adoption of the relevant normative legal act or implementation of the measures	
	Number of oversight measures carried out for the management of municipal property, and number of supporting documents uploaded to portals in the years following the adoption of the relevant normative legal act or implementation of the measures	
	Number of corruption incidents (episodes) committed by municipal officials and number of individuals held criminally liable in the years following the adoption of the relevant normative legal act or implementation of the measures	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Lawful, targeted, efficient use and management of public funds as a result of the application of effective financial control mechanisms	
	Increase in public trust towards municipalities	

	Strengthening of effective governance mechanisms in municipalities and enhancement of their accountability to the local population
	Prevention of corruption crimes committed by municipal officials

## PRIORITY 2. MEASURES ON PREVENTING CORRUPTION AND STRENGTHENING TRANSPARENCY

### 2.1. Continuing measures on gradually increasing the salaries of employees of state bodies (institutions), including law enforcement officers, staff of the Secretariat of the Anti-Corruption Commission, and judges, with the aim of improving their social protection and strengthening activities for preventing corruption offenses, and preparing relevant proposals

<b>Implementing bodies and period</b>	Cabinet of Ministers, Anti-Corruption Commission of the Republic of Azerbaijan, Prosecutor General's Office, Supreme Court, Ministry of Finance, Ministry of Labour and Social Protection of the Population, Ministry of Justice, 2022–2026	
<b>Initial outcome</b>	Collection and consolidation of proposals on the gradual increase of salaries of employees of state bodies (institutions), including law enforcement officers, employees of the Secretariat of the Anti-Corruption Commission, as well as judges	
<b>Intermediate outcome</b>	Analysis and evaluation of proposals on the gradual increase of salaries of employees of state bodies (institutions), including law enforcement officers, employees of the Secretariat of the Anti-Corruption Commission, as well as judges	
<b>Final outcome</b>	Strengthening the material and social welfare of employees of state bodies (institutions), including law enforcement officers, employees of the Secretariat of the Anti-Corruption Commission, as well as judges	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computer, printer, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Ratio of the number of employees whose salaries (monetary allowances) increased during 2022–2024 to the total number of employees of the bodies (institutions)	30
	Ratio of the salary (monetary allowance) increase of employees of the bodies (institutions) during 2022–2024 to the salary (monetary allowance) prior to the increase (a 30% increase constitutes a 100% result under this indicator)	40
	Existence of a methodology (rule) enabling the determination of base salaries in bodies (institutions) on analytical (classification of the body (institution), tariff-qualification characteristics of service positions—managers, specialists, technical staff) and non-analytical (factor analysis and point ranking) grounds	30
<b>Outcome indicators</b>	Dynamics of the average monthly salaries of employees of the bodies (institutions) for the three years prior to the adoption of the relevant normative legal acts and for the subsequent years	
	Number of corruption-related misconduct facts (episodes) committed by employees of the bodies (institutions) and the number of persons subjected to disciplinary liability for the three years prior to and the subsequent years after the adoption of the relevant normative legal acts	
	Number of corruption crime facts (episodes) committed by employees of the bodies (institutions) and the number of persons subjected to criminal liability for the three years prior to and the subsequent years after the adoption of the relevant normative legal acts	

	Number of vacant positions in the bodies (institutions) and the number of applicants for those positions for the three years prior to and the subsequent years after the adoption of the relevant normative legal acts
	Number of employees who voluntarily resigned from the bodies (institutions) for the three years prior to and the subsequent years after the adoption of the relevant normative legal acts
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Increase in public trust towards bodies (institutions)
	Prevention of corruption crimes committed by employees of bodies (institutions)
	Prevention of corruption-enabling situations committed by employees of bodies (institutions)

**2.2. Continuing measures to expand the functionality of the “Electronic Court” information system, taking into account its importance in the fight against corruption, and completing work on ensuring the system’s implementation across all regions of the country**

<b>Implementing bodies and period</b>	Ministry of Justice, Supreme Court, Judicial-Legal Council, 2022–2023	
<b>Initial outcome</b>	Analysis of the current situation in courts connected to the “Electronic Court” information system and preparation of proposals to enhance the program’s functionality; approval of an action plan specifying concrete timelines for ensuring the implementation of the “Electronic Court” information system in all regions of the country	
<b>Intermediate outcome</b>	Implementation of measures to enhance the functionality of the “Electronic Court” information system; completion of work on introducing the system in half of the regions where it had not yet been implemented, in accordance with the action plan	
<b>Final outcome</b>	Completion of all work required to ensure the implementation of the “Electronic Court” information system in all regions of the country	
<b>Input indicators</b>	Expenses for material resources (material-technical supplies, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Ratio of the number of courts in which the “Electronic Court” information system was implemented during 2022–2023 to the total number of courts	25
	Ratio of the types of proceedings available in the “Electronic Court” information system to the total number of types of proceedings provided for in legislation	25
	Ensuring the random allocation of cases among judges	20
	Possibility within the “Electronic Court” information system to verify the compliance of a case with uniform judicial practice	20
	Capability of the “Electronic Court” information system to provide video recording of proceedings, transcription of hearings, and maintenance of judicial statistics	10

<b>Outcome indicators</b>	Number of courts where the “Electronic Court” information system was implemented during the 3 years prior to the measure and in the years following its implementation
	Number of types of proceedings (sub-proceedings) added to the “Electronic Court” information system during the 3 years prior to the measure and in the years following its implementation
	Number of users registered in the “Electronic Court” information system during the 3 years prior to the measure and in the years following its implementation
	Number of documents submitted without paper carriers, exclusively through the “Electronic Court” information system, during the 3 years prior to the measure and in the years following its implementation
	Number of cases heard by courts and number of persons received by courts during the 3 years prior to the measure and in the years following its implementation
	Dynamics of the average duration of case consideration during the 3 years prior to the measure and in the years following its implementation
	Average number of days between the date a judgment is issued and the date it is uploaded into the electronic system during the 3 years prior to the measure and in the years following its implementation
	Number of cases heard by courts without paper carriers (based on electronic submissions) during the 3 years prior to the measure and in the years following its implementation
	Dynamics of expenditures on paper consumption during the 3 years prior to the measure and in the years following its implementation
<b>Impact indicators</b>	Improved access to justice
	Increased public trust in the judiciary
	Budget savings due to reduced circulation of information on paper carriers
	Broader promotion of uniform judicial practice
	Minimization of direct contact between officials and citizens
	Efficient and effective judicial administration

### 2.3. Improving the rules on forming the Judicial-Legal Council, taking into account international practice, in order to strengthen anti-corruption measures in the justice sector and ensure more efficient organization of the judiciary

<b>Implementing bodies and period</b>	Judicial-Legal Council, Supreme Court, judges’ associations, 2022–2026
<b>Initial outcome</b>	Study of international experience to strengthen anti-corruption measures in the field of justice and to ensure more efficient organization of the judiciary
<b>Intermediate outcome</b>	Improvement of the rules on the formation of the Judicial-Legal Council to strengthen anti-corruption measures in the field of justice
<b>Final outcome</b>	Implementation of measures to strengthen anti-corruption efforts in the field of justice and to ensure more efficient organization of the judiciary

<b>Input indicators</b>	Expenses for material resources (material-technical supplies, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Increasing the level of participation of the judiciary in the formation of the Judicial-Legal Council, including the election of judge members of the Council by judges through open voting and by a simple majority of participants	30
	Ensuring transparency in the system of judicial appointments, establishing a merit-based appointment mechanism, and ensuring transparency in the mechanism for assigning judges to positions	20
	Evaluation of judges' performance based on a unified assessment methodology and the existence of precise evaluation indicators	10
	Enhancing the efficiency of judicial administration, improving record-keeping procedures, and implementing unified judicial statistics	10
	Measures taken to prevent external interference and influence on the activities of judges	20
	Measures taken to eliminate bias of judges in specific cases	10
<b>Outcome indicators</b>	Changes in the number of judges within the composition of the Judicial-Legal Council during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years	
	Implementation of chairmanship of the Judicial-Legal Council by a representative of the judiciary during the years prior to and following the adoption of the relevant normative legal acts and implementation of measures	
	Changes in the number of judges during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years	
	Number of judges whose performance was evaluated negatively during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years, as well as the measures taken regarding them	
	Judges whose performance was evaluated highly during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years, as well as the measures taken regarding them	
	Dynamics of judges' complaints regarding unlawful interference with the judiciary during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years, as well as the dynamics of measures taken based on such complaints	
	Dynamics of complaints regarding corruption-related misconduct and corruption offences committed by judges and court staff during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years	
	Number and dynamics of corruption offence facts (episodes) and the number of judges and court staff held criminally liable during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years	

	Dynamics of judges held disciplinarily liable during the three years prior to the adoption of the relevant normative legal acts and implementation of measures, and in the subsequent years
<b>Impact indicators</b>	Increasing public trust in the judiciary
	Ensuring efficient and effective court administration
	Preventing the commission of corruption offences
	Preventing corruption-enabling situations committed by judges and other court staff

#### 2.4. Taking additional measures to enhance transparency in recruitment procedures in state-owned legal entities, legal entities in which the state holds the controlling share, and public legal entities established on behalf of the state, and expanding mechanisms for public oversight in this area

<b>Implementing bodies and period</b>	Cabinet of Ministers, State Examination Center, Ministry of Labour and Social Protection of Population, state-owned legal entities or legal entities in which the controlling share (stake) belongs to the state, and public legal entities established on behalf of the State, 2022–2026	
<b>Initial outcome</b>	Preparation of proposals on conducting recruitment in state-owned legal entities or legal entities in which the controlling share (stake) belongs to the state, and in public legal entities established on behalf of the State, on a competitive basis, and on strengthening transparency and public oversight mechanisms during recruitment procedures	
<b>Intermediate outcome</b>	Analysis of the proposals and determination of new mechanisms to enhance transparency and expand public oversight in the recruitment processes of the above-mentioned entities	
<b>Final outcome</b>	Implementation of new mechanisms to increase transparency in recruitment procedures of state-owned legal entities or legal entities in which the controlling share (stake) belongs to the state, and public legal entities established on behalf of the State, and the adoption of other relevant measures	
<b>Input indicators</b>	Expenses for material resources (material-technical supplies, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	The ratio of positions (jobs) subject to competitive recruitment to the total number of positions (jobs) (excluding political positions; deputy heads of first-level structural units of central executive authorities; deputy heads of state agencies and state services established under central executive authorities who are appointed and dismissed by the relevant executive authority; positions equivalent to or higher than these)	20
	Clarity for competition participants regarding how the competition is conducted, publication of the competition program and sample questions, public online access to the rules and sample questions, and the possibility to submit documents online	10
	Conducting the competition in a manner that ensures everyone has a reasonable period to familiarize themselves with the competition rules and, if meeting the requirements, participate in the competition;	10

	placing the announcement on the relevant entity's website and in other mass media to ensure accessibility (publishing the competition announcement at least 30 days in advance, or at least 20 days for vacancies such as cleaner, sweeper, gardener, guard, stoker, unskilled laborer or equivalent, constitutes a 100% result for this indicator)	
	Ensuring the confidentiality of the competition question bank, selecting questions entirely at random using information and communication technologies, and ensuring the participation of representatives of the State Examination Center (hereinafter – SEC), another state body, or civil society organizations in this process alongside the representative of the entity (institution)	10
	Video recording of the oral interview process	20
	Participation of the SEC, another state body, or civil society representatives in the oral interview alongside the representative of the entity (institution)	10
	Inclusion of representatives of the SEC, another state body, or civil society organizations in the competition commission in addition to the representative of the entity (institution), and their participation in verifying competition results	10
	Ensuring that the candidate is informed about how many people applied for the same position, the total score they achieved at each stage, and which candidate succeeded in the competition; ensuring the possibility to appeal the competition results to a higher state authority or a court, and communicating this to competition participants	10
	Note 1: If each stage of the competition is evaluated or reviewed by the SEC, an additional 10 points are awarded for each stage (not exceeding 30 points).	
	Note 2: If recruitment outside the competition is envisaged, this must be indicated, including information on the titles of the relevant positions.	
<b>Outcome indicators</b>	Number of vacant positions, positions announced for competition, and positions filled through competition in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of the relevant measures	
	Number of complaints related to recruitment in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of the relevant measures, and the outcomes of their review	
	Number of persons recruited through non-competitive methods, including transfers, in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of the relevant measures	
	Number of unemployed persons in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of the relevant measures	
<b>Impact indicators</b>	Enhancement of transparency in the recruitment process in state entities	
	Strengthening public trust in recruitment processes in state entities	
	Ensuring efficient and effective recruitment of employees	
	Reduction of unemployment	
	Increase in the number of citizens who trust the state through transparent recruitment into state entities	

## 2.5. Presenting proposals on implementation of the Unified Login System in all state information resources and systems to increase efficiency in the use of e-services provided by state bodies (institutions)

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state authorities, 2022–2024	
<b>Initial outcome</b>	Analysis of the current situation for ensuring the implementation of the Unified Login System in all state information resources and systems	
<b>Intermediate outcome</b>	Preparation of proposals regarding the implementation of the Unified Login System in all state information resources and systems	
<b>Final outcome</b>	Submission of proposals regarding the implementation of the Unified Login System in all state information resources and systems	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	The ratio of the number of state information resources and systems in which the Unified Login System has been implemented to the total number of state information resources and systems in which its implementation is possible	50
	A report outlining the analysis of the current situation for ensuring the implementation of the Unified Login System in all state information resources and systems, including a clear identification of shortcomings and the reasons for those shortcomings	30
	Submission of proposals, based on the conducted analysis and prepared report, for eliminating each identified shortcoming	20
<b>Outcome indicators</b>	The number of state information resources and systems in which the Unified Login System was implemented during the three years prior to the application of the relevant measures and in the subsequent years	
	The number of individuals registered in the Unified Login System during the three years prior to the application of the relevant measures and in the subsequent years	
	The number of applications submitted through the Unified Login System during the three years prior to the application of the relevant measures and in the subsequent years	
	The dynamics of expenses related to paper consumption during the three years prior to the application of the relevant measures and in the subsequent years	
<b>Impact indicators</b>	Ensuring access to e-government	
	Minimizing contact between officials and citizens	
	Saving budgetary funds by reducing the circulation of information on paper media	

**2.6. Provision of services offered by local executive authorities through a unified digital local executive authority portal integrated into the E-Government Information System, with the aim of increasing the number and efficiency of electronic services provided by local executive authorities**

<b>Implementing bodies and period</b>	Administration of the President of the Republic of Azerbaijan, local executive authorities, Ministry of Digital Development and Transport, other relevant state authorities (institutions), 2022–2026	
<b>Initial outcome</b>	Analysis of the services of local executive authorities and assessment of the existing infrastructure	
<b>Intermediate outcome</b>	Preparation and testing of the initial version of the Digital Executive Authority Portal	
<b>Final outcome</b>	Ensuring the full-scale operation of the Digital Executive Authority Portal	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Ratio of the number of local executive authorities where the Digital Executive Authority Portal has been implemented to the total number of executive authorities.	40
	Ratio of the number of services integrated into the Digital Executive Authority Portal to the total number of services provided by local executive authorities that can be digitalized.	40
	A report (statement) providing an analysis of the services delivered by local executive authorities, the feasibility of their digitalization, precise identification of deficiencies in digitalized services and the reasons for such deficiencies, as well as proposals for their elimination.	10
	Ratio of the number of services for which additional documents are not required from applicants due to integration with other systems and the use of information available in those systems, and the number of documents required for such services, to the total number of services and documents for which integration is possible.	10
<b>Outcome indicators</b>	Dynamics of the number of local executive authorities where the Digital Executive Authority Portal has been implemented in the years following the application of the relevant measures	
	Dynamics of the number of electronic services delivered through the Digital Executive Authority Portal in the years following the application of the relevant measures	
	Dynamics of the number of citizens received by executive authorities regarding services provided by the Digital Executive Authority Portal in the 3 years prior to, and the years following, the application of the relevant measures	
<b>Impact indicators</b>	Accelerating and expanding the transition to e-government	
	Minimizing direct contact between officials and citizens	
	Reducing budget expenditures by decreasing the circulation of information on paper	
	Strengthening public trust in local executive authorities	

