



**ANTI-CORRUPTION COMMISSION OF THE REPUBLIC OF AZERBAIJAN**

# **Methodology**

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

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The “Methodology for Monitoring and Evaluation of the National Action Plan for Strengthening the Fight against Corruption for 2022–2026” (hereinafter – the Methodology) was prepared by the Secretariat of the Anti-Corruption Commission of the Republic of Azerbaijan (hereinafter – the Commission), discussed at meetings of the Commission’s working group on the evaluation of state programmes on combating corruption and further improved.

The Methodology determines the principles and rules for evidence- and results-based monitoring and evaluation of the “National Action Plan for Strengthening the Fight against Corruption for 2022–2026”, approved by Order No. 3199 of the President of the Republic of Azerbaijan dated 4 April 2022. The Methodology is based on the “Rule on the Preparation, Implementation, Monitoring and Evaluation of State Programmes”, approved by Decree No. 1294 of the President of the Republic of Azerbaijan dated 6 March 2021, and on the theory of change.

The reflection of the five elements of the theory of change (input, activity, output, outcome and impact) in the Methodology increases its theoretical and practical significance and enables evaluation to be conducted on the basis of precise quantitative indicators.

**Anti-Corruption Commission of the Republic of Azerbaijan, “Methodology for Monitoring and Evaluation of the National Action Plan for Strengthening the Fight against Corruption for 2022–2026”, Baku, 2026, 112 p.**

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## 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 analyse 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 programmes 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 organisations 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 programmes 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 offences, 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

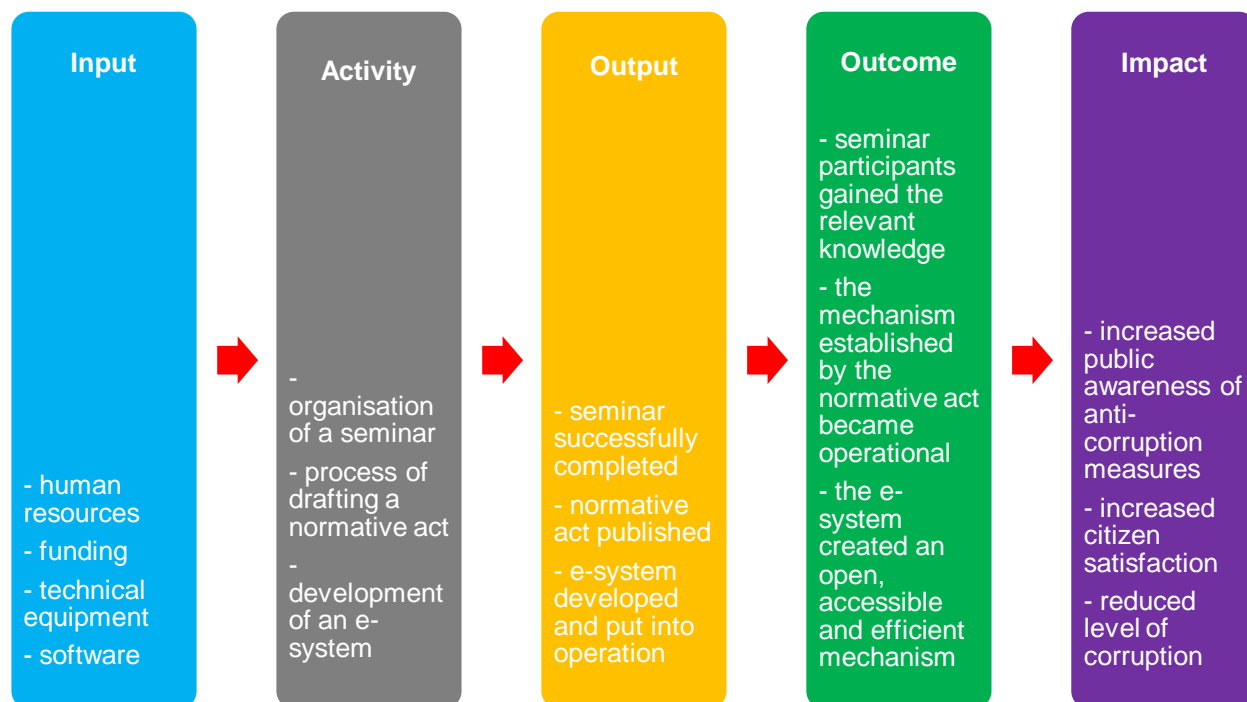
rankings; increase in the amount of gross domestic product per capita; growth of state budget revenues due to compensation of material damages; lawful, targeted, and efficient use and management of public funds as a result of the application of effective financial control mechanisms; strengthening of 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 organisation of the training, the educational characteristics, and the knowledge acquired by the participants).

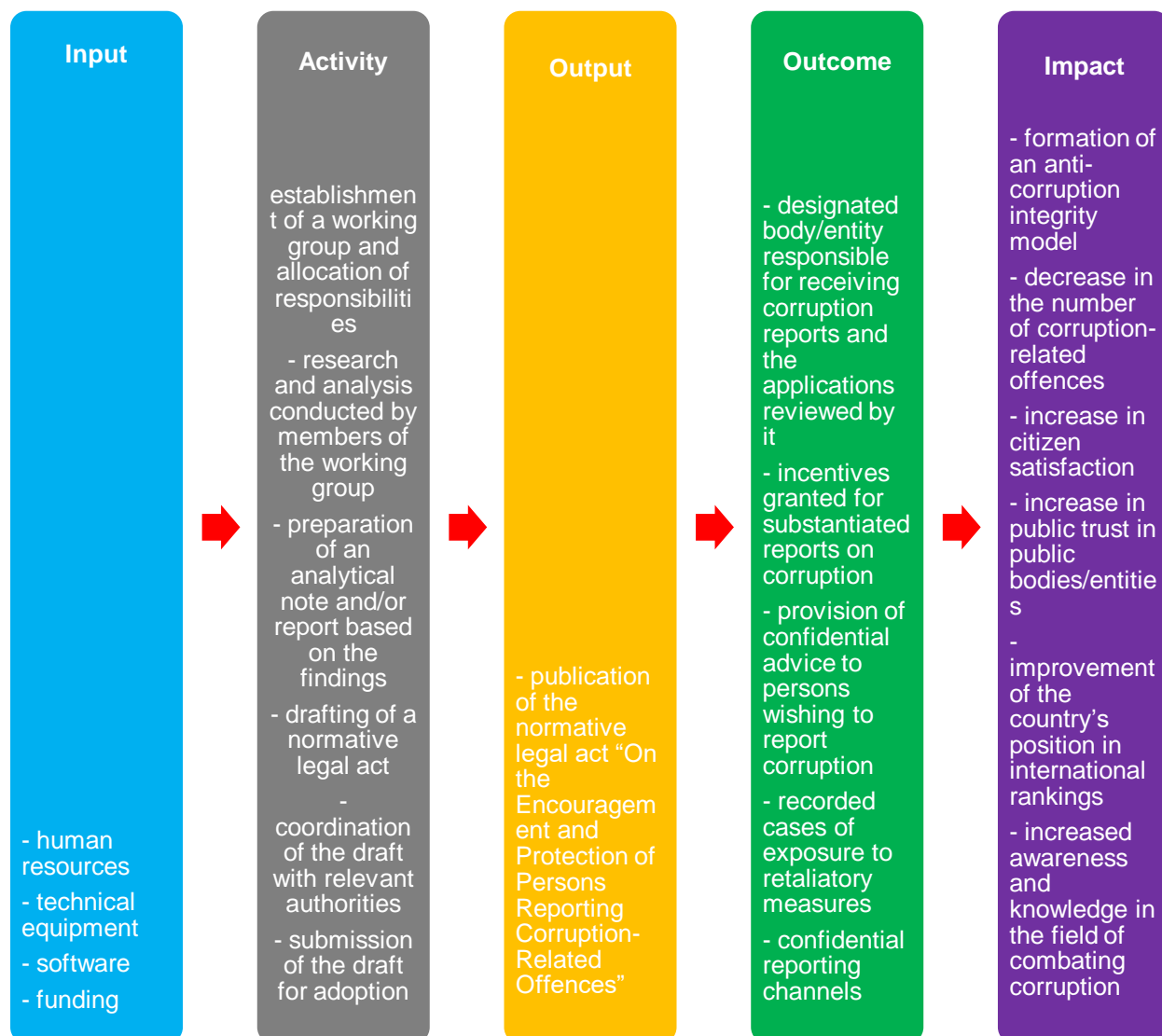
2.5. When organizing an activity, indicators for the respective stages are also identified. These indicators ensure control over the proper and timely implementation of the activity. For example, during the process of adopting a normative legal act, a working group is established at the initial stage, 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 publication of a normative legal act is the output of the relevant measure, the qualitative aspect of that act constitutes the output indicators. In other words, the nature of the normative legal act, the minimum requirements it meets and its compliance with international standards are output indicators. For example, if the normative legal act concerns the incentivization and protection of persons reporting corruption-related offences, the output indicators for that measure are formulated in accordance with the minimum requirements of the relevant international standards (for example, the existence of a mechanism for protection against retaliatory measures in the workplace, incentivization of reporting persons, the impartiality and independence of the structural unit receiving corruption reports, the mandatory examination of anonymous applications containing irrefutable evidence, the maintenance of unified statistics on corruption-related applications, and other relevant requirements).



**Diagram No. 2. Elements of the change chain for the measure on adoption of a normative legal act on the encouragement and protection of persons reporting corruption-related offences**

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

2.10. The change chain follows a sequence. Each process turns into the next process. Therefore, output turns into outcome. If output has not turned into outcome, it

has no significance. Achieving output depends on the implementing institution. Achieving outcome, however, is not fully within the control of the implementing institution. Output is the direct product of the activity and is therefore measured by the number and quality of the services provided and the work produced. Outcome, by contrast, is obtained when the output is applied or used; it reflects the benefit of the measure and the change occurring in the existing situation.

2.11. Outcome, unlike output, means the short-term (up to 1 year) and medium-term (1–3 years) change and benefit created by the measure in public relations. Unlike outcome, output shows the final product of the activity and indicates its quality, but does not show achievement or change. For example, the publication of the normative legal act “On the Incentivization and Protection of Persons Reporting Corruption-Related Offences” is the output of the measure. However, after the adoption of that normative legal act, the determination of a separate entity receiving corruption reports, the conduct of objective examination by that entity of the relevant applications, the incentivization of applicants for information on corruption that is confirmed, the provision of confidential advice to persons wishing to report corruption, facts of exposure to retaliatory measures for reporting corruption in the workplace, and the establishment of confidential reporting channels constitute the outcome of this measure. On the basis of these outcome indicators, it is determined to what extent the measure is useful for society and to what extent the measure itself is effective.

2.12. Outcome indicators are assessed on the basis of both quantitative and qualitative indicators. For example, under a measure involving the conduct of training, the number of persons involved in training is a quantitative indicator, while the results of a survey conducted among participants regarding the content and usefulness of the training may serve as a qualitative indicator. In that case, even if the number of persons involved in the training is sufficient, the failure of participants to acquire the relevant knowledge because the trainer lacks the necessary knowledge and skills has a negative effect on the outcome of the measure. Therefore, outcome indicators are based on measurable information and cover all areas in which the measure will create change.

2.13. Impact indicators include broad positive changes occurring over a long period of time (3–5 years and more than 5 years) as a result of the relevant measure, and it is not possible to achieve such changes through these measures alone. Therefore, impact indicators are closely linked to the objectives of the relevant measure. Such broad and general objectives cannot be achieved through a single measure, which makes other measures and general effort necessary. For example, the adoption of the normative legal act “On the Incentivization and Protection of Persons Reporting Corruption-Related Offences” alone is not sufficient to reduce the number of corruption offences; this requires a broader and more conceptual system of measures. Similarly, the implementation of only one measure is not sufficient for the country’s indicators to improve in international rankings.

### **3. ASSESSMENT UNDER THE METHODOLOGY**

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

### 3.2. Responses and assessment under input indicators

3.2.1. In the questionnaire, the information requested under the input indicator is presented separately for human and material resources. Although such information is expected to be provided as accurately as possible, approximate calculations are also possible in some cases. Assessment under the input indicator is carried out through quantitative assessment and is analysed in terms of whether the expenditure incurred for the work performed corresponds to the nature of that work. Thus, according to subparagraph 1.6.12 of the Rule, “efficiency is an evaluation criterion that measures the degree to which the resources spent for the implementation of the state programme are transformed into the intended results”. According to paragraph 4.9 of the Rule, “[m]onitoring of the implementation of a state programme in accordance with this Rule does not exclude the audit, as part of state financial control, of whether the funds allocated from the state budget for the implementation of that state programme have been spent in accordance with their intended purpose and efficiently, or the carrying out of state control measures by the Administration of the President of the Republic of Azerbaijan within the framework of supervision over the implementation of legislation and ensuring executive discipline, or the evaluation of the activities of executive authorities and state bodies and the effectiveness of the projects implemented by them”.

3.2.2. Material resources include expenditure on material and technical means purchased for the implementation of a measure (computers, printers, software, office supplies, etc.), as well as other goods and commodities. Human resources mean the salaries paid or payments made under a service contract for work performed in connection with the implementation of the relevant measure. For example, if a measure envisages the establishment of an information system, both material and human resources are calculated when the input indicators under that measure are calculated. In that case, if the costs incurred for the creation of that software (for example, the amount paid under a service contract to the person developing the software) are attributed to material resources, the salary paid by the body (institution) to the persons responsible for that work is considered a human-resource cost.

3.2.3. The cost incurred for human resources is determined on the basis of the salary paid to an employee of the body (institution). Such salary is calculated by multiplying the hourly salary amount of the relevant employee by the number of hours spent by that employee on this work. If several persons have been involved in the relevant measure, the calculation is carried out in the same manner, and all amounts are then added together. For example, if 3 employees are involved in a measure and their monthly salaries are 3,000, 4,000 and 5,000 manats respectively, and the monthly working norm is the same for all three, namely 160 hours, their hourly salaries are 18.75 (3000/160), 25 (4000/160) and 31.25 (5000/160) manats respectively. If, under the relevant measure, the first employee worked 10 hours, the second employee 30 hours and the third employee 20 hours, then 187.5 manats (18.75\*10) were paid to the first employee, 750 manats (25\*30) to the second employee and 625 manats (31.25\*20) to the third employee for that measure. Thus, a total of 1,562.5 (187.5+750+625) manats is spent on human resources for the measure in question. Therefore, the questionnaire must indicate the total amount, with the expenditure incurred for each of the two resources shown

separately. For example, if 10,000 manats were spent on material resources and 1,562.5 manats on human resources, “10,000+1,562.5=11,562.5” should be indicated in the relevant column.

3.2.4. Public-sector audit standards, in particular performance audit standards, are used in the assessment under the input indicator.

3.3. Activity indicators

3.3.1. No assessment is carried out under activity indicators within the framework of the Methodology.

3.4. Responses and assessment under output indicators

3.4.1. Each measure under the output indicator is measured on a 100-point scale, and that score is accumulated on the basis of various indicators. A result of 0–39 points is considered “not implemented”, 40–74 points “partially implemented”, and 75–100 points “fully implemented”. Where the results are not whole numbers, rounding is applied.

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 on the basis of the implementation levels of the implementing institutions. The implementation level of the implementing institutions is also determined in accordance with subparagraph 3.4.1 of the Methodology. This result is divided by the number of implementing institutions and the overall implementation level of the measure is determined. For example, if three institutions are implementing the relevant measure and their implementation levels under that measure are 20, 50 and 80 points respectively, the overall implementation level of the measure is determined as 50 points  $((20+50+80)/3=50)$ . Assessment in respect of measures 1.2, 1.6, 1.8, 1.11, 2.1, 2.2, 2.3, 2.4 (only in respect of “legal entities owned by the State or legal entities in which the controlling block of shares (stocks) belongs to the State, and public legal entities established on behalf of the State”), 2.5, 2.6, 2.8, 2.9 (only in respect of “approval of the procedure for registering a person as being in need of housing and digitalisation of public services related to registration, as well as the publication by local executive authorities on their official websites of lists of persons in need of housing and the proposed housing stock in a manner open to the public and ensuring that they are kept up to date”), 2.10, 2.11, 2.13, 2.17, 3.3, 3.5, 3.6, 4.2, 4.3, 4.6–4.10, 5.1–5.3 and 6.2–6.10 is carried out in accordance with this subparagraph.

3.4.3. If the overall implementation of a measure under the output indicator does not depend on the implementation results of several institutions, the overall implementation level of that measure is determined on the basis of the result of the work carried out. For example, under measure 1.1 of the NAP, “determination of the rules for identifying, analysing and preventing corruption risks in the activities of state bodies (institutions)” is envisaged. In this case, it makes no difference how many institutions are specified in the implementation of the measure; the important factor is the overall result of the work performed by those institutions. Assessment under measures 1.3–1.5, 1.7, 1.9, 1.10, 2.4 (only in respect of “legal entities owned by the State or legal entities in which the controlling block of shares (stocks) belongs to the State, and public legal entities established on behalf of the State”), 2.7, 2.9 (only in respect of “publication by local executive authorities on their official websites of lists of persons in need of housing and

the proposed housing stock in a manner open to the public and ensuring that they are kept up to date”), 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 is carried out in accordance with this subparagraph.

3.4.4. Assessment under the output indicator is carried out on the basis of the implementation status of the measure during the assessment period. If the output indicator envisages indicators such as the adoption of a draft normative legal act, submission of a proposal, conduct of training or a survey, conduct of analysis, ensuring accessibility of information, or preparation of a reference note, report or other analytical document, assessment under those indicators is carried out where the relevant draft normative legal act has been adopted, the proposal has been submitted, the training or survey has been conducted, the analysis has been carried out, the accessibility of information has been ensured, or other documents have been prepared. Otherwise, the indicators under the relevant output indicator are assessed with 0 points. By contrast, if a measure envisages the creation and commissioning of the relevant portal or electronic information system, and the portal or electronic information system is used in test mode, the indicators under the relevant output indicators are divided by 2. If the technical specification document for the portal or electronic information system has been prepared and work is being carried out accordingly, the relevant output indicators are divided by 4.

3.4.5. As a rule, the indicators provided for in the Methodology relate to bodies (institutions) whose activities cover the entire territory of the Republic of Azerbaijan. For example, the first output indicator under measure 6.2, the implementation of which covers all state bodies (institutions), provides for the “[n]umber of persons involved in awareness-raising events”. That indicator states that “if the number of employees involved in events within 1 year is 500 persons or constitutes 10% of the employees of the relevant body (institution), this is a 100% result under this indicator”. This provision applies to bodies (institutions) whose activities cover the entire territory of the Republic of Azerbaijan. These indicators are reduced in respect of district (city) executive authorities, taking into account the ratio of the population of the district (city) to the population of the country for the relevant period. For example, according to the State Statistical Committee of the Republic of Azerbaijan, as of 1 January 2025 the populations of the Republic of Azerbaijan and Aghjabadi District were 10,224,900 and 136,800 persons respectively. The 500-person indicator under the first output indicator of measure 6.2 relates to 10,224,900 persons. In respect of Aghjabadi District, the 500-person indicator is determined as 7 persons ( $136,800 \times 500 / 10,224,900 = 6.69 \approx 7$ ).

3.4.6. When output indicators under a measure are assessed, indicators that are not related to the activities of the implementing body (institution) or are not relevant to the assessment of the relevant period are not taken into account in respect of that body (institution) or that assessment period. In such cases, the points of the disregarded indicator are used to increase the points of the other indicators proportionally on a 100-point scale. For example, the 6th and 7th output indicators under measure 2.4 relate to the oral interview stage. If an oral interview is not envisaged in recruitment by the body (institution), the 10 points to be accumulated under each of the 5th and 6th indicators, namely a total of 20 points, are distributed proportionally among the other indicators. Similarly, measure 3.2 envisages the creation of the “e-accounting” electronic portal

during 2023–2025, that is, over a 3-year period. The initial result of the measure is the collection of proposals, the intermediate result is the determination of the draft, and the final result is the completion of the creation of the portal. As can be seen, since the measure covers a 3-year period, the initial, intermediate and final results must be implemented in 2023, 2024 and 2025 respectively. The work carried out for each year is assessed on the basis of the relevant output indicators, that is, those corresponding to the relevant period. Since the first output indicator under this measure relates to the final result (that is, envisages the commissioning of the “e-accounting” electronic platform), the results achieved for 2023 and 2024 are assessed only under the 2nd, 3rd and 4th indicators. In this case, the values of those indicators, 10 points, 30 points and 10 points, are determined proportionally as 20 points, 60 points and 20 points ( $10x+30x+10x=100$ ;  $x=2$ ;  $2*10=20$ ;  $2*30=60$ ;  $2*10=20$ ). In addition, if a measure consists of sub-measures of different content and several implementing bodies have been identified, the measure is not assessed in the part that does not correspond to the field of activity of the relevant implementing body. For example, measure 2.9 envisages “[a]pproval of the procedure for registering a person as being in need of housing and digitalisation of public services related to registration, as well as the publication by local executive authorities on their official websites of lists of persons in need of housing and the proposed housing stock in a manner open to the public and ensuring that they are kept up to date”. The content of this measure includes two different sub-measures: 1. approval of the procedure for registering a person as being in need of housing and digitalisation of public services related to registration; 2. publication by local executive authorities on their official websites of lists of persons in need of housing and the proposed housing stock in a manner open to the public and ensuring that they are kept up to date. The second sub-measure (that is, the 2nd and 3rd output indicators) corresponds to the areas of activity of local executive authorities, while the first sub-measure (the 1st and 4th output indicators) corresponds to the areas of activity of other implementing bodies. In some cases, the initial, intermediate and final indicators may be assessed not for a 3-year period (that is, one result for each year), but for a 5-year period (2022–2026). If the result for each stage is assessed as 100%, the total for the 3 stages is calculated as 300%. Taking into account that the measure covers 5 years, implementation of a 60% result for each year is a 100% result for that year. In this case, in the 1st year (2022) 60% of the initial result is implemented; in the 2nd year (2023), the remaining 40% of the initial result and the first 20% of the intermediate result are implemented; in the 3rd year (2024), the remaining 60% of the intermediate result is implemented; in the 4th year (2025), the remaining 20% of the intermediate result and 40% of the final result are implemented; and in the 5th year (2026), the remaining 60% of the final result is implemented. For example, measure 2.3 envisages “[i]mprovement of the rules on the formation of the Judicial-Legal Council, taking into account international practice, in order to strengthen anti-corruption measures in the field of administration of justice and to organise the judiciary more efficiently”. “Strengthening anti-corruption measures in the field of administration of justice and studying international practice in order to organise the judiciary more efficiently” is indicated as the initial measure; “[s]trengthening anti-corruption measures in the field of administration of justice and improving the rules on the formation of the Judicial-Legal

Council” as the intermediate measure; and “[t]aking measures to strengthen anti-corruption measures in the field of administration of justice and to organise the judiciary more efficiently” as the final measure. In this respect, the work to be carried out in 2024 under this measure, which covers a 5-year period (2022–2026), is mainly limited to 60% of the indicators set out in the intermediate result. It should also be taken into account that approximately 20% of the indicators set out in the intermediate result are intended to be carried out in 2025.

