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| **EITI ARMENIA**  **COMMUNICATIONS**  **STRATEGY AND ACTION PLAN** |
| **April 30, 2018**  *Prepared by*  American University of Armenia’s  Center for Responsible Mining  *For*  The Republic of Armenia’s EITI Multi-Stakeholder Group  *Within the framework of the*  “Support to Enhance Armenia's Capacity to Implement EITI and to Increase Transparency and Accountability in Mining Licenses and Contracts”  *Project funded by*  The British Embassy Yerevan |
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Table of Contents

[Acronyms 4](#_Toc512958395)

[1. INTRODUCTION 5](#_Toc512958396)

[1.1. EITI IN ARMENIA 5](#_Toc512958397)

[1.2. NEED FOR A COMMUNICATIONS PLAN 5](#_Toc512958398)

[1.3. METHODOLOGY 6](#_Toc512958399)

[2. FRAMING COMMUNICATIONS FOR EITI ARMENIA 7](#_Toc512958400)

[2.1. OVERARCHING GOAL AND KEY ELEMENTS 7](#_Toc512958401)

[2.2. COMMUNICATIONS OVER TIME 8](#_Toc512958402)

[3. NATIONAL COMMUNICATION 10](#_Toc512958403)

[3.1. NATIONAL STAKEHOLDERS AND TARGET GROUPS 10](#_Toc512958404)

[3.2. NATIONAL COMMUNICATION CHANNELS 11](#_Toc512958405)

[3.3. RECOMMENATIONS ON DEVELOPING NATIONAL MESSAGES 11](#_Toc512958406)

[4. INTERNATIONAL COMMUNICATION 16](#_Toc512958407)

[4.1. INTERNATIONAL STAKEHOLDERS AND TARGET GROUPS 16](#_Toc512958408)

[4.2. INTERNATIONAL COMMUNICATION CHANNELS 17](#_Toc512958409)

[4.3. INTERNATIONAL MESSAGES 19](#_Toc512958410)

[5. EITI ARMENIA WEBSITE AND E-REPORTING PORTAL 20](#_Toc512958411)

[6. INTERNAL COMMUNICATION 22](#_Toc512958412)

[6.1. COMMUNICATION BETWEEN THE EITI ARMENIA COORDINATING OFFICE AND MSG 22](#_Toc512958413)

[6.2. COMMUNICATION AMONG MSG MEMBERS 23](#_Toc512958414)

[6.3. COMMUNICATION BETWEEN MSG MEMBERS AND ITS WIDER CONSTITUENCY 23](#_Toc512958415)

[6.4. ENSURING EITI ARMENIA STAFF AND MSG MEMBERS ARE WELL-INFORMED 23](#_Toc512958416)

[7. BRANDING AND LANGUAGES 25](#_Toc512958417)

[7.1. BRANDING 25](#_Toc512958418)

[7.2. USING TAGLINES AND BOILERPLATE TEXT 26](#_Toc512958419)

[7.3. MAKING BRANDING MATERIALS AVAILABLE TO THE PRESS 27](#_Toc512958420)

[7.4. ENHANCING BRANDING 27](#_Toc512958421)

[7.5. LANGUAGES 28](#_Toc512958422)

[8. MONITORING AND EVALUATION 29](#_Toc512958423)

[9. COMMUNICATION ACTION PLAN 30](#_Toc512958424)

[9.1. EITI ARMENIA COMMUNICATION ACTION PLAN WITH FUNDING IN PLACE 30](#_Toc512958425)

[9.2. ADDITIONAL COMMUNICATIONS ACTIVITIES STAKEHOLDERS ARE ENCOURAGED TO UNDERTAKE 31](#_Toc512958426)

[APPENDICES 33](#_Toc512958427)

[1. NON-GOVERNMENTAL ORGANIZATIONS IN ARMENIA 34](#_Toc512958428)

[2. INTERNATIONAL ORGANIZATIONS IN ARMENIA 38](#_Toc512958429)

[3. RELEVANT GOVERNMENTAL AGENCIES IN ARMENIA 40](#_Toc512958430)

[4. ACADEMIC INSTITUTIONS IN ARMENIA 41](#_Toc512958431)

[5. METAL MINING LICENCSE HOLDERS IN ARMENIA (2015, 2016, and 2017) 42](#_Toc512958432)

[6. ACCOUNTING, FINANCIAL AUDTING, AND LEGAL COUNSEL FIRMS 47](#_Toc512958433)

[7. NATIONAL MEDIA OUTLETS 49](#_Toc512958434)

[8. DIASPORA MEDIA OUTLETS 51](#_Toc512958435)

[9. INTERNATIONAL MEDIA OUTLETS 52](#_Toc512958436)

[10. INTERNATIONAL PLATFORMS AND MEMBERSHIP ORGANIZATIONS 53](#_Toc512958437)

[11. INTERNATIONAL MEETINGS, CONFERENCES, SYMPOSIUMS 54](#_Toc512958438)

[12. GLOBAL CIVIL SOCIETY ORGANIZATIONS WITH RELEVANT FOCUS 55](#_Toc512958439)

[13. SPECIALIZED INTERNATIONAL PUBLICATIONS 56](#_Toc512958440)

[14. MANAGEMENT-CONSULTING FIRMS WITH MINING PRACTICE 57](#_Toc512958441)

[15. EIGHT NATIONAL EITI COMMUNICATION STRATEGY DOCUMENTS COMPARED 58](#_Toc512958442)

[16. COMMUNICATION THEMES PER USAID’S “ENHANCED TRANSPARENCY IN THE MINING SECTOR PROJECT” 59](#_Toc512958443)

[17. BACKGROUND ANALYSIS AND RECOMMENDATIONS FOR EITI ARMENIA WEB PORTAL 61](#_Toc512958444)

# Acronyms

ADB Asian Development Bank

AUA American University of Armenia

CIS Commonwealth of Independent States

CRM AUA Center for Responsible Mining

CSAP Communications Strategy and Action Plan

CSO Civil-society organization

EAEU Eurasian Economic Union

EBRD European Bank for Reconstruction and Development

EDB Eurasian Development Bank

EITI Extractive Industries Transparency Initiative

EU European Union

FAQ Frequently asked question

GIZ Gesellschaft für Internationale Zusammenarbeit GmbH, German development agency

IMF International Monetary Fund

KfW Kreditanstalt für Wiederaufbau, German development bank

LIRAP Legal and Institutional Review and Action Plan for Armenia

MEINR RA Ministry of Energy Infrastructure and Natural Resources

MFA RA Ministry of Foreign Affairs

MNP RA Ministry of Nature Protection

MoEDI RA Ministry of Economic Development and Investment

MoF RA Ministry of Finance

MoJ RA Ministry of Justice

MSG Multi-Stakeholder Group

NGO Non-governmental organizations

SS EITI Scoping Study for Armenia

TOR Terms of Reference

UK United Kingdom of Britain

UN United Nations

US United State of America

WB World Bank

# INTRODUCTION

## EITI IN ARMENIA

The Extractive Industries Transparency Initiative (EITI) is a global standard for the good governance of oil, gas and mineral resources. The EITI Standard is implemented by 52 countries. Armenia became a candidate country on 9 March 2017 with the EITI International Board’s approval of Armenia’s application. The Republic of Armenia is required to publish its first EITI Report within 18 months of becoming a candidate (i.e., by 9 September 2018).