## 2.7. Improving the rules for registration of acts issued by heads of local executive authorities (excluding normative acts) and creating an electronic database of such acts

<b>Implementing bodies and period</b>	Cabinet of Ministers, Local Executive Authorities, the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan, and other relevant state bodies (institutions), 2022	
<b>Initial outcome</b>	Preparation of proposals for improving the rules on the registration of acts issued by heads of local executive authorities (excluding normative acts)	
<b>Intermediate outcome</b>	Evaluation of the proposals and preparation of the draft normative legal act	
<b>Final outcome</b>	Implementation of measures for establishing an electronic database of acts issued by heads of local executive authorities	
<b>Input indicators</b>	Expenses related to material resources (material-technical means, including computers, printers, software, clerical supplies, and other goods and items)	
	Expenses related to human resources	
<b>Output indicators and scores</b>	The ratio of the number of local executive authorities whose acts have been integrated into the electronic database to the total number of executive authorities	40
	The ratio of the number of non-service information items accessible to citizens and placed in the information system to the total number of all types of non-service information accessible to citizens	40
	The availability of technical features in the electronic database that allow tracking who made changes and on what date when any modification is made	20
<b>Outcome indicators</b>	The number of acts added to the electronic database for each year following the date the database became operational	
	The number of acts obtained by citizens through use of the electronic database (without physical copies) for each year following the date the database became operational	
	The number of acts entered into the database with earlier dates for each year following the date the database became operational	
	The number of changes made in the database for each year following the date the database became operational	
<b>Impact indicators</b>	Impact indicators	
	Acceleration and expansion of the transition to e-government	
	Reduction of direct contact between officials and citizens	
	Budget savings through the reduction of information circulation on paper carriers	
	Strengthening public trust in local executive authorities	
	Prevention of the commission of corruption crimes	
	Prevention of corruption-enabling violations	

## 2.8. Accelerating activities on digitalization of internal management processes in state bodies (institutions)

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state authorities (institutions), 2022–2026	
<b>Initial outcome</b>	Analysis by state authorities (institutions) of the current situation regarding the digitalisation of internal management processes and submission of proposals	
<b>Intermediate outcome</b>	Determination of a phased plan of measures to be implemented for the digitalisation of internal management processes based on the submitted proposals, and commencement of the relevant work	
<b>Final outcome</b>	Completion of the measures envisaged in the plan for the digitalisation of internal management processes in state authorities (institutions)	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Ratio of the number of state authorities (institutions) in which internal management processes have been digitalised to the total number of state authorities (institutions)	20
	Ratio of the number of services (tasks) for which internal management processes have been digitalised to the total number of services (tasks)	20
	Ratio of the number of trained users of the digitalised internal management process to the total number of users	10
	Availability of the possibility, within the digitalised internal management process, to make decisions using artificial intelligence based on data, or to conduct data-driven analysis influencing decision-making without the use of artificial intelligence	10
	Ability, within the digitalised internal management process, to determine the time, content, and author of changes made to information in the electronic system	10
	Compliance of the digitalised internal management system with cybersecurity requirements, data collection and storage in the e-government cloud, and functional requirements (use of “Microsoft Office” capabilities within the system)	10
	Ratio of the time spent on the most frequently performed task in the authority’s (institution’s) activities after digitalisation of the internal management process to the time spent on the same task before digitalisation (a result between 0–0.5 equals 10 points; 0.51–0.7 equals 7 points; 0.71–0.8 equals 5 points; 0.81–1 equals 3 points; 1–1.2 equals 2 points; above 1.2 equals 0 points)	10
	Report analysing the situation regarding the digitalisation of the internal management process and approval of the relevant programme	10
	Note: Each area of activity in which the internal management process has been fully digitalised (with complete elimination of paper documents) — for example, human resources management, public procurement, financial	

	activity, or the authority's (institution's) activity in relevant areas — is awarded an additional 5 points (not exceeding 30 points).
<b>Outcome indicators</b>	Dynamics of the number of documents obtained electronically by citizens in the years following the digitalisation of the internal management process
	Dynamics of the time spent on performing any task in the 3 years before and the years after the digitalisation of the internal management process (for this indicator, it is advisable to take as an example the task most frequently carried out in the authority's (institution's) activity)
	Amount of budget savings in the years following the digitalisation of the internal management process (e.g., due to reduced paper consumption)
<b>Impact indicators</b>	Acceleration and expansion of the transition to e-government
	Minimisation of direct contact between officials and citizens
	Budget savings through reduced circulation of information on paper carriers

**2.9. Approval of rules on registration of persons in need of housing and digitalization of related public services; ensuring that lists of persons in need of housing and available housing stock offered to them are published openly on official websites of local executive authorities and kept continuously up-to-date**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Economy, local executive authorities, Ministry of Digital Development and Transport, 2022–2024	
<b>Initial outcome</b>	Approval of the rules for registering citizens in need of residential space	
<b>Intermediate outcome</b>	Digitalisation of public services related to the registration of citizens in need of residential space, and implementation of the necessary organisational measures to ensure the publication on official websites of the lists of persons in need of residential space and the available housing stock offered to them	
<b>Final outcome</b>	Provision of electronic services for the registration of citizens in need of residential space, and ensuring that the lists of persons in need of residential space and the available housing stock offered to them are publicly published on the official websites of local executive authorities	
<b>Input indicators</b>	Expenses related to material resources (material and technical means, including computers, printers, software, office supplies, other goods and items)	
	Expenses related to human resources	
<b>Output indicators and scores</b>	Possibility for eligible persons to apply for registration electronically	20
	Online publication, in sequential order, of the housing units offered and the applicants within the rules for registering persons in need of residential space, ensuring that applications are submitted in a standardised format	30
	The ratio of the number of housing units published online to the total number of housing units on the balance sheet	20

	Approval of the rules for registering persons in need of residential space	30
<b>Outcome indicators</b>	The total number and size of all housing units in the housing stock, the number of families (persons) previously and newly provided with housing, and the size of the previously and newly allocated housing stock, for the 3 years prior to and the years following the implementation of the relevant measures	
	The dynamics of the number of complaints regarding housing provision for the 3 years prior to and the years following the implementation of the relevant measures	
	The number and size of newly added housing units to the housing stock for the 3 years prior to and the years following the implementation of the relevant measures	
<b>Impact indicators</b>	Improved transparency	
	Increase in the number of citizens who trust the state as a result of improved housing provision	
	Reduction in the number of homeless persons	
	Prevention of corruption crimes committed by employees of authorities (institutions)	
	Prevention of corruption-prone violations committed by employees of authorities (institutions)	

### 2.10. Taking measures to expand the application of international transparency standards in the private sector to increase transparency in that area

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Economy, other relevant state authorities (institutions), 2022–2025	
<b>Initial outcome</b>	Implementation of measures to expand the application of relevant international standards in the private sector	
<b>Intermediate outcome</b>	Study and analysis of existing problems in this field and consolidation of collected proposals	
<b>Final outcome</b>	Enhancement of transparency in the private sector	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Application of a code of ethical conduct in the private sector, regulation of issues such as prevention of conflicts of interest, acceptance of gifts, sponsorship, and cooling-off periods for transition between the private and public sectors	30
	Existence of standards on internal control mechanisms within private sector entities	20
	Regulation of corruption risk management in the private sector	10
	Regulation of oversight of compliance standards in the private sector	10

	Measures to encourage legal entities to adopt anti-corruption requirements by establishing in legislation that the existence of compliance standards is considered a mitigating circumstance when legal entities are held criminally liable	20
	Report (assessment) on the analysis of existing problems in the private sector and proposals for their elimination	10
<b>Outcome indicators</b>	Dynamics of the number of private sector entities that adopted codes of ethical conduct in the three years before and after the implementation of the relevant measures	
	Dynamics of the number of private sector entities that adopted rules on conflicts of interest and acceptance of gifts in the three years before and after the implementation of the relevant measures	
	Dynamics of the number of private sector entities that adopted and implemented corruption risk assessment rules in the three years before and after the implementation of the relevant measures	
	Number of corruption offence incidents (episodes) involving private sector entities and the number of natural and legal persons held criminally liable in the three years before and after the implementation of the relevant measures	
	Dynamics of taxes paid by private sector entities in the three years before and after the implementation of the relevant measures	
	Number of administrative offence incidents (episodes) related to tax, accounting, and financial violations by private sector entities and the number of persons subjected to administrative liability in the three years before and after the implementation of the relevant measures	
<b>Impact indicators</b>	Increasing transparency	
	Preventing corruption offences committed by private sector entities	
	Preventing corruption-enabling violations committed by private sector entities	
	Increase in the amount of GDP per capita	
	Increase in tax revenues from the private sector	

### 2.11. Considering the implementation of ISO 37001 “Anti-Bribery Management Systems” international standard and presenting relevant proposals

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General’s Office, Ministry of Economy, Ministry of Finance, relevant state authorities (institutions), 2022–2026
<b>Initial outcome</b>	Study of advanced international practice and possibilities for applying the relevant standard
<b>Intermediate outcome</b>	Collection and evaluation of proposals in this field
<b>Final outcome</b>	Promotion of the establishment of ISO 37001 “Anti-Bribery Management Systems”

<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Analysis of the content of ISO 37001 in connection with the legislation of the Republic of Azerbaijan and preparation of a report (statement) on this analysis	30
	Analysis of the legislation and practice of foreign countries regarding the application of ISO 37001, summarizing positive practices, and preparation of a report (statement) on this analysis and summary	30
	Identification of provisions in the legislation of the Republic of Azerbaijan that do not comply with ISO 37001 requirements based on the analyses and summaries conducted, and proposed amendments to the legislation	40
<b>Outcome indicators</b>	Dynamics of the number of bodies (institutions) that adopted anti-corruption strategies during the 3 years prior to the implementation of the relevant measure and in the subsequent years	
	Dynamics of the number of bodies (institutions) in which an authorized official responsible for overseeing the application of anti-corruption legislation and standards is designated during the 3 years prior to the implementation of the relevant measure and in the subsequent years	
	Dynamics of the number of bodies (institutions) in which risk assessments were conducted during the 3 years prior to the implementation of the relevant measure and in the subsequent years	
	Dynamics of the number of compliance assessments (due diligence) conducted regarding anti-bribery measures during the 3 years prior to the implementation of the relevant measure and in the subsequent years	
	Dynamics of the number of persons engaged in ISO 37001-related training in bodies (institutions) during the 3 years prior to the implementation of the relevant measure and in the subsequent years	
	Dynamics of the number of corruption crime facts (episodes) and persons brought to criminal liability during the 3 years prior to the implementation of the relevant measure and in the subsequent years	
<b>Impact indicators</b>	Enhancement of transparency	
	Prevention of corruption crimes	
	Reduction in the number of corruption-enabling violations	

## 2.12. Strengthening oversight in public procurement and increasing anti-corruption measures to enhance transparency in this area

<b>Implementing bodies and period</b>	Prosecutor General's Office, Ministry of Economy, Relevant state bodies, 2022–2024
<b>Initial outcome</b>	Strengthening control measures in procurement procedures
<b>Intermediate outcome</b>	Raising issues regarding the application of liability measures to organizations that have committed violations

<b>Final outcome</b>	Ensuring transparency and a healthy competitive environment in public procurement procedures	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Existence of an internal control body for procurement and submission of documents to that body	10
	Existence of a separate external audit body	10
	Existence of requirements on ethical conduct and conflict of interest in procurement, declaration of conflicts of interest, and liability for violation of the rules (the fact that ethical conduct rules are specifically oriented toward public procurement and that general provisions in civil service ethical conduct rules and other normative acts are further specified is taken into account under this indicator)	30
	Provision for the right to file external complaints regarding public procurement and ensuring a prompt review mechanism	10
	Ensuring the participation of civil society institutions in the public procurement process, holding public hearings, and considering the interests of society	10
	Publication of annual public reports on public procurement	10
	Conducting due diligence by the oversight body on members of the procurement commission and other participants in the procurement process, including suppliers, for the purpose of identifying newly established entities, entities with limited turnover, entities repeatedly declared winners, and other suspicious participants, and excluding them from procurement when necessary	20
<b>Outcome indicators</b>	Dynamics of violations of legislation on conflicts of interest in public procurement in the years following the adoption of the relevant normative act or implementation of the measures	
	Dynamics of declarations on conflicts of interest in public procurement and dynamics of decisions on resolving conflicts of interest in the years following the adoption of the relevant normative act or implementation of the measures	
	Number of administrative offence facts (episodes) and persons held administratively liable under Article 445-1 of the Code of Administrative Offences for violations of public procurement legislation in the 3 years before and the years after the adoption of the relevant normative act or implementation of the measures	
	Number of criminal offence facts (episodes) and persons held criminally liable under Article 308-2 of the Criminal Code in the 3 years before and the years after the adoption of the relevant normative act or implementation of the measures	
	Dynamics of the number of officials and suppliers considered non-compliant with “due diligence” standards in public procurement in the years following the adoption of the relevant normative act or implementation of the measures	
	Number of cancelled procurement contracts and grounds for cancellation in the 3 years before and the years after the adoption of the relevant normative act or implementation of the measures	

	Number of persons, facts, bodies, and the amount of misappropriated assets held criminally or administratively liable for misappropriation or waste of public funds through violations of procurement rules in the 3 years before and the years after the adoption of the relevant normative act or implementation of the measures
	Number and grounds for non-approval of decisions or protocols of procurement commissions in the 3 years before and the years after the adoption of the relevant normative act or implementation of the measures
	Quantitative assessment results of the effectiveness and efficiency of public procurement based on surveys among suppliers, stakeholders, and civil society institutions in the years following the adoption of the relevant normative act or implementation of the measures
<b>Impact indicators</b>	Ensuring transparency
	Preventing corruption crimes committed by employees of bodies (institutions)
	Preventing corruption-conducive offences
	Ensuring efficient management of state budget funds
	Strengthening public trust in public procurement
	Ensuring competition in public procurement

### 2.13. Presenting proposals on establishing the obligation for companies participating in public procurement to disclose beneficial ownership information

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General's Office, Ministry of Economy, Ministry of Justice, Financial Monitoring Service, 2022–2026	
<b>Initial outcome</b>	Conducting strategic analyses on the beneficial owners of legal entities participating in public procurement	
<b>Intermediate outcome</b>	Preparing proposals on identifying the beneficial owners of legal entities	
<b>Final outcome</b>	Ensuring transparency in public procurement	
<b>Input indicators</b>	Expenses for material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenses for human resources	
<b>Output indicators and scores</b>	Preparation of a report (statement) analyzing the requirement to disclose beneficial ownership in the Republic of Azerbaijan and international practice	30
	Preparation of a report (statement) listing existing problems in legislation and practice related to the requirement to disclose beneficial ownership	30
	Preparation of a draft containing concrete proposals related to the requirement to disclose beneficial ownership	40