3.4.7. The accumulation of the relevant score under each indicator is confirmed by evidence. Therefore, the information submitted in the questionnaire on the implementation of measures is numbered with the number of the relevant indicator of the measure. For example, if a body (institution) submits information under the 5th output indicator of measure 2.4, after numbering the relevant column as “5.” it provides information on whether video recording of the oral interview process has been carried out. If information is not submitted under the relevant indicators, no score is accumulated under that indicator.

3.4.8. When relevant information is submitted through the questionnaire, the document or other material confirming that information (for example, the draft normative legal act, the reference note (report) on the results of the analysis, an active link where information on the conduct of trainings is shared, the training programme, etc.) is attached to the questionnaire. If the response to the questionnaire refers to a relevant act, a copy of that act (document) or a link to it is attached to the questionnaire. In addition, if the responses state that a relevant draft has been prepared or is in the process of agreement, a copy of that draft is also attached. The information indicated in the questionnaire is assessed on the basis of the supporting documents referred to above. Failure to submit the relevant supporting document or material is considered as non-performance of the work under the relevant measure.

3.4.9. When responses are entered in the questionnaire, the date of each work carried out is indicated. This makes it possible to identify the period in which the measure was implemented. Even if a measure is implemented after the expiry of the deadline, this does not affect the implementation indicator of that measure.

3.4.10. Unless otherwise provided in the questionnaire table, the information requested for each measure, that is, information covering a one-year period, is added. If a measure covers several years, the volume or threshold of the work to be carried out each year is determined on the basis of the initial, intermediate and final results of the measure. For example, measure 1.2 envisages “[i]mproving legislation on the incentivization and protection of persons reporting corruption-related offences” during 2022–2024. The initial result of this measure envisages the collection of proposals for improving legislation, the intermediate result envisages the preparation of a draft on the basis of those proposals, and the final result envisages the adoption of the relevant normative legal act. In this respect, the initial result is assessed for 2022, the intermediate result for 2023 and the final result for 2024. In this case, the result assessed for 2024 is also the result of that measure as a whole.

3.4.11. In multi-year measures, the main indicators taken into account when assessing the work carried out for each year are precisely the output indicators provided

for under the measure. Although these indicators are determined in relation to the final output, the work carried out at the initial and intermediate stages of the measure is also assessed precisely under the same output indicators. In other words, separate output indicators are not provided for each stage of the measure. For example, the initial output for 2022 under measure 1.2 is the preparation of the relevant proposals. In this case, the prepared proposals are assessed from the perspective of the single set of output indicators, and the extent to which those proposals comply with those indicators is determined. The relevant draft prepared at the intermediate-result stage is also assessed precisely from the perspective of those same single output indicators. This approach also serves to ensure that shortcomings allowed at the initial stage of the measure are eliminated through assessment and relevant recommendations, so that circumstances that cannot be eliminated at the intermediate and final stages do not arise. If the proposals at the initial stage do not comply with the relevant indicators, the low score accumulated at that stage does not, in itself, affect the score for the final result. If the work carried out at the final result stage, that is, in 2024, complies with the output indicators, the final result of the measure is also assessed highly.

3.4.12. Unless another provision clarifying the assessment under the relevant indicator exists, assessment is carried out on the basis of the quantitative and qualitative aspects of the work performed under that indicator.

3.4.13. If a figure corresponding to a 100% result is provided for under the relevant indicator, the result achieved for figures lower than that figure is calculated on a directly proportional basis. For example, the 6th indicator under measure 4.1 is set out as follows: “The ratio of employees organising electronic services who have been involved in at least 20 hours of training during the year to all employees providing such services ... (a 20% indicator is a 100% result under this indicator)”. The maximum possible score under this indicator is 10 points. If the result obtained is 10% (that is, the ratio of persons involved in at least 20 hours of training to other relevant employees), then a 50% result (that is, 5 points) is accumulated under that indicator. This is because, since  $10/20 = 1/2$ ,  $10 * 1/2 = 5$ .

3.4.14. If the relevant indicators require the ratio of one indicator to another, the ratio is calculated by fully indicating the divisor and the dividend. Determining the divisor and the dividend also makes it possible to track quantitative change in previous years.

3.4.15. When determining the implementation percentage for a priority area, paragraphs 2.4 and 2.5 of Annex No. 2 to the Rule are taken into account. In that case, a measure fully implemented, that is, one that has accumulated 75–100 points, is assessed as 1; a partially implemented measure, that is, one that has accumulated 40–74 points, is assessed as 0.5; and a non-implemented measure, that is, one that has accumulated 0–39 points, is assessed as 0. The overall implementation status of the priority area is calculated by the following formula:

$$IR = \frac{FI + PI + NI}{TM} * 100$$

IR – implementation rate for the priority area

FI – total score for fully implemented measures  
 PI – total score for partially implemented measures  
 NI – total score for non-implemented measures  
 TM – number of measures under the priority area

The results obtained are assessed as follows: unacceptable, that is, an indicator in the range of 0–50%; acceptable, that is, an indicator in the range of 51–80%; and satisfactory, that is, an indicator in the range of 81–100%.

3.4.16. When assessing the result of the overall implementation percentage of the NAP, it is calculated according to the following formula in accordance with paragraphs 3 and 4 of Annex No. 2 to the Rule:

$$\text{SPIR} = \frac{\text{TPS}}{\text{NP}} * 100$$

SPIR – implementation rate of the state programme  
 TPS – total score for the priority areas  
 NP – number of priority areas

The results obtained are assessed as follows: unacceptable, that is, an indicator in the range of 0–50%; acceptable, that is, an indicator in the range of 51–80%; and satisfactory, that is, an indicator in the range of 81–100%.

### 3.5. Responses and assessment under outcome indicators

3.5.1. Information under outcome indicators is assessed in quantitative and qualitative terms. On the basis of the information submitted, the extent to which the relevant measure is effective is determined. Therefore, outcome indicators serve to determine the achievements obtained under output indicators. For example, measure 4.1 envisages “[t]aking measures to organise the expansion of activities in the field of providing public services proactively and electronically”. The first outcome indicator under that measure envisages “[t]he ratio of the number of users of proactive services in the 3 years before and the years after implementation of the relevant measures to the number of all users of electronic services”. This information makes it possible to determine the growth trend. If the growth trend after the measure is higher than the growth trend in the years before the measure started, this is considered a positive outcome of the measure. The fourth outcome indicator under that measure includes “[q]uantitative indicators of citizen satisfaction surveys on the quality and improvement of services”. Here, the scores obtained from the surveys conducted are compared and both quantitative and qualitative assessment is carried out.

3.5.2. In addition to the outcome indicators provided for in the Methodology, relevant indicators may also be determined on the basis of other statistical data, surveys, interviews, observations and analyses.

3.5.3. Unless otherwise provided, a 0–50% positive change in the trend after implementation of the measure compared with the trend before the measure started is considered a 0–100% outcome under outcome indicators.

3.6. Impact indicators are determined on the basis of relevant statistical data. In this process, a direct and indirect link between the statistical indicators and the measure is established.

3.7. Where it is not possible to submit data under the relevant indicators, those indicators are calculated taking into account international practice, methodologies and standards, by applying analogy based on similar practices.

#### **4. EXPLANATION OF TERMINOLOGY**

4.1. In the Methodology, the number of administrative offences (facts) means the number of facts (episodes) of commission of acts prohibited by the Code of Administrative Offences of the Republic of Azerbaijan (CAO). In this case, the number of administrative offence proceedings is not meant; rather, the number of facts (episodes) is meant. This is because several administrative offence facts (episodes) may be examined within one administrative offence proceeding.

4.2. In the Methodology, the number of crimes means the number of facts (episodes) of commission of acts prohibited by the Criminal Code of the Republic of Azerbaijan (CC). In this case, the number of criminal cases or inquiry materials is not meant; rather, the number of facts (episodes) is meant. This is because several criminal facts (episodes) may be investigated or examined within one criminal case or inquiry material.

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

4.4. When submitting 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 compensated part of that damage (including the compensated part of material damage caused to the State) are indicated.

4.5. In the Methodology, bringing to administrative liability means the application of an administrative penalty or the refusal to institute administrative offence proceedings (termination of instituted 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 means cases where, in accordance with the provisions of the Code of Criminal Procedure of the Republic of Azerbaijan, a conviction is delivered or a criminal case is terminated without exculpatory grounds after the person has been charged as an accused.

4.7. In the Methodology, corruption-enabling offences mean the acts set out in Article 9.3 of the Anti-Corruption Law.

4.8. In the Methodology, corruption crimes mean acts set out in Articles 193-1 and 308–314-4 of the CC, committed by officials of the body (institution) in connection with the exercise of their official or service powers or the performance of their duties, as

well as embezzlement offences (Articles 178 and 179) committed by using an official position.

4.9. If relevant statistical data on the information requested do not exist, other existing information corresponding in substance to the requested information is submitted.

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

**PRIORITY 1. MEASURES IN THE FIELD OF IMPROVING THE LEGISLATIVE FRAMEWORK FOR COMBATING  
CORRUPTION**

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

<b>Implementers / period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General’s Office, 2022-2023	
<b>Initial result</b>	Study of international practice and collection of proposals for the purpose of forming a mechanism for identifying, analysing and preventing corruption risks in the activities of state bodies (institutions)	
<b>Interim result</b>	Preparation of the draft relevant rules	
<b>Final result</b>	Determination of the rules for implementing measures related to the identification, analysis and prevention of corruption risks in the activities of state bodies (institutions)	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Preparation of a specific rule (methodology) on risk management (identification, analysis and assessment of risks) in accordance with ISO and relevant international standards, and stipulation in that rule (methodology) of the relevant matters (alignment of the rule with strategic objectives, allocation of risk-management resources in the rule, division of powers and accountability (5), provision for monitoring and improvement mechanisms (10), taking risk-treatment measures by the body (institution) in accordance with the results of risk assessment (10), existence of precise indicators determining the severity and recurrence frequency of risks (20), and precise methods for identifying, analysing and assessing risks (25))	70
	2. Participation of representatives of society in risk management	10
	3. Establishment of a working group for risk management	10
	4. Monitoring of risk-management activities by an external entity	10
<b>Outcome indicators</b>	1. Ratio of the number of risks in respect of which relevant measures have been taken by the body (institution) to the number of risks considered necessary to be managed	

	2. Number of complaints concerning corruption crimes and offences creating conditions for corruption in the activities of the body (institution) both during the 3 years preceding risk-management activities and in the years following those activities
	3. Number of facts (episodes) of corruption crimes and persons brought to criminal liability in the activities of the body (institution) both during the 3 years preceding risk-management activities and in the subsequent years
	4. Number of facts (episodes) of administrative offences and persons brought to administrative liability under Articles 410 and 445-1 of the Code of Administrative Offences of the Republic of Azerbaijan in the activities of the body (institution) both during the 3 years preceding risk-management activities and in the years following those activities
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	2. Increase in gross domestic product per capita
	3. Increase in State budget revenues through compensation for material damage caused
	4. Lawful, targeted and efficient use and management of public funds as a result of the application of effective financial-control mechanisms
	5. Increased public trust in bodies (institutions)
	6. Prevention of corruption crimes committed by employees of bodies (institutions)

## 1.2. Improving the legislation on the incentivisation and protection of persons reporting corruption-related offences

<b>Implementers / period</b>	Cabinet of Ministers, Prosecutor General's Office, 2022-2024	
<b>Initial result</b>	Collection of proposals for improving the legislation on the incentivisation and protection of persons reporting corruption-related offences	
<b>Interim result</b>	Preparation of the draft legislative act referred to	
<b>Final result</b>	Adoption of a legislative act on the incentivisation and protection of persons reporting corruption-related offences	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Existence of a mechanism for protecting persons reporting corruption-related offences from retaliatory measures at the workplace, and placing on the employer the obligation and burden of proof to refute the arguments put forward by an employee claiming to have been subjected to retaliatory measures	30
	2. Ensuring guarantees of impartiality and independence of the structural unit receiving reports on corruption	10

	3. Stipulation in legislation of the issue of incentivising persons reporting corruption-related offences if the information provided by them is confirmed	5
	4. Ensuring the reporting person's right to confidentiality and the existence of an information transmission channel guaranteeing confidentiality for this purpose	10
	5. Existence of norms on forming and promoting a culture of reporting corruption	5
	6. Mandatory examination of anonymous applications containing irrefutable evidence	10
	7. Determination of a single supervisory body (institution) for receiving reports on corruption, collection of unified statistics, and supervision over the implementation of legislation in this field	10
	8. Ensuring that the reporting person's possibility to apply to a body (institution) higher than the body (institution) in which he or she directly works, or to an alternative body (institution), is not restricted	10
	9. Determination of an obligation of the structural unit to provide confidential advice to persons who wish to report but hesitate to do so, as well as to persons who are unaware of the legal procedures after reporting	10
<b>Outcome indicators</b>	1. Number of applications received concerning corruption crimes and corruption-related offences both during the 3 years preceding the adoption of the relevant normative legal act and in the years following the adoption of that act	
	2. Number of applications concerning exposure to retaliatory measures both during the 3 years preceding the adoption of the relevant normative legal act and in the years following the adoption of that act, and statistical indicators on the results of their examination (whether the application was granted or not)	
	3. Number of incentives applied to persons reporting corruption both during the 3 years preceding the adoption of the relevant normative legal act and in the years following the adoption of that act	
	4. Number of facts (episodes) of administrative offences and persons brought to administrative liability under Article 594-2 of the Code of Administrative Offences of the Republic of Azerbaijan both during the 3 years preceding the adoption of the relevant normative legal act and in the years following the adoption of that act	
	5. Number of facts (episodes) of disciplinary offences relating to offences creating conditions for corruption and persons subjected to disciplinary liability both during the 3 years preceding the adoption of the relevant normative legal act and in the years following the adoption of that act	
	6. Number of criminal facts (episodes) and persons brought to criminal liability for corruption crimes both during the 3 years preceding the adoption of the relevant normative legal act and in the years following the adoption of that act	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increase in State budget revenues through compensation for material damage caused	
	3. Lawful, targeted and efficient use and management of public funds as a result of the application of effective financial-control mechanisms	

	4. Increased public trust in bodies (institutions)
	5. Prevention of corruption crimes committed by employees of bodies (institutions)

### 1.3. Organising the electronic submission of financial information by officials and submitting proposals on strengthening measures to combat illicit enrichment

<b>Implementers / period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General's Office, 2022-2026	
<b>Initial result</b>	Collection of proposals on organising the electronic submission of financial information by officials and strengthening measures to combat illicit enrichment	
<b>Interim result</b>	Evaluation of the submitted proposals	
<b>Final result</b>	Taking measures related to organising the electronic submission of financial information by officials and strengthening the fight against illicit enrichment	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Submission of proposals on the form of the financial declaration reflecting the information provided for in legislation	40
	2. Submission of proposals on the creation of an information system for submitting the financial declaration electronically	40
	3. Proposals on a provision establishing criminal and administrative liability for illicit enrichment	20
<b>Outcome indicators</b>	1. Application of relevant measures concerning the electronic submission of financial information by officials 2. Carrying out relevant work on draft legislation establishing administrative and criminal liability for illicit enrichment	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increased public trust in bodies (institutions)	
	3. Prevention of corruption crimes committed by employees of bodies (institutions)	

**1.4. Preparing relevant proposals for carrying out effective activities related to the recovery of criminally obtained property located in the territory of the country or under the jurisdiction of another State, or other assets subject to confiscation (identification, seizure, freezing of assets, etc.), in order to ensure the effectiveness of the special confiscation institution**

<b>Implementers / period</b>	Cabinet of Ministers, Prosecutor General's Office, Supreme Court, 2022-2026	
<b>Initial result</b>	Study of international practice on the application of asset-recovery mechanisms in order to ensure the effectiveness of the special confiscation institution	
<b>Interim result</b>	Summarisation and analysis of information, and evaluation of proposals	
<b>Final result</b>	Submission of a relevant proposal regulating the asset-recovery mechanism	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Report on the study of international practice concerning the special confiscation institution	30
	2. Report and proposals on the analysis of circumstances and shortcomings in the legislation of the Republic of Azerbaijan concerning the special confiscation institution that are contrary to international requirements	30
	3. Work and proposals concerning membership in international networks and organisations enabling the identification of assets abroad	20
	4. Preparation of instructions or guidelines for practitioners on the recovery of assets located abroad	20
<b>Outcome indicators</b>	Adoption of a normative legal act regulating the asset-recovery mechanism and establishment of a specialised entity	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increased public trust in bodies (institutions)	

**1.5. Improving legislation in the field of valuation and management of property obtained through crime and subject to special confiscation**

<b>Implementers / period</b>	Cabinet of Ministers, Prosecutor General's Office, 2022-2024
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<b>Initial result</b>	Study of international practice in the field of valuation and management of property obtained through crime and subject to special confiscation	
<b>Interim result</b>	Collection and analysis of proposals and preparation of a draft legislative act	
<b>Final result</b>	Submission of a draft relevant legislative act on increasing efficiency in the field of valuation and management of property subject to special confiscation	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Management of property (sale, lease, transfer for management and improvement) by a body (institution) not connected with the prosecution, defence or court	20
	2. Carrying out property-management activities (sale, lease, transfer for management and improvement) through auction	10
	3. Issuance by a court of a decision on property management (sale, lease, transfer for management and improvement), or existence of the possibility to apply to a court	10
	4. Valuation of property by an independent expert or specialist	10
	5. Representation of relevant institutions in the auction commission for property management	5
	6. Possibility of conducting the auction for property management online	5
	7. Publication of the announcement on the auction for property management within a reasonable period and creation of conditions for citizens to participate in the auction	10
	8. Taking measures excluding the possibility that persons participating in the auction reach prior agreement on the purchase-sale price or otherwise obstruct the transparent conduct of the auction	10
	9. Where the auction is conducted in the form of a tender, ensuring that the members of the tender commission established to give an opinion on the best offer consist of independent experts	10
	10. Existence of rules on resolving conflicts of interest of auction-commission members, valuers and tender-commission members	10
<b>Outcome indicators</b>	1. Number of decisions (properties) adopted regarding management (sale, lease, transfer for management and improvement) in the years following the adoption of the relevant normative legal act, and the values of the properties under each management decision	
	2. Amount of revenue received by the budget through property management in the years following the adoption of the relevant normative legal act	
	3. Amount of damage paid to victims through property management in the years following the adoption of the relevant normative legal act, and number of victims whose damage has been fully or partially compensated	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increase in State budget revenues through compensation for material damage caused	

	3. Increased public trust in bodies (institutions)
	4. Restoration of social justice through compensation for damage caused to victims

### 1.6. Preparing relevant legislative acts concerning the prevention of conflicts of interest in the activities of officials of state bodies (institutions)

<b>Implementers / period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General's Office, 2022-2024	
<b>Initial result</b>	Collection of initial proposals on the preparation of a draft normative legal act	
<b>Interim result</b>	Preparation of a draft legal act taking international practice into account	
<b>Final result</b>	Adoption of the relevant legislative act on the prevention of conflicts of interest in the activities of officials	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Definition of the concept of conflict of interest and inclusion of all three types of situations (actual, potential and apparent) within conflict of interest	10
	2. Determination of an authorised entity providing confidential advice on conflict-of-interest issues and precise definition of its powers	10
	3. Determination of the process for resolving a conflict of interest when it arises (initiation and completion of proceedings), determination of the authorised structural unit resolving this issue, definition of its functions, and entrusting that structural unit with the function of maintaining unified statistics across the country and bodies (institutions)	20
	4. Precise determination of ways to resolve conflicts of interest	20
	5. Existence of the institution for management of an official's property by a trustee	20
	6. Declaration of personal interests before appointment to office and during the term of office at least once a year	20
<b>Outcome indicators</b>	1. Number of declarations on conflicts of interest in the years following the adoption of the relevant normative legal act	
	2. Number of cases in which conflicts of interest were resolved in the years following the adoption of the relevant normative legal act	
	3. Number of confidential advice instances given on conflicts of interest in the years following the adoption of the relevant normative legal act	
	4. Number of persons and facts relating to liability for violation of the provisions of legislation on conflicts of interest in the years following the adoption of the relevant normative legal act	

	5. Number of employees involved in trainings on conflicts of interest in the years following the adoption of the relevant normative legal act, and the average duration of each training (in hours)
	6. Number and value of registered gifts in the years following the adoption of the relevant normative legal act
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	2. Increased public trust in bodies (institutions)
	3. Prevention of corruption crimes committed by employees of bodies (institutions)

### 1.7. Adopting a single law regulating the principles and procedure for organising public services and determining the requirements for the provision of services by state bodies (institutions)

<b>Implementers / period</b>	Cabinet of Ministers, relevant state bodies (institutions) providing public services, 2022-2023	
<b>Initial result</b>	Collection of proposals on improving the legislation on the rules for organising public services	
<b>Interim result</b>	Preparation of the draft normative legal acts referred to	
<b>Final result</b>	Adoption of normative legal acts regulating the rules for organising public services	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Existence of an electronic register of public services	20
	2. Provision for a quality-control mechanism for public services, including monitoring and evaluation of public services	20
	3. Provision for the possibility of raising the issue of taking relevant measures in respect of public services in whose activity non-compliance with normative requirements and unprofessionalism are identified during monitoring	20
	4. Establishment of a mechanism for checking the level of satisfaction of service users	20
	5. Determination of minimum requirements for services provided physically and electronically (indicators concerning the conditions of the service location, for example, area per person, temperature, ventilation, heating-cooling system, etc.; existence of a monitor board, electronic or alternative queue system; application of the maximum waiting time during call services; and provision of information about the queue)	20
<b>Outcome indicators</b>	1. Number of public services entered in the register in the years following the adoption of the relevant normative legal act	

	2. Number of public services in whose activity non-compliance with normative requirements and unprofessionalism are identified in the years following the adoption of the relevant normative legal act, number of recommendations issued on those cases, and implementation indicator (percentage) of the recommendations
	3. Level of satisfaction of users for each service in the years following the adoption of the relevant normative legal act
	4. Number of monitoring and evaluation exercises of public services carried out in the years following the adoption of the relevant normative legal act
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	2. Increased public trust in bodies (institutions)

