



## **COUNCIL OF EUROPE**

### **PROJECT: Support to anti-corruption strategy of Azerbaijan (AZPAC)**

**CoE project No. 2007/DG1/VC/951**

#### **Workplan of Activities**

Version of 22 November 2007

The main project partner from the Azerbaijan side will be the Commission on Combating Corruption (hereinafter Commission), which will play the key role in the national anti-corruption effort (Output 1).

Project beneficiaries will also include:

- Ministry of Justice (Output 2)
- Ministry of Taxes (Output 3 and 4)
- Civil Service Commission (Output 4)
- National Bank and future Financial Investigation Unit (Output 3)

**The project will operate at the national level through cooperation with the Commission on Combating Corruption and beneficiaries and at the international level promoting international cooperation, networking and exchange of information.**

<b>Overall objective</b>	<b>To contribute to democracy and the rule of law through the prevention and control of corruption in Azerbaijan in accordance with European and other international standards and GRECO and MONEYVAL recommendations.</b>				
<b>Project objective</b>	To enhance the implementation of GRECO and MONEYVAL recommendations and compliance with European and international anti-corruption standards				
<b>Indicators</b>	Level of compliance with the Council of Europe Criminal Law Convention on Corruption; Level of compliance with the GRECO and OECD/ACN recommendations; Level of implementation of Council of Europe and other international standards in the fight against corruption; Level of implementation of the measures of the new Anti-corruption Strategy and Action Plan;				
<b>Assumptions</b>	Positive trend in future corruption perception indices, including Transparency International's CPI and Freedom House, as well as WB Governance indicators, and other surveys, including those done in the framework of the project. Continuous commitment of the government of Azerbaijan to the implementation of the Anti-Corruption Action Strategy and Action Plan				
<b>Output 1</b>	<b>Strategic anti-corruption framework improved in line with GRECO recommendations and good practices.</b>				
<b>Indicators</b>	Strategy and Action Plan have been drafted, and are perceived to have been drafted, in a transparent and participatory process, involving a multitude of stakeholders, including civil society, and incorporating their input ;  The Commission is working, and is perceived to be working, in a transparent and participatory way				
<b>Assumptions</b>	Government and Commission are committed to opening the implementation process of the new Anti-corruption Strategy and Action Plan to a wide variety of stakeholders, including civil society				
<b>Level</b>	<b>Description</b>	<b>Action</b>	<b>Time/Venue</b>	<b>CoE Inputs</b>	<b>Local Inputs</b>
<b>Activity 1.1</b>	Introduction of the new Anti-corruption Strategy and its Action Plan <sup>1</sup>	Five seminars on awareness raising at regional level, as one day activity.	Baku - February 2008 Ganga- May 2008 Quba – December 2008 Sungayit- February 2009 Lankeron- May 2009	Administrative Arrangements and Support  LTA (activity leader) with support of LPO and PMU	5 National Experts (1 per activity)
<b>Activity 1.2</b>	Support the Commission on Combating Corruption (CCC) during the GRECO evaluation and	One RTD and support of the Azerbaijani GRECO delegation on compliance with the procedures	Baku, December 2007 – April 2008	Administrative Arrangements and Support	CCC