<b>Outcome indicators</b>	Dynamics of the number of procurements conducted with disclosure of beneficial ownership for the three years prior to, and the years following, the adoption of the relevant normative legal act or implementation of the relevant measures
	Dynamics of the number and grounds for termination of procurement contracts concluded in violation of the requirements concerning disclosure of beneficial ownership for the three years prior to, and the years following, the adoption of the relevant normative legal act or implementation of the relevant measures
	Dynamics of cases in which suppliers were excluded from procurements due to non-compliance with beneficial ownership disclosure requirements, and the number of such suppliers, for the three years prior to, and the years following, the adoption of the relevant normative legal act or implementation of the relevant measures
	Number of administrative offence facts (episodes) and persons held administratively liable under Article 445-1 of the Code of Administrative Offences of the Republic of Azerbaijan for violations of public procurement legislation for the three years prior to, and the years following, the adoption of the relevant normative legal act or implementation of the relevant measures
	Number of criminal offence facts (episodes) and persons held criminally liable under Article 308-2 of the Criminal Code of the Republic of Azerbaijan for the three years prior to, and the years following, the adoption of the relevant normative legal act or implementation of the relevant measures
	Dynamics of the number of officials and suppliers considered non-compliant with the “due diligence” standard in public procurement for the years following the adoption of the relevant normative legal act or implementation of the relevant measures
	Number of corruption offence facts (episodes) and persons held criminally liable under Article 179 of the Criminal Code of the Republic of Azerbaijan related to misappropriation or waste of state funds through violations of procurement rules for the three years prior to, and the years following, the adoption of the relevant normative legal act or implementation of the relevant measures
	Dynamics of the number of different suppliers engaged in public procurement for the three years prior to, and the years following, the adoption of the relevant normative legal act or implementation of the relevant measures
<b>Impact indicators</b>	Ensuring transparency
	Preventing the commission of corruption crimes by employees of state bodies (institutions)
	Preventing the commission of corruption-enabling legal violations
	Ensuring efficient management of state budget funds
	Strengthening public trust in public procurement
	Ensuring competition in public procurement

#### 2.14. Creation of a monitoring mechanism for financial transactions related to public procurement

<b>Implementing bodies and period</b>	Cabinet of Ministers, the Prosecutor General’s Office, the Ministry of Economy, the Ministry of Justice, the Financial Monitoring Service, 2022–2024
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<b>Initial outcome</b>	Establishment of a system for regular monitoring of transactions related to funds obtained from public procurements	
<b>Intermediate outcome</b>	Limiting the possibilities of using funds for unlawful purposes through regular monitoring of transactions related to public procurements	
<b>Final outcome</b>	Formation of a proactive response system to address existing risks in the field of public procurement	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Existence of an online system that enables tracking the intended use of funds received by suppliers from public procurements	40
	Establishment of liability for knowingly entering false information into the online system or committing other actions that undermine transparency	20
	Integration of the online system with the “e-tender.gov.az” platform and with the relevant electronic systems of authorities responsible for internal and external state financial control	15
	Provision of real-time access to the system for the financial monitoring authority and the prosecutor’s office	15
	Regular public disclosure, by the procuring authority, of the information reflected in the online system, taking into account confidentiality requirements	10
<b>Outcome indicators</b>	After the monitoring system is established, the annual number of transactions with a high risk of suppliers cashing out funds obtained from public procurement and returning them to the procuring authority	
	After the monitoring system is established, the annual number of identified cases in which suppliers cashed out funds obtained from public procurement and returned them to the procuring authority	
	After the monitoring system is established, the annual number of cases where the work performed in return for transferred funds was of inadequate quality or quantity	
	Annual results of quantitative assessment of the efficiency and quality of the monitoring mechanism through surveys conducted among suppliers	
<b>Impact indicators</b>	Ensuring transparency	
	Preventing corruption crimes committed by employees of public bodies (institutions)	
	Preventing corruption-enabling violations committed by employees of public bodies (institutions)	
	Ensuring efficient management of state budget funds	
	Strengthening public trust in public procurement	
	Ensuring competition in public procurement	

**2.15. Improving procedures for monitoring compliance of prices of goods and services purchased through quotation requests in procurement processes with market prices, and strengthening the operational independence of the procurement commission**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Relevant state bodies (institutions), 2022–2026	
<b>Initial outcome</b>	Strengthening oversight measures to ensure that goods and services procured through quotation procedures are priced in accordance with market prices	
<b>Intermediate outcome</b>	Enhancing the operational independence of the procurement commission	
<b>Final outcome</b>	Increasing transparency in procurement procedures	
<b>Input indicators</b>	Expenditure on material resources (material-technical supplies, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Existence of a clear rule for procuring goods or services through a quotation request and the establishment of precise indicators for selecting among the methods defined in that rule	20
	Existence of a requirement to analyze prevailing market prices before a quotation request, determine a favorable price range, and attach that price table (catalogue) to procurement documents for future verification	10
	Existence of a unified database for comparing prices in quotation requests and the requirement to use this database during new quotation requests, with regular updates of the prices in the database	20
	Determination of precise specifications for each product during a quotation request (place of production, manufacturer, model, technical parameters, etc.) and pricing based on these precise specifications	5
	Requirement to send the quotation request to at least three suppliers and attach each supplier's proposed prices to the materials	5
	Existence of an external expert opinion on market prices and the highest-quality product (service) where the product involves specific equipment or modern technology	5
	Regular training of procurement commission members to improve their knowledge and skills	5
	Existence of minimum requirements preventing internal interference in the work of procurement commissions	10
	Existence of a rule for appointing procurement commission members, including indicators considered during appointment (experience, knowledge, transparency, etc.), appointment for a clearly defined term, and inclusion of members from different functional areas of the institution	10
Obligation for procurement commission members to declare conflicts of interest and existence of a mechanism to verify all declared or undeclared conflicts	10	
<b>Outcome indicators</b>	Number of complaints regarding internal interference in the work of procurement commissions in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures	

	Dynamics of cases where state funds were spent through quotation requests carried out at significantly higher prices than the established price range in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures
	Number and grounds of cases where members were appointed to procurement commissions in violation of relevant requirements, and of their subsequent removal, in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures
	Dynamics of violations of conflict-of-interest legislation committed by procurement commission members in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures
	Number and grounds for annulment of decisions adopted by procurement commissions under the quotation request method in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures
	Number of instances in which the oversight authority participated as an observer in procurement commission meetings in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures
	Number and grounds of violations detected by the oversight authority while participating as an observer in procurement commission meetings in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures
	Number and grounds of contract annulments due to detected violations in the 3 years before and the years after the adoption of the relevant normative legal act and implementation of measures
<b>Impact indicators</b>	Ensuring transparency
	Preventing corruption crimes committed by employees of bodies (institutions)
	Preventing corruption-enabling violations
	Ensuring efficient management of state budget funds
	Strengthening public trust in public procurement
	Ensuring competition in public procurement

## 2.16. Creation of a unified portal on municipal revenues and expenditures, ensuring that all municipal expenditures are carried out through the portal and guaranteeing its transparency

<b>Implementing bodies and period</b>	Ministry of Justice, Ministry of Finance, Ministry of Digital Development and Transport, national associations of municipalities, 2022–2024
<b>Initial outcome</b>	Preparation of the legislative framework for the unified portal
<b>Intermediate outcome</b>	Adoption of the relevant act on the creation and regulation of the unified portal of municipal revenues and expenditures

<b>Final outcome</b>	Development of the unified portal of municipal revenues and expenditures and ensuring the transparency of the portal	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computer, printer, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Identification of municipal revenues and their sources, as well as expenditures, on the portal	30
	Execution of municipal expenditures through the portal	30
	Disclosure to the public, via the portal or other resources, of annual financial activities of each municipality	20
	Establishment on the portal of a mechanism for taking into account public opinion of residents of the municipal territory during the adoption of municipal decisions	20
<b>Outcome indicators</b>	Annual dynamics of the number of municipalities connected to the portal after the launch of the portal	
	Municipal expenditures (in AZN) in the year prior to the launch of the portal and in subsequent years, as well as expenditures executed through the portal (in AZN)	
	Annual dynamics of cases in which municipalities, after the launch of the portal, collect public opinion through the Portal before adopting decisions on matters of public importance (e.g., improvement of a particular area, road construction, etc.)	
	Annual dynamics of decisions adopted by municipalities on matters of public importance (e.g., improvement of a particular area, road construction, etc.) during the 3 years prior to the launch of the portal and in subsequent years	
	Number of corruption crime incidents (episodes) committed by municipal officials and the number of individuals held criminally liable during the 3 years prior to the launch of the portal and in subsequent years	
<b>Impact indicators</b>	Ensuring transparency	
	Strengthening public trust in municipalities	
	Enhancing effective governance mechanisms in municipalities and increasing accountability to local residents	
	Preventing corruption crimes committed by municipal officials	
	Preventing corruption-related infringements committed by municipal officials	

### 2.17. Preparation and submission of annual reports by state bodies (institutions) to the Anti-Corruption Commission on assessment and prevention of corruption risks

<b>Implementing bodies and period</b>	Central and local executive authorities, state-owned legal entities and legal entities whose controlling shares belong to the state, and public legal entities established on behalf of the state, 2022–2026
<b>Initial outcome</b>	Identification of corruption risks by state authorities (institutions)
<b>Intermediate outcome</b>	Implementation of relevant measures to prevent corruption risks

<b>Final outcome</b>	Submission of reports by state authorities (institutions) on the assessment of corruption risks and measures taken to prevent them	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Identification, analysis, and assessment of corruption risks using a methodology aligned with ISO 31000 and ISO 31010 standards	40
	Existence of a structural unit and a working group responsible for managing corruption risks	10
	Involvement of civil society representatives in identifying corruption risks	10
	Complete identification of the list of corruption risks	40
<b>Outcome indicators</b>	Dynamics of the number of high and medium corruption risks in the years following the adoption of the relevant normative legal act and the implementation of measures	
	The ratio, in the years following the adoption of the relevant normative legal act and the implementation of measures, of the number of risks for which the body (institution) has taken appropriate measures to the number of risks deemed necessary to manage	
	The number of complaints related to corruption offences in the activity of the body (institution) during both the three years preceding the risk-management activity and the years following this activity	
	The number of corruption crimes in the activity of the body (institution) during both the three years preceding the risk-management activity and the years following this activity	
	The number of administrative offence facts (episodes) and persons subjected to administrative liability under Articles 410 and 445-1 of the Code of Administrative Offences of the Republic of Azerbaijan during both the three years preceding the risk-management activity and the years following this activity	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's standing in international anti-corruption rankings	
	Increase in gross domestic product per capita	
	Increase in budget revenues through compensation of material damage caused	
	Lawful, purposeful and efficient use and management of public funds as a result of implementing effective financial control mechanisms	
	Increase in public trust in state bodies (institutions)	
	Prevention of corruption crimes committed by employees of state bodies (institutions)	

## PRIORITY 3. MEASURES TO ENSURE FINANCIAL TRANSPARENCY AND COMBAT MONEY LAUNDERING AND TERRORISM FINANCING

### 3.1. Taking measures to ensure the dominance of cashless payments

<b>Implementing bodies and period</b>	Cabinet of Ministers, Central Bank, Ministry of Economy, Ministry of Finance, 2022–2024	
<b>Initial outcome</b>	Collection of proposals on ensuring the predominance of the cashless payments market	
<b>Intermediate outcome</b>	Adoption of a joint action plan based on the submitted proposals	
<b>Final outcome</b>	Implementation of the measures envisaged in the action plan to ensure the predominance of the cashless payments market	
<b>Input indicators</b>	Expenditure on material resources (material-technical supplies, including computer, printer, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of the number of POS terminals to the number of facilities required to install POS terminals under Cabinet of Ministers Resolution No. 219 of 4 October 2012	30
	Existence of a rule requiring that, upon the payer's request for a cashless payment, such a request must be complied with by the receiving entity	10
	Existence of a requirement for the use of state budget funds exclusively in a cashless manner	10
	Existence of mechanisms encouraging taxpayers and facilities where POS terminals are used to shift to cashless payments (for example, refund of part of VAT paid by consumers and part of VAT paid for residential and non-residential premises purchased in a cashless manner from persons engaged in construction activities; refund of part of VAT to foreigners and stateless persons for goods purchased and medical services paid in a cashless manner in the territory of the Republic of Azerbaijan; deduction from taxable turnover of payments made via POS terminal in a cashless manner to medical institutions and private medical practitioners; exemption from profit tax for amounts not exceeding 15% of the taxpayer's annual profit when transferred in a cashless manner to entities operating in science, education, healthcare, sports and culture; crediting of VAT amounts paid in a cashless manner for the purchase of goods (works, services) associated with VAT-taxable operations)	20
	Existence of cybersecurity standards for supervised financial-market entities to ensure the security of cashless payments, and verification by the competent authority of those entities' compliance with such standards (these standards must include requirements for multi-factor authentication—confirmation via code, confirmation through app login, biometric confirmation, confirmation via contact with the bank and similar at least 2–3 identification methods; provision of useful cybersecurity information and guidance to	20

	users at certain times of the year; application of artificial intelligence to all operations to warn the payer about suspicious transactions and permit the payment only after necessary identification procedures; establishment of a unified complaint form for cybercrime cases and rules for their prompt review; provision for external audit and verification of cybersecurity standards by the competent authority)	
	Enforcement measures applied for violations of legislation on cashless settlements	10
<b>Outcome indicators</b>	Number of active POS terminals and other cashless payment points for the 3 years preceding and the years following the implementation of the relevant measures	
	Ratio of the amount of cashless payments to the total amount of all payments for the 3 years preceding and the years following the implementation of the relevant measures	
	Number of nationally established digital payment platforms for the 3 years preceding and the years following the implementation of the relevant measures	
	Amount of payments made through nationally established digital payment platforms for the 3 years preceding and the years following the implementation of the relevant measures	
	Number of fraud incidents and affected persons related to cashless payments for the 3 years preceding and the years following the implementation of the relevant measures	
	Amount of payments made through e-commerce for the 3 years preceding and the years following the implementation of the relevant measures	
	Ratio of the total amount of fraudulent cashless payment transactions to the total amount of cashless payments for the 3 years preceding and the years following the implementation of the relevant measures	
<b>Impact indicators</b>	Promotion of cashless payments	
	Ensuring transparency	
	Increasing state budget revenues by expanding the volume of tax payments	

### 3.2. Creation of the “e-accounting” electronic portal enabling the electronic submission of financial statements by accounting entities to the Ministry of Finance of the Republic of Azerbaijan in accordance with the Law of the Republic of Azerbaijan “On Accounting”

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Finance, and other relevant state authorities (bodies), 2022–2025
<b>Initial outcome</b>	Identification of initial proposals for the establishment of an electronic portal
<b>Intermediate outcome</b>	Preparation of relevant documents and the draft portal for the electronic portal enabling the electronic submission of financial reports
<b>Final outcome</b>	Completion of the creation of the “e-accounting” electronic portal

<b>Input indicators</b>	Expenditure on material resources (material-technical supplies, including computers, printers, software, office supplies, other goods and items)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	The ratio of accounting entities submitting financial statements through the “e-accounting” information system to the total number of accounting entities obliged to submit financial statements to the Ministry of Finance of the Republic of Azerbaijan	50
	Ensuring access on the “e-accounting” portal to publicly available information as prescribed in Article 29 of the Law “On Access to Information”	20
	The availability of the capability to analyse financial statements submitted to the Ministry of Finance through the “e-accounting” information system	30
<b>Outcome indicators</b>	The annual number of budgetary organizations integrated into the Portal after its implementation	
	The annual number of violations detected through the Portal’s analytical function after its implementation and the measures taken	
	The average time (in hours) required to prepare and submit financial statements in the 3 years prior to and the years following the Portal’s implementation	
	The number of persons and cases held administratively liable under Article 410 of the Code of Administrative Offences of the Republic of Azerbaijan in the 3 years prior to and the years following the Portal’s implementation, as well as the amount of funds misused in violation of financial rules	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan’s rankings in international anti-corruption assessments	
	Increase in state budget revenues through recovery of financial damages	
	Lawful, purposeful, and efficient use and management of public funds through the application of effective financial control mechanisms	
	Enhancement of public trust in state bodies (institutions)	
	Ensuring financial transparency and accountability	