**1.8. Creating a unified information database of title-establishing documents issued for apartments in multi-apartment buildings under construction or built but not commissioned, and improving mechanisms for maintaining a security registration of immovable property in this area**

<b>Implementers / period</b>	Cabinet of Ministers, Ministry of Economy, 2022-2024	
<b>Initial result</b>	Collection of proposals for the creation of a unified information database and improvement of the mechanisms for maintaining a security registration of immovable property	
<b>Interim result</b>	Creation of a unified information database	
<b>Final result</b>	Submission of proposals for improving mechanisms for maintaining a security registration of immovable property	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Existence of access to the unified information database using citizens' identification numbers	10
	2. Operation of the unified information database online	10
	3. Existence of detailed information on ownership rights	40
	4. Possibility to determine the authenticity of information and track changes	20
	5. Existence in the unified information database, when a citizen searches for an apartment located at a specific address, of information such as registration of ownership of that apartment in another person's name and the history of registration of the right, taking into account the right to inviolability of personal data	20
<b>Outcome indicators</b>	1. Ratio of the number of apartments registered through the database to the number of apartments sold in the years following the creation of the unified information database	

	2. Number of facts (episodes) of corruption crimes committed by officials by selling one apartment to several persons in newly constructed buildings, and number of persons brought to criminal liability
<b>Impact indicators</b>	1. Prevention of corruption crimes committed by private-sector entities
	2. Increase in citizen satisfaction

### 1.9. Assessing corruption risks in public investment projects and submitting proposals on preventive institutional mechanisms in accordance with the results of that assessment

<b>Implementers / period</b>	Cabinet of Ministers, Ministry of Economy, 2022-2024	
<b>Initial result</b>	Assessment of corruption risks in public investment projects	
<b>Interim result</b>	Preparation of proposals on preventive institutional mechanisms in accordance with the assessment results	
<b>Final result</b>	Submission of proposals on preventive institutional mechanisms for preventing corruption risks in public investment projects	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Reference note (report) on the identification of specific corruption risks in public investment projects	40
	2. Reference note (report) on solutions for identified corruption risks in public investment projects	30
	3. Proposals for changes to legislation or practice concerning corruption risks identified in public investment projects	30
<b>Outcome indicators</b>	1. Anti-corruption measures taken and normative legal acts adopted in relation to public investment projects	
	2. Number of violations of law and persons held liable in relation to public investment projects during the 3 years before and after the adoption and application of the relevant changes	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increase in gross domestic product per capita	
	3. Lawful, targeted and efficient use and management of public funds as a result of the application of effective financial-control mechanisms	
	4. Increased public trust in bodies (institutions)	

### 1.10. Completing the work carried out in the field of ensuring registration of State and municipal property in the State Register of Immovable Property

<b>Implementers / period</b>	Cabinet of Ministers, Ministry of Economy, Ministry of Justice, national associations of municipalities, 2022-2024	
<b>Initial result</b>	Collection of proposals for improving legislation in the field of registration of State and municipal property in the State Register of Immovable Property	
<b>Interim result</b>	Preparation of the draft legislative act referred to	
<b>Final result</b>	Ensuring registration of State and municipal property in the State Register of Immovable Property	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources.	
<b>Output indicators and scores</b>	1. Existence of an online platform, including an interactive map, for registering property	20
	2. Existence in the unified information database of the possibility to ensure the authenticity of information and to track changes when they are made	20
	3. Ratio of the number of State and municipal properties registered during the reporting period to the total number of unregistered State and municipal properties	20
	4. Display in the system of geographic coordinates and technical indicators (size, intended use, operational condition, etc.) for registered properties	10
	5. Compliance of the information system operating in relation to registration with technical requirements on security and data protection (certification, network protection, access permissions, etc.)	10
	6. Conducting trainings for responsible employees of the municipality and State body involved in the registration process	10
	7. Collection in the same system of information on the management of registered properties (lease, use, etc.)	10
<b>Outcome indicators</b>	1. Information on the number of State and municipal properties registered in the relevant register by years and by various categories (use, ownership right), intended use of land, and income obtained from use and sale	
<b>Impact indicators</b>	1. Protection of the property rights of natural and legal persons	
	2. Effective and efficient management of State and municipal property	

### 1.11. Taking additional measures to study and eliminate the causes and conditions giving rise to corruption-related offences in the field of local self-government, and improving legislation in this field

<b>Implementers / period</b>	Cabinet of Ministers, national associations of municipalities, 2022-2026	
<b>Initial result</b>	Analysis of the causes giving rise to corruption-related offences in the field of local self-government	
<b>Interim result</b>	Collection of proposals on improving legislation in this field, and preparation and adoption of the draft relevant normative legal act	
<b>Final result</b>	Taking measures to eliminate the causes and conditions giving rise to corruption-related offences in the field of local self-government	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Provision of all municipal members and municipal servants with electronic signatures in order to prevent the adoption of municipal acts in breach of the principle of collegiality, adoption of decisions using electronic signatures and immediate publication of those decisions on the relevant portal	10
	2. Maintaining a unified register of municipal acts (decisions, meeting minutes, etc.), integrating such register data into the unified portal, and ensuring the existence of technical parameters enabling changes to the relevant act to be tracked when such changes are made	20
	3. Exclusion of cash collection of municipal taxes and other payments and their payment electronically	10
	4. Reflection on a publicly accessible platform of information on leased property owned by municipalities, and regular updating of information, including lease terms and payments	10
	5. Raising awareness among persons living in the municipal territory on matters concerning the management of municipal property and municipal revenues and expenditures, increasing their public oversight skills, and promoting the mechanism for citizens to apply where municipal property is used contrary to a contract	10
	6. Digitalisation of municipal archives	10
	7. Digitalisation of the entire procedure for sale and lease in order to prevent the lease and sale of municipal land without the documents provided for by legislation or without compliance with the procedure, as well as changes to the designated purpose of land	10
	8. Determination of the legal-regulatory mechanism for oversight measures applied by a municipality (observation, on-site inspection, obtaining explanations, inquiries, etc.) in order to exercise effective control over the management of municipal property; placement on the relevant portal, with photo or video registration, of such oversight measures applied by municipalities during the year or of violations detected by citizens themselves; and ensuring the possibility for citizens in the municipal territory and the body exercising administrative supervision over municipal activity to access that portal and familiarise themselves with the relevant measures and violations detected by citizens	20

<b>Outcome indicators</b>	1. Number of municipal members and servants provided with electronic signatures in the years following the adoption of the relevant normative legal act or the taking of measures
	2. Ratio of the number of electronic documents, including decisions, adopted in the years following the adoption of the relevant normative legal act or the taking of measures to the total number of documents (decisions)
	3. Number of changes made to electronic documents through access to the electronic database in the years following the adoption of the relevant normative legal act or the taking of measures
	4. Amount of municipal revenues in the years following the adoption of the relevant normative legal act or the taking of measures, including the amount of revenues transferred electronically
	5. Number of auctions held, properties sold and leased, and amount of revenues in the years following the adoption of the relevant normative legal act or the taking of measures
	6. Number of oversight measures carried out in relation to management of municipal property in the years following the adoption of the relevant normative legal act or the taking of measures, and number of supporting documents on the results of such measures placed on portals
	7. Number of facts (episodes) of corruption committed by municipal officials and persons brought to criminal liability in the years following the adoption of the relevant normative legal act or the taking of measures
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	2. Lawful, targeted and efficient use and management of public funds as a result of the application of effective financial-control mechanisms
	3. Increased public trust in municipalities
	4. Strengthening of effective governance mechanisms in municipalities and increase of their accountability to the local population
	5. Prevention of corruption crimes committed by municipal officials

## PRIORITY 2. MEASURES IN THE FIELD OF PREVENTING CORRUPTION AND STRENGTHENING TRANSPARENCY

**2.1. Continuing measures for the phased increase of salaries of employees working in state bodies (institutions), including law-enforcement officers, employees of the Secretariat of the Anti-Corruption Commission, and judges, in order to improve their social security and strengthen activities aimed at preventing corruption offences, and preparing proposals in this regard**

<b>Implementers / period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General's Office, Supreme Court, Ministry of Finance, Ministry of Labour and Social Protection of Population, Ministry of Justice, 2022-2026
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<b>Initial result</b>	Collection and summarisation of proposals on the phased increase of salaries of employees working in state bodies (institutions), including law-enforcement officers, employees of the Secretariat of the Anti-Corruption Commission, and judges	
<b>Interim result</b>	Analysis and evaluation of proposals on the phased increase of salaries of employees working in state bodies (institutions), including law-enforcement officers, employees of the Secretariat of the Anti-Corruption Commission, and judges	
<b>Final result</b>	Strengthening the material and social security of employees working in state bodies (institutions), including law-enforcement officers, employees of the Secretariat of the Anti-Corruption Commission, and judges	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio, for 2022-2024, of the number of employees of bodies (institutions) whose salary (cash allowance) increased overall to the total number of employees	30
	2. Ratio, for 2022-2024, of the increase in salaries (cash allowances) of employees of bodies (institutions) to their salaries (cash allowances) before the increase (a 30% increase is a 100% result under this indicator)	40
	3. Existence of a methodology (rule) enabling the determination of official salaries for bodies (institutions) on analytical grounds (classification of the body (institution), tariff-qualification characteristics of service positions (managers, specialists, technical executors)) and non-analytical grounds (factor analysis and point ranking)	30
<b>Outcome indicators</b>	1. Dynamics of the average monthly salaries of employees working in bodies (institutions) in the 3 years preceding the adoption of the relevant normative legal acts and in the subsequent years	
	2. Number of facts (episodes) of offences creating conditions for corruption committed by employees working in bodies (institutions), and persons subjected to disciplinary liability, in the 3 years preceding the adoption of the relevant normative legal acts and in the subsequent years	
	3. Number of facts (episodes) of corruption crimes committed by employees working in bodies (institutions), and persons brought to criminal liability, in the 3 years preceding the adoption of the relevant normative legal acts and in the subsequent years	
	4. Number of vacant positions in bodies (institutions) and number of persons who applied for those positions in the 3 years preceding the adoption of the relevant normative legal acts and in the subsequent years	
	5. Number of persons who voluntarily resigned from bodies (institutions) in the 3 years preceding the adoption of the relevant normative legal acts and in the subsequent years	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increased public trust in bodies (institutions)	

	3. Prevention of corruption crimes committed by employees of bodies (institutions)
	4. Prevention of circumstances creating conditions for corruption committed by employees working in bodies (institutions)

**2.2. Taking into account its importance in the field of combating corruption, continuing measures to improve the functionality of the “E-Court” information system and completing measures to ensure the application of the system in all regions of the country**

<b>Implementers / period</b>	Ministry of Justice, Supreme Court, Judicial-Legal Council, 2022-2023	
<b>Initial result</b>	Analysis of the current situation in courts connected to the “E-Court” information system and preparation of proposals on increasing the functionality of the programme, and approval of an action plan providing for specific timeframes for ensuring the application of the “E-Court” information system in all regions of the country	
<b>Interim result</b>	Carrying out work to increase the functionality of the “E-Court” information system and, in accordance with the action plan, completion of work on the application of the “E-Court” information system in half of the regions where it has not been applied	
<b>Final result</b>	Full completion of work related to ensuring the application of the “E-Court” information system in all regions of the country	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio, for 2022-2023, of the number of courts in which the “E-Court” information system is applied to the total number of courts	25
	2. Ratio of the number of types of proceedings available in the “E-Court” information system to the number of all types of proceedings provided for in legislation	25
	3. Ensuring random allocation of cases among judges	20
	4. Possibility of checking the conformity of a case with uniform judicial practice in the “E-Court” information system	20
	5. Capability of the “E-Court” information system to video-record proceedings, record discussions in minutes and maintain judicial statistics	10
<b>Outcome indicators</b>	1. Number of courts in which the “E-Court” information system is applied in the 3 years preceding and in the years following implementation of the relevant measure	
	2. Number of types of proceedings (sub-proceedings) added to the “E-Court” information system in the 3 years preceding and in the years following implementation of the relevant measure	

	3. Number of persons registered as users in the “E-Court” information system in the 3 years preceding and in the years following implementation of the relevant measure
	4. Number of documents sent only through the “E-Court” information system without paper media in the 3 years preceding and in the years following implementation of the relevant measure
	5. Number of cases examined by courts and persons received in courts in the 3 years preceding and in the years following implementation of the relevant measure
	6. Dynamics of the average duration of examination of each case in the 3 years preceding and in the years following implementation of the relevant measure
	7. Average period (in days) of the difference between the date of issuance of a decision and the date on which it is uploaded to the electronic system in the 3 years preceding and in the years following implementation of the relevant measure
	8. Number of cases examined by courts without paper media (on the basis of electronic applications) in the 3 years preceding and in the years following implementation of the relevant measure
	9. Dynamics of expenditure on paper consumption in the 3 years preceding and in the years following implementation of the relevant measures
<b>Impact indicators</b>	1. Increased access to court
	2. Increased public trust in the judiciary
	3. Budget savings through reduction of circulation of information on paper media
	4. Broad promotion of uniform judicial practice
	5. Minimisation of official-citizen contact
	6. Efficient and effective judicial administration

### **2.3. Improving the rules on the formation of the Judicial-Legal Council, taking into account international practice, in order to strengthen anti-corruption measures in the field of justice and organise the judiciary more efficiently**

<b>Implementers / period</b>	Judicial-Legal Council, Supreme Court, associations of judges, 2022-2026
<b>Initial result</b>	Study of international practice in order to strengthen anti-corruption measures in the field of justice and organise the judiciary more efficiently
<b>Interim result</b>	Strengthening anti-corruption measures in the field of justice and improving the rules on the formation of the Judicial-Legal Council
<b>Final result</b>	Taking measures to strengthen anti-corruption measures in the field of justice and organise the judiciary more efficiently

<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Increasing the share of judicial participation in the formation of the Judicial-Legal Council; election of judge members of the Judicial-Legal Council by judges through open voting and by a simple majority of participants	30
	2. Increasing transparency in the system for appointment to judicial office, establishing an appointment mechanism based on knowledge and skills, and ensuring transparency in the mechanism for assigning judges to locations	20
	3. Evaluation of judges' activities on the basis of a unified evaluation methodology and existence of precise evaluation indicators	10
	4. Increasing the efficiency of court administration, improving the rules for record-keeping and applying unified judicial statistics	10
	5. Measures taken to prevent external interference and influence on judges' activities	20
	6. Measures taken to exclude bias of a judge in specific cases	10
<b>Outcome indicators</b>	1. Change in the number of judges in the composition of the Judicial-Legal Council during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures	
	2. Chairmanship of the Judicial-Legal Council by a representative of the judiciary in the years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures	
	2. Number of judges during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures	
	3. Number of judges whose activities were negatively evaluated during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures, and measures taken in respect of them	
	4. Judges whose activities were highly evaluated during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures, and measures taken in respect of them	
	5. Dynamics of judges' applications concerning unlawful influence on the judiciary during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures, and dynamics of measures taken on the examined applications	
6. Dynamics of complaints concerning the commission of offences creating conditions for corruption and corruption crimes by judges and court staff during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures		

	7. Number of facts (episodes) of corruption crimes and judges and court staff brought to criminal liability during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures
	8. Dynamics of the number of judges subjected to disciplinary liability during the 3 years preceding and in the years following the adoption of the relevant normative legal acts and implementation of the measures
<b>Impact indicators</b>	1. Increased public trust in the judiciary
	2. Efficient and effective judicial administration
	3. Prevention of the commission of corruption crimes
	4. Prevention of circumstances creating conditions for corruption committed by judges and other court staff

**2.4. Taking additional measures to increase transparency in recruitment procedures in legal persons owned by the State or in which a controlling block of shares belongs to the State, and in public legal entities established on behalf of the State, and to expand the application of public oversight mechanisms in this field**

<b>Implementers / period</b>	Cabinet of Ministers, State Examination Centre, Ministry of Labour and Social Protection of Population, legal persons owned by the State or in which a controlling block of shares belongs to the State, and public legal entities established on behalf of the State, 2022-2026	
<b>Initial result</b>	Preparation of proposals on conducting recruitment on a competitive basis in legal persons owned by the State or in which a controlling block of shares belongs to the State, and in public legal entities established on behalf of the State, and on strengthening transparency and public oversight mechanisms during recruitment procedures	
<b>Interim result</b>	Analysis of proposals and determination of new mechanisms for increasing transparency in the recruitment process and expanding public oversight in the entities referred to	
<b>Final result</b>	Application of new mechanisms and taking other measures to increase transparency in recruitment procedures in legal persons owned by the State or in which a controlling block of shares belongs to the State, and in public legal entities established on behalf of the State	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of positions (jobs) for which recruitment on a competitive basis is envisaged to the total number of positions (jobs) (excluding political positions; deputy heads of first-degree structural divisions of central executive authorities; deputy heads of State agencies and State services established	20

	under central executive authorities who are appointed to and dismissed from office by the relevant executive authority; and positions equivalent to or higher than those positions)	
	2. Clarity for competition participants as to the procedure for holding the competition, publication of the competition programme and sample questions, public online availability of the rules and sample questions, and possibility of submitting documents online	10
	3. Holding the competition in a manner that provides everyone with the opportunity to familiarise themselves with the competition rules within a reasonable period and, if they meet the requirements, to participate in the competition; publication of an announcement on the website of the relevant entity and in other mass media in order to ensure accessibility of participation in the competition (publication of the announcement at least 30 days in advance, and 20 days in advance for vacancies such as cleaner, yard keeper, gardener, guard, stoker, worker without qualification grade and equivalent vacancies, is a 100% result under this indicator)	10
	4. Ensuring the confidentiality of the competition-question database, selecting questions on a fully random basis using information and communication technologies, and ensuring the participation in this process, in addition to the representative of the body (institution), of the State Examination Centre public legal entity of the Republic of Azerbaijan (hereinafter - the SEC), another State body or a representative of civil society	10
	5. Video recording of the oral interview process	20
	6. Participation in the oral interview, in addition to the representative of the body (institution), of the SEC, another State body or a representative of civil society	10
	7. Inclusion in the competition commission, in addition to the representative of the body (institution), of the SEC, another State body or a representative of civil society, and their participation in checking the competition results	10
	8. Ensuring that during the competition the candidate is informed of how many persons have applied for the same position, the total score he or she has obtained at each stage, and who has succeeded in the competition; existence of the possibility to appeal the competition result to a higher State body and to a court; and announcement of this to the competition participants	10
	Note 1: If each stage of the competition is evaluated or checked by the SEC, an additional 10 points are awarded for each stage (not exceeding 30 points)	
	Note 2: Where recruitment outside the competition is envisaged, information on this, as well as on the names of the positions, shall be provided	
<b>Outcome indicators</b>	1. Number of vacant positions existing in the body (institution), positions announced for competition and positions filled on the basis of competition in the 3 years preceding and in the years following the adoption of the relevant normative legal act and implementation of the relevant measures	

	2. Number of complaints related to recruitment and the results of their examination in the 3 years preceding and in the years following the adoption of the relevant normative legal act and implementation of the relevant measures
	3. Number of persons recruited by methods other than competition, including by transfer, in the 3 years preceding and in the years following the adoption of the relevant normative legal act and implementation of the relevant measures
	4. Number of unemployed population in the 3 years preceding and in the years following the adoption of the relevant normative legal act and implementation of the relevant measures
<b>Impact indicators</b>	1. Increasing transparency in the recruitment process in bodies (institutions)
	2. Strengthening public trust in recruitment in bodies (institutions)
	3. Efficient and effective recruitment of employees
	4. Reduction of unemployment
	5. Increase in the number of people who trust the State on the basis of admission to bodies (institutions)

**2.5. Submitting proposals on the application of the Single Sign-On (Login) System in all State information resources and systems in order to increase the efficiency of the use of electronic services provided by state bodies (institutions)**

<b>Implementers / period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant State institutions, 2022-2024	
<b>Initial result</b>	Analysis of the current situation in order to ensure the application of the Single Sign-On (Login) System in all State information resources and systems	
<b>Interim result</b>	Preparation of proposals on the application of the Single Sign-On (Login) System in all State information resources and systems	
<b>Final result</b>	Submission of proposals on the application of the Single Sign-On (Login) System in all State information resources and systems	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of State information resources and systems in which the Single Sign-On (Login) System is applied to the number of all State information resources and systems in which application of Single Sign-On (Login) is possible	50
	2. Report (reference note) on analysis of the current situation, with precise indication and listing of the causes of shortcomings, in order to ensure the application of the Single Sign-On (Login) System in all State information resources and systems	30

	3. Submission of proposals for eliminating each shortcoming on the basis of the analysis carried out and the report (reference note) prepared	20
<b>Outcome indicators</b>	1. Number of State information resources and systems in which the Single Sign-On (Login) System is applied in the 3 years preceding and in the years following implementation of the relevant measures	
	2. Number of persons registered through the Single Sign-On (Login) System in the 3 years preceding and in the years following implementation of the relevant measures	
	3. Number of applications made through the Single Sign-On (Login) System in the 3 years preceding and in the years following implementation of the relevant measures	
	4. Dynamics of expenditure on paper consumption in the 3 years preceding and in the years following implementation of the relevant measures	
<b>Impact indicators</b>	1. Ensuring access to e-government	
	2. Minimisation of official-citizen contact	
	3. Budget savings through reduction of circulation of information on paper media	

**2.6. Providing electronic services rendered by local executive authorities through a single digital executive authority portal integrated into the E-Government Portal in order to increase the number and efficiency of such electronic services**

<b>Implementers / period</b>	Administration of the President of the Republic of Azerbaijan, local executive authorities, Ministry of Digital Development and Transport, other relevant State bodies (institutions), 2022-2026	
<b>Initial result</b>	Analysis of the services of local executive authorities and assessment of existing infrastructure	
<b>Interim result</b>	Preparation and testing of the initial version of the digital executive authority portal	
<b>Final result</b>	Full-scale operation of the digital executive authority portal	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of local executive authorities in which the digital executive authority portal is applied to the total number of executive authorities	40
	2. Ratio of the number of services integrated into the digital executive authority portal to the number of all services provided by local executive authorities that can be digitalised	40
	3. Report (reference note) providing for analysis of the services provided by local executive authorities and the possibility of their digitalisation, precise indication of the causes of shortcomings in digitalised services, and proposals for eliminating them	10