<sup>1</sup> Decreed on 27 July 2007

	compliance reporting	(advice, translations, increase participation of delegation on Azerbaijani sessions)	Baku, August 2009	LTA (activity leader) and one CoE expert / member of the PMU  LPO	
<b>Activity 1.3</b>	Assist the relevant government authorities and institutions on implementing the relevant measures against corruption within the new Anti-corruption Action Plan	Provision of documentation; and research programmes and practice literature/models on relevant issues of implementing the national strategy against corruption	Baku, June 2008	LTA (activity leader) with support of LPO and PMU Translation of documents and Research Programmes	1 National Expert / 2 days CCC
<b>Activity 1.4</b>	Develop a template system of guidelines on reporting and monitoring tools from the Commission/Cabinet of Ministers vis-à-vis all relevant institutions.	Establishment of the Working Group on elaboration of the guidelines and tools.	Baku, March 2008	Administrative Arrangements and Support  LTA (activity leader) with support of LPO and PMU	CCC
<b>Activity 1.5</b>	Support by advice and share of practice with the AC Commission on drafting and conducting Surveys on AC perception and attitudes. (Law enforcement and general attitude of public surveys).	Seminar on the provision and explanation of TORs to the CCC on the types and modalities of surveys that are planned to be carried out by the CCC on annual basis.	Baku, July 2008	Administrative Arrangements and Support  LTA (activity leader) with support of LPO and PMU	1 National Expert / 2 days CCC
<b>Activity 1.6</b>	Provision of equipment to the CCC and its legislative Working Group.	Assessment of needs to be carried out prior to IT provision and in line with contractual procurement rules of CoE/USAID  Delivery of IT equipment/office furniture as assessed by the CCC.	April 2008  October 2008	Administrative Arrangements and Support  LTA (activity leader) with support of LPO and PMU	CCC  Local IT consultant
<b>Output 2</b>	<b>Draft laws/amendments to improve domestic legislation elaborated in cooperation with relevant partner institutions and benchmarking against international standards in the fight against corruption and efficient implementation of the relevant legislative framework</b>				
<b>Indicators</b>	International monitoring reports acknowledge progress made by Azerbaijan in complying with standards and in filling legislative gaps. New legislation introduced has been feasibility studied prior to introduction, and has started to be implemented in a tangible and sustainable way. Introduction of a Compliance Matrix for anti-corruption, and money laundering legislation and other relevant legislation with benchmarking parameters progress measuring takes place against the international standard observance				

<b>Assumptions</b>	Delays in drafting legislation and adoption procedures from the government and the parliament are avoided and prevented; Conduction of financial and institutional feasibility studies on the need of the legislation and its Implementation aspects				
<b>Level</b>	<b>Description</b>	<b>Actions</b>	<b>Time / Venue</b>	<b>CoE inputs</b>	<b>Local inputs</b>
<b>Activity 2.1</b>	Training on Treaty Law implementation at the domestic level with reference to all relevant anti-corruption conventions and instruments	2 day training seminar for Legal Drafting Department of all concerned ministries and the CCC working groups.	Baku, December 2008	Administrative Arrangements and Support  2 International Experts /4 days	1 National Experts / 2 day  CCC
<b>Activity 2.2</b>	Advice and/or RTD in support the elaboration of draft laws on: 1. TBC 2. TBC 3. TBC 4. TBC	Four activities in format of expertise reviews/or expert opinions/RTDs / workshops on the anti-corruption relevant legislation under the government the new State Programme on Combating Corruption (2007-2011)	Baku, 2008-2009	Administrative Arrangements and Support  LPO and PMU  4 International Experts / 6 days	1 National Expert / 2 days  CCC
<b>Activity 2.3</b>	Review of national legislation on its compliance with the provisions of the CoE Civil Law and Criminal Law Conventions on Corruption and UNCAC.	Expert Review and Opinion on the compliance of the domestic legislation and treaty law requirements subsequent to ratification of the three mentioned conventions.	Baku, September –December 2008	Administrative Arrangements and Support  LPO and PMU  2 International Experts / 6 days	1 National Experts / 2 days  Cabinet of Ministers Ministry of Justice  CCC
<b>Activity 2.4</b>	Elaboration of a 'compliance matrix' for the domestic legislation and institutional set-up in line with the relevant international legal instruments	Preparation of compliance matrix' following the expert review and recommendations, a 'is prepared in order to lead legislative reforms on each concerned areas	January-April 2009	Administrative Arrangements and Support  LTA (activity leader) with support of LPO and PMU  1 International Expert / 4 days	1 National Expert / 4 days  Cabinet of Ministers Ministry of Justice  CCC
<b>Activity 2.5</b>	Elaboration of legislative guidelines and recommendations issued by the	Expert workshop on the follow up legislative reforms in line with the	Baku, June 2009	Administrative Arrangements and Support	1 National Expert / 3 days