### 3.3. Further increasing efficiency and quality of audits, inspections, and other oversight measures related to the effective and targeted expenditure of funds allocated from the state budget, as well as enhancing transparency in spending of budget funds

<b>Implementing bodies and period</b>	Cabinet of Ministers, Relevant state bodies (institutions), Chamber of Accounts, 2022–2026
<b>Initial outcome</b>	Approval of an action plan to increase the effectiveness of inspections, audits, and other oversight measures related to the efficient spending of funds allocated from the state budget
<b>Intermediate outcome</b>	Increasing the effectiveness of inspections, audits, and other oversight measures related to the efficient spending of funds allocated from the state budget

<b>Final outcome</b>	Implementation of measures to enhance transparency in the use of funds allocated from the state budget	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of the number of materials (facts) sent to law enforcement bodies during state financial control and external state financial control measures—when signs of Article 410 of the Code of Administrative Offenses are identified—for verifying whether the act of the culpable official contains elements of the relevant articles of the Criminal Code before applying liability under Article 410, to the number of persons (facts) held liable under Article 410 of the Code of Administrative Offenses	30
	Informing the public about plans for state financial control, external state financial control, as well as internal control measures of the body (institution), inspections carried out, and violations identified	10
	Assessment of the integrity, competence, and professionalism of individuals performing oversight measures in accordance with ISSAI 130 (Code of Ethics) and other relevant standards, and the existence of such assessment indicators and procedures	15
	Normative legal, organizational-structural changes, and other measures carried out to increase the effectiveness and quality of oversight measures	15
	Ratio of the number of individuals engaged in trainings aimed at increasing professionalism to the total number of individuals performing oversight measures	10
	Existence of separate rules of ethical conduct for individuals performing oversight measures (including provisions regulating the resolution of conflict of interest, submission and review procedures for conflict-of-interest declarations, liability for failure to submit or for misrepresentation in declarations, declaration and registration of gifts, and regulation of other relevant issues)	20
	Note: The ratio, during the reporting period, of the number of violation facts identified through the internal financial control measures of the body (institution) that is the object of state financial control or external state financial control and sent to law enforcement bodies, to the number of violation facts identified within internal financial control measures that resulted in criminal or administrative liability, grants an additional maximum of 20 points for this measure.	
<b>Outcome indicators</b>	Number of facts (episodes) of corruption crimes involving state property and the number of persons held criminally liable in the 3 years before and the years after the relevant measure was implemented	
	Amount of damage caused to the state budget due to embezzlement of state property, the amount compensated, and the number of such facts (episodes) in the 3 years before and the years after the relevant measure was implemented	
	Number of complaints related to inefficient spending of funds allocated from the state budget or corruption crimes and corruption-enabling violations in the management of state property in bodies (institutions) in the 3 years before and the years after the relevant measure was implemented	

	Information published in the media regarding inefficient spending of funds allocated from the state budget or corruption crimes and corruption-enabling violations in the management of state property in bodies (institutions) in the 3 years before and the years after the relevant measure was implemented
	Number of oversight measures carried out based on complaints and media reports related to inefficient spending of funds allocated from the state budget or corruption crimes and corruption-enabling violations in the management of state property in the 3 years before and the years after the relevant measure was implemented
	Number of oversight measures sent to law enforcement bodies concerning signs of corruption crimes involving state property in the 3 years before and the years after the relevant measure was implemented
	Amount of damage caused to the state budget that is not related to the embezzlement of state property, and the amount compensated, in the 3 years before and the years after the relevant measure was implemented
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Increase in state budget revenues through compensation of material damage
	Lawful, targeted, efficient use and management of state funds as a result of implementing effective financial control mechanisms
	Strengthening of public trust in bodies (institutions)
	Ensuring financial transparency and accountability
	Prevention of corruption crimes committed by employees of bodies (institutions)

### 3.4. Continuing measures to implement FATF (Financial Action Task Force) recommendations in combating money laundering and terrorism financing

<b>Implementing bodies and period</b>	Cabinet of Ministers, Commission on Combating Corruption, Financial Monitoring Service, 2022–2026	
<b>Initial outcome</b>	Analysis of FATF (Financial Action Task Force) recommendations on combating the laundering of criminally obtained property and the financing of terrorism	
<b>Intermediate outcome</b>	Preparation of draft normative legal acts based on FATF recommendations	
<b>Final outcome</b>	Strengthening measures to combat the laundering of criminally obtained funds or other property and the financing of terrorism	
<b>Input indicators</b>	Expenditure on material resources (material-technical supplies, including computer, printer, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Implementation of Recommendation R.8	9
	Implementation of Recommendation R.14	9
	Implementation of Recommendation R.15	9
	Implementation of Recommendation R.16	9

	Implementation of Recommendation R.24	9
	Implementation of Recommendation R.26	9
	Implementation of Recommendation R.27	9
	Implementation of Recommendation R.28	9
	Implementation of Recommendation R.33	9
	Implementation of Recommendation R.34	9
	Implementation of Recommendation R.35	10
	Note: An assessment (report) on the analysis of FATF recommendations and the legislation of the Republic of Azerbaijan in a correlated manner, including identified gaps, constitutes an additional 10 points under this measure.	
<b>Outcome indicators</b>	The number and content of draft normative legal acts adopted annually for the implementation of FATF recommendations on combating money laundering and the financing of terrorism	
<b>Impact indicators</b>	Improvement of the legislation of the Republic of Azerbaijan in line with international standards	
	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Progress reporting under the fifth-round evaluation conducted by the Council of Europe's Committee of Experts on the Evaluation of Anti-Money Laundering and Counter-Terrorist Financing Measures (MONEYVAL) and improvement of the Republic of Azerbaijan's indicators within the next evaluation round	

### 3.5. Taking measures to increase the effectiveness of detecting and investigating money laundering and terrorism financing crimes, and improving investigative practices in this area

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General's Office, Supreme Court, Ministry of Economy, Ministry of Internal Affairs, State Security Service, State Customs Committee, 2022–2024	
<b>Initial outcome</b>	Analysis of the relevant legislation and preparation of proposals based on the results of the analysis	
<b>Intermediate outcome</b>	Implementation of measures to improve investigative practice in the relevant field	
<b>Final outcome</b>	Enhancement of the effectiveness of counteraction measures in the relevant field	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computer, printer, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Determination of exemplary precise indicators of suspicious financial transactions reflecting signs of the crimes of money laundering and terrorist financing, and the requirement that obligated entities report to the Financial Monitoring Service when such indicators are identified (with respect to the Financial Monitoring Service)	25

	Existence of a system enabling the tracing of assets (with respect to the Financial Monitoring Service)	25
	Determination of customer profile categories through risk-based assessment (with respect to the Financial Monitoring Service)	25
	Existence of functioning software with artificial intelligence elements enabling the detection of money laundering and terrorist financing crimes (with respect to the Financial Monitoring Service)	25
	Adoption of a decision ensuring uniform judicial practice (with respect to the Supreme Court)	100
	Adoption of methodological guidance, instructions, or directives to form uniform investigative practice (with respect to the Prosecutor General's Office and other investigative bodies)	40
	Availability of rapid and flexible (and, when necessary, unhindered) access by investigative bodies to essential databases related to money laundering and terrorist financing crimes (with respect to the Prosecutor General's Office and other relevant investigative bodies)	10
	Formation of a cadre of specialized investigators and operatives for investigating money laundering and terrorist financing crimes (with respect to the Prosecutor General's Office and other relevant investigative bodies)	20
	Engagement of investigators, operatives, and other specialists involved in the investigation of money laundering and terrorist financing crimes in necessary training (participation of at least 20 hours of training per year for each of 5 investigators constitutes a 100% result for this indicator) (with respect to the Prosecutor General's Office and other relevant investigative bodies)	20
	Membership in the Egmont Group and similar networks (with respect to the Prosecutor General's Office and other investigative bodies)	10
	Note: An internationally recognized financial-crime specialist certificate issued to each investigator, operative, or other staff member by international bodies constitutes an additional 5 points for this measure (not exceeding 20 points).	
<b>Outcome indicators</b>	Number and value of suspicious financial transactions reflecting signs of money laundering and terrorist financing detected and halted by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years prior to and the years following implementation of the measure	
	Number and value of criminal cases (facts and persons) initiated on the basis of suspicious financial transactions detected and halted by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years prior to and the years following implementation of the measure	
	Number and value of suspicious financial transactions reflecting signs of money laundering and terrorist financing detected and halted through artificial intelligence applied via software used by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years prior to and the years following implementation of the measure	
	Number and value of criminal cases (facts and persons) initiated on the basis of suspicious financial transactions detected and halted through artificial intelligence applied via software used by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years prior to and the years following implementation of the measure	

	Number of criminal facts (episodes) and persons held criminally liable by courts of the Republic of Azerbaijan under Articles 193-1 and 214-1 of the Criminal Code in the 3 years prior to and the years following implementation of the measure
	Number and grounds of cases under Articles 193-1 and 214-1 of the Criminal Code changed or annulled by the Supreme Court of the Republic of Azerbaijan for non-compliance with uniform judicial practice in the 3 years prior to and the years following implementation of the measure
	Number of criminal facts (episodes) and persons acquitted or exempted from criminal liability under Articles 193-1 and 214-1 of the Criminal Code in the 3 years prior to and the years following implementation of the measure
	Number of international legal cooperation requests sent under Articles 193-1 and 214-1 of the Criminal Code in the 3 years prior to and the years following implementation of the measure
	Number of foreign international legal cooperation requests executed under Articles 193-1 and 214-1 of the Criminal Code in the 3 years prior to and the years following implementation of the measure
	Number and substance of positive international practices applied and validated based on knowledge gained through participation in trainings organized by foreign states and international organizations under Articles 193-1 and 214-1 of the Criminal Code in the 3 years prior to and the years following implementation of the measure
	Number of memberships in international channels, networks, and platforms facilitating cooperation in operational-search and investigative fields in the 3 years prior to and the years following implementation of the measure
	Number and value of recovered assets located abroad in the 3 years prior to and the years following implementation of the measure
	Number and value of recovered assets in the Republic of Azerbaijan executed at the request of competent authorities of foreign states in the 3 years prior to and the years following implementation of the measure
	Number of joint investigation teams or parallel investigation activities with foreign countries under Articles 193-1 and 214-1 of the Criminal Code in the 3 years prior to and the years following implementation of the measure
	Number of investigative actions carried out abroad and in the Republic of Azerbaijan through channels, networks, and platforms facilitating cooperation in operational-search and investigative fields in the 3 years prior to and the years following implementation of the measure
	Number (type) of decisions annulled due to non-compliance with uniform investigative practice (methodology) or unlawful investigation, and the number, type, and grounds of instructions issued under Articles 193-1 and 214-1 of the Criminal Code in the 3 years prior to and the years following implementation of the measure
<b>Impact indicators</b>	Prevention of money laundering and terrorist financing crimes
	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Establishment of effective and efficient international cooperation in the investigation of money laundering and terrorist financing crimes
	Formation of uniform investigative and judicial practice in money laundering and terrorist financing crimes

### 3.6. Presenting proposals on establishing electronic information exchange systems enabling verification of data provided in asset declarations submitted by officials against information in relevant databases

<b>Implementing bodies and period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General's Office, Financial Monitoring Service, 2022–2026	
<b>Initial outcome</b>	Analysis of the experience of countries that apply a unified electronic information system for the collection of financial data	
<b>Intermediate outcome</b>	Examination of possibilities for establishing electronic information exchange	
<b>Final outcome</b>	Identification of possibilities for verifying the consistency between data in financial declarations submitted by officials and the information contained in relevant databases	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Re-analysis of the scope of financial data required to be declared, preparation of relevant proposals, and a report on this matter	30
	Analysis of the practice of declaring financial data in foreign countries and a report on this matter	30
	Analysis of the procedure for declaring financial data electronically and a report on this matter	40
<b>Outcome indicators</b>	Preparation of a draft normative legal act providing for the implementation of the relevant software and submission of proposals regarding this draft	
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Increase of public trust in institutions (bodies)	
	Prevention of corruption crimes committed by employees of institutions (bodies)	

## PRIORITY 4. MEASURES TO IMPROVE PUBLIC SERVICES AND GOVERNANCE MECHANISMS

### 4.1. Taking measures to expand activities on proactive and electronic provision of public services

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022–2024	
<b>Initial outcome</b>	Enhancement of the possibilities for delivering public services in electronic form	
<b>Intermediate outcome</b>	Improvement of the “MyGov” portal and other sectoral portals of state bodies (institutions) to ensure their effective operation	
<b>Final outcome</b>	Ensuring the proactive delivery of services to citizens through the “MyGov” portal and other sectoral portals of state bodies (institutions)	
<b>Input indicators</b>	Expenditure on material resources (material and technical supplies, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of the number of proactive electronic services to the number of electronic services that can be provided proactively	30
	Ratio of the number of “Digital Login” users to the number of citizens	10
	Ratio of the number of data types integrated among bodies (institutions) to the total number of data types that can be integrated	20
	Ratio of the number of mobile application users of e-gov.az, my.gov.az and other electronic service platforms to the total number of users	10
	Ratio of the number of electronic services with active proactive communication channels (sending reminder or informational messages, including guidance functions) to the total number of electronic services	10
	Ratio of the number of employees involved in at least 20 hours of training on electronic services during the year to the total number of employees providing such services (a 20% indicator constitutes a 100% result for this indicator)	10
	Ratio of the number of services for which citizen satisfaction with service quality is measured and improvements are made based on this to the total number of other electronic services	10
<b>Outcome indicators</b>	Ratio of the number of proactive service users to the total number of electronic service users in the 3 years before and the subsequent years after the implementation of the relevant measures	
	Ratio of the number of “digital login” users to the total number of electronic service users in the 3 years before and the subsequent years after the implementation of the relevant measures	
	Number of mobile application users of e-gov.az, my.gov.az and other electronic service platforms in the 3 years before and the subsequent years after the implementation of the relevant measures	

	Quantitative indicators of citizen satisfaction surveys regarding service quality and improvement
	Ratio of the number of services provided without requiring citizens' physical presence to the total number of state services in the 3 years before and the subsequent years after the implementation of the relevant measures
	Average execution time of electronic services in the 3 years before and the subsequent years after the implementation of the relevant measures
	Cost per electronic service in the 3 years before and the subsequent years after the implementation of the relevant measures
	Number of complaints related to proactively provided services in the 3 years before and the subsequent years after the implementation of the relevant measures
	Average time of proactive service (the ratio of total service time to the total number of service users) in the 3 years before and the subsequent years after the implementation of the relevant measures
<b>Impact indicators</b>	Ensuring transparency of public services
	Increase in citizen satisfaction
	Saving state budget funds through proactive and electronic services
	Increase in public trust in bodies (institutions)
	Prevention of corruption crimes committed by employees of bodies (institutions)

#### 4.2. Accelerating work on digitalization of public services and integration among information systems of state bodies (institutions), and ensuring the transition from paper-based to data-based services

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022–2024	
<b>Initial outcome</b>	Analysis of services provided by state bodies (institutions) in terms of their digitalization and preparation of proposals for the creation of new electronic services	
<b>Intermediate outcome</b>	Preparation of draft acts to establish the regulatory basis for ensuring the provision of service-related information through integration of the relevant information systems, based on submitted documents and references	
<b>Final outcome</b>	Increase in the number of state services provided electronically without requiring documents from citizens	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of the number of digitalized state services to the total number of services	30
	Ratio of the number of integrations established between the information systems of bodies (institutions) to the total number of systems that can be integrated	20