	4. Ratio of the number of services and required documents for which, through integration with other systems and use of information available in those systems, applicants are not required to submit additional documents to the number of all services and documents for those services for which integration is possible	10
<b>Outcome indicators</b>	1. Dynamics of the number of local executive authorities in which the digital executive authority portal is applied in the years following implementation of the relevant measures	
	2. Dynamics of the number of electronic services provided through the digital executive authority portal in the years following implementation of the relevant measures	
	3. Dynamics of the number of citizens received by executive authorities in connection with services provided by the digital executive authority portal in the 3 years preceding and in the years following implementation of the relevant measures	
<b>Impact indicators</b>	1. Acceleration and expansion of the transition to e-government	
	2. Minimisation of official-citizen contact	
	3. Budget savings through reduction of circulation of information on paper media	
	4. Strengthening public trust in local executive authorities	

### 2.7. Improving the rules for registering acts of heads of local executive authorities (except acts of a normative nature) and creating an electronic database of such acts

<b>Implementers / period</b>	Cabinet of Ministers, local executive authorities, State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan, other relevant State bodies (institutions), 2022	
<b>Initial result</b>	Preparation of proposals on improving the rules for registering acts of heads of local executive authorities (except acts of a normative nature)	
<b>Interim result</b>	Evaluation of proposals and preparation of the draft relevant normative legal act	
<b>Final result</b>	Taking measures to create an electronic database of acts of heads of local executive authorities	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical resources, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of executive authorities integrated into the electronic database of acts of heads of local executive authorities to the total number of executive authorities	40
	2. Ratio of the number of pieces of information not considered official secrets, accessible to citizens and placed in that information system to the number of all types of information not considered official secrets and accessible to citizens	40

	3. Existence of technical indicators enabling, after a change is made in the electronic database, tracking of who made the change and on what date	20
<b>Outcome indicators</b>	1. Number of acts added to the electronic database in the years following the date on which the electronic database starts operating	
	2. Number of acts obtained by citizens through that database (without a physical form) in the years following the date on which the electronic database starts operating	
	3. Number of acts entered into the database with an earlier date in the years following the date on which the electronic database starts operating	
	4. Number of changes made to the database in the years following the date on which the electronic database starts operating	
<b>Impact indicators</b>	1. Acceleration and expansion of the transition to e-government	
	2. Minimisation of official-citizen contact	
	3. Budget savings through reduction of circulation of information on paper media	
	4. Strengthening public trust in local executive authorities	
	5. Prevention of the commission of corruption crimes	
	6. Prevention of the commission of offences creating conditions for corruption	

## 2.8. Acceleration of activities related to the digitalisation of internal management processes in state bodies (institutions)

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022-2026	
<b>Initial result</b>	Analysis by state bodies (institutions) of the current state of affairs regarding the digitalisation of internal management processes and submission of proposals	
<b>Interim result</b>	Determination, on the basis of the submitted proposals, of a phased plan of measures to be taken for the digitalisation of internal management processes and commencement of the relevant work	
<b>Final result</b>	Completion of the measures envisaged in the plan for the digitalisation of internal management processes in state bodies (institutions)	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
	1. Ratio of the number of state bodies (institutions) in which internal management processes have been digitalised to the number of all state bodies (institutions)	20

<b>Output indicators and scores</b>	2. Ratio of the number of services (works) in respect of which internal management processes have been digitalised to the number of all services (works)	20
	3. Ratio of the number of users of the digitalised internal management process who have undergone relevant training to the number of all users	10
	4. Existence of the possibility to analyse, using data in the digitalised internal management process, the impact on decision-making with the assistance of artificial intelligence or without such assistance	10
	5. Possibility of identifying the time, content and author of changes made to information in the electronic system of the digitalised internal management process	10
	6. Compliance of the digitalised internal management system with requirements on cybersecurity, collection and storage of data in the e-government cloud, and functionality (use of Microsoft Office capabilities within the system)	10
	7. Ratio of the time spent on the most frequently performed work in the activity of the body (institution) after digitalisation of the internal management process to the time spent on that work before digitalisation (if the result is in the range of 0-0.5, 10 points; 0.51-0.7, 7 points; 0.71-0.8, 5 points; 0.81-1, 3 points; 1-1.2, 2 points; and more than 1.2, 0 points are calculated)	10
	8. Preparation of a note on the analysis of the situation regarding the digitalisation of the internal management process and approval of the relevant programme	10
	Note: Each area of activity where the internal management process has been fully digitalised (with paper media fully excluded) (for example, human resources management, public procurement, financial activity or the activity of the body (institution) in relevant areas) is worth an additional 5 points (not exceeding 30 points).	
<b>Outcome indicators</b>	1. Dynamics, by years after the digitalisation of the internal management process, of the number of documents obtained electronically by citizens	
	2. Dynamics of the time spent on performing any work in the 3 years before and the years after the digitalisation of the internal management process (for this indicator, it is advisable to take the most frequently performed work in the activity of the body (institution) as an example)	
	3. Amount of budget savings in the years after the digitalisation of the internal management process (for example, due to reduced paper consumption, etc.)	
<b>Impact indicators</b>	1. Acceleration and expansion of the transition to e-government	
	2. Minimisation of official-citizen contact	
	3. Budget savings through reducing the circulation of information on paper media	

**2.9. Approval of the procedure for registering a person as being in need of housing and digitalisation of public services related to registration, as well as publication by local executive authorities, in an open manner on their official websites, of the lists of persons in need of housing and the proposed housing stock, and ensuring that those lists are kept up to date**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Economy, local executive authorities, Ministry of Digital Development and Transport, 2022-2024	
<b>Initial result</b>	Approval of the procedure for registering citizens as persons in need of housing	
<b>Interim result</b>	Digitalisation of public services related to the registration of citizens as persons in need of housing, and taking the necessary organisational measures for the publication, in an open manner on the official website, of the lists of persons in need of housing and the proposed housing stock	
<b>Final result</b>	Provision of an electronic service related to the registration of citizens as persons in need of housing and ensuring the publication, in an open manner on the official websites of local executive authorities, of the lists of persons in need of housing and the proposed housing stock	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Provision of the possibility for eligible persons to apply electronically for registration	20
	2. Publication online, in the procedure for registering a person as being in need of housing, of the proposed apartments and applicants in sequence, and ensuring that applications are submitted in a unified form	30
	3. Ratio of the number of apartments published online to the number of all apartments on the balance sheet	20
	4. Approval of the procedure for registering a person as being in need of housing	30
<b>Outcome indicators</b>	1. Number and size of all apartments in the housing stock in the 3 years before and the years after application of the relevant measures, number of families (persons) previously and newly provided with housing, and size of the housing stock newly commissioned	
	2. Dynamics of the number of complaints regarding housing provision in the 3 years before and the years after application of the relevant measures	
	3. Number of new apartments included in the housing stock and size of the housing stock in the 3 years before and the years after application of the relevant measures	
	1. Increasing transparency	

<b>Impact indicators</b>	2. Increase in the number of people who trust the State as a result of improved housing provision
	3. Decrease in the number of homeless persons
	4. Prevention of corruption crimes committed by employees of bodies (institutions)
	5. Prevention of corruption-enabling offences committed by employees of bodies (institutions)

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

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Economy, other relevant state bodies (institutions), 2022-2025	
<b>Initial result</b>	Taking measures to expand the application of relevant international standards in the private sector	
<b>Interim result</b>	Study and analysis of existing problems in this field and generalisation of the proposals collected	
<b>Final result</b>	Increasing transparency in the private sector	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources.	
<b>Output indicators and scores</b>	1. Application of rules of ethical conduct in the private sector and regulation of matters such as prevention of conflicts of interest, acceptance of gifts, sponsorship and the cooling-off period for transition between the private and public sectors	30
	2. Existence of standards on internal control mechanisms in private-sector entities	20
	3. Regulation of corruption risk management in the private sector	10
	4. Regulation of oversight of compliance standards in the private sector	10
	5. Measures encouraging legal persons to adopt anti-corruption requirements by enshrining in legislation provisions such as taking the existence of compliance standards into account as a mitigating circumstance when legal persons are brought to criminal liability	20
	6. Note (report) on the analysis of existing problems in the private sector and proposals for their elimination	10
<b>Outcome indicators</b>	1. Dynamics of the number of private-sector entities that adopted rules of ethical conduct in the 3 years before and the years after implementation of the relevant measures	
	2. Dynamics of the number of private-sector entities that adopted rules on conflicts of interest and acceptance of gifts in the 3 years before and the years after implementation of the relevant measures	

	3. Dynamics of the number of private-sector entities that adopted and applied corruption risk assessment rules in the 3 years before and the years after implementation of the relevant measures
	4. Number of facts (episodes) of corruption crimes concerning private-sector entities and of natural and legal persons brought to criminal liability in the 3 years before and the years after implementation of the relevant measures
	6. Dynamics of taxes paid by private-sector entities in the 3 years before and the years after implementation of the relevant measures
	7. Number of facts (episodes) of administrative offences concerning tax, accounting and financial violations by private-sector entities, and number of persons brought to administrative liability, in the 3 years before and the years after implementation of the relevant measures
<b>Impact indicators</b>	1. Increasing transparency
	2. Prevention of corruption crimes committed by private-sector entities
	3. Prevention of corruption-enabling offences committed by private-sector entities
	4. Increase in gross domestic product per capita
	5. Increase in the amount of tax revenues from the private sector

### 2.11. Review of the application of the ISO 37001 “Anti-Corruption Management Systems” international standard and submission of proposals in this regard

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Prosecutor General's Office, Ministry of Economy, Ministry of Finance, relevant state bodies (institutions), 2022-2026	
<b>Initial result</b>	Study of advanced international practice and possibilities for applying the relevant standard	
<b>Interim result</b>	Collection and assessment of proposals in this field	
<b>Final result</b>	Promotion of the establishment of ISO 37001 “Anti-Corruption Management Systems”	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Analysis of the content of ISO 37001 in relation to the legislation of the Republic of Azerbaijan and preparation of a note (report) on this analysis	30
	2. Analysis of the legislation and practice of foreign countries concerning the application of ISO 37001, generalisation of positive practices, and preparation of a note (report) on that analysis and generalisation	30

	3. Identification, on the basis of the analyses and generalisations carried out, of provisions in the legislation of the Republic of Azerbaijan that do not comply with ISO 37001 requirements, and proposed legislative amendments	40
<b>Outcome indicators</b>	1. Dynamics of the number of bodies (institutions) that adopted anti-corruption strategies in the 3 years before and the years after implementation of the relevant measure	
	2. Identification in bodies (institutions) of authorised officials responsible for overseeing the application of anti-corruption legislation and standards in the 3 years before and the years after implementation of the relevant measure, and dynamics of their number	
	3. Dynamics of the number of bodies (institutions) in which risk assessment was conducted in the 3 years before and the years after implementation of the relevant measure	
	4. Dynamics of the number of compliance assessments (due diligence) on anti-bribery measures in the 3 years before and the years after implementation of the relevant measure	
	5. Number of persons involved in ISO 37001 trainings in bodies (institutions) in the 3 years before and the years after implementation of the relevant measure	
	6. Number of corruption crime facts (episodes) and persons brought to criminal liability in the 3 years before and the years after implementation of the relevant measure	
<b>Impact indicators</b>	1. Increasing transparency	
	2. Prevention of the commission of corruption crimes	
	3. Reduction in the number of offences creating conditions for corruption	

### 2.12. Strengthening control in public procurement and increasing measures against violations in this field in order to increase transparency in public procurement

<b>Implementing bodies and implementation period</b>	Prosecutor General's Office, Ministry of Economy, relevant state bodies, 2022-2024
<b>Initial result</b>	Strengthening control measures in procurement procedures
<b>Interim result</b>	Raising issues regarding liability measures in respect of organisations that have committed violations
<b>Final result</b>	Ensuring transparency in public procurement procedures and a healthy competitive environment
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)
	2. Expenditure on human resources

<b>Output indicators and scores</b>	1. Existence of internal control over public procurement and submission of documents to that control entity	10
	2. Existence of an external control body	10
	3. Existence of requirements on ethical conduct and conflicts of interest in procurement, declaration and management of conflicts of interest, and liability for violation of the rules (this indicator takes into account the extent to which rules of ethical conduct are specifically directed at public procurement and the general provisions set out in the rules of ethical conduct for civil servants and other normative legal acts are further particularised)	30
	4. Provision of the right to submit an external complaint in public procurement and of the possibility for its prompt consideration	5
	5. Ensuring the participation of civil society institutions in the public procurement process, holding public hearings and taking public interests into account	10
	6. Publication of annual public reports on public procurement	10
	7. Participation of at least three suppliers in public procurement	5
	8. Conduct of due diligence by the control body in respect of members of the procurement commission and other procurement participants, including suppliers, in order to identify and exclude from procurement newly established entities, entities with limited turnover, entities regularly announced as winners and other entities suspiciously participating in the procurement process	20
<b>Outcome indicators</b>	1. Dynamics, in the years after adoption of the relevant normative legal act or implementation of measures, of facts of violation of legislation on conflicts of interest in public procurement	
	2. Dynamics, in the years after adoption of the relevant normative legal act or implementation of measures, of declarations on conflicts of interest in public procurement and of decisions on the resolution of conflicts of interest	
	3. Number of administrative offence facts (episodes) under Article 445-1 of the Code of Administrative Offences of the Republic of Azerbaijan for violations of public procurement legislation, and number of persons brought to administrative liability, in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	4. Number of criminal facts (episodes) under Article 308-2 of the Criminal Code of the Republic of Azerbaijan and of persons brought to criminal liability in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	5. Dynamics, in the years after adoption of the relevant normative legal act or implementation of measures, of the number of officials and suppliers not considered compliant with the due diligence standard in public procurement	

	6. Number of annulled procurement contracts and grounds for annulment in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures
	7. Number of persons, facts and bodies brought to criminal and administrative liability for misappropriation or waste of state funds in violation of public procurement rules, and value of misappropriated property, in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures
	8. Number of decisions or protocols of procurement commissions not approved and the grounds therefor in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures
	9. Quantitative assessment results, in the years after adoption of the relevant normative legal act, of the effectiveness and efficiency of public procurement through surveys among suppliers, interested entities and civil society institutions
<b>Impact indicators</b>	1. Ensuring transparency
	2. Prevention of corruption crimes committed by employees of bodies (institutions)
	3. Prevention of corruption-enabling offences
	4. Efficient management of state budget funds
	5. Strengthening public trust in public procurement
	6. Ensuring competition in public procurement

### 2.13. Submission of proposals on establishing an obligation for companies participating in public procurement to disclose the beneficial owner

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Prosecutor General's Office, Ministry of Economy, Ministry of Justice, Financial Monitoring Service, 2022-2026	
<b>Initial result</b>	Conduct of strategic analyses on the beneficial owners of legal persons participating in public procurement	
<b>Interim result</b>	Preparation of proposals on identifying the beneficial owners of legal persons	
<b>Final result</b>	Ensuring transparency in public procurement	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
	1. Preparation of a note (report) on the analysis of the practice of the Republic of Azerbaijan and international practice concerning the requirement to disclose the beneficial owner	30

<b>Output indicators and scores</b>	2. Preparation of a note (report) listing the problems existing in legislation and practice concerning the requirement to disclose the beneficial owner	30
	3. Preparation of a draft providing for specific proposals concerning the requirement to disclose the beneficial owner	40
<b>Outcome indicators</b>	1. Dynamics of the number of procurements carried out with disclosure of the beneficial owner in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	2. Dynamics of the number of procurement contracts concluded in breach of beneficial ownership requirements, and the number and grounds of their annulment, in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	3. Dynamics of cases in which suppliers were excluded from procurement for non-compliance with the beneficial ownership requirement, and the number of such suppliers, in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	4. Number of administrative offence facts (episodes) and persons brought to administrative liability under Article 445-1 of the Code of Administrative Offences of the Republic of Azerbaijan for violation of public procurement legislation in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	5. Number of criminal facts (episodes) under Article 308-2 of the Criminal Code of the Republic of Azerbaijan and persons brought to criminal liability in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	6. Dynamics, in the years after adoption of the relevant normative legal act or implementation of measures, of the number of officials and suppliers not considered compliant with the due diligence standard in public procurement	
	7. Number of corruption crime facts (episodes) under Article 179 of the Criminal Code of the Republic of Azerbaijan and persons brought to criminal liability in relation to state funds in breach of public procurement rules, in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
	8. Dynamics of the number of different suppliers involved in public procurement in the 3 years before and the years after adoption of the relevant normative legal act or implementation of measures	
<b>Impact indicators</b>	1. Ensuring transparency	
	2. Prevention of corruption crimes committed by employees of bodies (institutions)	
	3. Prevention of corruption-enabling offences	
	4. Efficient management of state budget funds	
	5. Strengthening public trust in public procurement	
	6. Ensuring competition in public procurement	

### 2.14. Establishment of a mechanism for monitoring financial transactions in public procurement

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Prosecutor General's Office, Ministry of Economy, Ministry of Justice, Financial Monitoring Service, 2022-2024	
<b>Initial result</b>	Establishment of a regular monitoring system for operations involving funds obtained from public procurement	
<b>Interim result</b>	Limiting the possibilities of using funds for illegal purposes through regular monitoring of operations related to public procurement	
<b>Final result</b>	Formation of a proactive response system in respect of existing risks in the field of public procurement	
<b>Input indicators</b>	<ol style="list-style-type: none"> <li>1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)</li> <li>2. Expenditure on human resources</li> </ol>	
<b>Output indicators and scores</b>	1. Existence of an online system enabling the tracking of the intended use of funds obtained by suppliers from public procurement	40
	2. Establishment of liability for knowingly entering false information into the online system or for other acts violating transparency	20
	3. Integration of the online system with the "e-tender.gov.az" system and with the relevant electronic systems of bodies (institutions) carrying out state financial control and external state financial control	15
	4. Real-time access of the financial monitoring body and the prosecutor's office to that system	15
	5. Regular disclosure to the public by the body (institution) carrying out public procurement of the information reflected in the online system, taking into account confidentiality requirements	10
<b>Outcome indicators</b>	1. Number, by years after establishment of the monitoring system, of operations involving a high risk that funds obtained by suppliers from public procurement will be cashed out and returned to the body (institution)	
	2. Number, by years after establishment of the monitoring system, of detected facts concerning the cashing out and return to the body (institution) of funds obtained by suppliers from public procurement	
	3. Number, by years after establishment of the monitoring system, of facts of works performed below the relevant quality and quantity corresponding to the transferred funds	
	4. Quantitative assessment results, by years, of the efficiency and quality of the monitoring mechanism through surveys among suppliers	
<b>Impact indicators</b>	1. Ensuring transparency	
	2. Prevention of corruption crimes committed by employees of bodies (institutions)	
	3. Prevention of corruption-enabling offences	

	4. Efficient management of state budget funds
	5. Strengthening public trust in public procurement
	6. Ensuring competition in public procurement

**2.15. Improvement of procedures for controlling whether goods and services procured through quotation procedures are determined in accordance with market prices, and strengthening the operational independence of the procurement commission**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, relevant state bodies (institutions), 2022-2026	
<b>Initial result</b>	Strengthening control measures over whether goods and services procured through quotation procedures are determined in accordance with market prices	
<b>Interim result</b>	Strengthening the operational independence of the procurement commission	
<b>Final result</b>	Increasing transparency in procurement procedures	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Existence of a clear rule for procuring goods or services through a quotation request and determination in that rule of precise indicators for selecting among the methods established therein	20
	2. Existence of a requirement to analyse existing market prices before a quotation request, determine an appropriate price range and attach that price table (catalogue) to the procurement documents for future inspections	10
	3. Existence of a single database for comparing prices under quotation requests, use of that database during new quotation requests, and regular updating of prices in the database	20
	4. Identification of the precise characteristics of each product during a quotation request (place of production, manufacturer, product model, technical specifications, etc.) and determination of prices on the basis of those precise characteristics	5
	5. Sending the quotation request to at least three suppliers and attaching the prices proposed by each supplier to the materials	5
	6. Existence of an external expert opinion on market prices and the highest-quality product (service) where the product concerns specific equipment or modern technology	5

	7. Regular involvement of members of public procurement commissions in trainings to improve their knowledge and skills	5
	8. Existence of minimum requirements excluding internal interference in the activities of procurement commissions	10
	9. Existence of rules on the appointment of procurement commission members, including indicators taken into account when appointing a member (experience, knowledge, transparency, etc.), appointment of members for a clearly defined period, and composition of the commission from persons representing different areas of the body (institution)	10
	10. Obligation of members of procurement commissions to declare conflicts of interest and existence of a mechanism for verifying all interests, whether declared or undeclared	10
<b>Outcome indicators</b>	1. Number of complaints regarding internal interference in the activities of procurement commissions in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
	2. Dynamics of cases where state funds were spent through quotation requests at a price significantly higher than the established price range in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
	3. Number and grounds of cases where members were appointed to procurement commissions in breach of the relevant requirements and of facts of removal of those persons from the commission in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
	4. Dynamics of cases of violation by members of procurement commissions of the requirements of conflict-of-interest legislation in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
	5. Number and grounds of annulment of decisions adopted by procurement commissions under the quotation request method in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
	6. Number of instances in which the control body participated as an observer in meetings of procurement commissions in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
	7. Number and grounds of violations identified by the control body while participating as an observer in meetings of procurement commissions in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
	8. Number and grounds of annulment of contracts due to identified violations in the 3 years before and the years after adoption of the relevant normative legal act and implementation of measures	
<b>Impact indicators</b>	1. Ensuring transparency	
	2. Prevention of corruption crimes committed by employees of bodies (institutions)	

	3. Prevention of corruption-enabling offences
	4. Efficient management of state budget funds
	5. Strengthening public trust in public procurement
	6. Ensuring competition in public procurement

**2.16. Creation of a single portal for municipal revenues and expenditures, execution of all municipal expenditures through the portal, and ensuring the openness of the portal**

<b>Implementing bodies and implementation period</b>	Ministry of Justice, Ministry of Finance, Ministry of Digital Development and Transport, national associations of municipalities, 2022-2024	
<b>Initial result</b>	Preparation of the legislative framework for the single portal	
<b>Interim result</b>	Adoption of the relevant act on the establishment and regulation of the operation of the single portal for municipal revenues and expenditures	
<b>Final result</b>	Preparation of the single portal for municipal revenues and expenditures and ensuring the openness of the portal	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Recording municipal revenues, their sources and expenditures in the portal	30
	2. Execution of municipal expenditures through the portal	30
	3. Informing the public, through the portal or other resources, about the annual financial activity of each municipality	20
	4. Establishment in the portal of a mechanism for taking into account the public opinion of persons living in the municipality when municipal decisions are adopted	20
<b>Outcome indicators</b>	1. Dynamics of the number of municipalities connected to the portal in the years after the portal became operational	
	2. Municipal expenditures (in manats) during the year before the portal became operational and in the following years, and expenditures used through the portal (in manats)	
	3. Dynamics, in the years after the portal became operational, of cases where municipalities studied the opinion of the population through the portal before adopting decisions on matters of public importance (for example, improvement of a specific area, road construction, etc.)	