	3 <sup>rd</sup> Round GRECO Evaluation Report.	recommendations issued by the 3 <sup>rd</sup> Evaluation Report of GRECO on the themes of: Financing of Political Parties and Electoral Campaigns and Criminalisation of Corruption.		LTA (activity leader) with support of LPO and PMU  1 International Expert / 3 days	Ministry of Justice  CCC
<b>Output 3</b>	<b>Establishment of a network and system to prevent the use of the financial system for money laundering and terrorism financing purposes and enable the authorities of Azerbaijan to cooperate nationally and internationally in fighting money laundering and terrorism financing in accordance with European and international standards</b>				
<b>Indicators</b>	<ul style="list-style-type: none"> <li>▪ Progress acknowledged by MONEYVAL, Azerbaijan taken off Stage 2 monitoring and of compliance procedure</li> <li>▪ Number of participants in training activities</li> <li>▪ Evaluation/feedback from participants confirms usefulness of training</li> <li>▪ FIU working according to operational guidelines</li> <li>▪ Number of MoUs concluded with FIUs of other countries</li> </ul>				
<b>Assumptions</b>	Continuous commitment of the government of Azerbaijan to establish a Financial Intelligence Unit (FIU) and to make it operational; Preliminary measures for new institutional structures are already expecting				
<b>Level</b>	<b>Description</b>	<b>Actions</b>	<b>Time / Venue</b>	<b>CoE inputs</b>	<b>Local inputs</b>
<b>Activity 3.1</b>	In-country multidisciplinary training course(s) for financial intelligence officers, and other relevant cooperating agencies' adjudication of cases of economic crime and in particular of corruption and money laundering	Joint Certified 4 Multi-disciplinary trainings, every six months including the following institutional participation: - Ministry of Tax; - National Bank; - Prosecution; - FIU; - Law Enforcement Officers; - Ministry of Finance; - Customs; - Chamber of Audit.	Baku, February 2008  Baku, July 2008  Baku, January 2009  Baku, June 2009	Administrative Arrangements and Support  LTA and LPO and PMU  4 International Experts / 2 days	1 National Expert / 2 days  CCC
<b>Activity 3.2</b>	In country multi-disciplinary training course(s) on the use of special investigative means (SIMs) for all relevant agencies (including national bank officers, members of the new upcoming FIU, auditors and tax officials) in light of European	Joint & Certified 4 Multi-disciplinary trainings, every six months including the following institutional participation: - Ministry of Tax; - National Bank; - FIU;	Baku, March 2008  Baku, September 2008  Baku, February 2009	Administrative Arrangements and Support  LPO and PMU	1 National Expert / 2 days  Future FIU Institution

	standards and ECHR case-law when combating economic crime, reporting on corruption, suspicious financial transactions and inter-agency cooperation.	- Law Enforcement Officers; - Ministry of Finance; - Customs	Baku, July 2009	4 International Experts / 2 days	
<b>Activity 3.3</b>	Training for Judges related to economic crime (corruption and money laundering)	One day training on case study proceedings with relevance to corruption and money laundering related offences.	October 2008	Administrative Arrangements and Support  LPO and PMU  1 International Expert / 2 days	1 National Expert / 2 days CCC Judicial Legal Council
<b>Activity 3.4</b>	Support to establishment of FIU through delivery of relevant material (standards and best practices) in Azerbaijan language	<i>This activity will be determined after the adoption of the AML law</i>			
<b>Activity 3.5</b>	Support to organisational set-up of the new FIU by providing guidelines and tools on the organigramme, job descriptions, Manual of Operations, Rules of Procedure, and elaboration of a training strategy for all FIU officers	<i>This activity will be determined after the adoption of the AML law</i>			
<b>Activity 3.6</b>	Study visit(s) for new FIU staff responsible for international cooperation to 2 other FIUs of European countries to promote the initiation of operational Memoranda of Understanding.	<i>This activity will be determined once the FIU is established</i>			
<b>Output 4</b>	<b>Enhancement of capacities for the prevention of corruption through micro-system studies and through institutionalizing efficient management of ethics' provisions and conflict of interest in the public service</b>				
<b>Indicators</b>	<ul style="list-style-type: none"> <li>▪ Repeat assessment figures show an improvement in the levels of awareness and knowledge about policy reforms introduced;</li> <li>▪ Number and portfolio of participants in training;</li> <li>▪ Number and content of micro system studies;</li> <li>▪ Feedback reforms that could and may be initiated due to outcomes of system studies;</li> <li>▪ Evaluation/feedback from participants in training and participatory institutions in micro system studies confirms usefulness</li> </ul>				
<b>Assumptions</b>	Institutional cooperation is sustainable and continuous with the Commission;				