	Conducting satisfaction surveys for each electronic service in electronic and other forms, taking feedback into account, and the main issues identified in the survey results along with the corresponding improvements made	10
	Existence of cybersecurity standards for state services and oversight of compliance with those standards	20
	Existence of internal and external monitoring and audits carried out on integration and digitalization, the deficiencies identified, and the measures taken within this framework	20
<b>Outcome indicators</b>	Ratio of the number of services provided electronically without requiring documents from citizens to the number of services that require documents, comparing the three years before and after the implementation of the relevant measures	
	Ratio of the number of documents no longer required from citizens as a result of system integration (documents that were previously required before integration) to the total number of documents required for all services, comparing the three years before and after the implementation of the relevant measures	
	Number of services provided by bodies (institutions) in the three years before and after the implementation of the relevant measures	
	Number of data exchanges by bodies (institutions), including electronic inquiries, in the three years before and after the implementation of the relevant measures	
	Number of fully digitalized services (without paper documents) in the three years before and after the implementation of the relevant measures	
	Budget savings resulting from the elimination of paper documents in the three years before and after the implementation of the relevant measures	
	Quantitative results of citizen satisfaction surveys regarding services in the years following the implementation of the relevant measures	
<b>Impact indicators</b>	Ensuring transparency of public services	
	Increase in citizen satisfaction	
	Savings in state budget funds through proactive and electronic services	
	Increase in public trust in bodies (institutions)	
	Prevention of corruption offences committed by employees of bodies (institutions)	

#### 4.3. Publishing information on required documents for public services and legally established fees on a unified public services information portal and official websites of relevant state bodies (institutions)

<b>Implementing bodies and period</b>	State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan, relevant public bodies (institutions), 2022–2026
<b>Initial outcome</b>	Preparation of the list of payments, amounts, and documents required for the provision of public services as defined by legislation

<b>Intermediate outcome</b>	Posting the relevant information on the Public Services Portal and on the websites of the respective public bodies (institutions)	
<b>Final outcome</b>	Further strengthening transparency in the provision of public services	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of services for which the complete list of required documents and payment amounts is published on the unified information portal to the total number of services	30
	Ratio of services for which the complete list of required documents and payment amounts is published on the website of the relevant body (institution) to the total number of services	30
	Provision of published information in a structured format (with search, filtering, downloading options, etc.) and in clear, citizen-friendly language (e.g., presenting both the exact legislative wording and a simplified summary of the relevant provisions)	20
	Existence of a mechanism ensuring annual updating of the information published on the portal and websites and maintaining its accuracy	10
	Conducting surveys for citizens on the functionality of this system and implementing adjustments based on the feedback	10
<b>Outcome indicators</b>	Number of public services provided in the 3 years before and after the implementation of the measure, and the number of times the list of required documents and payment amounts for those services was published on the relevant portal and website	
	Number of verbal or telephone inquiries submitted to bodies (institutions) regarding the list of required documents and payment amounts for services in the 3 years before and after the implementation of the measure	
	Quantitative results of surveys conducted among service users regarding the accessibility of information on the list of required documents and payment amounts in the 3 years before and after the implementation of the measure	
<b>Impact indicators</b>	Ensuring transparency of public services	
	Increase in citizen satisfaction	
	Enhancement of public trust in bodies (institutions)	
	Prevention of corruption offences committed by employees of bodies (institutions)	

#### 4.4. Improving rules for admission to continuing education programs in higher and secondary specialized education institutions, and digitalizing related admission processes

<b>Implementing bodies and period</b>	State Examination Center, Ministry of Science and Education, Ministry of Digital Development and Transport, 2022–2024
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<b>Initial outcome</b>	Analysis and evaluation of the current situation regarding the admission process to additional education in higher and secondary specialized education institutions	
<b>Intermediate outcome</b>	Preparation of relevant projects and digitalization of the admission process to additional education in higher and secondary specialized education institutions in order to ensure transparency	
<b>Final outcome</b>	Improvement of the rules for admission to additional education in higher and secondary specialized education institutions and ensuring the implementation of the relevant normative legal acts adopted in this field	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of the number of places allocated for additional education on a competitive basis to the total number of places allocated for additional education	20
	Clarity for competition participants regarding how the competition is conducted, availability of information on the indicators considered during admission and the approximate value of each indicator, publication of the program and sample questions, and ensuring that the rules and sample questions are publicly accessible online	10
	Availability of online document submission, user-oriented features in the electronic system for citizens (status tracking, notifications, document upload, etc.), and ensuring that everyone has a reasonable period (30 days in advance) to familiarize themselves with the competition rules and participate if eligible	20
	Ensuring confidentiality of the question bank, selection of questions entirely at random using information and communication technologies, and involvement of representatives from SEC, other state bodies, or civil society together with the institution's representative in this process	20
	Video recording of the oral interview process	10
	Inclusion in the competition commission, alongside the representative of the higher education institution, of representatives from SEC, other state bodies, field experts, or civil society, and their participation in the review of competition results	10
	Ensuring that the candidate has the right to complain to a higher state body or court regarding the number of participants, their total score at each stage, and the competition outcome, and informing competition participants of this right	10
	Note: If a representative of the SEC or any independent expert participates as a second evaluator in the verification process of each stage of the competition, 10 points per stage constitute an additional indicator for this measure (not exceeding 30 points).	
<b>Outcome indicators</b>	Ratio of the number of individuals who applied for additional education electronically to the total number of applicants before and after the implementation of the relevant measure	
	Ratio of the number of individuals admitted to additional education to the number of applicants before and after the implementation of the relevant measure	
	Number of complaints related to admission to additional education and the outcome of their review before and after the implementation of the relevant measure	

	Quantitative indicators of surveys conducted among individuals who applied for admission to additional education before and after the implementation of the relevant measure
<b>Impact indicators</b>	Increasing transparency
	Increasing citizen satisfaction
	Increasing public trust in institutions
	Preventing corruption crimes committed by employees working in the field of education

#### 4.5. Simplifying procedures for obtaining electronic signatures to expand use of services provided by state bodies (institutions)

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state authorities (institutions), 2022–2026	
<b>Initial outcome</b>	Preparation of proposals to expand the use of services provided by state authorities (institutions)	
<b>Intermediate outcome</b>	Assessment of proposals related to simplifying the process of obtaining an electronic signature	
<b>Final outcome</b>	Implementation of measures to simplify the process of obtaining an electronic signature	
<b>Input indicators</b>	Expenditure on material resources (material-technical assets, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of electronic signature users to the total number of citizens	10
	Simplification of the procedure for obtaining an electronic signature	20
	Ratio of individuals who obtained an electronic signature free of charge to the total number of electronic signature users	20
	Availability of an online application and identification mechanism for physical and legal persons to obtain an electronic signature	10
	Conducting surveys for citizens on the functionality of the electronic signature system and making improvements based on the results	10
	Increasing the number and geographic coverage of official points where electronic signature services are provided (ASAN service centers, mobile operator offices, post offices, etc.)	10
	Availability of technical support and user assistance systems for electronic signature services (call center, online chat, FAQ, etc.), and mechanisms for protection against cyberattacks and fraud	10
	Ratio of state services requiring an electronic signature to the total number of state electronic services	10
<b>Outcome indicators</b>	Number of individuals who obtained an electronic signature in the three years before and after the implementation of the relevant measure	

	Number of individuals who obtained an electronic signature free of charge in the three years before and after the implementation of the relevant measure
	Number of official points providing electronic signature services (ASAN service centers, mobile operator offices, post offices, etc.) and their district locations in the three years before and after the implementation of the relevant measure
	Quantitative results of surveys conducted among citizens regarding the accessibility and effectiveness of electronic signatures
<b>Impact indicators</b>	Enhancement of transparency in state services
	Increase in citizen satisfaction
	Strengthening public trust in state bodies (institutions)
	Acceleration of the transition to electronic government
	Improvement of citizens' access to electronic services

#### 4.6. Expanding possibilities for providing public services through mobile technologies

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022–2024	
<b>Initial outcome</b>	Preparation of initial designs for mobile applications related to state services	
<b>Intermediate outcome</b>	Launch of mobile applications related to state services	
<b>Final outcome</b>	Enhancement of the flexibility and efficiency of state services through mobile applications, prevention of additional time loss and expenses for citizens	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of electronic services provided via mobile applications to the total number of electronic services	30
	User-friendly interface, accessibility, adaptation of mobile applications to iOS and Android software, and availability of additional features (notifications, integration, electronic signature, status tracking)	10
	Existence of security, privacy and data protection standards for mobile services, and verification of applications' compliance with these standards (e.g., penetration tests or certified audits)	20
	Availability of user support options for mobile services (24/7 support, online chat, FAQ, etc.)	10
	Establishment of a monitoring and reporting system for the performance of agencies providing services via mobile applications (dashboard, statistical analysis, etc.), identified shortcomings and actions taken in this regard	10
	User rating results for the relevant applications in app stores such as the App Store and Google Play	10

	Availability of accessibility features for persons with disabilities (e.g., screen and text narration, voice recognition and voice commands, adjustable color interface, text and font size options, subtitles in videos, vibration and other haptic signals, alerts for typos and other errors)	10
<b>Outcome indicators</b>	Ratio of the number of electronic services provided via mobile applications to the number of all services that can be provided via mobile applications	
	Results of surveys conducted among application users regarding the quality of services provided via mobile applications	
	Number of cybercrimes and fraud cases committed using mobile applications through which state services are provided, before and after the implementation of the relevant measure	
<b>Impact indicators</b>	Ensuring transparency of public services	
	Increase in citizen satisfaction	
	Increase in public trust in state bodies (institutions)	
	Acceleration of the transition to e-government	
	Improvement of citizens' access to electronic services	

#### 4.7. Increasing opportunities for the population to access internet information and communication services in regions through the application of modern technologies

<b>Implementing bodies and period</b>	Ministry of Digital Development and Transport, 2022–2024	
<b>Initial outcome</b>	Analysis of the existing situation regarding the expansion of access to internet information and communication services in the regions	
<b>Intermediate outcome</b>	Preparation and evaluation of proposals to expand access to internet information and communication services in the regions	
<b>Final outcome</b>	Implementation of measures to ensure access to internet information and communication services in the regions	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of the average internet speed in the Republic of Azerbaijan, including the regions, to the global average internet speed for 2022–2024 (a ratio of 1 equals 100% for this indicator; 0.76–0.99 equals 75%; 0.51–0.75 equals 50%; 0.26–0.5 equals 25%; 0.25 and below equals 0%).	20
	Ratio of the average internet price in the Republic of Azerbaijan, including the regions, to the global average internet price for 2022–2024 (a ratio below 1 equals 100% for this indicator; 1 equals 90%; 1.01–1.5 equals 75%; 1.51–1.75 equals 50%; 1.76–2 equals 25%; above 2 equals 0%).	20
	Offering affordable or lower prices to ensure internet accessibility in the regions	10

	Deployment of new equipment and towers to increase internet accessibility and improve internet quality in the regions	20
	Conducting awareness-raising activities (training, info sessions) on ICT and digital skills in the regions (1,000 participants per year equals 100% for this indicator)	10
	Ratio of education and healthcare facilities, as well as state and municipal bodies (institutions) in the regions provided with internet access, to the total number of such facilities and bodies in the regions	10
	Establishment of "WIFI" zones in open public spaces (parks, squares, etc.) to facilitate access to ICT services in the regions	5
	Surveys conducted among the population regarding internet access opportunities and measures taken based on these surveys	5
<b>Outcome indicators</b>	Average internet speed in the regions of the Republic of Azerbaijan for the 3 years before and the years after the implementation of the relevant measure	
	Average internet price in the regions of the Republic of Azerbaijan for the 3 years before and the years after the implementation of the relevant measure	
	Number of households (users) connected to the internet in the regions of the Republic of Azerbaijan for the 3 years before and the years after the implementation of the relevant measure	
	Quantitative results of surveys conducted among the population, including internet users, regarding internet accessibility and quality in the regions of the Republic of Azerbaijan for the years after the implementation of the relevant measure	
	Number of new internet users in the regions of the Republic of Azerbaijan for the 3 years before and the years after the implementation of the relevant measure	
	Number of residential settlements in the regions of the Republic of Azerbaijan without internet access for the 3 years before and the years after the implementation of the relevant measure	
	Cases of internet users in the regions of the Republic of Azerbaijan discontinuing internet use (excluding switching from one provider to another) and the reasons for such cases for the 3 years before and the years after the implementation of the relevant measure	
<b>Impact indicators</b>	Ensuring transparency of public services	
	Increasing citizen satisfaction	
	Enhancing public trust in state bodies (institutions)	
	Accelerating the transition to e-government	
	Improving citizens' access to the internet	

#### **4.8. Implementing electronic kiosks and other innovative tools at state border crossing points, and expanding possibilities for state bodies (institutions) to provide mobile services to the population**

<b>Implementing bodies and period</b>	Cabinet of Ministers, State Customs Committee, State Border Service, State Migration Service, Ministry of Foreign Affairs, 2022–2024	
<b>Initial outcome</b>	Increasing the number of electronic kiosks and mobile services at state border crossing points	
<b>Intermediate outcome</b>	Enhancing the functionality of electronic kiosks installed at state border crossing points	
<b>Final outcome</b>	Ensuring the accessibility of public services	
<b>Input indicators</b>	Expenditure on material resources (material and technical supplies, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Average waiting time at each border crossing point during the three-hour period with the highest number of entries by foreigners and stateless persons in 2022–2024 (excluding November 2024), for users of e-kiosks and other innovative technologies (biometric readers, smart scanners, self-check-in modules, etc.) — taking into account the number of such technologies at each point, the number of foreigners/stateless persons arriving during the peak 3 hours and using them, and the service time per user (0–5 minutes = 100%, 6–10 minutes = 75%, 11–15 minutes = 50%, 16–20 minutes = 25%, more than 21 minutes = 0%)	40
	Provision of technical maintenance for electronic kiosks and innovative service modules and ensuring their uninterrupted operation	20
	For each year of 2022–2024, the ratio between the average daily number of uses of one e-kiosk or other innovative tool at each border crossing point on the day with the highest entries by foreigners/stateless persons, and the nationwide average daily number of uses of one such tool on the day with the highest entries	20
	Ensuring the quality of the interface offered to users of electronic kiosks and mobile services (language options, accessibility, ease of use)	10
	Conducting surveys to improve technical and other capacities related to border and mobile services, and taking survey results into account	10
<b>Outcome indicators</b>	Average usage time (in minutes) of electronic kiosks and other technologies at border crossing points for the three years prior to implementation of the measure and the subsequent years	
	Dynamics of the number of electronic kiosks and other technologies at border crossing points for the three years prior to implementation of the measure and the subsequent years	
	Quantitative results of surveys conducted among the population, including internet users, regarding the quality of electronic kiosks and other technologies at border crossing points for the years following implementation of the measure	
	Number of border crossing points without access to electronic kiosks and other technologies for the three years prior to implementation of the measure and the subsequent years	

<b>Impact indicators</b>	Ensuring transparency of public services
	Increasing satisfaction of foreigners and stateless persons with public services
	Accelerating the transition to e-government
	Strengthening the positive international image of the Republic of Azerbaijan

**4.9. Conducting regular electronic satisfaction surveys through official websites and social networks to assess quality of services provided by state bodies (institutions), and engaging civil society institutions and public councils in this process**