	4. Dynamics of the number of decisions adopted by municipalities on matters of public importance (for example, improvement of a specific area, road construction, etc.) in the 3 years before the portal became operational and in the following years
	5. Number of corruption crime facts (episodes) committed by municipal officials and of persons brought to criminal liability in the 3 years before the portal became operational and in the following years
<b>Impact indicators</b>	1. Ensuring transparency
	2. Increase in public trust in municipalities
	3. Strengthening effective governance mechanisms in municipalities and increasing their accountability to the local population
	4. Prevention of corruption crimes committed by municipal officials
	5. Prevention of corruption-enabling offences committed by municipal officials

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

<b>Implementing bodies and implementation period</b>	Central and local executive authorities, state-owned legal persons, legal persons whose controlling block of shares (stocks) belongs to the State, and public-law legal persons established on behalf of the State, 2022-2026	
<b>Initial result</b>	Identification of corruption risks by state bodies (institutions)	
<b>Interim result</b>	Taking relevant measures to prevent corruption risks	
<b>Final result</b>	Submission by state bodies (institutions) of reports on the assessment and prevention of corruption risks	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Identification, analysis and assessment of corruption risks using a methodology compliant with ISO 31000 and ISO 31010 standards	40
	2. Existence of a structural unit and a working group managing corruption risks	10
	3. Participation of community representatives when corruption risks are identified	10
	4. Full determination of the list of corruption risks	40
<b>Outcome indicators</b>	1. Dynamics of the number of high and medium corruption risks in the years after adoption of the relevant normative legal act and implementation of measures	

	2. Ratio of the number of risks in respect of which relevant measures have been taken by the body (institution) in the years after adoption of the relevant normative legal act and implementation of measures to the number of risks deemed necessary to manage
	3. Number of complaints concerning corruption offences in the activity of the body (institution) in the 3 years before and the years after risk-management activities
	4. Number of corruption crimes in the activity of the body (institution) in the 3 years before and the years after risk-management activities
	5. Number of administrative offence facts (episodes) under Articles 410 and 445-1 of the Code of Administrative Offences of the Republic of Azerbaijan and persons brought to administrative liability in the activity of the body (institution) in the 3 years before and the years after risk-management activities
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	2. Increase in gross domestic product per capita
	3. Increase in state budget revenues through compensation for material damage caused
	4. Lawful, targeted and efficient use and management of public funds through the application of effective financial-control mechanisms
	5. Increase in public trust in bodies (institutions)
	6. Prevention of corruption crimes committed by employees of bodies (institutions)

**PRIORITY 3. MEASURES IN THE FIELD OF ENSURING FINANCIAL TRANSPARENCY AND COMBATING LEGALISATION OF CRIMINALLY OBTAINED PROPERTY AND FINANCING OF TERRORISM**

**3.1. Taking measures to ensure the predominance of the cashless settlements market**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Central Bank, Ministry of Economy, Ministry of Finance, 2022-2024	
<b>Initial result</b>	Collection of proposals on ensuring the predominance of the cashless settlements market	
<b>Interim result</b>	Adoption of a joint work plan based on the relevant proposals	
<b>Final result</b>	Taking the normative and practical measures envisaged in the work plan in order to ensure the predominance of the cashless settlements market	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of POS terminals to the number of facilities where POS terminals must be installed under Resolution No. 219 of the Cabinet of Ministers dated 4 October 2012	30
	2. Existence of a norm requiring the payee to accept cashless payment when cashless payment is requested	10
	3. Existence of a requirement to use state budget funds in cashless form	10
	4. Existence of mechanisms encouraging taxpayers and entities using POS terminals to make cashless settlements (for example, refunding a specified part of VAT paid by consumers; refunding a specified part of VAT on goods purchased and medical services paid for cashlessly in the territory of the Republic of Azerbaijan by foreigners and stateless persons; deducting from total taxable turnover payments made cashlessly through POS terminals to medical institutions and natural persons engaged in private medical practice; exempting from profit tax transfers made to institutions, enterprises and organisations operating in the fields of science, education, health, sport and culture, not exceeding 15% of the taxpayer's profit for the reporting year where payment is made cashlessly; and offsetting VAT amounts paid cashlessly when purchasing goods, works or services subject to VAT)	20
	5. Existence of cybersecurity standards for entities supervised in financial markets to ensure the security of cashless payments, and verification by the relevant body (institution) of those entities' compliance with those standards (such standards should provide for multi-factor identification, such as verification by SMS code, verification through an application, biometric verification, verification by contacting the bank,	20

	etc., with at least 2-3 identification methods; useful cybersecurity information and instructions should be sent to users during the year; all transactions should be analysed with artificial intelligence and the payer should be notified of suspicious transactions, with payment allowed only after necessary identification measures; a single application form should be defined for cybercrime cases; rules for prompt examination of such applications should be established; and external audit of cybersecurity standards and verification by the relevant body (institution) should be ensured)	
	6. Enforcement measures applied for violations of the legislation on cashless settlements	10
<b>Outcome indicators</b>	1. Number of active POS terminals and other cashless payment points in the 3 years before and the years after application of the relevant measures	
	2. Ratio of the amount of cashless payments to the amount of all payments in the 3 years before and the years after application of the relevant measures	
	3. Number of digital payment platforms created at the national level in the 3 years before and the years after application of the relevant measures	
	4. Amount of payments made through digital payment platforms at the national level in the 3 years before and the years after application of the relevant measures	
	5. Number of fraud incidents and victims in cashless settlements in the 3 years before and the years after application of the relevant measures	
	6. Amount of payments made through e-commerce in the 3 years before the period in which the relevant measures were applied and in the following years	
	7. Ratio of the amount of fraud operations in cashless settlements to the total amount of cashless payments in the 3 years before the period in which the relevant measures were applied and in the following years	
<b>Impact indicators</b>	1. Promotion of cashless settlements	
	2. Ensuring transparency	
	3. Increase in state budget revenues through an increase in the volume of tax payments	

### 3.2. Creation of the “e-accounting” electronic portal enabling accounting entities to submit electronically the financial statements required to be submitted to the Ministry of Finance of the Republic of Azerbaijan under the Law of the Republic of Azerbaijan “On Accounting”

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Finance and other relevant state bodies (institutions), 2022-2025
<b>Initial result</b>	Determination of initial proposals regarding the creation of the electronic portal

<b>Interim result</b>	Preparation of the relevant documents and the draft portal concerning the electronic portal ensuring the submission of financial statements electronically	
<b>Final result</b>	Completion of the creation of the “e-accounting” electronic portal	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of accounting entities submitting financial statements through the “e-accounting” information system to the number of accounting entities obliged to submit financial statements to the Ministry of Finance of the Republic of Azerbaijan	50
	3. Existence of the possibility to analyse financial statements submitted to the Ministry of Finance through the “e-accounting” information system	20
	1. Number of budget organisations integrated into the portal by years after the portal was introduced	30
<b>Outcome indicators</b>	2. Number of violations detected and measures taken by years after introduction of the portal through the portal's analysis function	
	2. Average time spent on preparing and submitting financial statements (in hours) in the 3 years before and the years after introduction of the portal	
	3. Number of persons and facts brought to administrative liability under Article 410 of the Code of Administrative Offences of the Republic of Azerbaijan, and the amount of funds used in violation of financial rules, in the 3 years before and the years after introduction of the portal	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increase in state budget revenues through compensation for material damage caused	
	3. Lawful, targeted and efficient use and management of public funds through the application of effective financial-control mechanisms	
	4. Increase in public trust in bodies (institutions)	
	5. Ensuring financial transparency and accountability	

**3.3. Further increasing the efficiency and quality of inspections, audits and other control measures carried out in connection with the efficient expenditure of funds allocated from the state budget according to their intended purpose, and increasing transparency in the expenditure of funds allocated from the state budget**

<b>Implementing bodies and</b>	Cabinet of Ministers, relevant state bodies (institutions), Chamber of Accounts, 2022-2026
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<b>implementation period</b>		
<b>Initial result</b>	Approval of a work plan on increasing the efficiency of inspections, audits and other control measures carried out in connection with the efficient expenditure of funds allocated from the state budget according to their intended purpose	
<b>Interim result</b>	Increasing the efficiency of inspections, audits and other control measures carried out in connection with the efficient expenditure of funds allocated from the state budget according to their intended purpose	
<b>Final result</b>	Taking measures to increase transparency in the use of funds allocated from the state budget	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of materials (facts) sent to law-enforcement bodies for verification of whether the culpable official's act contains the elements of relevant articles of the Criminal Code before liability is imposed under Article 410 of the Code of Administrative Offences, when signs of that article are identified during state financial control and external state financial control measures, to the number of persons (facts) brought to liability under Article 410 of the Code of Administrative Offences	30
	2. Informing the public about the plan of state financial control, external state financial control and internal control measures of the body (institution), inspections conducted and violations identified	10
	3. Assessment of the integrity, competence and professionalism of persons conducting control measures in accordance with ISSAI 130 (Code of Ethics) and other relevant standards, and existence of an indicator and procedure for such assessment	15
	3. Normative legal, organisational-structural changes and other measures implemented for the purpose of improving the efficiency and quality of control measures	15
	5. Ratio of the number of persons carrying out control measures who were involved in trainings to improve professionalism to the total number of persons carrying out control measures	10
	5. Existence of separate rules of ethical conduct for persons carrying out control measures (including provisions in those rules or another document on the procedure for resolving conflicts of interest, submission and consideration of declarations of conflict of interest, liability for non-submission or false submission of information in declarations, declaration and registration of gifts, and other relevant matters)	20
	Note: The ratio of the number of facts of violations sent to law-enforcement bodies on the basis of the results of the internal financial control measures of a body (institution) that is the object of state financial control and external state financial control during the reporting period to the number of facts of violations causing criminal	

	or administrative liability detected within the framework of internal financial control measures is a maximum of an additional 20 points under this measure.
<b>Outcome indicators</b>	1. Number of facts (episodes) relating to corruption crimes in respect of state property and of persons brought to criminal liability in the 3 years before and the years after implementation of the measure
	2. Amount of damage caused to the state budget through misappropriation of state property, the paid part of that amount, and the number of such facts (episodes) in the 3 years before and the years after implementation of the measure
	3. Number of complaints in bodies (institutions) concerning corruption crimes and corruption-enabling offences related to inefficient expenditure of funds allocated from the state budget according to their intended purpose or to management of state property, in the 3 years before and the years after implementation of the measure
	4. Information disseminated in the media concerning corruption crimes and corruption-enabling offences in bodies (institutions) related to inefficient expenditure of funds allocated from the state budget according to their intended purpose or to management of state property, in the 3 years before and the years after implementation of the measure
	5. Number of control measures conducted on the basis of complaints and media reports concerning corruption crimes and corruption-enabling offences in bodies (institutions) related to inefficient expenditure of funds allocated from the state budget according to their intended purpose or to management of state property, in the 3 years before and the years after implementation of the measure
	6. Number of control measures sent to law-enforcement bodies on signs of corruption crimes in respect of state property in the 3 years before and the years after implementation of the measure
	7. Amount of damage caused to the state budget in connection with misappropriation of state property, and the paid part of that amount, in the 3 years before and the years after implementation of the measure
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	2. Increase in state budget revenues through compensation for material damage caused
	3. Lawful, targeted and efficient use and management of public funds through the application of effective financial-control mechanisms
	4. Increase in public trust in bodies (institutions)
	5. Ensuring financial transparency and accountability
	6. Prevention of corruption crimes committed by employees of bodies (institutions)

### 3.4. Continuing measures to implement the FATF (Financial Action Task Force) recommendations on combating legalisation of criminally obtained property and financing of terrorism

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Anti-Corruption Commission, Financial Monitoring Service, 2022-2026	
<b>Initial result</b>	Analysis of the FATF (Financial Action Task Force) recommendations on combating legalisation of criminally obtained property and financing of terrorism	
<b>Interim result</b>	Preparation of draft normative legal acts on the basis of FATF recommendations	
<b>Final result</b>	Strengthening measures to combat legalisation of criminally obtained funds or other property and financing of terrorism	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Implementation of Recommendation R.8	9
	2. Implementation of Recommendation R.14	9
	3. Implementation of Recommendation R.15	9
	4. Implementation of Recommendation R.16	9
	5. Implementation of Recommendation R.24	9
	6. Implementation of Recommendation R.26	9
	7. Implementation of Recommendation R.27	9
	8. Implementation of Recommendation R.28	9
	9. Implementation of Recommendation R.33	9
	10. Implementation of Recommendation R.34	9
	11. Implementation of Recommendation R.35	10
	Note: A note on the related analysis of the FATF recommendations and the legislation of the Republic of Azerbaijan, and on that analysis and identified shortcomings, is an additional 10 points under this measure.	
<b>Outcome indicators</b>	1. Number and content, by years, of draft normative legal acts adopted for the implementation of FATF recommendations on combating legalisation of criminally obtained property and financing of terrorism	
<b>Impact indicators</b>	1. Improvement of the legislation of the Republic of Azerbaijan in accordance with international standards	
	2. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	3. Improvement of the Republic of Azerbaijan's indicators within the progress reporting on the fifth-round evaluation conducted by the Council of Europe Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism (MONEYVAL), and within the next evaluation round	

### 3.5. Taking measures to increase efficiency in detecting and investigating crimes of legalisation of criminally obtained property and financing of terrorism and to improve investigative practice in this field

<b>Implementing bodies and implementation period</b>	Prosecutor General's Office, Supreme Court, Ministry of Economy, Ministry of Internal Affairs, State Security Service, State Customs Committee, 2022-2024	
<b>Initial result</b>	Analysis of the relevant legislation and preparation of proposals based on the results of the analyses	
<b>Interim result</b>	Taking measures to improve investigative practice in the relevant field	
<b>Final result</b>	Increasing the efficiency of measures in the relevant field	
<b>Input indicators</b>	<ol style="list-style-type: none"> <li>1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)</li> <li>2. Expenditure on human resources</li> </ol>	
<b>Output indicators and scores</b>	1. Determination of precise model indicators for suspicious financial transactions that reflect signs of crimes of legalisation of criminally obtained property and financing of terrorism, and provision of an obligation to send those indicators to obliged persons and to inform the Financial Monitoring Service when cases meeting those indicators are identified (in respect of the Financial Monitoring Service)	25
	2. Existence of a system enabling the tracking of assets (in respect of the Financial Monitoring Service)	25
	3. Determination of categories of customer profiles through risk-based assessment (in respect of the Financial Monitoring Service)	25
	4. Existence of functioning software containing artificial intelligence elements that make it possible to identify crimes of legalisation of criminally obtained property and financing of terrorism (in respect of the Financial Monitoring Service)	25
	1. Adoption of a decision on ensuring uniform judicial practice (in respect of the Supreme Court)	100
	1. Adoption of relevant methodological materials, instructions or guidelines for the formation of uniform investigative practice (in respect of the Prosecutor General's Office and other investigative bodies)	40
	2. Access by investigative bodies to the information databases necessary for crimes of legalisation of criminally obtained property and financing of terrorism in a swift and prompt manner (and, where necessary, without obstacles) (in respect of the Prosecutor General's Office and other relevant investigative bodies)	10
	3. Formation of a database of investigators and operational officers specialised in the investigation of crimes of legalisation of criminally obtained property and financing of terrorism (in respect of the Prosecutor General's Office and other relevant investigative bodies)	20

	4. Involvement of investigators, operational officers and other specialists investigating crimes of legalisation of criminally obtained property and financing of terrorism in necessary trainings (involvement of each of 5 investigators in at least 20 hours of training during the year is a 100% result under this indicator) (in respect of the Prosecutor General's Office and other relevant investigative bodies)	20
	5. Membership in the Egmont Group and similar networks (in respect of the Prosecutor General's Office and other investigative bodies)	10
	Note: A certified specialist certificate in financial crimes issued by international institutions to each investigator, operational officer or other employee is an additional 5 points under this measure (not exceeding 20 points).	
<b>Outcome indicators</b>	1. Number and amount of suspicious financial transactions reflecting signs of crimes of legalisation of criminally obtained property and financing of terrorism, detected and suspended by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure	
	2. Number of criminal cases (facts and persons) initiated and amount of financial transactions on the basis of suspicious financial transactions detected and suspended by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure	
	3. Number and amount of suspicious financial transactions reflecting signs of crimes of legalisation of criminally obtained property and financing of terrorism, detected and suspended through the application of artificial intelligence by means of software used by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure	
	4. Number of criminal cases (facts and persons) initiated and amount of financial transactions on the basis of suspicious financial transactions detected and suspended through the application of artificial intelligence by means of software used by the Financial Monitoring Service of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure	
	1. Number of criminal facts (episodes) and persons brought to criminal liability under Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan in courts in the 3 years before and the years after implementation of the relevant measure	
	2. Number and grounds of cases changed or annulled by the Supreme Court of the Republic of Azerbaijan under Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure because they were not considered to comply with uniform judicial practice	
	1. Number of criminal facts (episodes) in respect of which criminal prosecution under Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan was terminated on exonerating grounds or an acquittal	

	was issued, and number of persons released from criminal liability (acquitted), in the 3 years before and the years after implementation of the relevant measure
	2. Number of international legal cooperation requests sent under Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure
	3. Number of international legal cooperation requests of foreign countries executed under Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure
	4. Number and content of positive international practices applied and validated on the basis of knowledge obtained through participation in trainings organised by foreign countries and international organisations on Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure
	5. Number of memberships in international channels, networks and platforms facilitating cooperation in the field of operational-search and investigative activities in the 3 years before and the years after application of the relevant measure
	6. Number and value of recovered assets located abroad in the 3 years before and the years after implementation of the relevant measure
	7. Number and value of assets recovered in the Republic of Azerbaijan on the basis of requests from relevant bodies (institutions) of foreign states in the 3 years before and the years after implementation of the relevant measure
	8. Number of joint investigation teams with foreign countries or parallel investigative activities under Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure
	9. Number of investigative actions carried out abroad and in the Republic of Azerbaijan through channels, networks and platforms facilitating cooperation in the field of operational-search and investigative activities in the 3 years before and the years after application of the relevant measure
	10. Number (type) of decisions annulled, and number, type and grounds of instructions issued, under Articles 193-1 and 214-1 of the Criminal Code of the Republic of Azerbaijan in the 3 years before and the years after implementation of the relevant measure, on the grounds of non-compliance with uniform investigative practice (methodology) or investigation in violation of the law
<b>Impact indicators</b>	1. Prevention of crimes of legalisation of criminally obtained property and financing of terrorism
	2. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	3. Formation of effective and efficient international cooperation in the investigation of crimes of legalisation of criminally obtained property and financing of terrorism

	4. Formation of uniform investigative and judicial practice in respect of crimes of legalisation of criminally obtained property and financing of terrorism
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### 3.6. Submission of proposals on the establishment of electronic information exchange enabling verification of the consistency of information in declarations on financial information submitted by officials with information in the relevant databases

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General's Office, Financial Monitoring Service, 2022-2026	
<b>Initial result</b>	Analysis of the practice of countries applying a single electronic information system for collecting financial information	
<b>Interim result</b>	Study of possibilities for forming electronic information exchange	
<b>Final result</b>	Determination of the possibilities for verifying the consistency of information in declarations on financial information submitted by officials with information in the relevant databases	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Re-analysis of the scope of financial information to be declared, submission of relevant proposals and preparation of a note in this regard	30
	2. Analysis of the practice of declaring financial information in foreign countries and preparation of a note in this regard	30
	3. Analysis of the procedure for declaring financial information electronically and preparation of a note in this regard	40
<b>Outcome indicators</b>	1. Preparation of a draft normative legal act providing for the application of the relevant software and submission of proposals on that draft	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increase in public trust in bodies (institutions)	
	3. Prevention of corruption crimes committed by employees of bodies (institutions)	

## PRIORITY 4. MEASURES IN THE FIELD OF IMPROVING PUBLIC SERVICES AND GOVERNANCE MECHANISMS

#### 4.1. Taking measures to organise the expansion of activities in the field of providing public services proactively and electronically

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022-2024	
<b>Initial result</b>	Increasing opportunities for the provision of public services electronically	
<b>Interim result</b>	Improvement of the “MyGov” portal and other sectoral portals of state bodies (institutions) for the effective organisation of their operation	
<b>Final result</b>	Ensuring the proactive provision of services to citizens through the “MyGov” portal and other sectoral portals of state bodies (institutions)	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of proactive electronic services to the number of electronic services that can be organised proactively	30
	2. Ratio of the number of “Digital login” users to the number of citizens	10
	3. Ratio of the number of types of information integrated between bodies (institutions) to the number of all types of information that can be integrated	20
	4. Ratio of the number of mobile application users on e-gov.az, my.gov.az and other electronic service platforms to the total number of users	10
	5. Ratio of the number of electronic services with active proactive communication channels (sending reminder or informational messages, including an instruction function) to the number of all electronic services	10
	6. Ratio of the number of employees organising electronic services who are involved in at least 20 hours of training on electronic services during the year to the number of all employees providing such services (a 20% indicator is a 100% result under this indicator)	10
	7. Ratio of the number of services in respect of which citizen satisfaction regarding service quality has been measured and improvements have been made on that basis to the number of all other electronic services (a 50% indicator is a 100% result under this indicator)	10
<b>Outcome indicators</b>	1. Ratio of the number of proactive service users to the number of all electronic service users in the 3 years before and the years after application of the relevant measures	

	2. Ratio of the number of “digital login” users to the number of all electronic service users in the 3 years before and the years after application of the relevant measures
	3. Number of mobile application users on e-gov.az, my.gov.az and other electronic service platforms in the 3 years before and the years after application of the relevant measures
	4. Quantitative indicators of citizen satisfaction surveys on the quality and improvement of services
	5. Ratio of the number of services provided without requiring citizens' physical presence to the number of all public services in the 3 years before and the years after application of the relevant measures
	6. Average execution period of electronic services in the 3 years before and the years after application of the relevant measures
	7. Cost of each electronic service in the 3 years before and the years after application of the relevant measures
	8. Number of complaints regarding services provided proactively in the 3 years before and the years after application of the relevant measures
	9. Average time of the proactive service in the 3 years before and the years after application of the relevant measures (ratio of the total time of the services provided to the total number of service users)
<b>Impact indicators</b>	1. Making public services transparent
	2. Increase in citizen satisfaction
	3. Savings in state budget funds through proactive and electronic services
	4. Increase in public trust in bodies (institutions)
	5. Prevention of corruption crimes committed by employees of bodies (institutions)
<b>4.2. Accelerating work on the digitalisation of public services and integration between the information systems of state bodies (institutions), and ensuring activities related to organising the transition from paper-based services to data-based services</b>	
<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022-2024
<b>Initial result</b>	Analysis of services provided by state bodies (institutions) in terms of their digitalisation and preparation of proposals on the creation of new electronic services
<b>Interim result</b>	Preparation of drafts for creating a normative basis to ensure information on services provided on the basis of submission of relevant documents and certificates through integration of the relevant information systems
<b>Final result</b>	Increase in the number of public services provided electronically without requiring documents from citizens