By joining the Initiative, the Government of Armenia commits to publish information on financial flows and ensure greater transparency of the extractive sector. To accomplish this it has established a Multi-Stakeholder Group (MSG) comprising three groups: government representatives, civil-society representatives, and extractive or industry representatives. The MSG, EITI’s key decision-making body, has developed a workplan, outlining the range of issues that should be addressed by the Armenian EITI. The workplan adopted by Armenia’s MSG addresses the following issues:

* Financial transparency of the sector,
* Disclosure of beneficial owners of the mining companies,
* Forming a culture of social and environmental responsibility in the mining sector,
* Development of institutional capacities, and
* Increasing public awareness and understanding of EITI.

All means by which these issues are addressed should be done with full engagement of the MSG members, as well as be accessible to the general public.

## NEED FOR A COMMUNICATIONS PLAN

Within the frames of the “Support to Enhance Armenia's Capacity to Implement EITI and to Increase Transparency and Accountability in Mining Licenses and Contracts” funded by The British Embassy Yerevan, the AUA Center for Responsible Mining has developed this Communications Strategy and Action Plan (CSAP) for EITI Armenia’s MSG.

The EITI Standard 2016 states that one of the roles and responsibilities of the Multi-Stakeholder Group is to undertake effective outreach activities with civil society groups and companies. Such outreach includes communication through media, website and letters, informing stakeholders of the government’s commitment to implement the EITI, and the central role of companies and civil society. The Multi-Stakeholder Group should also widely disseminate the public information that results from the EITI process such as the EITI Report.[[1]](#footnote-1)

Furthermore, and critically, communication is necessary in order to become EITI compliant. A number of the EITI validation criteria make either explicit mention of communications activities or would be very difficult to achieve without effective communication.[[2]](#footnote-2) The communications functions required or needed for effective implementation of EITI in a country include calls for participation (e.g., on the MSG), offering information and disclosures, generating debate and discussion, or receiving input and advice on the promises and achievements of EITI.

EITI is an ambitious initiative for a country to undertake. It deals with the complex industry of extractives. It deals with tax, financial, contracting, license transparency, production and other disclosures that are highly technical and opaque. These point to the need to have a communication plan that can inform, engage, and build trust.

## METHODOLOGY

The methodology of developing the EITI Communications Strategy and Action Plan included:

* *Review of international examples.* Eight communication strategies of other countries were reviewed (Albania, Azerbaijan, Germany, Ghana, Liberia, Nigeria, UK, Kazakhstan) their approaches and structures analyzed. Study of global experience from EITI member countries was carried out to make recommendations and provide technical support to EITI MSG on developing Communication Strategy effective for Armenia.
* *Review of EITI websites of seven countries.* The websites of seven countries (Kazakhstan, Germany, Ukraine, the US, Indonesia, the Philippines, and Mongolia) were reviewed for content and user experience. The content parameters included availability and completeness of information, ease of understanding of information presented (use of infographics, etc.), and others. The user-experience parameters included number of languages, page loading speed, visual simplicity, and more.
* *Discussions and interviews with MSG working group members.* Meetings and discussion with a MSG working group on EITI Communication Strategy took place to define structure and key elements of the strategy. The working group consisted of the representatives from the government, civil-society organizations (CSOs) and extractive-industry companies. The communication strategy’s structure, key messages and target audiences were agreed upon and incorporated in this paper.
* *Review of EITI requirements and guidelines.* EITI standard 2016 (point 7) requires the data on extractive industry to be not only disclosed and accessible to the public but also be comprehensible and ensure public debate. The considerations to raise public awareness on the benefits of EITI and to make communication clear and understandable was reflected in the Strategy.

# FRAMING COMMUNICATIONS FOR EITI ARMENIA

Engaging the public and stakeholders in debates and discussions on the member country’s extractive sector is a cornerstone of the EITI Standard. The EITI process clearly specifies that key information about the governance of the sector be reported annually alongside recommendations for improving sector governance. This information must be widely disseminated to inform public debate and ensure that recommendations are followed up. Communication is an essential part of EITI compliance and plays a key role in a country’s validation process.

The EITI Standard requires that the EITI process in a country shall include public debate (Requirement 7.1) and offer data accessibility to the public (Requirement 7.2). The Standard also has a section devoted to the Open Data Policy. Public engagement is seen as critical to implementation of the annual reports’ recommendations and follow-up actions (7.3 and 7.4). Greater engagement of the public and media will support the MSG in meeting EITI’s requirements to act upon lessons learned; to identify, investigate and address the causes of any discrepancies; and to consider the recommendations resulting from EITI reporting.

## OVERARCHING GOAL AND KEY ELEMENTS

This Communications Strategy and Action Plan (CSAP) specifies ways in which EITI Armenia can ensure compliance with the letter and the spirit of the EITI Standard with respect to openness and accountability as well as public debate and engagement. The overarching goal of an EITI communications strategy is to support open and accountable governance of the extractive sector and ensure effective public debate and engagement to enable reforms. To do this, the CSAP will focus on several levels and key elements to ensure effective and comprehensive communication for EITI Armenia (Figure 1).

Figure 1. High-level architecture of the EITI Armenia’s Communications Strategy and Action Plan



The key levels and elements critical to EITI Armenia’s communications include:

1. **National communication** – Communication with stakeholders in Armenia’s mass media, civil society, mining communities, industry, government agencies, and other stakeholders interested in mining issues, e.g., academics, accounting, legal firms, etc.
2. **International communication** – Communication with mining industries worldwide, foreign investors, donors, international NGOs, Armenian Diaspora, and the EITI Secretariat in Oslo.
3. **EITI Armenia website** – Using the EITI Armenia web portal as a communication channel and tool across all domains. The portal shall also enable reporting of data by all EITI reporting businesses and governmental entities.
4. **Internal communication** – Communication among MSG members and between MSG members and their constituents. In addition, communication between MSG and the EITI Armenia coordinating office. This includes communication that will enable all MSG members and key EITI personnel to be sufficiently informed to act as ambassadors of EITI.
5. **Branding and languages** – Discussion of logos, taglines, fonts, colors, letterheads and stationary, boilerplate texts, signage and banners, presentation templates, report templates, email signatures, fact sheets to ensure consistent and recognizable communication that yields attention, trust, and engagement. This component will also address the issue of languages for EITI Armenia.