<b>Implementing bodies and period</b>	Social Research Center, relevant state bodies (institutions), 2022–2026	
<b>Initial outcome</b>	Assessment of areas where electronic surveys are intended to be conducted and identification of the objectives of such electronic surveys	
<b>Intermediate outcome</b>	Regular electronic satisfaction surveys in relevant fields through official websites and social media platforms, and publication of the results	
<b>Final outcome</b>	Ensuring transparency in the work of public service–providing state bodies (institutions), evaluating the quality of the services they provide, and implementing preventive measures against corruption	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	The survey's compliance with the requirements of the social research method and the availability of a methodology accessible to the relevant bodies (institutions) for conducting the survey (simplicity and clarity of questions; absence of leading questions; inclusion of both quantitative and qualitative assessment elements; possibility to conduct a quantitative evaluation of the specific service based on a 100-point indicator; short format — maximum 10 questions; compliance with anonymity and confidentiality requirements; accessibility and practicality for respondents; availability on multiple online platforms; limitation of respondents to individuals who have actually used the evaluated service; pre-determination of respondents through random selection; use of a specific identification number to prevent multiple submissions by the same person; ensuring representativeness by proportionally considering service users according to various indicators such as age, region, gender, and the specific field of the service)	30
	The ratio of services for which an electronic satisfaction survey has been conducted to the total number of services (conducting electronic satisfaction surveys for 60% of all services nationwide constitutes a 100% result under this indicator)	30
	Identification, based on survey results, of the main problem, shortcoming, gap, or any negative element related to the specific service	15
	Systematic analysis of survey results and public disclosure of the findings through official channels	15

	Participation of civil society institutions and public councils in conducting satisfaction surveys and analysing the results	10
<b>Outcome indicators</b>	Based on the survey results of each year, sharing the findings for any service that received a negative evaluation (a score below 51 on a 100-point scale) with the relevant body (institution), providing recommendations for improving the service with the participation of civil society representatives, and re-evaluating the service after the relevant improvements have been made. If both the previous and subsequent evaluations are below 51, the ratio of the subsequent score to the previous one is taken into account. If the ratio is between 0–1, the result is 0%; 1.1–2 corresponds to 10%; 2.1–3 corresponds to 20%; 3.1–4 corresponds to 30%; above 4 corresponds to 40%. If the subsequent evaluation exceeds 51, the evaluation results are considered as follows: a score of 51–60 corresponds to 60%; 61–70 corresponds to 70%; 71–80 corresponds to 80%; 81–90 corresponds to 90%; 91–100 corresponds to 100%.	
<b>Impact indicators</b>	Ensuring transparency of public services	
	Increasing citizen satisfaction	
	Enhancing public trust in public bodies (institutions)	

#### 4.10. Establishing call centers in state bodies (institutions) where they do not exist, improving the functioning of existing call centers, and ensuring that services provided by call centers meet general requirements

<b>Implementing bodies and period</b>	Cabinet of Ministers, relevant state bodies (institutions), 2022–2024	
<b>Initial outcome</b>	Preparation of initial measures to identify shortcomings in the operation of call centers in state bodies (institutions) that have call centers, to improve work quality, and to eliminate shortcomings	
<b>Intermediate outcome</b>	Improvement of the operation of call centers	
<b>Final outcome</b>	Ensuring prompt review of citizens' requests by call centers and providing them with complete and comprehensive explanations regarding their inquiries	
<b>Input indicators</b>	Expenditure on material resources (material and technical means, including computers, printers, software, clerical supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of the number of bodies (institutions) in which a new call center has been created to the number of bodies (institutions) that do not have a call center but require one	30
	Existence of general standards regulating the operation of call centers (waiting time, registration of requests, multilingual service, specialization depending on the type of inquiry, possibility for the applicant to evaluate the response, and notification of the applicant when in a waiting queue)	20
	Specialization of staff involved in call center operations and formation of specialized call center personnel	20

	Average waiting time for individuals contacting the call center (0–3 minutes = 100%, 4–7 minutes = 75%, 8–10 minutes = 50%, 11–15 minutes = 25%, over 15 minutes = 0%)	20
	Surveying and evaluating individuals who contacted the call center regarding the effectiveness and efficiency of the call center through electronic means, phone, or other methods	10
<b>Outcome indicators</b>	Based on the annual survey results, analysis of the survey outcomes for call centers whose performance was rated negatively (scoring below 51 on a 100-point scale), provision of recommendations for improving the relevant call center, and re-evaluation of that call center's performance after the corresponding improvements have been implemented (If both the previous and subsequent evaluations are below 51, the ratio of the subsequent evaluation to the previous one is taken into account. A ratio of 0–1 equals 0%, 1.1–2 equals 10%, 2.1–3 equals 20%, 3.1–4 equals 30%, and above 4 equals 40%. If the subsequent evaluation is above 51, the evaluation results are taken into account. A score of 51–60 equals 60%, 61–70 equals 70%, 71–80 equals 80%, 81–90 equals 90%, and 91–100 equals 100%)	
<b>Impact indicators</b>	Increasing transparency of public services	
	Increasing citizen satisfaction	
	Increasing public trust in bodies (institutions)	

#### 4.11. Digitalizing procedures for receiving and processing applications related to participation in paid public works, and preparing mechanisms to prevent abuses

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General's Office, local executive authorities, Ministry of Labour and Social Protection of the Population, 2022–2023	
<b>Initial outcome</b>	Analysis of the current situation regarding applications for paid public works	
<b>Intermediate outcome</b>	Identification of preventive measures to eliminate cases enabling misuse in this area, full digitalization of applications	
<b>Final outcome</b>	Ensuring citizen satisfaction regarding applications for participation in paid public works	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Creation of an electronic portal for receiving and reviewing applications for participation in paid public works, submission of documents online through the portal, availability of application-status tracking for applicants, and functioning of the portal	30
	Clarity for applicants regarding the rules of the competition (application) for admission to paid public work, public availability online of information on required documents, indicators considered during admission,	20

	as well as information by administrative-territorial unit on paid work, salary, job function, location, working conditions, and other necessary data	
	Registration of applicants for paid public works on a queue basis and public accessibility of the queue online, publication of this information on the portal, public availability of the number of applicants for the same job, and availability of a complaint mechanism	10
	Conducting the competition (job announcement) in a manner that allows everyone to become familiar with the rules within a reasonable time and participate after meeting the requirements (for this indicator, the announcement of participation must be posted on the website at least 30 days in advance)	10
	The number of paid jobs posted (announced) on the portal in relation to the total number of paid jobs	10
	Regular monitoring of the activities of individuals engaged in paid public work to detect non-participation cases, conducted by a working group including representatives of law-enforcement agencies and civil society (if the number of monitored individuals equals 50% of those engaged in paid public work, this indicator reflects a 100% result)	20
<b>Outcome indicators</b>	The number of individuals engaged in paid public work each year in the 3 years before and after implementation of the relevant measure, and the total number of all paid jobs regardless of engagement status	
	The number of monitoring activities conducted each year in the 3 years before and after implementation of the relevant measure for detecting non-participation cases, and the number of identified non-participation incidents	
	Quantitative results of surveys conducted among the public and applicants each year after implementation regarding accessibility of paid public work, transparency and fairness of the application process, protection of labour rights of individuals involved in paid work, and cases of misuse	
	The number of complaints each year in the 3 years before and after implementation regarding engagement in paid public work	
	The number of corruption-related criminal cases and individuals held liable each year in the 3 years before and after implementation related to engagement in paid public work	
	The number of employees of the relevant body (institution) subjected to disciplinary liability each year in the 3 years before and after implementation regarding engagement in paid public work	
<b>Impact indicators</b>	Increasing transparency of public services	
	Increasing citizen satisfaction	
	Increasing public trust in bodies (institutions)	
	Reducing poverty	
	5. İşsizliyin azaldılması	
	6. Korrupsiya cinayətlərinin törədilməsinin qarşısının alınması	

#### 4.12. Preparing proposals to digitalize the processes of leasing and transferring state and municipal land to ownership, extending lease periods, changing land categories, and limiting opportunities for abuse in this field

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Economy, Ministry of Agriculture, Ministry of Justice, Ministry of Ecology and Natural Resources, State Committee for Urban Planning and Architecture, local executive authorities, 2022–2023	
<b>Initial outcome</b>	Analysis of legislation and the organizational specifics of state services in the relevant field for the digitalization of the processes of leasing state and municipal land plots, extending lease periods, and changing their category	
<b>Intermediate outcome</b>	Preparation of proposals on the digitalization of the processes of leasing state and municipal land plots, extending lease periods, changing their category, as well as limiting opportunities for abuse in this field	
<b>Final outcome</b>	Implementation of measures for the digitalization of the mentioned processes and ensuring transparency in this field	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Analysis of the current situation regarding the leasing and transfer of state and municipal land plots into ownership, extension of lease periods, and change of category, preparation of a reference or report on identified gaps	50
	Preparation of a reference or report on solutions for the identified gaps	50
<b>Outcome indicators</b>	Creation of an electronic service or system for the processes of leasing and transferring state and municipal land plots into ownership, extending lease periods, and changing their category	
	Number of complaints submitted annually on these matters for the 3 years before and the subsequent years after the implementation of the relevant measure	
	Number of criminal cases and number of persons held liable on these matters for the 3 years before and the subsequent years after the implementation of the relevant measure	
<b>Impact indicators</b>	Increasing transparency	
	Increasing citizen satisfaction	
	Raising public trust in authorities (institutions)	
	Preventing the commission of corruption crimes	

#### 4.13. Continuing digitalization work and creation of queue-management registers for procedures related to granting subsidies, concessional loans, and leasing of agricultural production means

<b>Implementing bodies and period</b>	Cabinet of Ministers, Ministry of Agriculture, 2022–2023
<b>Initial outcome</b>	Study and analysis of the experience of foreign countries in this field
<b>Intermediate outcome</b>	Development of electronic software for the issuance of leasing and concessional loans

<b>Final outcome</b>	Ensuring transparency in procedures related to the sale and leasing of agricultural production equipment	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Creation of a portal by digitalizing procedures for the application of concessions for the sale and leasing of agricultural production equipment and the issuance of concessional loans; submission of applications through this portal; enabling applicants to track the outcome of their application; specifying detailed information on the leasing (loan) amount, application and review timeframes, mechanisms for filing complaints in case of refusal, required documents and conditions for the service, as well as application evaluation indicators; and enabling complaints to be submitted through the portal	40
	Accurate display on the portal of the amount of concession and loan limits, the amount used from the limit, the remaining limit, and publication of detailed information on each issued leasing (loan) (with anonymization of relevant personal data where necessary)	20
	Accurate display on the portal of the number of applicants and provision of a publicly accessible queue-based registry	20
	Obligation for persons making decisions on the issuance of leasing (loans) to declare conflicts of interest, verification of such declarations, and holding officials liable when violations are detected	20
<b>Outcome indicators</b>	For each of the 3 years before and the subsequent years after the implementation of the measure, the annual number and amount of concessions and concessional loans applied to the sale and leasing of agricultural production equipment	
	For each of the 3 years before and the subsequent years after the implementation of the measure, the annual number of refusals in the issuance of concessions and concessional loans for the sale and leasing of agricultural production equipment, and the reasons for refusal	
	For each of the 3 years before and the subsequent years after the implementation of the measure, the annual number of complaints related to concessions and concessional loans for the sale and leasing of agricultural production equipment	
	For each of the 3 years before and the subsequent years after the implementation of the measure, the annual number of employees subjected to disciplinary liability regarding concessions and concessional loans for the sale and leasing of agricultural production equipment, and the grounds for such liability	
	For each of the 3 years before and the subsequent years after the implementation of the measure, the annual number of employees held criminally liable for corruption crimes related to concessions and concessional loans for the sale and leasing of agricultural production equipment, and the grounds for such liability	
<b>Impact indicators</b>	Increasing transparency	
	Increasing citizen satisfaction	
	Raising public trust in authorities (institutions)	
	Preventing the commission of corruption crimes	

#### 4.14. Expanding the possibility for submitting municipal acts in electronic form to the authority exercising administrative oversight over municipalities

<b>Implementing bodies and period</b>	Ministry of Justice, Ministry of Finance, national associations of municipalities, 2022–2026	
<b>Initial outcome</b>	Analysis and assessment of the possibilities for submitting municipal acts in electronic form	
<b>Intermediate outcome</b>	Determination of the procedure for submitting municipal acts in electronic form	
<b>Final outcome</b>	Implementation of measures for submitting municipal acts in electronic form, thereby increasing the efficiency of administrative supervision over municipalities and ensuring transparency in municipal activities	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Maintaining a unified register of municipal acts (decisions, meeting minutes, etc.), integrating such registry data into a unified portal, ensuring that the administrative supervisory authority has access to electronic copies of municipal acts, recording the date of data entry into the portal to prevent backdating, equipping portal users with electronic signatures, and ensuring the availability of technical parameters that allow tracking changes when data is amended	70
	Digitalization of municipal archives and ensuring access of the administrative supervisory authority to this archive	30
<b>Outcome indicators</b>	The ratio, by years after the implementation of the measure, of the number of municipal acts adopted and entered into the portal to the total number of acts adopted after the measure	
	The ratio, by years after the implementation of the measure, of the number of municipal acts adopted and entered into the portal with backdated entries to the total number of acts adopted after the measure	
	The number, by years after the implementation of the measure, of violations detected in municipal acts through the portal by the supervisory authority, and the number of annulled municipal acts	
	The number, by years after the implementation of the measure, of violations detected in municipal acts by the supervisory authority, and the number of annulled municipal acts	
	The number, by years after the implementation of the measure, of acts entered into the portal with backdated entries	
	The average difference (in days), after the implementation of the measure, between the date the act was adopted and the date it was entered into the portal, for acts entered with backdated entries	
<b>Impact indicators</b>	Effective administrative supervision over municipal activities	
	Increased public trust in municipalities	

	Efficient management of municipalities and enhanced accountability to the local population
	Prevention of the commission of corruption crimes

**PRORTY 5. STRENGTHENING COOPERATION WITH CIVIL SOCIETY AND EXPANDING INTERNATIONAL ANTI-CORRUPTION COOPERATION**

**5.1. Further strengthening cooperation and implementing joint projects between state bodies (institutions) and civil society institutions operating in the anti-corruption field**

<b>Implementing bodies and period</b>	Agency for State Support to Non-Governmental Organizations, State bodies (institutions), Recommended: Prosecutor General's Office, Anti-Corruption Commission, 2022–2026	
<b>Initial outcome</b>	Creating conditions for the participation of civil society institution representatives in the procedures for adopting collegial decisions in state bodies (institutions)	
<b>Intermediate outcome</b>	Implementing joint awareness-raising projects with civil society institutions operating in the field of anti-corruption	
<b>Final outcome</b>	Establishing close cooperation between civil society institutions and state bodies (institutions)	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Participation of civil society representatives (excluding public councils) in the adoption (amendment) of the body's (institution's) legal acts, submission of proposals regarding legal acts, and consideration of those proposals	20
	Civil society representatives (excluding public councils) conducting analyses in areas with the highest number of complaints regarding the body's (institution's) activities, submitting proposals to eliminate these problems, consideration of proposals, and implementation of practical measures	20
	Implementation of anti-corruption projects jointly with civil society representatives (excluding public councils)	20
	Problems raised by civil society representatives (excluding public councils) during public discussions and hearings, and the resolution of these problems and complaints by the body (institution)	20
	Number of citizens participating in public discussions, hearings, or projects related to public participation (1,000 participants per year corresponds to a 100% indicator)	20
	Note 1: For every additional 20 participants exceeding 1,000 in public discussions, hearings, or public participation projects, 1 extra point is awarded (not exceeding 20 points)	
Note 2: For each issue identified and raised before the relevant body (institution) by civil society representatives (excluding public councils) during meetings with members of the public regarding the activities of the body (institution), and for each issue resolved by the body (institution), 1 extra point is awarded (not exceeding 30 points)		