<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of digitalised public services to the number of all types of services	30
	2. Ratio of the number of integrations ensured between information systems of bodies (institutions) to the number of all systems where such integration is possible	20
	3. Conduct of satisfaction surveys electronically and by other means for each electronic service provided, consideration of feedback, and the main dissatisfactions identified in the results of satisfaction surveys and changes made accordingly	10
	4. Existence of cybersecurity standards for public services and control over compliance with those standards	20
	5. Existence of internal and external monitoring and audits conducted on integration and digitalisation, shortcomings identified and work carried out in this framework	20
<b>Outcome indicators</b>	1. Ratio of the number of services provided electronically without requiring documents from citizens in the 3 years before and the years after application of the relevant measures to the number of services for which documents are required	
	2. Ratio of the number of documents no longer required from citizens as a result of integration in the 3 years before and the years after application of the relevant measures (such documents were required before integration) to the number of documents required for all services	
	3. Number of services provided in bodies (institutions) in the 3 years before and the years after application of the relevant measures	
	4. Number of information exchanges by bodies (institutions), including electronic requests made by them, in the 3 years before and the years after application of the relevant measures	
	5. Number of fully digitalised services (without paper media) in the 3 years before and the years after application of the relevant measures	
	6. Reduced budget expenditures resulting from the abandonment of paper media in the 3 years before and the years after application of the relevant measures	
	7. Quantitative results of citizen satisfaction surveys regarding services in the years after application of the relevant measures	
<b>Impact indicators</b>	1. Making public services transparent	
	2. Increase in citizen satisfaction	
	3. Savings in state budget funds through proactive and electronic services	
	4. Increase in public trust in bodies (institutions)	
	5. Prevention of corruption crimes committed by employees of bodies (institutions)	

**4.3. Placement, in order to increase transparency, of information on the list of documents required for the provision of a public service and the amounts of payments established by legislation on the unified information portal for public services and on the websites of the relevant state bodies (institutions)**

<b>Implementing bodies and implementation period</b>	State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan, relevant state bodies (institutions), 2022-2026	
<b>Initial result</b>	Preparation of the list of documents required for provision of public services and the amounts of payments prescribed by legislation	
<b>Interim result</b>	Placement of information on the relevant list on the Public Services Portal and on the websites of the relevant state bodies (institutions)	
<b>Final result</b>	Further strengthening transparency in the provision of public services	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of services for which the full list of required documents and the amount of payments are placed on the single information portal to the number of all services	30
	2. Ratio of the number of services for which the full list of required documents and the amount of payments are placed on the website of the relevant body (institution) to the number of all services	30
	3. Presentation of the information placed in a structured format (with search, filtering and download options, etc.) and in simple language understandable to citizens (for example, both the provisions established in legislation as they are and a brief summary of the relevant legislative provisions in simple language)	20
	4. Existence of a mechanism for annual updating of information placed on the portal and websites and for maintaining its relevance	10
	5. Conducting surveys among citizens on the functionality of this system and making the relevant corrections taken into account	10
<b>Outcome indicators</b>	1. Number of public services provided and number of cases in which the list of documents and the amount of payments for those services were placed on the relevant portal and website, in the 3 years before and the years after implementation of the measure	
	2. Number of oral or telephone inquiries received by bodies (institutions) regarding the list of documents required for services and payments in the 3 years before and the years after implementation of the measure	

	3. Quantitative results of surveys conducted among service users regarding the accessibility of information on the list of required documents and payments for services in the 3 years before and the years after implementation of the measure
<b>Impact indicators</b>	1. Making public services transparent
	2. Increase in citizen satisfaction
	3. Increase in public trust in bodies (institutions)
	4. Prevention of corruption crimes committed by employees of bodies (institutions)

#### 4.4. Improvement of the rules for admission to additional education in higher education and secondary specialised education institutions and digitalisation of the relevant admission process

<b>Implementing bodies and implementation period</b>	State Examination Centre, Ministry of Science and Education, Ministry of Digital Development and Transport, 2022-2024	
<b>Initial result</b>	Analysis and assessment of the current situation regarding admission to additional education in higher education and secondary specialised education institutions	
<b>Interim result</b>	Preparation of relevant drafts and digitalisation of the relevant admission process in order to ensure transparency in admission to additional education in higher education and secondary specialised education institutions	
<b>Final result</b>	Ensuring the implementation of normative legal acts adopted in this field by improving the rules for admission to additional education in higher education and secondary specialised education institutions	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of places envisaged for additional education on a competition basis to the number of all places envisaged for additional education	20
	2. Clarity for competition participants as to how the competition will be held; placement of information on the indicators taken into account during admission and the approximate value of each indicator, the programme and sample questions; and online availability of the rules and sample questions to everyone	10
	3. Conduct of the competition with the possibility of submitting documents online, application in the electronic system of user-oriented options for available services (status tracking, notifications, document upload, etc.), and the possibility for everyone to familiarise themselves with the competition rules within	20

	a reasonable period (30 days in advance) and to participate in the competition if they meet the requirements	
	4. Ensuring confidentiality of the competition question database, selecting questions on a fully random basis using information and communication technologies, and participation in this process of representatives of the State Examination Centre, another state institution or civil society, in addition to the representative of the body (institution)	20
	5. Video recording of the oral interview process	10
	6. Inclusion in the competition commission, in addition to a representative of the higher education institution, of representatives of the State Examination Centre, another state institution, an expert in the relevant field or civil society representatives, and their participation in the verification of competition results	10
	7. Existence of the candidate's possibility during the competition to be informed of the number of persons participating in the competition and the total score collected by the candidate at each stage, and to complain to a higher state institution and to a court about the competition result, and announcement of this to competition participants	10
	Note: If a representative of the State Examination Centre or any independent expert participates as a second evaluator in the verification process of each stage of the competition, 10 points for each stage constitute an additional indicator under this measure (not exceeding 30 points).	
<b>Outcome indicators</b>	1. Ratio of the number of persons who applied electronically for additional education to the total number of applicants in the 3 years before and the years after implementation of the measure	
	2. Ratio of the number of persons admitted to additional education to the number of applicants in the 3 years before and the years after implementation of the measure	
	3. Number of complaints related to admission to additional education and the results of their examination in the 3 years before and the years after implementation of the measure	
	4. Quantitative indicators of the survey conducted among persons who applied for admission to additional education in the 3 years before and the years after implementation of the measure.	
<b>Impact indicators</b>	1. Increasing transparency	
	2. Increase in citizen satisfaction	
	3. Increase in public trust in bodies (institutions)	
	4. Prevention of corruption crimes committed by employees working in the field of education	

#### 4.5. Simplification of opportunities to obtain an electronic signature in order to expand the use of services provided by state bodies (institutions)

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022-2026	
<b>Initial result</b>	Preparation of proposals to expand the use of services provided by state bodies (institutions)	
<b>Interim result</b>	Evaluation of proposals on simplifying opportunities to obtain an electronic signature	
<b>Final result</b>	Taking measures to simplify opportunities to obtain an electronic signature	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of electronic signature users to the number of citizens	10
	2. Simplification of the procedure for obtaining an electronic signature	20
	3. Ratio of the number of persons who obtained an electronic signature free of charge to the number of electronic signature users	20
	4. Existence of the possibility for natural and legal persons to obtain an electronic signature through online application and identification	10
	5. Conducting surveys among citizens on the functionality of the electronic signature system and making corrections taken into account on that basis	10
	6. Increase in the number of official points where electronic signature services are provided (ASAN service centres, offices of mobile operators, post offices, etc.) and expansion of their geographical coverage	10
	7. Existence of technical support and user guidance systems for electronic signature services (call centre, online chat, FAQ, etc.) and a mechanism for protection against cyberattacks and fraud	10
	8. Ratio of the number of public services requiring an electronic signature to the total number of public electronic services	10
<b>Outcome indicators</b>	1. Number of persons who obtained an electronic signature in the 3 years before and the years after implementation of the measure	
	2. Number of persons who obtained an electronic signature free of charge in the 3 years before and the years after implementation of the measure	
	3. Number and districts of location of official points where electronic signature services are provided (ASAN service centres, offices of mobile operators, post offices, etc.) in the 3 years before and the years after implementation of the measure	
	4. Quantitative results of surveys conducted among citizens on the accessibility and efficiency of electronic signature	

<b>Impact indicators</b>	1. Making public services transparent
	2. Increase in citizen satisfaction
	3. Increase in public trust in bodies (institutions)
	4. Acceleration of the transition to e-government
	5. Increasing citizens' access to electronic services

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

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Digital Development and Transport, other relevant state bodies (institutions), 2022–2024	
<b>Initial result</b>	Preparation of initial drafts of mobile applications related to public services	
<b>Interim result</b>	Commissioning of mobile applications related to public services	
<b>Final result</b>	Increasing the responsiveness and efficiency of public services as a result of the operation of mobile applications related to public services, and preventing additional loss of time and expenses for citizens	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of electronic services provided through mobile applications to the number of all electronic services	30
	2. User-oriented interface and accessibility of mobile applications, their adaptation to iOS and Android software, and their provision with additional functions (notifications, integration, electronic signature, status tracking)	10
	3. Existence of standards on security, confidentiality and data protection for mobile services and verification of the applications' compliance with those standards (for example, penetration tests or certified audits)	20
	4. Availability of user-support options for mobile services (24/7 support, online chat, FAQ, etc.)	10
	5. Establishment of a monitoring and reporting system for the activities of bodies providing services through mobile applications (dashboard, statistical analysis, etc.), identified shortcomings and work carried out in this framework	10
	6. Results of ratings given by users for relevant applications in application stores such as "App Store" and "Google Play"	10

	7. Availability of use options adapted for persons with disabilities (for example, audio reading of the screen, including text; voice recognition and voice commands; changing the colour interface and the size of text and fonts; subtitles in videos; provision of information to the user through vibration and other tactile signals; warnings about spelling mistakes and other errors)	10
<b>Outcome indicators</b>	1. Ratio of the number of electronic services provided through a mobile application to the number of all services that can be provided through a mobile application in the 3 years preceding and the years following the implementation of the relevant measure	
	2. Results of surveys conducted among application users regarding the quality of services provided through a mobile application in the years following implementation of the relevant measure	
	3. Cybercrime and fraud cases committed through mobile applications used for the provision of public services in the 3 years preceding and the years following implementation of the relevant measure	
<b>Impact indicators</b>	1. Increasing the transparency of public services	
	2. Increase in citizen satisfaction	
	3. Increased public trust in bodies (institutions)	
	4. Acceleration of the transition to e-government	
	5. Increasing citizens' access to electronic services	

#### 4.7. Increasing the population's opportunities to use Internet information and communication services in the regions through the application of modern technologies

<b>Implementing bodies and implementation period</b>	Ministry of Digital Development and Transport, 2022–2024	
<b>Initial result</b>	Analysis of the existing situation regarding increasing opportunities to use Internet information and communication services in the regions	
<b>Interim result</b>	Preparation and assessment of proposals regarding increasing opportunities to use Internet information and communication services in the regions	
<b>Final result</b>	Taking measures to ensure the accessibility of Internet information and communication services in the regions	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
	1. Ratio of the average Internet speed in the Republic of Azerbaijan, including in the regions, to the global average speed for 2022–2024 (if the stated ratio is 1, this is a 100% result under this indicator; if	20

<b>Output indicators and scores</b>	it is 0.76–0.99, it is a 75% result; if it is 0.51–0.75, it is a 50% result; if it is 0.26–0.5, it is a 25% result; and if it is 0.25 or lower, it is a 0% result)	
	2. Ratio of the average Internet price in the Republic of Azerbaijan, including in the regions, to the global average price for 2022–2024 (if the stated ratio is below 1, this is a 100% result under this indicator; if it is 1, it is a 90% result; if it is 1.01–1.5, it is a 75% result; if it is 1.51–1.75, it is a 50% result; if it is 1.76–2, it is a 25% result; and if it is above 2, it is a 0% result)	20
	3. Offering a favourable or lower price to ensure access to the Internet in the regions	10
	4. Commissioning new equipment and towers to improve Internet accessibility and Internet quality in the regions	20
	5. Conducting awareness-raising activities (training, information sessions) on ICT and digital skills in the regions (involving 1,000 persons in such awareness-raising activities during the year is a 100% result under this indicator)	10
	6. Ratio of the number of education and healthcare facilities, and state and municipal bodies (institutions), provided with Internet in the regions to the number of all education and healthcare facilities, and state and municipal bodies (institutions), in the regions	10
	7. Creation of “Wi-Fi” zones in open spaces (parks, squares, etc.) for the use of ICT services in the regions	5
	8. Surveys conducted among the population on Internet access opportunities and measures taken on the basis of those surveys	5
<b>Outcome indicators</b>	1. Average Internet speed in the regions of the Republic of Azerbaijan in the 3 years preceding and the years following implementation of the relevant measure	
	2. Average Internet price in the regions of the Republic of Azerbaijan in the 3 years preceding and the years following implementation of the relevant measure	
	3. Number of apartments (users) connected to the Internet in the regions of the Republic of Azerbaijan in the 3 years preceding and the years following implementation of the relevant measure	
	4. Quantitative results of surveys conducted among the population, including Internet users, on Internet accessibility and Internet quality in the regions of the Republic of Azerbaijan in the years following implementation of the relevant measure	
	5. Number of new Internet users in the regions of the Republic of Azerbaijan in the 3 years preceding and the years following implementation of the relevant measure	
	6. Number of settlements without Internet access in the regions of the Republic of Azerbaijan in the 3 years preceding and the years following implementation of the relevant measure	

	7. Cases in which Internet users in the regions of the Republic of Azerbaijan discontinued Internet use in the 3 years preceding and the years following implementation of the relevant measure (excluding cases of switching from one provider to another) and the reasons for such cases
<b>Impact indicators</b>	1. Increasing the transparency of public services
	2. Increase in citizen satisfaction
	3. Increased public trust in bodies (institutions)
	4. Acceleration of the transition to e-government
	5. Increasing citizens' access to the Internet

#### 4.8. Application of electronic kiosks and other innovative tools at state border crossing points, as well as expansion by relevant state bodies (institutions) of opportunities to provide mobile services to persons

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, State Customs Committee, State Border Service, State Migration Service, Ministry of Foreign Affairs, 2022–2024	
<b>Initial result</b>	Increasing the number of electronic kiosks and mobile services at state border crossing points	
<b>Interim result</b>	Increasing the functionality of electronic kiosks installed at state border crossing points	
<b>Final result</b>	Ensuring the accessibility of public services	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. In 2022–2024, for each border crossing point, the average waiting time of persons using e-kiosks and other innovative technologies (biometric readers, smart scanners, self-check-in modules, etc.) at border crossing points during the 3-hour period when the highest number of foreigners and stateless persons entered the Republic of Azerbaijan (excluding November 2024) (in this case, the number of e-kiosks and other innovative technologies at each border crossing point, the number of foreigners and stateless persons arriving during the 3-hour period when the highest number of entries into the Republic of Azerbaijan was recorded and using that kiosk or innovative technology, and the duration of services provided by the e-kiosks or other innovative technologies to those foreigners and stateless persons are taken into account). A waiting time of 0–5 minutes is a 100% result under this indicator, 6–10 minutes is 75%, 11–15 minutes is 50%, 16–20 minutes is 25%, and more than 21 minutes is 0%	40
	2. Providing technical maintenance for electronic kiosks and innovative service modules and ensuring their uninterrupted operation	20

	3. For each of 2022–2024, for each border crossing point, ratio of the average number of uses of one electronic kiosk or other innovative tool on the day when the highest number of foreigners or stateless persons entered during the year to the countrywide average number of uses of one electronic kiosk or other innovative tool on the day when the highest number of foreigners or stateless persons entered the Republic of Azerbaijan	20
	4. Ensuring the quality of the interface provided to users for electronic kiosks and mobile services (language selection, accessibility and ease of use)	10
	5. Conducting surveys to improve technical and other possibilities for border and mobile services and taking the results into account	10
<b>Outcome indicators</b>	1. Average duration of use (in minutes) of electronic kiosks and other technologies at border crossing points in the 3 years preceding and the years following implementation of the relevant measure	
	2. Dynamics of the number of electronic kiosks and other technologies at border crossing points in the 3 years preceding and the years following implementation of the relevant measure	
	3. Quantitative results of surveys conducted among the population, including Internet users, on the quality of electronic kiosks and other technologies at border crossing points in the years following implementation of the relevant measure	
	4. Number of border crossing points without access to electronic kiosks and other technologies in the 3 years preceding and the years following implementation of the relevant measure	
<b>Impact indicators</b>	1. Increasing the transparency of public services	
	2. Increased satisfaction of foreigners and stateless persons with public services	
	3. Acceleration of the transition to e-government	
	4. Strengthening the positive image of the Republic of Azerbaijan formed in foreign countries	

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

<b>Implementing bodies and implementation period</b>	Social Research Centre, relevant state bodies (institutions), 2022–2026
<b>Initial result</b>	Determining the areas in which relevant electronic surveys are to be conducted and the objectives of conducting such electronic surveys

<b>Interim result</b>	Conducting regular electronic satisfaction surveys in relevant areas through official websites and social networks and publishing their results	
<b>Final result</b>	Ensuring transparency in the work of state bodies (institutions) providing public services, assessing the quality of the services they provide and taking preventive measures against corruption cases	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Compliance of the survey with the requirements of the social research method and existence of a methodology accessible to bodies (institutions) for conducting the survey (the question must be simple and clear, must not be leading, the survey must contain elements for both quantitative and qualitative assessment, must enable a quantitative assessment of a specific service on a 100-point scale based on the overall survey result, must be short — maximum 10 questions, must comply with anonymity and confidentiality requirements, must be accessible and practical for respondents and available through different online platforms, respondents must be limited only to persons who have used the service being assessed and must be determined in advance on the basis of random sampling, a specific identification number must be used to exclude the possibility of the same person submitting several responses, and, when respondents are selected, representativeness must be taken into account proportionally to the number of service users by various indicators (age, territory, gender and specific area of the service))	30
	2. Ratio of the number of services in respect of which an electronic satisfaction survey has been conducted to the total number of services (conducting an electronic satisfaction survey for 60% of the total services across the country is a 100% result under this indicator)	30
	3. Determining, on the basis of survey results, the main problem, deficiency, gap or any negative element in relation to a specific service	15
	4. Systematic analysis of survey results and public disclosure of the results through official channels	15
	5. Participation of civil society institutions and public councils in conducting satisfaction surveys and analysing their results	10
<b>Outcome indicators</b>	Based on the survey results for each year, sharing the survey results for a service whose activity was assessed negatively (with a result below 51 points on a 100-point scale) with the relevant body (institution), making proposals for improving the relevant service with the participation of civil society representatives, and reassessing that service after the relevant improvements have been made. If both the previous and subsequent assessments are below 51, the ratio of the subsequent assessment to the previous assessment is taken into account. If the ratio is in the range of 0–1, this is a 0% result; 1.1–2 is 10%; 2.1–3 is 20%; 3.1–4 is 30%; and above 4 is 40%. If the subsequent assessment is above 51, the assessment results are taken into account. A result of 51–60 is 60%, 61–70 is 70%, 71–80 is 80%, 81–90 is 90%, and 91–100 is 100%	

<b>Impact indicators</b>	1. Increasing the transparency of public services
	2. Increase in citizen satisfaction
	3. Increased public trust in bodies (institutions)

**4.10. Organising call-centre services in state bodies (institutions) where no call centres exist, improving the work of existing call centres, and taking measures to ensure that services provided by call centres are delivered on the basis of general requirements**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, relevant state bodies (institutions), 2022–2024	
<b>Initial result</b>	Identifying shortcomings in the activities of call centres in state bodies (institutions) where call centres exist, and preparing initial measures to improve work quality and eliminate shortcomings	
<b>Interim result</b>	Improving the work of call centres	
<b>Final result</b>	Ensuring that citizens' applications are examined promptly by call centres and that full and comprehensive explanations are provided to them regarding their applications	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of bodies (institutions) where new call centres have been established to the number of bodies (institutions) that do not have call centres and where their establishment is necessary	30
	2. Existence of general standards regulating the activities of call centres (waiting time, registration of applications, service in different languages, specialisation depending on the type of request, possibility for the applicant to evaluate the response provided, and notification of the applicant when he or she is in a waiting queue)	20
	3. Specialisation of persons involved in call-centre work in this field and formation of specialised call-centre staff	20
	4. Average waiting time of persons applying to a call centre (a waiting time of 0–3 minutes is a 100% result under this indicator, 4–7 minutes is 75%, 8–10 minutes is 50%, 11–15 minutes is 25%, and more than 15 minutes is 0%)	20
	5. Surveying and assessing persons who applied to a call centre later, electronically, by telephone or by other means, regarding the effectiveness and efficiency of the call centre	10

<b>Outcome indicators</b>	Based on the survey results for each year, analysing the survey results for a call centre whose activity was assessed negatively (with a result below 51 points on a 100-point scale), making proposals for improving the relevant call centre, and reassessing the activity of that call centre after the relevant improvements have been made (if both the previous and subsequent assessments are below 51, the ratio of the subsequent assessment to the previous assessment is taken into account. If the ratio is in the range of 0–1, this is a 0% result; 1.1–2 is 10%; 2.1–3 is 20%; 3.1–4 is 30%; and above 4 is 40%. If the subsequent assessment is above 51, the assessment results are taken into account. A result of 51–60 is 60%, 61–70 is 70%, 71–80 is 80%, 81–90 is 90%, and 91–100 is 100%)
<b>Impact indicators</b>	1. Increasing the transparency of public services
	2. Increase in citizen satisfaction
	3. Increased public trust in bodies (institutions)

#### 4.11. Digitalisation of procedures for receiving and examining applications related to engagement in paid public works, and preparation of mechanisms that will eliminate cases of abuse