## COMMUNICATIONS OVER TIME

The proposed CSAP organizes communications primarily based on key periods or stages of the EITI process in Armenia. Over the next 2.5 years, EITI Armenia has eight stages, related to preparations for implementation of EITI, reporting, validation, and others (see Table 1). Each of these periods presents its own unique communications challenges and opportunities. After 2.5 years, EITI Armenia can revisit its communications strategy, though many activities could reasonably be expected to remain the same.

Table 1 summarizes these eight periods. It proposes objectives for each. Each of the periods and its corresponding objectives may have national, international, website-related, and internal communications, and branding activities.

Table 1. Overview of EITI Armenia’s Communications Strategy by key periods and levels/elements

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No. | Period (Dates) | Key communications objectives | Nat’l | Int’l | Web | Internal | Branding |
| I | Legislative changes and prep for company and government reporting (Jan-June 2018) | 1. EITI reporting entities are prepared to report (using online forms) financial and other data per requirements of EITI and RA legislation | 🗸 |  | 🗸 |  |  |
| 1. Key stakeholders are informed and engaged | 🗸 | 🗸 |  |  |  |
| 1. General public is informed about EITI Armenia | 🗸 | 🗸 |  |  |  |
| 1. EITI Armenia website launched |  |  | 🗸 |  |  |
| 1. Have consistent branding and style |  |  |  |  | 🗸 |
| II | Preparation of 1st EITI Armenia Report (May-September 2018) | 1. Timely and complete collection of information from reporting entities | 🗸 |  |  |  |  |
| III | Release of 1st EITI Armenia Report  (September 2018) | 1. Wide and comprehensive coverage of the Report in mass and trade media | 🗸 | 🗸 |  |  |  |
| 1. Engagement of affected communities, CSOs, industry, academia, experts | 🗸 |  |  |  |  |
| IV | Post-report Period (October-December 2018) | 1. Engagement of affected communities, CSOs, industry, academia, government, experts (including on beneficial ownership reporting) | 🗸 |  |  |  |  |
| V | Preparation of 2nd EITI Armenia Report (Jan-Aug 2019) | 1. Engagement of affected communities, CSOs, academia, experts |  |  |  |  |  |
| 🗸 |  |  |  |  |
| VI | Validation visits (September-October 2019) | 1. Mass media coverage of validation process | 🗸 | 🗸 |  |  |  |
| 1. Informed media and CSO on disclosure of **beneficial ownership** |  |  |  |  |  |
| VII | Release of 2nd EITI Armenia Report (Nov 2019) | 1. Wide and comprehensive coverage of the Report in mass media | 🗸 | 🗸 |  |  |  |
| 1. Engagement of affected communities, CSOs, industry, academia, experts | 🗸 | 🗸 |  |  |  |
| VIII | Post-2nd report period (Election of new MSG members + Launch of the Beneficial Owner Registry (November-December 2019) | 1. Disseminating information on new MSG members | 🗸 |  |  |  |  |
| 1. Training of new MSG members |  |  | 🗸 | 🗸 |  |
| 1. Informed stakeholders on the use of the Register of Beneficial Owners | 🗸 |  |  |  |  |
| 1. Revisit Communications Strategy | 🗸 | 🗸 | 🗸 | 🗸 | 🗸 |

# NATIONAL COMMUNICATION

The overall aim of EITI Armenia’s national communication should be to ensure key stakeholders and target audiences are informed and effectively engaged in the country’s extractive-sector governance debates and discussions. This requires using appropriate channels of communication, organizing timely and relevant actions, and effectively delivering messages that will enhance stakeholder engagement in the sector.

## NATIONAL STAKEHOLDERS AND TARGET GROUPS

EITI Armenia has outreach and awareness-raising requirements for the general public. This is done primarily through engaging mass media. In the meantime, however, many of the EITI Armenia’s communications activities will have to target specialized groups as the topics may be technical or be of greater concern to a certain group (e.g., affected communities or CSOs). At the national level, the specialized target groups include:

Business

* Metal mining companies and investors (including banks, stock exchange, etc.)
* Accounting/auditing and legal advisory firms
* Professional groups directly or indirectly related to the mining sector (e.g., trade groups, management consulting companies, etc.)

Government

* National authorities (ministries, state committees)
* Provincial (marz) authorities
* Local governments of communities affected by mining activities

Civil Society and Affected Communities

* Residents of affected communities,
* CSOs in anti-corruption, good governance, community finance, economic development, socially responsible business, environmental protection, and other areas

Media

* Specialized media (e.g., business and financial reporters or investigative journalists)
* Professional or trade journals
* Mass media (this is usually to reach out the general population but could also reach more specific targets in business, civil society, etc.)

Academia

* Students, lecturers, researchers, and members of academia specialized in business, finance, mining, environment, social development, corporate and public-sector governance, etc.

Internationals in Armenia

* Bilateral donors and development agencies in Armenia (e.g., USAID, GIZ, KfW, etc.) and multinational organizations and IFI’s in Armenia (EU, UN, IMF, WB, ADB, EBRD, EDB, etc.)
* Foreign embassies

Appendices 4-10 list the companies, organizations, or agencies related to each of the above target groups. Each of these target groups will have its preferred communications channels and messages. In the subsequent sections these will be discussed further. The concluding section of the national communication strategy will propose target groups, communication channels, and key messages for all the activities that serve the national communication objectives.

## NATIONAL COMMUNICATION CHANNELS

In this report a communication channel is used to mean a pathway through which information flows. Flows of information could be divided into unidirectional flows (e.g., news broadcasts, pamphlets, or newsletters) or dialectic flows (e.g., press conferences, workshops, or trainings). In a unidirectional flow, the broadcaster states information and ensures it is understood by adopting a culturally relevant and understandable style and approach. Dialectic flow could do the same but offers opportunities for the target audience to react, ask for clarifications, probe deeper, challenge the presenter, and more. Table 2 identifies frequently-used communication channels for each type. Both types of communication channels should be used for EITI Armenia.