<b>Outcome indicators</b>	Number of meetings held between civil society institutions (excluding public councils) and state bodies in the 3 years before and after the implementation of the measure
	Number of issues related to public dissatisfaction raised by civil society institutions (excluding public councils) with state bodies in the 3 years before and after the implementation of the measure
	Number of issues related to public dissatisfaction raised by civil society institutions (excluding public councils) with state bodies that were resolved in the 3 years before and after the implementation of the measure
	Number of meetings held between civil society institutions and the Agency for State Support to Non-Governmental Organizations regarding issues causing public dissatisfaction in the 3 years before and after the implementation of the measure
	Number of published reports on jointly implemented anti-corruption projects with civil society representatives (excluding public councils) in the 3 years before and after the implementation of the measure
<b>Impact indicators</b>	Ensuring public participation in the fight against corruption
	Increasing literacy and awareness in combating corruption
	Improving Azerbaijan's indicators in international anti-corruption rankings
	Increasing public trust in state bodies (institutions)

## 5.2. Expanding the application of public participation within state bodies (institutions) and increasing the efficiency of public councils

<b>Implementing bodies and period</b>	Central and local executive authorities, 2022–2026	
<b>Initial outcome</b>	Conducting analyses on expanding the application of public participation in state bodies (institutions), examining the possibility of establishing public councils in institutions where such councils do not exist	
<b>Intermediate outcome</b>	Preparing proposals on expanding the application of public participation in state bodies (institutions)	
<b>Final outcome</b>	Implementing measures to improve the efficiency of public councils	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Existence of public councils in the body (institution) and their organization in accordance with the Law “On Public Participation”	30
	Participation of public council members in the adoption of the body's (institution's) legal acts, submission of proposals, and consideration of their proposals	30

	Public council members conducting analyses in areas with the highest number of complaints regarding the body's (institution's) activities, submitting proposals to eliminate these problems, and consideration of proposals	20
	Public council members holding meetings with members of the public regarding the activities of the body (institution), identifying issues causing dissatisfaction, raising them before the relevant body (institution), and resolution of those issues by the body (institution)	20
	Note 1: For each issue identified and raised before the relevant body (institution) by public council members during meetings with the public regarding the activities of the body (institution), and for each issue resolved by the body (institution), 1 extra point is awarded (not exceeding 30 points)	
<b>Outcome indicators</b>	Number of meetings held between public councils and state bodies in the 3 years before and after the implementation of the measure	
	Number of draft normative legal acts or decisions adopted with the participation of the public council in the 3 years before and after the implementation of the measure	
	Number of draft normative legal acts or decisions adopted on the initiative or proposal of the public council in the 3 years before and after the implementation of the measure	
	Number of issues raised by the public council, and number of draft normative legal acts or decisions adopted for this purpose in the 3 years before and after the implementation of the measure	
	Number of persons involved in public discussions and hearings in the 3 years before and after the implementation of the measure	
	Number of meetings held by public council members with citizens regarding the activities of the body (institution) in the 3 years before and after the implementation of the measure	
	Number of problems raised by citizens during meetings held by public council members regarding the activities of the body (institution) in the 3 years before and after the implementation of the measure	
<b>Impact indicators</b>	Ensuring public participation in the fight against corruption	
	Increasing awareness and literacy in combating corruption	
	Improving Azerbaijan's indicators in international anti-corruption rankings	
	Increasing public trust in state bodies (institutions)	

**5.3. Further expanding cooperation with the International Association of Prosecutors (IAP), International Association of Anti-Corruption Authorities (IAACA), International Anti-Corruption Academy (IACA), European Partners Against Corruption (EPAC), and other international organizations operating in the anti-corruption field, and continuing measures to study advanced anti-corruption practices**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Commission on Combating Corruption, Prosecutor General's Office, relevant state bodies (institutions), 2022–2026
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<b>Initial outcome</b>	Analysis of recommendations of international organizations operating in the field of anti-corruption	
<b>Intermediate outcome</b>	Preparation of proposals regarding the implementation of recommendations	
<b>Final outcome</b>	Implementation of measures to expand cooperation with international organizations specialized in combating corruption	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Holding meetings in accordance with the areas of activity of the International Association of Prosecutors (IAP), International Association of Anti-Corruption Authorities (IAACA), International Anti-Corruption Academy (IACA), European Partners Against Corruption (EPAC), and other international organizations operating in the field of anti-corruption	20
	Participation in trainings organized by the International Association of Prosecutors (IAP), International Association of Anti-Corruption Authorities (IAACA), International Anti-Corruption Academy (IACA), European Partners Against Corruption (EPAC), and other international anti-corruption organizations, studying and applying positive international experience, achievements or awards obtained in this field	20
	Submission of compliance or evaluation reports, responses to inquiries, and other related work in accordance with the areas of activity of the International Association of Prosecutors (IAP), International Association of Anti-Corruption Authorities (IAACA), International Anti-Corruption Academy (IACA), European Partners Against Corruption (EPAC), and other anti-corruption international organizations	30
	Analysis of recommendations of the International Association of Prosecutors (IAP), International Association of Anti-Corruption Authorities (IAACA), International Anti-Corruption Academy (IACA), European Partners Against Corruption (EPAC), and other international organizations operating in the field of anti-corruption	30
<b>Outcome indicators</b>	Number of normative legal acts adopted based on advanced anti-corruption practices in the 3 years before and after the implementation of the measure	
	Number of cooperation agreements and memoranda of understanding signed within the framework of anti-corruption cooperation in the 3 years before and after the implementation of the measure	
	Number of international legal assistance requests sent in the field of combating corruption in the 3 years before and after the implementation of the measure	
	Number of international legal assistance requests executed from foreign countries in the field of combating corruption in the 3 years before and after the implementation of the measure	
	Number of positive international practices applied based on the knowledge acquired from participation in trainings organized by international organizations operating in the field of combating corruption in the 3 years before and after the implementation of the measure	

	Number of memberships in international anti-corruption channels, networks, and platforms facilitating cooperation in operational-search and investigative activities in the 3 years before and after the implementation of the measure
	Number and amount of recovered assets located abroad in the 3 years before and after the implementation of the measure
	Number and amount of recovered assets located in the Republic of Azerbaijan based on requests from relevant authorities (institutions) of foreign states in the 3 years before and after the implementation of the measure
	Number of joint investigation teams or parallel investigations with foreign countries in the field of combating corruption in the 3 years before and after the implementation of the measure
	Number of investigative actions carried out abroad and in the Republic of Azerbaijan through international anti-corruption channels, networks, and platforms facilitating cooperation in operational-search and investigative activities in the 3 years before and after the implementation of the measure
<b>Impact indicators</b>	Improving the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Increasing public trust in state bodies (institutions)
	Strengthening the positive image of the Republic of Azerbaijan abroad
	Increasing awareness and literacy in combating corruption

#### 5.4. Continuing measures to implement recommendations of the United Nations, the Council of Europe's Group of States Against Corruption (GRECO), and the Organisation for Economic Co-operation and Development (OECD)

<b>Implementing bodies and period</b>	Cabinet of Ministers, Prosecutor General's Office, Commission on Combating Corruption, relevant state bodies, 2022–2026	
<b>Initial outcome</b>	Periodic analysis of recommendations issued by the mentioned international organizations	
<b>Intermediate outcome</b>	Preparation of proposals for the implementation of the recommendations	
<b>Final outcome</b>	Implementation of measures related to the execution of the recommendations	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Work carried out on GRECO's 31 recommendations and the results reflected in GRECO's compliance report evaluating that work (if each recommendation is fully implemented, 4 points are assigned; if partially implemented, 1 point is assigned. Since completing GRECO's relevant round requires full implementation of 21 out of 31 recommendations, the level of full or partial implementation is evaluated on the basis of GRECO's compliance report on Azerbaijan adopted on 17 March 2025)	100

	Note: Analysis of recommendations of the United Nations, the Council of Europe's Group of States against Corruption (GRECO), and the Organisation for Economic Co-operation and Development (OECD) is evaluated with an additional 10 points for each (up to a total of 20 points), depending on the quality of analysis and level of proposals
<b>Outcome indicators</b>	Number and content of draft normative legal acts adopted annually for the implementation of recommendations of international organizations in the field of combating corruption
<b>Impact indicators</b>	Improvement of the legislation of the Republic of Azerbaijan in accordance with international standards
	Improvement of the Republic of Azerbaijan's ranking in international anti-corruption indexes

## PRIORITY 6. ANTI-CORRUPTION AWARENESS AND EDUCATION

### 6.1. Preparation of a comprehensive national anti-corruption training module

<b>Implementing bodies and period</b>	Ministry of Education, Commission on Combating Corruption, Prosecutor General's Office, 2022	
<b>Initial outcome</b>	Establishment of a working group for the preparation of the training module	
<b>Intermediate outcome</b>	Study of foreign countries' experience in this field and its adaptation to the local education curriculum	
<b>Final outcome</b>	Preparation of the anti-corruption training module	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Inclusion of all issues related to combating corruption in the training module (definition of corruption, its causes, protection of whistleblowers, risk assessment, state programs and their implementation, preventive measures and their types, corruption crimes, etc.)	40
	Publication of materials related to the training module	20
	Preparation of the training module taking into account the needs, age, knowledge and educational level of the audience, as well as lesson load	40
<b>Outcome indicators</b>	Annual number of students and schools involved in the training module	
	Annual ratio of scores obtained by students engaged in the training module	
	Annual number of anti-corruption initiatives by students engaged in the training module (reporting corruption and legal violations to authorities, voluntary awareness-raising, conducting research, writing articles, working on ethical dilemmas, etc.)	
<b>Impact indicators</b>	Increase in literacy in combating corruption	
	Formation of an anti-corruption ethical model	
	Improvement of the Republic of Azerbaijan's ranking in international anti-corruption indexes	

**6.2. Strengthening activities to form an anti-corruption behavioral model among employees of state and municipal bodies, employees of legal entities owned by the state or municipalities or with controlling stakes belonging to the state or municipalities, and budgetary institutions — including healthcare and education workers — and implementing measures aimed at increasing the effectiveness of awareness-raising, training, and educational activities for improving public awareness**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Commission on Combating Corruption, national associations of municipalities, other state bodies, 2022–2026	
<b>Initial outcome</b>	Identification of measures to be implemented by relevant bodies, taking into account sector-specific corruption risks, for the purpose of forming an anti-corruption behavioural model	
<b>Intermediate outcome</b>	Conducting awareness-raising, training and other activities aimed at increasing employees' awareness	
<b>Final outcome</b>	Implementation of measures to strengthen intolerance toward corruption in society	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Number of persons involved in awareness-raising activities (if during one year 500 employees, or 10% of the relevant body's employees, are involved, this indicator equals 100%)	20
	Geographical coverage of persons involved in awareness-raising activities (if the service areas of participants cover at least 10 economic regions for bodies with units in all regions, or at least 60% of economic regions / administrative territories for bodies without units in all regions, this indicator equals 100%)	10
	Inclusion in awareness-raising programs of specific procedures on how an employee should report corruption, whom to contact in cases of conflict of interest, and similar procedural matters	20
	Inclusion in awareness-raising activities of conflict-of-interest dilemmas specific to the functions of the bodies (institutions) and presentation of solutions	30
	Assessment of knowledge level and effectiveness of the activity for participants at the end of the awareness-raising program (clarity, comprehensiveness, relevance and usefulness of information)	10
	Compliance of the duration (hours) of awareness-raising activities with the volume of information envisaged in the program	5
	Conducting awareness-raising activities based on corruption-risk analysis	5
	Note: For every additional 10 persons above 500, or for each additional 1% of employees involved, an extra 1 point is added (up to a maximum of 20 points)	
<b>Outcome indicators</b>	Annual number of awareness-raising activities conducted and employees involved	
	Annual ratio of scores obtained by persons participating in awareness-raising activities	
	Annual number of complaints by employees of the body (including participants of trainings) regarding situations creating conditions for corruption, before and after application of the measure (3 years prior and subsequent years)	
	Annual number of conflict-of-interest declarations submitted by employees of the body (including participants of trainings), before and after application of the measure (3 years prior and subsequent years)	

	Annual number of corruption crimes and corruption-related offences committed by employees of the body (including participants of trainings), and number of employees held criminally, administratively or disciplinarily liable, before and after application of the measure (3 years prior and subsequent years)
	Annual number of declarations and applications by employees of the body (including participants of trainings) regarding gift reporting, before and after the measure (3 years prior and subsequent years)
	Annual number of confidential consultations sought by employees of the body (including participants of trainings) on conflict-of-interest or other ethical matters, before and after the measure (3 years prior and subsequent years)
<b>Impact indicators</b>	Increase in literacy in combating corruption
	Formation of an anti-corruption ethical model
	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Increase in public trust toward bodies (institutions)

### 6.3. Conducting awareness-raising activities aimed at increasing knowledge among business entities to prevent abuse and corruption during inspections in the entrepreneurial sphere

<b>Implementing bodies and period</b>	Ministry of Justice, Ministry of Economy, 2022–2026	
<b>Initial outcome</b>	Analysis of the results of inspections carried out in business entities	
<b>Intermediate outcome</b>	Preparation of training programs for business entities on preventing corruption	
<b>Final outcome</b>	Conducting awareness-raising activities aimed at increasing awareness among business entities	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Number of business entities involved in awareness-raising activities (if 500 business entities are involved within one year, this indicator equals 100%)	15
	Geographical coverage of persons involved in awareness-raising activities (if the service areas of participants cover at least 10 economic regions for bodies with units across all regions, or at least 60% of economic regions / administrative territories for bodies without such units, this indicator equals 100%)	10
	Inclusion in awareness-raising programs of procedures for resolving conflicts of interest of business entities and other relevant procedural matters	20
	Inclusion in awareness-raising activities of conflict-of-interest dilemmas specific to business entities and presentation of their solutions	25

	Assessment at the end of awareness-raising activities of participants' knowledge level and the effectiveness of the activity (clarity, comprehensiveness, relevance and usefulness of information)	10
	Compliance of the duration (hours) of awareness-raising activities with the volume of information envisaged in the program	10
	Conducting awareness-raising activities on the basis of analysis of inspections carried out in the field of entrepreneurship	10
	Note: For every additional 10 persons above 500, an additional 1 point is awarded (maximum of 21 points)	
<b>Outcome indicators</b>	Annual number of awareness-raising activities conducted and the number of business entities involved	
	Annual ratio of scores obtained by persons participating in awareness-raising activities	
	Annual number of complaints by all entrepreneurs, including participants of trainings, regarding situations creating conditions for corruption, before and after the application of the measure (3 years prior and subsequent years)	
	Annual number of criminal liabilities for corruption-related offences and corruption crimes among all entrepreneurs, including participants of trainings, before and after the measure (3 years prior and subsequent years)	
	Annual number and outcomes of complaints by all entrepreneurs, including participants of trainings, regarding inspections carried out in the entrepreneurship sector, before and after the measure (3 years prior and subsequent years)	
<b>Impact indicators</b>	Increase in literacy in combating corruption	
	Formation of an anti-corruption ethical model	
	Increase in the amount of GDP per capita	
	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Increase in public trust toward bodies (institutions)	

#### 6.4. Organizing training courses on anti-corruption and ethical conduct rules for civil servants

<b>Implementing bodies and period</b>	State Examination Center, Anti-Corruption Commission, 2022–2026
<b>Initial outcome</b>	Approval of a work plan for conducting trainings for civil servants on anti-corruption and ethical conduct rules
<b>Intermediate outcome</b>	Gradual involvement of civil servants in trainings on anti-corruption and ethical conduct rules
<b>Final outcome</b>	Increasing civil servants' awareness of anti-corruption and ethical conduct rules
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)