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Prosecutor General's Office, local executive authorities, Ministry of Labour and Social Protection of Population, 2022–2023	
<b>Initial result</b>	Analysis of the existing situation regarding applications for engagement in paid public works	
<b>Interim result</b>	Determination of preventive measures capable of eliminating circumstances that enable abuse in this field, and full digitalisation of applications	
<b>Final result</b>	Ensuring citizen satisfaction with respect to applications for engagement in paid public works	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Creation of an electronic portal for receiving and examining applications related to engagement in paid public works, online submission of documents through the portal, availability of the applicant's possibility to track the status of the application, and operation of the portal	30
	2. Clarity for participants in the competition (application) for admission to paid public work as to the rules under which it is conducted, and online public availability of the required documents, indicators taken into account, information on the paid work, salary, job function, workplace and working conditions for each administrative-territorial unit, and other necessary information	20

	3. Registration of persons applying for paid work on the basis of a queue and its online accessibility to everyone, placement of that information on the portal, public availability of the number of persons applying for the same work, and existence of a complaint mechanism	10
	4. Conducting the competition (job announcement) in a manner that provides everyone with a reasonable opportunity to familiarise themselves with the competition rules and, if they meet the requirements, to participate in the competition (for this indicator, the announcement on participation in the competition must be posted on the website at least 30 days in advance)	10
	5. Ratio of the number of paid works posted (announced) on the portal to the number of all paid works	10
	6. Regular monitoring of the activities of persons engaged in paid work by a working group that also includes representatives of law enforcement bodies and civil society in order to identify cases of non-engagement in work (if the number of monitoring exercises conducted covers 50% of the number of persons engaged in paid works, this is a 100% result under this indicator)	20
<b>Outcome indicators</b>	1. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of persons engaged in paid works and the number of all paid works, regardless of whether the employee was actually engaged in work	
	2. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of monitoring exercises conducted to identify cases of non-engagement in work and the number of identified facts of non-engagement in work	
	3. For each year in the years following implementation of the relevant measure, quantitative results of surveys conducted among the population and applicants on accessibility to engagement in paid work, the transparency and fairness of the process of applying for paid work, ensuring employees' labour rights in the paid-work process, and cases of abuse	
	4. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of complaints related to engagement in paid works	
	5. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of criminal corruption cases and persons held liable in connection with engagement in paid works	
	6. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of employees of the body (institution) held disciplinarily liable in connection with engagement in paid works	
<b>Impact indicators</b>	1. Increasing the transparency of public services	
	2. Increase in citizen satisfaction	
	3. Increased public trust in bodies (institutions)	
	4. Reduction of poverty	
	5. Reduction of unemployment	

## 6. Prevention of the commission of corruption crimes

**4.12. Digitalisation of the processes of leasing and transferring state and municipal land plots into ownership, extending lease terms and changing categories, and preparation of proposals on limiting opportunities for abuse in this field**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Economy, Ministry of Agriculture, Ministry of Justice, Ministry of Ecology and Natural Resources, State Committee on Urban Planning and Architecture, local executive authorities, 2022–2023	
<b>Initial result</b>	Analysis of the legislation and specific features of the organisation of public services in the relevant field for the digitalisation of the processes of leasing state and municipal land plots, extending lease terms and changing categories	
<b>Interim result</b>	Preparation of proposals on the digitalisation of the processes of leasing state and municipal land plots, extending lease terms and changing categories, as well as limiting opportunities for abuse in this field	
<b>Final result</b>	Taking measures for the digitalisation of the said processes and ensuring transparency in this field	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Analysis of the existing situation regarding the leasing and transfer into ownership of state and municipal land plots, extension of lease terms and change of category, and preparation of a note or report on the identification of shortcomings	50
	2. Preparation of a note or report on ways to resolve the identified shortcomings	50
<b>Outcome indicators</b>	1. Creation of an electronic service or system for the process of leasing and transferring state and municipal land plots into ownership, extending lease terms and changing categories	
	2. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of complaints concerning these matters	
	3. For the 3 years preceding and the years following implementation of the relevant measure, the number of criminal cases and persons held liable concerning these matters	
<b>Impact indicators</b>	1. Increasing transparency	
	2. Increase in citizen satisfaction	
	3. Increased public trust in bodies (institutions)	
	4. Prevention of the commission of corruption crimes	

#### 4.13. Continuing the digitalisation of procedures related to the sale and leasing of agricultural production inputs, the granting of concessions applied to them and preferential loans, and creating queue registers

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Ministry of Agriculture, 2022–2023	
<b>Initial result</b>	Study and analysis of the experience of foreign countries in this field	
<b>Interim result</b>	Preparation of electronic software related to the provision of leasing and preferential loans	
<b>Final result</b>	Ensuring transparency in procedures related to the sale and leasing of agricultural production inputs	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Creation of a portal through the digitalisation of procedures related to the sale and leasing of agricultural production inputs, the granting of concessions applied to them and preferential loans; submission of applications through that portal; enabling the applicant to track the result of the application on the portal; setting out detailed information on the amount of leasing (loan), the application and consideration periods, the mechanism for appealing a refusal, documents and conditions required for the relevant service, and the indicators for assessing the application; and enabling complaints to be submitted through the portal as well	40
	2. Accurate display on the portal of information on the amount of the concession and credit limit, the amount used from that limit and the remaining limit, and placement of detailed information on each leasing (loan) granted (with anonymisation of relevant persons' information where necessary)	20
	3. Accurate display on the portal of the number of applicants and public accessibility of the queue-based register	20
	4. Imposing an obligation on persons making decisions on granting leasing (loans) to declare conflicts of interest, verification of those declarations, and holding officials liable where violations are identified	20
<b>Outcome indicators</b>	1. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number and amount of concessions applied to the sale and leasing of agricultural production inputs and preferential loans	
	2. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number and reasons for refusals in granting concessions applied to the sale and leasing of agricultural production inputs and preferential loans	

	3. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of complaints related to concessions applied to the sale and leasing of agricultural production inputs and the granting of preferential loans
	4. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of employees held disciplinarily liable and the grounds for such liability in relation to concessions applied to the sale and leasing of agricultural production inputs and the granting of preferential loans
	5. For each year in the 3 years preceding and the years following implementation of the relevant measure, the number of employees held liable for corruption crimes and the grounds for such liability in relation to concessions applied to the sale and leasing of agricultural production inputs and the granting of preferential loans
<b>Impact indicators</b>	1. Increasing transparency
	2. Increase in citizen satisfaction
	3. Increased public trust in bodies (institutions)
	4. Prevention of the commission of corruption crimes

#### 4.14. Expanding the possibilities for electronic submission of municipal acts to the body exercising administrative supervision over municipal activities

<b>Implementing bodies and implementation period</b>	Ministry of Justice, Ministry of Finance, national associations of municipalities, 2022–2026	
<b>Initial result</b>	Analysis and assessment of the possibilities for submitting municipal acts electronically	
<b>Interim result</b>	Determination of the procedure for submitting municipal acts electronically	
<b>Final result</b>	Taking measures for the electronic submission of municipal acts, thereby increasing the efficiency of administrative supervision over municipal activities and ensuring transparency in municipal activities	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Maintaining a single register of municipal acts (decisions, meeting minutes, etc.), integrating the data of such register into a single portal, ensuring that the body exercising administrative supervision over municipal activities has access to digitised copies of municipal acts, recording on the portal the date on which information is entered in order to prevent information from being entered into the portal with an	70

	earlier date, providing portal users with electronic signatures, and ensuring the existence of technical parameters enabling the tracking of changes made to relevant information	
	2. Digitalisation of municipal archives and ensuring access to those archives for the body exercising administrative supervision over municipal activities	30
<b>Outcome indicators</b>	1. Ratio, by years, of the number of municipal acts adopted and entered into the portal after implementation of the relevant measure to the number of all acts adopted after implementation of the relevant measure	
	2. Ratio, by years, of the number of municipal acts adopted after implementation of the relevant measure and entered into the portal with an earlier date to the number of all acts adopted after implementation of the relevant measure	
	3. Number of violations in municipal acts identified through the portal by the supervisory body, and number of annulled municipal acts, by years after implementation of the relevant measure	
	4. Number of violations in municipal acts identified by the supervisory body, and number of annulled municipal acts, by years after implementation of the relevant measure	
	5. Number of acts entered into the portal with an earlier date, by years after implementation of the relevant measure	
	6. Average difference (in days) between the date of adoption of the act and the date of its entry into the portal in respect of acts entered into the portal with an earlier date after implementation of the relevant measure	
<b>Impact indicators</b>	1. Exercise of effective administrative supervision over municipal activities	
	2. Increased public trust in municipalities	
	3. Effective management of municipalities and increasing their accountability to the local population	
	4. Prevention of the commission of corruption crimes	

**PRIORITY 5. DEVELOPMENT OF COOPERATION WITH CIVIL SOCIETY INSTITUTIONS IN THE FIELD OF COMBATING CORRUPTION AND INTERNATIONAL COOPERATION IN THIS FIELD**

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

<b>Implementing bodies and implementation 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 result</b>	Creating conditions for the participation of representatives of civil society institutions in collegial decision-making procedures in state bodies (institutions)	
<b>Interim result</b>	Implementation of joint awareness-raising projects with civil society institutions operating in the field of combating corruption	
<b>Final result</b>	Establishing close cooperation between civil society institutions and state bodies (institutions)	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Participation of civil society representatives (excluding public councils) in the adoption (amendment) of legal acts of the body (institution), submission of proposals on legal acts and consideration of their proposals	20
	2. Civil society representatives (excluding public councils) conducting analyses in the most frequently complained-about areas of the body's (institution's) activity, submitting proposals to the body (institution) to eliminate those problems, consideration of the proposal and taking practical action	20
	3. Implementation of projects in the field of combating corruption jointly with civil society representatives (excluding public councils)	20
	4. Problems raised by civil society representatives (excluding public councils) at public discussions and hearings, and the body's (institution's) resolution of those problems and complaints	20
	5. Number of citizens participating in public discussions or hearings or involved in public-participation projects (participation of 1,000 persons during the year is a 100% result under this indicator)	20
	Note 1: Every 20 persons above 1,000 persons participating in public discussions or hearings or involved in public-participation projects gives an additional 1 point under this measure (not exceeding 20 points)	
	Note 2: Each issue resolved by the body (institution), after civil society representatives (excluding public councils) hold meetings with members of the public regarding the activities of the body (institution), identify	

	circumstances causing dissatisfaction in the activities of the body (institution), and raise them before the relevant body (institution), gives an additional 1 point under this measure (not exceeding 30 points)
<b>Outcome indicators</b>	1. Number of meetings held between civil society institutions (excluding public councils) and state institutions in the 3 years preceding and the years following implementation of the relevant measure
	2. Number of issues raised by civil society institutions (excluding public councils) concerning circumstances causing public dissatisfaction in the activities of state institutions in the 3 years preceding and the years following implementation of the relevant measure
	3. Number of issues raised by civil society institutions (excluding public councils) concerning circumstances causing public dissatisfaction in the activities of state institutions that were resolved in the 3 years preceding and the years following implementation of the relevant measure
	4. Number of meetings held by civil society institutions with the Agency for State Support to Non-Governmental Organizations concerning circumstances causing public dissatisfaction in the 3 years preceding and the years following implementation of the relevant measure
	5. Number of published reports on projects implemented jointly with civil society representatives (excluding public councils) in the field of combating corruption in the 3 years preceding and the years following implementation of the relevant measure
<b>Impact indicators</b>	1. Ensuring public participation in the field of combating corruption
	2. Increased literacy in combating corruption
	3. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	4. Increased public trust in bodies (institutions)

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

<b>Implementing bodies and implementation period</b>	Central and local executive authorities, 2022–2026
<b>Initial result</b>	Conducting analyses on expanding the application of public participation in state bodies (institutions) and considering the issue of establishing such councils in institutions where public councils do not exist
<b>Interim result</b>	Preparation of proposals on expanding the application of public participation in state bodies (institutions)
<b>Final result</b>	Taking measures to ensure increased efficiency in the activities of public councils
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)

	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Existence of public councils in the body (institution) and their organisation in accordance with the Law “On Public Participation”	30
	2. Participation of public council members in the adoption of legal acts of the body (institution), submission of proposals and consideration of their proposals	30
	3. Public council members conducting analyses in the most frequently complained-about areas of the body’s (institution’s) activity, submitting proposals to the body (institution) to eliminate those problems, and consideration of those proposals	20
	4. Public council members holding meetings with members of the public regarding the activities of the body (institution), identifying circumstances causing dissatisfaction in the activities of the body (institution), raising them before the relevant body (institution), and resolution of the matter by the body (institution)	20
	Note 1: Each issue resolved by the body (institution), after public council members hold meetings with members of the public regarding the activities of the body (institution), identify circumstances causing dissatisfaction in the activities of the body (institution), and raise them before the relevant body (institution), gives an additional 1 point under this measure (not exceeding 30 points)	
<b>Outcome indicators</b>	1. Number of meetings held between public councils and state institutions in the 3 years preceding and the years following implementation of the relevant measure	
	2. Number of draft normative legal acts or decisions adopted with the participation of the public council in the 3 years preceding and the years following implementation of the relevant measure	
	3. Number of draft normative legal acts and decisions adopted at the initiative or proposal of the public council in the 3 years preceding and the years following implementation of the relevant measure	
	4. Number of issues raised by the public council, and number of draft normative legal acts and decisions adopted for this purpose, in the 3 years preceding and the years following implementation of the relevant measure	
	5. Number of persons involved in public discussions and hearings in the 3 years preceding and the years following implementation of the relevant measure	
	6. Number of meetings held by public council members with citizens regarding the activities of the body (institution) in the 3 years preceding and the years following implementation of the relevant measure	
	7. Number of problems raised by citizens during meetings held by public council members with citizens regarding the activities of the body (institution) in the 3 years preceding and the years following implementation of the relevant measure	
<b>Impact indicators</b>	1. Ensuring public participation in the field of combating corruption	
	2. Increased literacy in combating corruption	

	3. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	4. Increased public trust in bodies (institutions)

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

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Anti-Corruption Commission, Prosecutor General's Office, relevant state bodies (institutions), 2022–2026	
<b>Initial result</b>	Analysis of the recommendations of international organisations operating in the field of combating corruption	
<b>Interim result</b>	Preparation of proposals regarding the implementation of the recommendations	
<b>Final result</b>	Taking measures to expand cooperation with international organisations specialised in the field of combating corruption	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Holding meetings on the areas of activity of the International Association of Prosecutors (IAP), the International Association of Anti-Corruption Authorities (IAACA), the International Anti-Corruption Academy (IACA), the European Partners against Corruption (EPAC) and other international organisations operating in the field of combating corruption	20
	2. Participation in trainings organised by the International Association of Prosecutors (IAP), the International Association of Anti-Corruption Authorities (IAACA), the International Anti-Corruption Academy (IACA), the European Partners against Corruption (EPAC) and other international organisations operating in the field of combating corruption, study and application of positive international experience, and international achievements or awards obtained in this field	20
	3. Sending compliance or evaluation reports and presentations, responding to questionnaires and carrying out other work in this direction concerning the areas of activity of the International Association of Prosecutors (IAP), the International Association of Anti-Corruption Authorities (IAACA), the International Anti-Corruption Academy (IACA), the European Partners against Corruption (EPAC) and other international organisations operating in the field of combating corruption	30

	4. Analysis of the recommendations of the International Association of Prosecutors (IAP), the International Association of Anti-Corruption Authorities (IAACA), the International Anti-Corruption Academy (IACA), the European Partners against Corruption (EPAC) and other international organisations operating in the field of combating corruption	30
<b>Outcome indicators</b>	1. Number of normative legal acts adopted on advanced anti-corruption practices in the 3 years preceding and the years following implementation of the relevant measure	
	2. Number of agreements and memoranda of understanding signed within the framework of cooperation in combating corruption in the 3 years preceding and the years following implementation of the relevant measure	
	3. Number of international legal cooperation requests sent in the field of combating corruption in the 3 years preceding and the years following implementation of the relevant measure	
	4. Number of international legal cooperation requests of foreign countries executed in the field of combating corruption in the 3 years preceding and the years following implementation of the relevant measure	
	5. Number of positive international practices that were applied and proved effective on the basis of knowledge obtained through participation in trainings organised by international organisations operating in the field of combating corruption in the 3 years preceding and the years following implementation of the relevant measure	
	6. Number of memberships in international anti-corruption channels, networks and platforms facilitating cooperation in operational-search and investigative activities in the 3 years preceding and the years following implementation of the relevant measure	
	7. Number and value of recovered assets abroad in the 3 years preceding and the years following implementation of the relevant measure	
	8. Number and value of recovered assets in the Republic of Azerbaijan on the basis of requests from relevant bodies (institutions) of foreign states in the 3 years preceding and the years following implementation of the relevant measure	
	9. Number of joint investigation teams or parallel investigative activities with foreign countries in the field of combating corruption in the 3 years preceding and the years following implementation of the relevant measure	
	10. 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 preceding and the years following implementation of the relevant measure	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	2. Increased public trust in bodies (institutions)	
	3. Strengthening the positive image of the Republic of Azerbaijan formed in foreign countries	
	4. Increased literacy in combating corruption	

**5.4. Continuing measures towards the implementation of the recommendations of the United Nations, the Council of Europe Group of States against Corruption (GRECO), and the Organisation for Economic Co-operation and Development (OECD)**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Prosecutor General's Office, Anti-Corruption Commission, relevant state bodies, 2022–2026	
<b>Initial result</b>	Periodic analysis of the recommendations issued by the above-mentioned international organisations	
<b>Interim result</b>	Preparation of proposals for the implementation of the recommendations	
<b>Final result</b>	Taking measures for the implementation of the recommendations	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources.	
<b>Output indicators and scores</b>	1. Work carried out in respect of GRECO's 31 recommendations and the findings in GRECO's compliance report on the assessment of that work (in respect of GRECO's recommendations, if each recommendation has been fully implemented, 4 points are calculated, and if it has been partially implemented, 1 point is calculated. This is because full implementation of 21 out of 31 recommendations is sufficient to close the relevant GRECO round. The level of full or partial implementation of the recommendation is assessed on the basis of GRECO's compliance report on the Republic of Azerbaijan adopted on 17 March 2025)	100
	Note: The analysis of the recommendations of the United Nations, the Council of Europe Group of States against Corruption (GRECO) and the Organisation for Economic Co-operation and Development (OECD) is assessed with an additional 10 points for each, depending on the substance of the analysis carried out and the level of the proposals (20 points in total)	
<b>Outcome indicators</b>	1. Number and content, by years, of draft normative legal acts adopted for the implementation of the recommendations of international organisations on combating corruption	
<b>Impact indicators</b>	1. Improvement of the legislation of the Republic of Azerbaijan in line with international standards	
	2. Improvement of the Republic of Azerbaijan's ranking in international anti-corruption rankings	

## PRIORITY 6. AWARENESS-RAISING ON COMBATING CORRUPTION

### 6.1. Preparation of a comprehensive anti-corruption training module across the country

<b>Implementing bodies and implementation period</b>	Ministry of Education, Anti-Corruption Commission, Prosecutor General's Office, 2022	
<b>Initial result</b>	Establishment of a working group for the preparation of the training module	
<b>Interim result</b>	Study of the experience of foreign countries in this field and adaptation to the local education programme	
<b>Final result</b>	Preparation of the anti-corruption training module	
<b>Input indicators</b>	<ol style="list-style-type: none"> <li>1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)</li> <li>2. Expenditure on human resources</li> </ol>	
<b>Output indicators and scores</b>	1. Inclusion in the training module of all matters related to combating corruption (the concept and causes of corruption, protection of the rights of persons reporting corruption, risk assessment, state programmes and their implementation, preventive measures and their types, corruption crimes, etc.)	40
	2. Publication of the relevant material on the training module	20
	3. Preparation of the training module taking into account the needs, age, knowledge and education level, and workload of the audience	40
<b>Outcome indicators</b>	1. Number of pupils and schools involved in the training module by years	
	2. Ratio of grades achieved by pupils involved in the training module by years	
	3. Anti-corruption initiatives of pupils involved in the training module by years (reporting corruption and legal violations to bodies, carrying out voluntary awareness-raising, conducting research, writing articles, working on ethical dilemmas, etc.) and the number of participations in such platforms	
<b>Impact indicators</b>	1. Increased literacy in combating corruption	
	2. Formation of an anti-corruption conduct model	
	3. Improvement of the Republic of Azerbaijan's ranking in international anti-corruption rankings	

**6.2. Taking measures to strengthen work related to the formation of an anti-corruption conduct model among employees of state and municipal bodies, legal persons owned by the state or municipalities or whose controlling block of shares is owned by the state or municipalities, and budget organisations, including healthcare and education employees, and to increase the effectiveness of awareness-raising, training and other measures aimed at increasing public awareness**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Anti-Corruption Commission, national associations of municipalities, other state bodies, 2022–2026	
<b>Initial result</b>	Determination of measures to be implemented by relevant institutions, taking into account sectoral corruption risks, in order to form an anti-corruption conduct model	
<b>Interim result</b>	Conducting awareness-raising, training and other measures aimed at increasing awareness among employees	
<b>Final result</b>	Taking measures to strengthen intolerance towards corruption in society	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities) 2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Number of persons involved in awareness-raising activities (if the number of employees involved in the activities during one year is 500 persons or constitutes 10% of the employees of the relevant body (institution), this is a 100% result under this indicator)	20
	2. Territories where persons involved in awareness-raising activities operate (if the duty station of persons involved in the activities covers at least 10 economic regions for bodies with structural units in all economic regions of the Republic of Azerbaijan, and at least 60% of the economic regions in which they operate for bodies (institutions) without structural units in all economic regions (at least 60% of administrative-territorial units in relation to districts), this is a 100% result under this indicator)	10
	3. Indication in the programmes of awareness-raising activities of procedural matters such as how an employee should report corruption in specific situations, whom to apply to in the event of a conflict of interest, and other similar procedural issues	20
	4. Presentation in awareness-raising activities of specific dilemmas concerning conflicts of interest relevant to the areas of activity of bodies (institutions) and ways to resolve them	30
	5. Assessment, at the end of awareness-raising activities, of the knowledge indicator and the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)	10