Table 2. Two types of communication channels, both to be employed

|  |  |
| --- | --- |
| Unidirectional | Dialectic |
| * Reports and publications * Online portal or website * Factsheets or fact videos * Periodic newsletters (print or electronic) * Print posters, brochures, and handouts * Infographics (electronic) * Press releases * Press coverage (print or electronic) * Talk shows and debates on TV or radio without public input * Social media with feedback option disabled * Third-party websites * Professional and specialized journals without commenting | * Press conferences * Seminars and conferences * Public talks and debates * Trainings and workshops (including new curriculum for professionals) * Social media * Talk shows and debates on TV or radio with public input * Professional and specialized journals with feedback and reviews * Blogs or vlogs. |
|
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The communications and outreach staff person at the EITI Armenia coordinating office should ensure that the messages are crafted well, communicated effectively, and dialogues are managed adequately. In cases where these are done by groups independent of the EITI Armenia coordinating office or the MSG, the role of the EITI press/communications staff will be to monitor them to the extent possible and include them in the overall evaluation of EITI-related communications activities in Armenia. For additional discussion of this point, see Monitoring and Evaluation chapter below.

## RECOMMENATIONS ON DEVELOPING NATIONAL MESSAGES

Messages for national communication should be used to systematically create interest, raise awareness, and solicit engagement by target groups. In addition, for a number of target groups, namely, mining companies, the State Revenue Committee, local governments with mining in their communities, etc., there has to be communication that clearly conveys information about how to comply with EITI requirements and ensures the ability to report completely and accurately.

The specific messages to be delivered through any national communication action will depend on many factors, such as the stage EITI Armenia is in (i.e. report release, validation, etc.), the specific target group (e.g., EITI reporting entities, civil society, etc.), and more. In this section, a general methodology of developing national messages is proposed.

Chapter 1 above posited that the overarching aim of CSAP is to support open and accountable governance of the extractive sector and ensure effective public debate and engagement to enable reforms. To achieve this a key factor will be for EITI Armenia to be trusted and perceived as a legitimate and serious effort to reform the metal mining sector.

### General Guidelines on Message Development

Some of the initial communication actions, for instance, would not only have to inform on what EITI is but also establish trust in the EITI process in Armenia. There has to be communication about the multi-stakeholder process, discussing its challenges and successes. Also, it must continually make the case as to why this is a right path to reform the sector. The following may be useful as broad guideposts for development of messages and information:

* Avoid over-optimistic or over-pessimistic portrayals of the sector or the progress made. Be honest about the challenges ahead. But, also, be clear about successes and progress made.
* Be clear about how increased transparency can lead to greater accountability and ultimately a strong weapon against corruption.
* Be clear and comprehensible not only to specialists but also the general public. Messages have to be stated in easy to understand terms.
* Be clear about how better governance of a complex economic sector will bring about greater environmental and social responsibility.
* Be balanced in the presentation of the gains for Armenia from the sector. For instance, emphasis on EITI as primarily a path to increasing mining investment in Armenia is a message that will backfire. While this may be a result reached, the primary aim of EITI is to improve governance of the sector.

### Messages around Central Themes

There are some central themes or aims around which specific messages can be developed. For instance, one theme could be that “the Government of Armenia is committed to ensuring a high degree of transparency and accountability in the extractive sector in the country.” In March 2018, the RA National Assembly adopted a number of legislative changes that will improve the availability of information regarding mining revenues for the state, payments by companies, and mining contracts.[[3]](#footnote-3) However, it will be over-simplistic to think that such legislative changes will automatically create full transparency and adequate accountability of the sector. With some of the considerations recommended in the preceding section, it may be important not to overstate the case but stick to real progress. Very rarely, if at all, do countries go through a miraculous transformation in enhanced transparency and accountability in a span of a year or two. Typically, this is a slow and complex process. Hence to communicate that Armenia has a fully open and transparent mining sector after the first year of the EITI reporting, would be, at best, met with skepticism.

But it is a fact that Armenia has approached preparation for EITI reporting very seriously. Both UK-based consultants to the AUA Center for Responsible Mining, Messrs. Chris Nurse and Jeremy Weate, have expressed the opinion that Armenia is approaching the scoping of the EITI report more rigorously than they have seen anywhere else in the world. This is a fact that should be broadcast widely and will reinforce the key message about Armenia’s commitment.

Civil society, on the other hand, may deem that progress is slower than expected. If this is the case, CSO’s often express their dissatisfaction publicly. However, just as overoptimistic messages may be received with disbelief, so could over-pessimistic ones. For instance, the new RA Tax Code, effective in 2018, has provisions that are expected to diminish the chance of transfer pricing, a serious source of revenue loss for governments. This is a positive development that is linked to Armenia’s participation in the OECD Tax Base Erosion and Profit Shifting Project. The issue at this point is that Armenia needs to adopt appropriate sub-legislative acts that will make the transfer-pricing provisions of the Tax Code functional. Without surgically pinpointing the issue, CSO’s could be exposed to the criticism that their claims are ill-informed, over-simplistic, or possibly unfair. It will not be enough to simply say that transfer pricing is a problem in Armenia. It is a problem everywhere in the world. The focus should be on what is specifically being done and if those actions are sufficient.

Specific messages could be developed around a number of central themes or aims, which can be assessed by all sides as they see the situation (Figure 2). These themes are based on the EITI Principles and objectives as well as EITI Armenia’s workplan. Additional central themes were developed for the USAID-funded *The Enhanced Transparency in the Mining Sector Project*. These additional central themes, some of which are variations of the themes in Figure 2, are presented in Appendix 20 and may be considered by those crafting messages.

Figure 2. Central themes as a tool to develop messages

**CENTRAL EITI-RELATED THEMES OR AIMS**

* The Government of Armenia is committed to ensuring a high degree of transparency in the extractive industry, which it expects will lead to greater accountability and a tool to fight corruption.
* Armenian government is committed to making natural-resource wealth an important engine for sustainable economic growth and poverty reduction. If not managed properly, the sector can create negative economic and social impacts.
* The fact that natural resource wealth is for the benefit of a country’s citizens is in the domain of sovereign governments to be exercised in the interest of their national development.
* EITI Armenia aims to stimulate effective dialogue between government, civil society, and mining companies to advance the aims of EITI.
* Implementation of the EITI Standard in Armenia would generate greater political and economic stability. Additionally, implementation would attract investments in government and industry.
* EITI Armenia is an effective tool in combating corruption in the mining industry.
* EITI Armenia is a tool to take positive steps toward promoting the culture of responsible mining in the country, which includes environmental responsibility.