Political will to undertake trainings and micro system studies is present and facilitates all the process and activity outcomes					
Level	Description	Actions	Time / Venue	CoE inputs	Local inputs
<b>Activity 4.1</b>	Conduction of 3 repeat micro-system studies in order to identify corruption-prone areas, and recommend measures for systemic improvement aimed at preventing corruption and increasing application of efficient rules on ethics and streamlining procedures	<p>One Micro-System Study at the Ministry of Tax;</p> <p>One Micro-System Study at the Ministry of Health or Education</p> <p>One Ministry to be determined by the CCC</p>	<p>Initiation of the 3 Actions at the same time (within 6 months):</p> <p>September 2008- March 2009</p>	<p>Administrative Arrangements and Support</p> <p>LTA (activity leader) with support of LPO and PMU</p> <p>3 International Experts / 6 days</p> <p>Publication of Studies and Micro-system reports</p>	1 National Expert / 6 days CCC
<b>Activity 4.2</b>	Introduce Integrity Test to contribute to the strengthening of capacities for the prevention of corruption within the Ministry of Taxes	Elaborate the integrity test as a pilot within the Ministry of Tax and in cooperation with the Internal Audit and the Department of the Security within the MoT	January –September 2009	<p>Administrative Arrangements and Support</p> <p>LTA (activity leader) with support of LPO and PMU</p> <p>2 International Experts / 5 days</p> <p>Publication of Integrity Test</p>	Ministry of Tax
<b>Activity 4.3</b>	Contribute to the continuing legal Education for Judiciary on prevention of corruption within the Judiciary through introduction / training on the concept of Integrity tests in the judiciary as one of the best practices.	One day training on issues related to criminalisation and prevention of corruption	Baku, May 2009	<p>Administrative Arrangements and Support</p> <p>LTA and LPO and PMU</p>	2 National Experts from CCC / 2 days  Judicial Legal Council.
<b>Activity 4.4</b>	Support the elaboration and implementation of a national strategy (and action plan) with respect to training on ethics and conflict of interest for the Civil Service Commission.	Workshop on drafting and assessment of training needs and modalities for the Civil Service Commission.	Baku, January 2008	<p>Administrative Arrangements and Support</p> <p>LTA and LPO and PMU</p> <p>1 International Expert / 3 days</p>	Civil Service Commission CCC
<b>Activity 4.5</b>	Provision of pilot trainings and methodology with relevance to the Ethics, Appraisal and Performance	Three Pilot Trainings	Baku, February 2008 June 2008	Administrative Arrangements and Support	Civil Service Commission CCC



	Assessment		November 2008	LTA and LPO and PMU 3 International Experts / 3 days	
<b>Activity 4.6</b>	Elaboration of guidelines for reporting corruption and protection of whistle blowers within the civil service administration	One Day Training /Activity	Baku, February 2009	Administrative Arrangements and Support LTA (activity leader) with support of LPO and PMU	Civil Service Commission CCC