	6. Correspondence of the volume (hours) of awareness-raising activities to the volume of information envisaged under the programme	5
	7. Conduct of awareness-raising activities on the basis of an analysis of corruption risks	5
	Note: Every 10 persons above 500 persons involved in training, or each 1% of employees, gives an additional 1 point under this measure (not exceeding 20 points)	
<b>Outcome indicators</b>	1. Number of awareness-raising activities carried out and employees involved in them by years	
	2. Ratio of scores obtained at the end of the activity by persons involved in awareness-raising activities by years	
	3. Number of complaints concerning circumstances creating conditions for corruption in the body (institution) where employees of the body (institution), including persons involved in trainings, work, in the 3 years preceding and the years following implementation of the relevant measures	
	4. Number of declarations of conflict of interest submitted by employees of the body (institution), including persons involved in trainings, in the 3 years preceding and the years following implementation of the relevant measures	
	5. Number of facts (episodes) of corruption crimes and corruption-enabling offences committed by employees of the body (institution), including persons involved in trainings, and the number of persons held criminally, administratively and disciplinarily liable, in the 3 years preceding and the years following implementation of the relevant measures	
	6. Number of applications by employees of the body (institution), including persons involved in trainings, to declare gifts in the 3 years preceding and the years following implementation of the relevant measures	
	7. Number of cases in which employees of the body (institution), including persons involved in trainings, received confidential advice on conflict of interest or other ethical matters in the 3 years preceding and the years following implementation of the relevant measures	
<b>Impact indicators</b>	1. Increased literacy in combating corruption	
	2. Formation of an anti-corruption conduct model	
	3. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	4. Increased public trust in bodies (institutions)	

### 6.3. Conducting awareness-raising activities for business entities in order to increase awareness in this field with a view to preventing abuse and corruption in connection with inspections in the field of entrepreneurship

<b>Implementing bodies and</b>	Ministry of Justice, Ministry of Economy, 2022–2026
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<b>implementation period</b>		
<b>Initial result</b>	Analysis of the results of inspections conducted in business entities	
<b>Interim result</b>	Preparation of training programmes for business entities on preventing corruption cases	
<b>Final result</b>	Conducting awareness-raising activities aimed at increasing awareness among business entities	
<b>Input indicators</b>	<ol style="list-style-type: none"> <li>1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)</li> <li>2. Expenditure on human resources</li> </ol>	
<b>Output indicators and scores</b>	<ol style="list-style-type: none"> <li>1. Number of business entities involved in awareness-raising activities (if the number of business entities involved in activities during one year is 500 persons, this is a 100% result under this indicator)</li> </ol>	15
	<ol style="list-style-type: none"> <li>2. Territories where persons involved in awareness-raising activities operate (if the duty station of persons involved in the activities covers at least 10 economic regions for bodies with structural units in all economic regions of the Republic of Azerbaijan, and at least 60% of the economic regions in which they operate for bodies (institutions) without structural units in all economic regions (at least 60% of administrative-territorial units in relation to districts), this is a 100% result under this indicator)</li> </ol>	10
	<ol style="list-style-type: none"> <li>3. Indication in the programmes of awareness-raising activities of the rules for resolving conflicts of interest for business entities in specific cases and other similar procedural matters</li> </ol>	20
	<ol style="list-style-type: none"> <li>4. Presentation in awareness-raising activities of specific dilemmas concerning conflicts of interest relevant to business entities and ways to resolve them</li> </ol>	25
	<ol style="list-style-type: none"> <li>5. Assessment, at the end of awareness-raising activities, of the knowledge indicator and the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)</li> </ol>	10
	<ol style="list-style-type: none"> <li>6. Correspondence of the volume (hours) of awareness-raising activities to the volume of information envisaged under the programme</li> </ol>	10
	<ol style="list-style-type: none"> <li>7. Conduct of awareness-raising activities on the basis of analysis of inspections carried out in the field of entrepreneurship</li> </ol>	10
	Note: Every 10 persons above 500 persons involved in training gives an additional 1 point under this measure (not exceeding 21 points)	
<b>Outcome indicators</b>	<ol style="list-style-type: none"> <li>1. Number of awareness-raising activities carried out and business entities involved in them by years</li> <li>2. Ratio of scores obtained at the end of the activity by persons involved in awareness-raising activities by years</li> </ol>	
	<ol style="list-style-type: none"> <li>3. Number of complaints by all entrepreneurs, including entrepreneurs involved in trainings, concerning circumstances creating conditions for corruption in the 3 years preceding and the years following implementation of the relevant measures</li> </ol>	

	4. Number of cases in which all entrepreneurs, including entrepreneurs involved in trainings, were brought to criminal liability for corruption-enabling offences and corruption crimes in the 3 years preceding and the years following implementation of the relevant measures
	5. Number and outcome of complaints by all entrepreneurs, including entrepreneurs involved in trainings, concerning inspections in the field of entrepreneurship in the 3 years preceding and the years following implementation of the relevant measures
<b>Impact indicators</b>	1. Increased literacy in combating corruption
	2. Formation of an anti-corruption conduct model
	3. Increase in gross domestic product per capita
	4. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	5. Increased public trust in bodies (institutions)

#### 6.4. Organisation of training courses for civil servants on combating corruption and rules of ethical conduct

<b>Implementing bodies and implementation period</b>	State Examination Centre, Anti-Corruption Commission, 2022–2026	
<b>Initial result</b>	Approval of a work plan for conducting trainings for civil servants on combating corruption and rules of ethical conduct	
<b>Interim result</b>	Gradual involvement of civil servants in trainings on combating corruption and rules of ethical conduct	
<b>Final result</b>	Increasing civil servants' awareness of combating corruption and rules of ethical conduct	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Number of civil servants involved in courses, trainings and seminars (if the number of civil servants involved in courses and trainings during one year constitutes 10% of the total number of civil servants in that body (institution) or is 500 persons, this is a 100% result under this indicator)	15
	2. Duty station of civil servants involved in courses, trainings and seminars (if the duty station of civil servants involved in courses, trainings and seminars covers at least 10 economic regions for bodies with structural units in all economic regions of the Republic of Azerbaijan, and at least 60% of the economic regions in which they operate for bodies (institutions) without structural units in all economic regions (at least 60% of administrative-territorial units in relation to districts), this is a 100% result under this indicator)	10

	3. Indication in the programmes of courses, trainings and seminars of procedural matters such as how a civil servant should act when faced with an ethical dilemma in specific cases, how to register a gift when accepting it, whom to apply to, and which institution examines complaints concerning ethical matters and corruption made against them	20
	4. Presentation in courses, trainings and seminars of specific dilemmas concerning conflicts of interest relevant to civil servants and ways to resolve them	20
	5. Assessment at the beginning and end of courses, trainings and seminars of the knowledge indicator and the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)	10
	6. Correspondence of the volume (hours) of courses, trainings and seminars to the volume of information envisaged under the programme	10
	7. Conducting courses, trainings and seminars with an approved work plan and training programme	10
	8. Relevance of the training to the civil servant's needs (this indicator is assessed on the basis of the ratio of civil servants involved in the training, indicating their position classifications, and the relevance of the training programme specifically to the needs of the relevant position classification)	5
	Note: Every 10 persons above 500 persons involved in training, or each 1% above the 10% indicator, is an additional indicator under this measure (not exceeding 20 points)	
<b>Outcome indicators</b>	1. Number of awareness-raising activities carried out and employees involved in them by years	
	2. Ratio of scores obtained at the end of the activity by persons involved in awareness-raising activities by years	
	3. Number of complaints concerning corruption and circumstances creating conditions for corruption in the body (institution) where employees of the body (institution), including persons involved in trainings, work, in the 3 years preceding and the years following implementation of the relevant measures	
	4. Number of declarations of conflict of interest submitted by employees of the body (institution), including persons involved in trainings, in the 3 years preceding and the years following implementation of the relevant measures	
	5. Number of facts (episodes) of corruption crimes and corruption-enabling offences committed by employees of the body (institution), including persons involved in trainings, and the number of persons held criminally, administratively and disciplinarily liable, in the 3 years preceding and the years following implementation of the relevant measures	
	6. Number of applications by employees of the body (institution), including persons involved in trainings, to declare gifts in the 3 years preceding and the years following implementation of the relevant measures	

	7. Number of cases in which employees of the body (institution), including persons involved in trainings, received confidential advice on conflict of interest or other ethical matters in the 3 years preceding and the years following implementation of the relevant measures
<b>Impact indicators</b>	1. Increased literacy in combating corruption
	2. Formation of an anti-corruption conduct model
	3. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	4. Increased public trust in bodies (institutions)

### 6.5. Organisation of training courses, trainings and seminars in the field of combating corruption for military personnel

<b>Implementing bodies and implementation period</b>	Ministry of Defence, 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 result</b>	Approval of work plans for organising training courses in the field of combating corruption for military personnel	
<b>Interim result</b>	Preparation of training programmes in the field of combating corruption for military personnel	
<b>Final result</b>	Regular organisation of training courses, trainings and seminars in the field of combating corruption for military personnel	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Number of military personnel involved in courses, trainings and seminars (if the number of military personnel involved in courses and trainings during one year constitutes 10% of the total number of military personnel in that body (institution), or is 500 persons or more, this is a 100% result under this indicator)	10
	2. Duty station of military personnel involved in courses, trainings and seminars (if the duty station of military personnel involved in courses, trainings and seminars covers at least 10 economic regions of the Republic of Azerbaijan, this is a 100% result under this indicator)	10
	3. Indication in the programmes of courses, trainings and seminars of procedural matters such as how military personnel should act when faced with an ethical dilemma in specific cases, how to register a gift when accepting it, whom to apply to, and which institution examines complaints concerning ethical matters and corruption made against them	25
	4. Presentation in courses, trainings and seminars of specific dilemmas concerning conflicts of interest relevant to military personnel and ways to resolve them	25

	5. Assessment by survey at the end of courses, trainings and seminars of the knowledge indicator and the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)	10
	6. Correspondence of the volume (hours) of courses, trainings and seminars to the volume of information envisaged under the programme	10
	7. Conducting courses, trainings and seminars with an approved work plan and training programme	10
	Note: Every 10 persons above 500 persons involved in training, or each 1% above the 10% indicator, is an additional indicator under this measure (not exceeding 20 points).	
<b>Outcome indicators</b>	1. Number of awareness-raising activities carried out and military personnel involved in them by years	
	2. Ratio of scores obtained at the end of the activity by military personnel involved in awareness-raising activities by years	
	3. Number of complaints concerning corruption crimes and corruption-enabling offences in the body (institution) where military personnel of the body (institution), including military personnel involved in trainings, serve, in the 3 years preceding and the years following implementation of the relevant measures	
	4. Number of declarations of conflict of interest submitted by military personnel of the body (institution), including military personnel involved in trainings, in the 3 years preceding and the years following implementation of the relevant measures	
	5. Number of facts (episodes) of corruption crimes and corruption-enabling offences committed by military personnel of the body (institution), including military personnel involved in trainings, and the number of persons held criminally, administratively and disciplinarily liable, in the 3 years preceding and the years following implementation of the relevant measures	
	6. Number of applications by military personnel of the body (institution), including military personnel involved in trainings, to declare gifts in the 3 years preceding and the years following implementation of the relevant measures	
	7. Number of cases in which military personnel of the body (institution), including military personnel involved in trainings, received confidential advice on conflict of interest or other ethical matters in the 3 years preceding and the years following implementation of the relevant measures	
<b>Impact indicators</b>	1. Increased literacy in combating corruption	
	2. Formation of an anti-corruption conduct model	
	3. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings	
	4. Increased public trust in bodies (institutions)	

#### 6.6. Conducting training courses, trainings and seminars in the field of combating corruption for municipal members and servants

<b>Implementing bodies and implementation period</b>	Ministry of Justice, national associations of municipalities, 2022–2026	
<b>Initial result</b>	Approval of a work plan for conducting trainings in the field of combating corruption for municipal members and servants	
<b>Interim result</b>	Gradual involvement of municipal members and servants in trainings in the field of combating corruption	
<b>Final result</b>	Increasing the awareness of municipal members and servants regarding combating corruption	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of the number of municipal members and servants involved in courses, trainings and seminars to the number of all municipal members and servants (if the number of municipal members and servants involved in courses and trainings during one year constitutes 10% of all municipal members and servants, or is 500 persons, this is a 100% result under this indicator)	15
	2. Coverage of the whole country by courses, trainings and seminars (if persons involved in activities during one year are represented from at least 10 economic regions of the country (at least 60% of administrative-territorial units in relation to districts), this is a 100% result under this indicator)	10
	3. Indication in the programmes of courses, trainings and seminars of procedural matters such as how a municipal member or servant should act when faced with an ethical dilemma in specific cases, how to register a gift when accepting it, whom to apply to, and which institution examines complaints concerning ethical matters and corruption made against them	20
	4. Presentation in courses, trainings and seminars of specific dilemmas concerning conflicts of interest relevant to municipal members and servants and ways to resolve them	25
	5. Assessment at the end of courses, trainings and seminars of the knowledge indicator and the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)	10
	6. Correspondence of the volume (hours) of the activity to the volume of information envisaged under the programme	10
	7. Conducting courses, trainings and seminars with an approved work plan and training programme	10
	Note: Every 10 persons above 500 persons involved in training, or each 1% above the 10% indicator, is an additional indicator under this measure (not exceeding 20 points)	

<b>Outcome indicators</b>	1. Number of awareness-raising activities carried out and municipal members and servants involved in them by years
	2. Ratio of scores obtained at the end of the activity by municipal members and servants involved in awareness-raising activities by years
	3. Number of complaints concerning corruption crimes and corruption-enabling circumstances in the municipality where municipal members and servants, including municipal members and servants involved in trainings, work, in the 3 years preceding and the years following implementation of the relevant measures
	4. Number of declarations of conflict of interest submitted by municipal members and servants, including municipal members and servants involved in trainings, in the 3 years preceding and the years following implementation of the relevant measures
	5. Number of facts (episodes) of corruption crimes and corruption-enabling offences committed by municipal members and servants, including municipal members and servants involved in trainings, and the number of persons held criminally, administratively and disciplinarily liable, in the 3 years preceding and the years following implementation of the relevant measures
	6. Number of applications by municipal members and servants, including municipal members and servants involved in trainings, to declare gifts in the 3 years preceding and the years following implementation of the relevant measures
	7. Number of cases in which municipal members and servants, including municipal members and servants involved in trainings, received confidential advice on conflict of interest or other ethical matters in the 3 years preceding and the years following implementation of the relevant measures
<b>Impact indicators</b>	1. Increased literacy in combating corruption
	2. Formation of an anti-corruption conduct model
	3. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	4. Increased public trust in municipalities

### 6.7. Conducting awareness-raising activities in the regions to increase the population's knowledge and skills in the field of digitalisation

<b>Implementing bodies and implementation period</b>	Ministry of Digital Development and Transport, relevant state bodies (institutions), 2022–2024
<b>Initial result</b>	Conducting surveys to assess the population's knowledge and skills in the field of digitalisation in the regions
<b>Interim result</b>	Preparation of awareness-raising materials

<b>Final result</b>	Conducting trainings and other awareness-raising activities in accordance with the awareness-raising materials	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Coverage of the whole country by the activities (if persons involved in activities during one year are represented from at least 10 economic regions of the country (at least 60% of administrative-territorial units in relation to districts), this is a 100% result under this indicator)	20
	2. Number of persons involved in the activity (if the number of persons involved in activities during one year is at least 1,000, this is a 100% result under this indicator)	20
	2. Existence in the activity programme of the interrelationship between knowledge on digitalisation and combating corruption	20
	3. Assessment at the end of the awareness-raising activity of the knowledge indicator and the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)	10
	4. Correspondence of the volume (hours) of the activity to the volume of information envisaged under the programme	20
	5. Conducting a survey before the activities to assess the knowledge and skills of the relevant population in the field of digitalisation and preparing an activity programme in accordance with the relevant needs indicator	10
	Note: Every 10 persons above 1,000 persons involved in training gives an additional 1% indicator (not exceeding 20 points).	
<b>Outcome indicators</b>	1. Number of awareness-raising activities carried out and persons involved in them by years	
	2. Ratio of scores obtained at the end of the activity by persons involved in awareness-raising activities by years	
	3. Areas in which people's knowledge and information on digitalisation increased as a result of the activities carried out, and the results of the assessment conducted for this purpose	
<b>Impact indicators</b>	1. Increased literacy in digitalisation	

**6.8. Organising regular training courses and trainings for private forensic experts in order to ensure transparency in the activities of the private forensic examination institution**

<b>Implementing bodies and implementation period</b>	Ministry of Justice, 2022–2026	
<b>Initial result</b>	Approval of a work plan on organising regular training courses for private forensic experts in order to ensure transparency in the activities of the private forensic examination institution	
<b>Interim result</b>	Organisation of regular training courses for private forensic experts	
<b>Final result</b>	Ensuring transparency in the activities of the private forensic examination institution	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Ratio of private experts involved in courses and trainings to the number of all private experts (if private experts involved in courses and trainings during one year constitute 10% of all private experts, this is a 100% result under this indicator)	20
	2. Indication in activity programmes of procedural matters such as how a private expert should act when faced with an ethical dilemma in specific cases, how to register a gift when accepting it, whom to apply to, and which institution examines complaints concerning ethical matters and corruption made against a private expert	30
	3. Presentation in the activity of specific dilemmas concerning conflicts of interest relevant to private experts and ways to resolve them	30
	4. Assessment at the end of the awareness-raising activity of the knowledge indicator and the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)	10
	5. Correspondence of the volume (hours) of the activity to the volume of information envisaged under the programme	10
	Note: Each 1% indicator above the 10% indicator of persons involved in training is an additional indicator under this measure (not exceeding 20%)	
<b>Outcome indicators</b>	1. Number of awareness-raising activities carried out and private experts involved in them by years	
	2. Ratio of scores obtained at the end of the activity by private experts involved in awareness-raising activities by years	
	3. Number of complaints by private experts, including private experts involved in trainings, concerning circumstances creating conditions for corruption in the 3 years preceding and the years following implementation of the relevant measures	

	4. Number of declarations of conflict of interest submitted by private experts, including private experts involved in trainings, in the 3 years preceding and the years following implementation of the relevant measures
	5. Number of cases in which private experts, including private experts involved in trainings, were brought to criminal liability for corruption-related offences and corruption crimes in the 3 years preceding and the years following implementation of the relevant measures
	6. Number of cases in which private experts, including private experts involved in trainings, were held disciplinarily liable in the 3 years preceding and the years following implementation of the relevant measures
	7. Number of applications by private experts, including private experts involved in trainings, to declare gifts in the 3 years preceding and the years following implementation of the relevant measures
	8. Number of cases in which private experts, including private experts involved in trainings, received confidential advice on conflict of interest or other ethical matters in the 3 years preceding and the years following implementation of the relevant measures
<b>Impact indicators</b>	1. Increased literacy in combating corruption
	2. Formation of an anti-corruption conduct model
	3. Improvement of the Republic of Azerbaijan's indicators in international anti-corruption rankings
	4. Increased public trust in private experts

**6.9. Using the media, including the websites and social-network pages of state bodies (institutions) and municipalities, to organise special programmes, public discussions and videoconferences, and to prepare videos and booklets in connection with measures to combat corruption**

<b>Implementing bodies and implementation period</b>	Cabinet of Ministers, Anti-Corruption Commission, national associations of municipalities, state bodies (institutions), 2022–2026
<b>Initial result</b>	Organisation of special programmes, public discussions and videoconferences in connection with measures to combat corruption
<b>Interim result</b>	Promotion of the broad dissemination of relevant measures among the population
<b>Final result</b>	Increasing public awareness of combating corruption
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)
	2. Expenditure on human resources

<b>Output indicators and scores</b>	1. Ratio of representation or accessibility of the country's regions in the activities (if persons involved in activities during one year are represented from at least 10 economic regions of the country, this is a 100% result under this indicator)	20
	2. Targeting the activity at corruption issues that exist in the relevant body (institution) and are relevant to society, and at the manner of resolving them (if at least 10 corruption-risk or problem areas relevant to the relevant body (institution) or society are analysed and explained in the activity, this is a 100% result under this indicator)	30
	3. Targeting the activities specifically at citizens (without officials) and the ratio of citizens' participation in the activities	30
	4. Verification, at the end of the activity through a questionnaire survey, of the effectiveness of the activity for participants (whether the information is clear, comprehensive, relevant to the topic of the activity and useful for participants)	10
	5. Studying participants' literacy in combating corruption by questionnaire survey before and after the activity	10
	Note: Each different video, booklet or other informative material gives an additional 1% indicator under this measure (not exceeding 20%)	
<b>Outcome indicators</b>	1. Number of activities carried out and persons involved in them by years	
	2. Results of surveys conducted to study the literacy of persons involved in the relevant activities in the field of combating corruption before and after their involvement in the activity	
<b>Impact indicators</b>	1. Increased literacy in combating corruption	
	2. Formation of an anti-corruption conduct model	

**6.10. Continuously and systematically informing the international community about achievements made in our country in the field of combating corruption, promoting internationally the achievements of ASAN, DOST and other exemplary public services and the positive experience acquired by the country as a result of their successful application, and strengthening the country's international image**

<b>Implementing bodies and implementation 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 result</b>	Regularly summarising the achievements made in our country in the field of combating corruption
<b>Interim result</b>	Organising measures to promote the achievements of exemplary public services as positive national practice at international level

<b>Final result</b>	Informing the international community about achievements made in the field of combating corruption	
<b>Input indicators</b>	1. Expenditure on material resources (material and technical means, including computers, printers, software, office supplies, other goods and commodities)	
	2. Expenditure on human resources	
<b>Output indicators and scores</b>	1. Printing informative sessions or publications for promotional purposes (10 publications or sessions during the year is a 100% result under this indicator)	30
	2. Broadcasting a promotional innovative session or publication in at least 10 foreign countries during the year (broadcasting a session or publication in 10 foreign countries during the year is a 100% result under this indicator)	30
	3. Indication in the promotional session or publication of the specific positive practices achieved by ASAN, DOST and other exemplary public services that do not exist in the relevant foreign country or are attractive for application in that foreign country	40
<b>Outcome indicators</b>	1. Number of relevant applications from foreign states wishing to benefit from the ASAN, DOST and other positive practices of our country, or relevant bilateral agreements or memoranda on the exchange of experience	
	2. Amount of additional revenues received by the state budget as a result of the “export” of experience abroad	
	3. Number of informative sessions or publications for promotional purposes by relevant years	
	4. Number of positive news items and information about ASAN, DOST and other positive practices shared by foreign media outlets and on social networks by relevant years	
	5. Increase of the Republic of Azerbaijan’s reputation in relevant foreign countries as a result of the “export” of experience abroad, that is, the number and results of bodies (institutions) that began operating in those countries on the basis of ASAN, DOST and other positive practices and achieved success in their activities	
	6. Increase of the Republic of Azerbaijan’s reputation in international organisations as a result of the “export” of experience abroad, that is, recognition by relevant international organisations of ASAN, DOST and other positive practices as exemplary public-service models	
<b>Impact indicators</b>	1. Improvement of the Republic of Azerbaijan’s indicators in international anti-corruption rankings	
	2. Strengthening the positive image of the Republic of Azerbaijan formed in foreign countries	



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