**Government**

* Government may use the opportunity to highlight the specific steps it is taking to advance these aims.

**Civil Society and Affected Communities**

* Civil society may identify shortcomings or failures on the part of government, business, or itself that prevent achieving these aims.
* Civil society could offer solutions that are not being discussed or pursued.

**Industry**

* Industry could demonstrate ways in which it is contributing to these aims.
* Industry could suggest solutions that are not discussed or pursued.

**Academia**

* Academia could systematically assess and evaluate claims.
* Academia could offer international comparisons and best practices.

### Specific Themes or “Buckets”

EITI has relatively well-defined topics around which communication messages can be developed. These include its multi-stakeholder decision mechanism, focus on making contracts and licenses public, revenue and payment data, exposition of the legal and institutional framework and reforms, and more. In Armenia, the MSG has also adopted promotion of a culture of responsible mining as a priority. Messages on any of these topics can be developed. Figure 3 shows the range of categories or “buckets” of topics around which specific messages can be crafted for EITI Armenia.

Figure 3. Categories of topics around which messages can be developed for EITI Armenia



Examples of how to use these categories of topics to generate messages may be helpful. In the initial phases of the EITI in Armenia, substantial attention will need to be focused on the first “bucket,” viz., the EITI process and its value to Armenia. Key messages to be pursued could include:

* EITI is a tool to fight against corruption, social and environmental irresponsibility, and a link to long-term economic benefits to Armenia.
* EITI Armenia employed a multi-stakeholder process with successes, though challenges must be overcome.

These proposed eight “buckets” can help journalists, economists, academics, etc. find an angle or focus for their work. An investigative journalist, for instance, can focus on Company Payments and Public Revenue Collection and Spending to seek discrepancies or figures in need of explanation. Academics may decide to focus on Production and Exploration data and ask questions about their accuracy or shortcomings. Civil society can use Mining Contract and Social Spending to ensure contract compliance and explore potential for corruption risks. Others may focus on Responsible Mining and the extent to which the analysis and the recommendations adopted by the MSG are adequate or realistic.

### Stakeholder Interests and Communication Messages

Messages will also have to be crafted keeping in mind the interests of different stakeholders and target groups. Without speaking to the interests of the stakeholders, a message is likely to be lost. Each of these groups will have their interests in Armenia’s EITI process. While some of these interests will be common across stakeholders/target groups, others will be unique to a particular group. Table 3 summarizes interests of each group. Clearly each interest would not be held by every company or entity. For instance, companies benefiting from a monopoly or monopsony position, may not wish to “level the playing field.” Likewise, not all civil-society organizations may be motivated by a common or greater good, say, “responsible use of natural resources.” There may be organizations acting as CSOs that are advancing special interests, such as that of a company or a specific political party.

Table 3. Key interests of stakeholders/target groups in Armenia’s EITI process

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Business | Government | Civil Society & Affected Communities | Media | Academia | Inter-nationals |
| Legitimate  interests | 1. Increased capital flow 2. Level the playing field 3. Clear laws and regulations 4. Increased profits 5. Maintaining positive image with customers, shareholders, and the public | 1. Increased investments 2. GDP and productivity growth 3. Employment growth 4. Increased public-sector revenues 5. Healthy population 6. Healthy environment 7. Transparent and accountable gov’t., business and civil society 8. Sustainable development | 1. Responsible use of natural resources 2. Transparent & accountable business, government, media, internationals 3. Healthy population 4. Healthy environment 5. Responsive government and business 6. Decent paying jobs and work conditions | 1. Transparent & accountable business, government, civil society, internationals 2. Free press 3. Increased readership and enlarged audience (which could lead to increased revenues) | 1. Research and curriculum on sustainable development, including responsible production and mining, business growth, employment, etc. 2. Independence of thought and academic pursuits | 1. Identifying donor assistance opportunities 2. Ensure that investments are consistent with missions of their org’s 3. Improved business environment for integrated |

Table 4 below suggests some questionable interests that the various stakeholders may have, though such problematic interests are not always generalizable to the entire target group and may be attributable to only one or a few members of a stakeholder group. It is, however, important to recognize them as they need to be kept in mind when building trust, a key objective of the first phases of communication on EITI.

Table 4. Stakeholder interests that could erode trust

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Business | Government | Civil Society & Affected Communities | Media | Academia | Inter-nationals |
| Question-able interests | Eliminating competition  Reducing costs at the expense of public health and the environment  Rent seeking (e.g., seeking subsidies, exemptions, etc. instead of improving business operations and productivity) | Creating corruption opportunities  Advancing interests of an individual or a company under the guise of public interest | Advancing interests of an individual, company, or political party under the guise of civil society | Advancing interests of an individual or company under the guise of unbiased media | Advancing biased interests | Advancing interests that harm people, the environment, and economic prospects of a country |

Each of the communication activities will have its own focus and message(s), which will be specified as each activity is developed. The above discussed overall guidelines, stakeholder interests, and “buckets” of topics should help in crafting effective messages for each activity. In total, all of these activities should aim to support open and accountable governance of the extractive sector and ensure effective public debate and engagement to enable reforms.

# INTERNATIONAL COMMUNICATION

The primary aim for EITI Armenia’s international communication is to ensure that stakeholders abroad are familiar with the EITI process in the country and the reforms it sets out to implement. More specifically this could lead to:

* Helping with Armenia’s EITI validation, which will be conducted by international experts;
* Attracting investors who are able or are mandated to work under the conditions of greater transparency and accountability;
* Signaling to international donors and governments the potential to reform a complex sector of the economy;
* Enabling civil society and academia to participate in global discussions and initiatives that a) will in turn help build in-country capacity and b) will allow critical international focus on Armenia’s reforms; and
* Informing Armenian Diaspora of reforms and soliciting critical engagement in Armenia.

For EITI Armenia’s international communication to be effective, it is essential to produce content in languages other than Armenian. While it would be beneficial to have content in several languages, due to resource constraints it is necessary to focus on the language that reaches the widest group of EITI target audiences. English is the language that will offer this opportunity. Investing in high-quality English language documents will be essential and a capacity to which the EITI MSG and the Government of Armenia should commit resources. The MSG and the Government of Armenia may also decide to produce materials in Russian if resources are available.

## INTERNATIONAL STAKEHOLDERS AND TARGET GROUPS

Internationally, the stakeholders and target groups include:

Business

* Metal mining companies and investors
* Financial auditing companies
* Professional groups directly or indirectly related to the mining sector

International Agencies, Donors, and Governments

* EITI International Secretariat
* Partner national governments (UK, US, Germany, Sweden, other EU, and more)
* International Foundations (Ford, MacArthur, Rockefeller, Soros, etc.)
* Multinational entities (UN, EBRD, ADB, etc.)