Expenditure on human resources		
<b>Output indicators and scores</b>	Number of civil servants involved in courses, trainings and seminars (if within one year the number of civil servants involved equals 10% of all civil servants in the body/institution or 500 persons, this indicator equals 100%)	15
	Service location of civil servants involved in courses, trainings and seminars (if their service locations cover at least 10 economic regions for bodies with units across all regions, or at least 60% of economic regions/administrative territories for bodies without such units, this indicator equals 100%)	10
	Inclusion in the programs of courses, trainings and seminars of procedural matters such as how a civil servant should act when facing an ethical dilemma, how to register a received gift, whom to apply to, which authority examines ethical or corruption-related complaints, and similar issues	20
	Inclusion in courses, trainings and seminars of conflict-of-interest dilemmas specific to civil servants and ways to resolve them	20
	Assessment at the beginning and end of courses, trainings and seminars of knowledge level and effectiveness (clarity, comprehensiveness, relevance of information and usefulness for participants)	10
	Compliance of the duration (hours) of courses, trainings and seminars with the volume of information envisaged in the program	10
	Conduct of courses, trainings and seminars on the basis of an approved work plan and curriculum	10
	Compliance of the training with the needs of civil servants (assessed based on the ratio of job classifications of participants and the alignment of the training program with the needs of the relevant job classifications)	5
	Note: For every additional 10 persons above 500 or every additional 1% above the 10% indicator, an additional point is awarded (maximum of 20 points)	
<b>Outcome indicators</b>	Annual number of awareness-raising activities conducted and the number of employees involved	
	Annual ratio of scores obtained by persons participating in awareness-raising activities	
	Annual number of complaints by employees of the body/institution, including trainees, regarding corruption or corruption-enabling situations, before and after the measure (3 years prior and subsequent years)	
	Annual number of declarations of conflict of interest submitted by employees of the body/institution, including trainees, before and after the measure (3 years prior and subsequent years)	
	Annual number of corruption crimes, corruption-enabling offences and resulting criminal, administrative or disciplinary liabilities involving employees of the body/institution, including trainees, before and after the measure (3 years prior and subsequent years)	
	Annual number of requests submitted by employees of the body/institution, including trainees, regarding declaration of gifts, before and after the measure (3 years prior and subsequent years)	
	Annual number of instances in which employees of the body/institution, including trainees, sought confidential advice on conflicts of interest or other ethical matters, before and after the measure (3 years prior and subsequent years)	
Increase in literacy in combating corruption		

<b>Impact indicators</b>	Formation of an anti-corruption ethical model
	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Increase in public trust toward bodies (institutions)

### 6.5. Organizing training courses, workshops, and seminars on anti-corruption for military personnel

<b>Implementing bodies and period</b>	Ministry of Defense, Prosecutor General's Office, Ministry of Internal Affairs, Ministry of Emergency Situations, Ministry of Justice, State Border Service, State Service for Mobilization and Conscription, 2022–2026	
<b>Initial outcome</b>	Approval of work plans for organizing training courses on combating corruption for military personnel	
<b>Intermediate outcome</b>	Preparation of training programs on combating corruption for military personnel	
<b>Final outcome</b>	Regular organization of training courses, trainings, and seminars on combating corruption for military personnel	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Number of military personnel involved in courses, trainings, and seminars (if within one year the number of participants equals 10% of all military personnel in the body/institution or 500 or more persons, this indicator equals 100%)	10
	Service location of military personnel involved in courses, trainings, and seminars (if their service locations cover at least 10 economic regions of the Republic of Azerbaijan, this indicator equals 100%)	10
	Inclusion in the programs of courses, trainings, and seminars of procedural matters such as how a military servicemember should act when facing an ethical dilemma, how to register a received gift, whom to apply to, which authority examines ethical or corruption-related complaints, and similar issues	25
	Inclusion in courses, trainings, and seminars of conflict-of-interest dilemmas specific to military personnel and ways to resolve them	25
	Assessment at the end of courses, trainings, and seminars of knowledge level and effectiveness (clarity, comprehensiveness, relevance of information and usefulness for participants), conducted through a survey	10
	Compliance of the duration (hours) of courses, trainings, and seminars with the volume of information envisaged in the program	10
	Conduct of courses, trainings, and seminars on the basis of an approved work plan and curriculum	10
	Note: For every additional 10 persons above 500 or every additional 1% above the 10% indicator, an additional point is awarded (maximum of 20 points)	
Annual number of awareness-raising activities conducted and the number of military personnel involved		

<b>Outcome indicators</b>	Annual ratio of scores obtained by military personnel participating in awareness-raising activities
	Annual number of complaints by military personnel of the body/institution, including trainees, regarding corruption crimes or corruption-enabling offences, before and after the measure (3 years prior and subsequent years)
	Annual number of declarations of conflict of interest submitted by military personnel of the body/institution, including trainees, before and after the measure (3 years prior and subsequent years)
	Annual number of corruption crimes, corruption-enabling offences, and resulting criminal, administrative or disciplinary liabilities involving military personnel of the body/institution, including trainees, before and after the measure (3 years prior and subsequent years)
	Annual number of requests submitted by military personnel of the body/institution, including trainees, regarding declaration of gifts, before and after the measure (3 years prior and subsequent years)
	Annual number of instances in which military personnel of the body/institution, including trainees, sought confidential advice on conflicts of interest or other ethical matters, before and after the measure (3 years prior and subsequent years)
<b>Impact indicators</b>	Increase in literacy in combating corruption
	Formation of an anti-corruption ethical model
	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	Increase in public trust toward bodies (institutions)

### 6.6. Organizing training courses, workshops, and seminars on anti-corruption for municipal members and municipal employees

<b>Implementing bodies and period</b>	Ministry of Justice, national associations of municipalities, 2022–2026	
<b>Initial outcome</b>	Approval of a work plan for conducting anti-corruption trainings for municipal members and employees	
<b>Intermediate outcome</b>	Gradual involvement of municipal members and employees in anti-corruption trainings	
<b>Final outcome</b>	Increasing awareness of municipal members and employees on combating corruption	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Ratio of municipal members and employees involved in courses, trainings, and seminars to the total number of municipal members and employees (if within one year the number of participants equals 10% of all municipal members and employees, or 500 persons, this indicator equals 100%)	15

	Coverage of the entire country by courses, trainings, and seminars (if participants within one year represent at least 10 economic regions of the country or at least 60% of administrative-territorial units, this indicator equals 100%)	10
	Inclusion in the programs of courses, trainings, and seminars of procedural matters such as how a municipal member or employee should act when facing an ethical dilemma, how to register a received gift, whom to apply to, which authority examines ethical or corruption-related complaints, and similar issues	20
	Inclusion in courses, trainings, and seminars of conflict-of-interest dilemmas specific to municipal members and employees and ways to resolve them	25
	Assessment at the end of courses, trainings, and seminars of knowledge level and effectiveness (clarity, comprehensiveness, relevance of information and usefulness for participants)	10
	Compliance of the duration (hours) of the event with the volume of information envisaged in the program	10
	Conduct of courses, trainings, and seminars on the basis of an approved work plan and curriculum	10
	Note: For every additional 10 persons above 500 or every additional 1% above the 10% indicator, an additional point is awarded (maximum of 20 points)	
<b>Outcome indicators</b>	Annual number of awareness-raising activities conducted and number of municipal members and employees involved	
	Annual ratio of scores obtained by municipal members and employees participating in awareness-raising activities	
	Annual number of complaints regarding corruption crimes or corruption-enabling offences involving municipal members and employees, including trainees, before and after the measure (3 years prior and subsequent years)	
	Annual number of declarations of conflict of interest submitted by municipal members and employees, including trainees, before and after the measure (3 years prior and subsequent years)	
	Annual number of corruption crimes, corruption-enabling offences, and resulting criminal, administrative or disciplinary liabilities involving municipal members and employees, including trainees, before and after the measure (3 years prior and subsequent years)	
	Annual number of requests regarding declaration of gifts submitted by municipal members and employees, including trainees, before and after the measure (3 years prior and subsequent years)	
	Annual number of instances in which municipal members and employees, including trainees, sought confidential advice on conflicts of interest or other ethical matters, before and after the measure (3 years prior and subsequent years)	
<b>Impact indicators</b>	Increase in literacy in combating corruption	
	Formation of an anti-corruption ethical model	
	Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	Increase in public trust toward municipalities	

### 6.7. Conducting awareness-raising activities to increase knowledge and skills related to digital literacy among the population in regions

<b>Implementing bodies and period</b>	Ministry of Digital Development and Transport, relevant state bodies (institutions), 2022–2024	
<b>Initial outcome</b>	Conducting surveys to assess the population's digital knowledge and skills in the regions	
<b>Intermediate outcome</b>	Preparation of awareness-raising materials	
<b>Final outcome</b>	Implementation of training sessions and other awareness-raising activities in line with the prepared materials	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Coverage of the entire country by the activities (if within one year participants represent at least 10 economic regions or at least 60% of administrative-territorial units, this indicator equals 100%)	20
	Number of participants (if within one year at least 1,000 persons participate, this indicator equals 100%)	20
	Inclusion in the program of the interrelation between digitalization knowledge and anti-corruption efforts	20
	Assessment at the end of the awareness-raising activity of the knowledge level and effectiveness for participants (clarity, comprehensiveness, relevance and usefulness of information)	10
	Compliance of the duration (hours) of the activity with the volume of information envisaged in the program	20
	Conducting a preliminary survey to assess the digital knowledge and skills of the relevant population and preparing the program based on the identified needs indicator	10
	Note: For every 10 persons beyond 1,000 participants, an additional 1% is awarded (maximum of 20 points)	
<b>Outcome indicators</b>	Annual number of awareness-raising events conducted and number of participants involved	
	Annual ratio of scores obtained by participants at the end of awareness-raising events	
	Assessment results indicating in which areas people's digital knowledge and information have improved as a result of the conducted activities	
<b>Impact indicators</b>	Increase in digital literacy	

### 6.8. Organizing regular training courses and workshops for private forensic experts to ensure transparency in the activities of the private forensic examination institute

<b>Implementing bodies and period</b>	Ministry of Justice, 2022–2026	
<b>Initial outcome</b>	Approval of an action plan for organizing regular training courses for private forensic experts to ensure transparency in the activities of the private forensic examination institution	
<b>Intermediate outcome</b>	Organization of regular training courses for private forensic experts	
<b>Final outcome</b>	Ensuring transparency in the activities of the private forensic examination institution	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	The ratio of private experts involved in courses and trainings to the total number of private experts (if within one year the number of private experts involved constitutes 10% of all private experts, this indicator equals 100%)	20
	Inclusion in the program of procedural aspects such as how a private expert should act when facing an ethical dilemma, how to register a received gift, whom to apply to, and which authority examines complaints regarding ethical issues and corruption	30
	Presentation of concrete conflict-of-interest dilemmas relevant to private experts and ways to resolve them	30
	Assessment at the end of the awareness-raising activity of the knowledge level and effectiveness for participants (clarity, comprehensiveness, relevance and usefulness of information)	10
	Compliance of the duration (hours) of the activity with the volume of information envisaged in the program	10
	Note: For every 1% beyond the 10% threshold of experts involved in the training, an additional indicator is awarded (up to a maximum of 20%)	
<b>Outcome indicators</b>	Annual number of awareness-raising events conducted and number of private experts involved	
	Annual ratio of scores obtained by private experts at the end of events	
	Number of complaints regarding corruption-enabling situations submitted by private experts, including those involved in training, in the three years before and after implementation of the measures	
	Number of conflict-of-interest declarations submitted by private experts, including those involved in training, in the three years before and after implementation of the measures	
	Number of cases in which private experts, including those involved in training, were held criminally liable for corruption offences or corruption-related violations in the three years before and after implementation of the measures	
	Number of cases in which private experts, including those involved in training, were subjected to disciplinary liability in the three years before and after implementation of the measures	

	Number of requests submitted by private experts, including those involved in training, for declaring gifts in the three years before and after implementation of the measures
	Number of times private experts, including those involved in training, sought confidential advice on conflicts of interest or other ethical issues in the three years before and after implementation of the measures
<b>Impact indicators</b>	Increase in anti-corruption awareness
	Formation of an anti-corruption ethical model
	Improvement of Azerbaijan's indicators in international anti-corruption rankings
	Increase in public trust toward private experts

**6.9. Expanding the practice of organizing special programs, public discussions, and video conferences related to anti-corruption measures using media, including official websites and social media pages of state bodies (institutions) and municipalities, and preparing various video clips and brochures in this field and promoting their wide dissemination among the population**

<b>Implementing bodies and period</b>	Cabinet of Ministers, Commission on Combating Corruption, national associations of municipalities, state bodies (institutions), 2022–2026	
<b>Initial outcome</b>	Organization of special broadcasts, public discussions and videoconferences related to anti-corruption measures	
<b>Intermediate outcome</b>	Promotion of broad public dissemination of relevant activities	
<b>Final outcome</b>	Raising public awareness about anti-corruption	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Representation or accessibility ratio of the country's regions in the events (if within one year participants represent at least 10 economic regions of the country, this indicator equals 100%)	20
	Targeting the events at corruption issues relevant to the respective body (institution) or society and ways to address them (if information is provided on at least 10 corruption risks and their solutions, this indicator equals 100%)	30
	Orientation of the events exclusively toward citizens (without officials) and the ratio of citizen participation	30
	Assessment of the effectiveness of the event for participants (clarity, comprehensiveness, relevance and usefulness of information) through a survey at the end of the event	10
	Assessment through a survey of participants' anti-corruption literacy before and after the event	10
	Note: Each additional video clip, brochure or other informational material constitutes an additional 1% indicator (up to a maximum of 20%)	

<b>Outcome indicators</b>	Annual number of events held and number of participants involved
	Results of surveys conducted to assess participants' anti-corruption literacy before and after the events
<b>Impact indicators</b>	Increase in anti-corruption literacy
	Formation of an anti-corruption ethical model

**6.10. Providing regular and systematic information to the international community about achievements in the fight against corruption in our country, and promoting the achievements of ASAN, DOST, and other exemplary state services as positive national practices at the international level**

<b>Implementing bodies and period</b>	Prosecutor General's Office, Ministry of Foreign Affairs, State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan, Ministry of Labour and Social Protection of Population, other relevant state bodies, 2022–2026	
<b>Initial outcome</b>	Regular summarization of achievements in the field of combating corruption in our country	
<b>Intermediate outcome</b>	Organization of activities to promote exemplary public service achievements internationally as positive national practices	
<b>Final outcome</b>	Informing the international community about achievements in combating corruption	
<b>Input indicators</b>	Expenditure on material resources (material-technical means, including computers, printers, software, office supplies, other goods and commodities)	
	Expenditure on human resources	
<b>Output indicators and scores</b>	Publication of promotional informational sessions or materials (10 publications or sessions per year constitute a 100% indicator)	30
	Dissemination of promotional innovative sessions or publications in at least 10 foreign countries per year (dissemination in 10 foreign countries constitutes a 100% indicator)	30
	Identification in the promotional session or publication of specific positive practices of ASAN, DOST and other exemplary public services that do not exist in the respective foreign country or are attractive for implementation there (identification of at least 5 positive practices constitutes a 100% indicator)	40
<b>Outcome indicators</b>	Number of requests from foreign states wishing to benefit from ASAN, DOST and other positive practices, and number of relevant bilateral agreements or memoranda on knowledge exchange	
	Amount of additional budget revenue generated from the "export" of these practices	
	Annual number of promotional informational sessions or publications	
	Number of positive news and information shared by foreign media outlets and social networks about ASAN, DOST and other positive practices	
	Increase in Azerbaijan's reputation abroad resulting from the "export" of these practices, i.e., the number of institutions and centers established in foreign countries based on ASAN, DOST and other positive practices	

	Increase in Azerbaijan's reputation within international organizations due to the "export" of these practices, i.e., the number of statements or documents adopted by relevant international organizations recognizing ASAN, DOST and other positive practices as exemplary services
<b>Impact indicators</b>	Improvement of the Republic of Azerbaijan's indicators in international rankings in the field of combating corruption
	Strengthening of the Republic of Azerbaijan's positive image abroad