Civil Society

* International NGOs, focused on anti-corruption, good governance, community finance, economic development, socially responsible business, environmental protection, and other areas (Publish What You Pay, Natural Resource Governance Institute, Adam Smith Institute,

International Media

* Specialized media (e.g., business and financial reporters or investigative journalists)
* Professional or trade journals
* Mass media (for coverage of political and economic reforms)

Academia

* International students, lecturers, researchers, and members of academia specialized in business, finance, mining, environment, social development, corporate and public-sector governance, etc.

Armenian Diaspora

* United States and Canada
* United Kingdom, Germany, France, and other European countries
* Middle East
* Russia
* Central and South America
* Australia and Asia

Each of these target groups will have their preferred communications channels and messages. These will be discussed further in the subsequent sections. The concluding section of the international communication strategy will propose target groups, communication channels, and key messages for all the activities that serve the international communication objectives.

## INTERNATIONAL COMMUNICATION CHANNELS

As in national communication, international communication also offers two broad types of communication channels, unidirectional and dialectic. Table 5 summarizes the international communications channels available to Armenia.

Table 5. Two types of international communications channels, both to be used

|  |  |
| --- | --- |
| Unidirectional | Dialectic |
| * Reports and publications * Communiques (diplomatic, treaty/agreement compliance, etc.) * Online portal or website * Factsheets or fact videos * Periodic newsletters (print or electronic) * Info-graphics (electronic) * Press releases * Press coverage (print or electronic) * Social media with feedback option disabled * Third-party websites * Professional and specialized journals without commenting | * Meetings, conferences, and symposia * Participating as trainers internationally * Social media * Professional and specialized journals with feedback and reviews * Blogs or vlogs. |
|
|
|
|
|

The remaining part of this section identifies channels to deliver targeted communication internationally. While these are all important channels of communication, it is critical to keep in mind that EITI International Secretariat also remains a key channel (<https://eiti.org/armenia>) as will the EITI Armenia website to be launched in the near future.

### Platforms and Membership Organizations

Access to some of the channels of communication listed in Table 5, above, will become available through membership organizations for information platforms. For instance, members of the following organizations can provide content to the newsletters and press channels of these organizations:

* GOXI - <http://goxi.org/>
* International Council on Mining and Metals (ICMM) -- <https://www.icmm.com/en-gb>
* Society for Mining, Metallurgy, and Exploration (SME) -- <https://www.smenet.org/>

Members of EITI Armenia’s MSG and other stakeholders are advised to follow, communicate with, or become a member of these organizations. Appendix 10 offers additional details on these above-cited entities.

### Meetings, Conferences, Symposia

There are several international meetings and conferences where participants from Armenia can attend and make presentations, enter into discussions, and form international partnerships. For EITI purposes, the most immediately relevant forum is the EITI Board Meetings, which take place two to four times a year (<https://eiti.org/about/board-meetings>). The two meetings scheduled for 2018. The one remaining is:

* 40th EITI International Board Meeting, June 28-29, 2018, Berlin, Germany.

In addition, there are annual conferences and symposia on mining where EITI issues can be presented and discussed. The list below presents the 2018 schedule of such events. Many of these events, though, are annual and will repeat in 2019, 2020, and so on. Possible events where Armenian participants can attend and present are:

* PDAC 2018 Convention, March 4-7, 2018, Toronto, Canada (<http://www.pdac.ca/convention>) (Annual, typically held in the month of March)
* Aachen International Mining Symposium 2018, May 23-24, 2018, Aachen, Germany (<http://www.aims.rwth-aachen.de/call-for-paper>) (Annual, typically held in May of each year)
* Mining Investment Europe (2nd Annual), June 6-7 2018, Jumeirah Frankfurt, Germany (<https://www.mininginvestmenteurope.com/>) (Annual; first year held in December, second year in June)
* World Mining Congress, June 19-22, 2018, Astana, Kazakhstan (<https://www.wmc2018.org/en/congress/about-congress>) (Held every 2-3 years, season of year when held varies)
* The 5th International Open Data Conference, September 21-22, 2018, Buenos Aires, Argentina (<http://opendatacon.org>, <https://twitter.com/opendatacon>) (Biannual, season of year when held varies)
* The 18th International Anti-Corruption Conference, October 22-24, 2018, Copenhagen, Denmark (Transparency International: <https://iaccseries.org/about/>) (Typically biannual, typically held in the Fall, though there has been one exceptions)

A more complete listing of mining-related conferences and seminars is available at the following website: <http://www.infomine.com/events/>.

### Civil Society Organizations with Relevant Focus

Below are a few international civil-society organizations or networks with relevant focus. Interacting with these international organizations and networks will strengthen Armenia’s civil society and enable international communication about EITI Armenia.

* Publish What You Pay (PWYP) -- <http://www.publishwhatyoupay.org/> (EcoRight NGO is a member of this global network. EcoRight founder is Mr. Artur Grigoryan, member of EITI Armenia’s MSG.)
* IndustriALL Global Union -- <http://www.industriall-union.org/sectors-list?sectors=Base+metals>
* Natural Resource Governance Institute (NRGI) -- <https://resourcegovernance.org/>
* Transparency International (TI) -- <https://www.transparency.org/> (TI operates in Armenia under the name of Transparency International Anti-Corruption Center (TIAC). TIAC representative, Ms. Sona Ayvayan, is a member of EITI Armenia’s MSG.)
* Open Society Institute (OSI) -- <https://www.opensocietyfoundations.org/> (Open Society Foundations Armenia is country representative of OSI.)
* Global Witness -- <https://www.globalwitness.org/en/>
* Adam Smith Institute -- <https://www.adamsmith.org/>
* Oxfam -- <https://www.oxfam.org/> (Oxfam is no longer active in Armenia. Before its departure, it created OXYGEN, an organization dedicated to the aims of Oxfam.)

* Caritas -- <https://www.secours-catholique.org/> (Caritas Armenia is active. It is mostly focused on social protection, public health, community development, and disaster risk management.)

Appendix 12 offers additional details on the above-cited organizations.

### Specialized International Publications

Specialized publications can reach a target audience of experts, professionals, practitioners, and policy makers. The following are links to publications or directories of publications that EITI Armenia, civil society in Armenia, industry, government, academics and others can use.

* Mining Journal -- <http://www.mining-journal.com>
* Mining.com -- <http://www.mining.com/>
* InfoMine (Database of Magazines and Newspapers) --<http://www.infomine.com/library/links/508/publications/magazines.and.newspapers.aspx>
* InfoMine (Database of Journals) -- <http://www.infomine.com/library/links/505/publications/journals.aspx>

### Management Consulting Firms with Mining Practice

Management consulting firms can be an important information node for international investors wishing to learn more about Armenia’s mining sector and any regulatory and governance reforms. While the list of such consulting companies is long, here are four big firms with global presence:

* McKinsey -- <https://www.mckinsey.com/industries/metals-and-mining/our-insights> (the Moscow office of McKinsey has a senior partner, Avetik Chalabyan, who leads the company’s global practice on metals)
* Deloitte -- <https://www2.deloitte.com/global/en/pages/energy-and-resources/topics/mining.html?icid=top_mining>
* EY Metals -- <http://www.ey.com/gl/en/industries/mining---metals>
* PWC Global -- <https://www.pwc.com/gx/en/industries/energy-utilities-resources/mining-metals.html>

## INTERNATIONAL MESSAGES

In crafting messages for international communication, the same broad recommendations made for national message development would also apply here. The AUA Center for Responsible Mining recommends the section devoted to National Messages be used as a guide to develop international communication messages.

# EITI ARMENIA WEBSITE AND E-REPORTING PORTAL

Currently, information about EITI Armenia is placed on the Government of Armenia’s website, in a section devoted to EITI ([www.gov.am/en/eiti/](http://www.gov.am/en/eiti/)). When the EITI Armenia website is fully launched all documentation and information will be placed on the new site.

The EITI website/portal, once fully launched, will be a key element in the EITI Armenia communications strategy. The website should be the primary communication channel for information across all areas of communication (i.e., internal, national, and international), as well as their respective target groups. It is also a key tool for branding and housing branding materials (see Chapter 7, below). Overall, the website should serve as a point of reference for Armenia’s transparency and accountability within the mining sector. It can accomplish this by offering links to websites of all EITI reporting entities (governmental and business), where they publish information required by law. The website can also be a link to civil-society organizations and foundations that receive funding from mining companies.

In terms of the EITI Armenia portal’s content, functions, and capabilities, the MSG Working Group on Communication Strategy requested input on the following:

1. List of essential information and documents to be placed on the website for public access.
2. Compliance with EITI’s open data requirements (**EITI Armenia’s Open Data Policy was adopted in December 2017.[[4]](#footnote-4)** This means that the submitted information should be available in Excel or similar downloadable formats for public use.)
3. Secure and reliable online reporting of data by companies and government to ensure unmediated reporting to the Independent Administrator.
4. Technical specifications, such as, page loading speed (desktop and mobile) and mobile compatibility.

1. Language policy—languages (Armenian, English, and Russian) and content-specific language requirements (should all content be available in all languages or, given translation and maintenance costs, should we be selective).
2. Visual attractiveness and ease of search.
3. Benchmarking against other country-specific and international EITI websites.

EITI Armenia is currently in the process of finalizing its website. AUA Center for Responsible Mining presented its analysis and recommendations related to the above questions earlier in August 2017. Based on our recommendations and further discussions with the MSG, EITI Armenia published a Terms of Reference (TOR) for this website in September 2017. AUA Center for Responsible Mining’s analysis and recommendations are included in Appendix 17. The TOR developed and published by EITI Armenia is included in the last section of Appendix 17.

# INTERNAL COMMUNICATION

Effective internal communication is essential for the success of the EITI process. It refers to four types of communication:

1. Communication between the EITI Armenia coordinating office and MSG members,
2. Communication among MSG members,
3. Communication between MSG members and their wider constituency, and
4. Preparedness of EITI Armenia staff and MSG members to competently and responsibly discuss EITI-related topics with their constituents and stakeholders, in Armenia and globally.

## COMMUNICATION BETWEEN THE EITI ARMENIA COORDINATING OFFICE AND MSG

### Communication Procedures and Protocols

The activities of the MSG and its relation to the EITI Armenia coordinating office are defined in the *Terms of Reference (TOR) of the Multi-Stakeholder Group of the Extractive Industries Transparency Initiative of the Republic of Armenia*.[[5]](#footnote-5) This document, adopted by the MSG on December 26, 2016, specifies the MSG’s:

* Functions,
* Structure and authority,
* Operational/organizational aspects,
* Protocol for meetings,
* Decision making and voting rules,
* Conflict of interest and code of conduct rules, etc.

General communication (invitation to meetings, sharing minutes of meetings, emailing documents to the MSG or its working groups, etc.) for the MSGs in Armenia is done or should be coordinated by the National EITI Coordination Office and the person defined to carry it out. Lilya Shushanyan currently holds the National Coordinator position.

### E-mail Communication between EITI Coordinating Office and MSG members

Some MSG members have expressed the preference to receive official e-mail communication from the EITI Coordinating Office sent to the MSG from office-wide email address (e.g., eiti@gov.am). More generally, such a non-personalized email address could also help with branding of EITI Armenia when used to send out newsletters, press releases, announcements, and so on (see Chapter 7, “Branding and Language” for additional recommendations on branding).

### Periodic Updates

Per EITI procedures quarterly progress reports are required. However, aside from the quarterly progress reports, on certain occasions when an important development takes place not related to the ongoing activities of EITI updates can be sent to ensure timeliness.

## COMMUNICATION AMONG MSG MEMBERS

The MSG should ensure that proper provisions are in place to create a platform for dialogues and discussions. The most obvious format for communication between MSG members is the regularly scheduled MSG meetings as regulated by the TOR for the EITI MSG (see section 6.1, above). In addition to these regular meetings, MSG may decide on the frequency and format of other meetings between MSG members.

In addition, MSG has several working groups divided thematically. They are:

* Communications Strategy
* Beneficial Ownership Roadmap Development
* EITI Report Scoping Study
* Legal Gap Analysis
* Responsible Mining

These working groups are also a good platforms for MSG members to have dialogue on issues of concern to each stakeholder group.

## COMMUNICATION BETWEEN MSG MEMBERS AND ITS WIDER CONSTITUENCY

MSG members are elected as representatives of their stakeholder group, their constituency. As such, communication between MSG members and their constituencies is an essential part of the EITI.

As a rule, the discussions taking place at the MSG meetings are recorded in the minutes of the MSG meeting. These minutes are made available to the public online. As of late February 2018, this information was placed on the Government of Armenia’s website in a section devoted to EITI ([www.gov.am/en/eiti/](http://www.gov.am/en/eiti/)). When the EITI Armenia website is fully launched, all the MSG documentation will be transferred to the new site. Each MSG group may wish to disseminate the minutes of MSG meetings to their constituency.

An additional approach could be to build up the capacity to place the EITI meeting proceedings live on the internet. In Armenia, this is typically done for parliamentary sessions, so there is no reason EITI proceedings should not be publicly broadcast. The advantage of having it broadcast is that these broadcasts can be used for community and stakeholder engagement, soliciting comments, debates, and discussions. Having said this, due to resource constraints and the complexity of launching the first EITI reporting, this may be a good direction to pursue after the first EITI report is published.

In rare circumstances, there may be information that is deemed confidential and may not be recorded in the MSG meeting minutes or MSG may wish to keep it confidential. The TOR for the EITI MSG defines the procedures for confidential discussions. .

## ENSURING EITI ARMENIA STAFF AND MSG MEMBERS ARE WELL-INFORMED

Success of EITI depends in part on how informed and well-spoken the EITI Armenia’s staff and MSG members are. The expectation is that that staff and MSG members will be highly informed about and can clearly articulate the EITI process, standards, and aims. In a sense they have to be competent ambassadors of EITI.

This is not to say that they have to agree with every standard or every decision. There can be healthy disagreement, which MSG members should be allowed to express publicly. But if the staff or MSG members do not understand basic facts about EITI, it could lead to erosion of trust and confidence in the process. Therefore, preparedness of EITI Armenia staff and MSG members to competently and responsibly discuss topics related to EITI to their constituents and related stakeholders, in Armenia and globally, is an important topic of internal communication (communication capacity).

The basic capacity EITI staff and MSG members are expected to have include the ability to accurately articulate:

* The EITI Standard;
* EITI’s 10 principles;
* EITI process and knowledge of latest developments; and
* EITI Armenia’s workplan

To ensure that this capacity is in place, the EITI Armenia staff and MSG members must:

* Have tutorials available to them, preferably in a time-flexible format, e.g., short online video tutorials on topics such as the EITI process, EITI Standards, beneficial ownership, validation steps and requirements, responsible mining, etc. (there are already some videos available while additional ones may be needed);
* Participate in face-to-face and media interview trainings;
* Have access to frequently asked questions (FAQs); and
* Have access to standard speaking points about EITI.

# BRANDING AND LANGUAGES

## BRANDING

To ensure EITI Armenia’s visibility and recognition, consistency is essential. Branding and its package of materials offers the tools for this. Logos, taglines, consistent fonts, colors, letterheads and stationary, boilerplate texts, signage and banners, presentation templates, report templates, email signatures, etc. ensure consistent and recognizable communication that yields attention, trust, and engagement.

Logos are the most prominent element of branding. EITI Armenia has already created a country logo (Figure 5).[[6]](#footnote-6)



Figure 5. EITI Armenia’s logo

Other than the logo, there are also many “collateral materials” that need to be prepared for branding. Table 6 summarizes such collateral materials and events at the national level that should be branded and how to achieve branding. The table points to a few of the “collateral materials” that need to be prepared, most likely with the help a graphic designer. The most immediate of these materials include:

* Letter stationary
* Report template(s)
* Presentation template(s)
* Email addresses, email signature(s), with taglines conveying a key message

Table 6. List of materials and events to be branded and how to achieve the branding

|  |  |
| --- | --- |
| **WHAT SHOULD BE BRANDED** | **VISIBILITY ENSURED THROUGH** |
| **Communication materials** | |
| * Letterheads and stationary * Emails with signatures * Banners and signs * Video/audio materials * Info-graphics and posters * Presentation templates * Report templates * Other relevant materials | * Placement of EITI Armenia logo * Consistent font type; consistent color scheme * Tagline that delivers a key message consistently * Partners’ logos (if applicable) * EITI or funding partners’ disclaimers on publications (if needed; confirm with funding agency) |
| **Publications** | |
| * Reports and studies * Press releases * Media notifications * Leaflets * Presentations * Project briefs * TORs | * Placement of EITI Armenia logo * Consistent font type; consistent color scheme * Tagline that delivers a key message consistently * Partners’ logos (if applicable) * EITI or funding partners’ disclaimers on publications (if needed; confirm with funding agency) * Consistency in use of EITI-specific terms, e.g., MSG |
| **Activities/events** | |
| * Press conferences * Meetings * Trainings * Interviews * Other events | * Visibility materials displayed (e.g., EITI Armenia banners and flags) * EITI Armenia materials distributed * Media kit * EITI Armenia being mentioned in interviews and articles * Consistency in use of EITI-specific terms, e.g., MSG |

## USING TAGLINES AND BOILERPLATE TEXT

#### **Taglines**

A tagline is a short text that that dramatically presents a thought, a mission, or a goal of an enterprise or initiative. Taglines can be used along with the logo on websites, stationary, print materials, and the like.

We suggest EITI Armenia adopt and include a tagline for its email communication signatures to begin with. Over time this can be expanded to use on EITI Armenia’s website and stationary. The following are a few taglines to consider.

*Natural resources for citizens*

*Բնական ռեսորսները քաղաքացիների համար*

*Open and accountable*

*Բաց և հաշվետու*

In subsequent years, this tagline may be changed to the following:

*From transparency to accountability*

*Թափանցիկությունից՝ հաշվետվողականություն*

Identifying an effective tagline is not an easy task and requires communications expertise. However, when the right tagline is identified and used appropriately, it can advance the effectiveness of branding significantly. The EITI Armenia coordinating office and MSG may wish to work with communications experts to generate more tagline options and run them through tests before use.

#### **Boilerplate text**

Boilerplate text in communications is text that does not change and is used in different documents. In the context of communications, this refers to standard text at the end of a news article, press release, etc. All press releases, media advisories, information packages, leaflets, etc., should include boiler-plate language on EITI Armenia as well as a link to the initiative’s website. The following is a sample text for such boiler plate language. The EITI Armenia website address used is provisional. No such address currently exists.

*The Extractive Industries Transparency Initiative (EITI) is a global standard (eiti.org) that promotes open and accountable governance of natural resources based on the belief that this will help ensure that natural- resource wealth benefits citizens. EITI in each country is governed by a multi-stakeholder group comprising government, business, and civil society. For more on EITI Armenia visit* [*http://eiti.am*](http://eiti.am)

## MAKING BRANDING MATERIALS AVAILABLE TO THE PRESS

The branding materials with instructions to the press on how to use them can be placed on the EITI Armenia website. For an example of how this can be done visit <http://branding.aua.am/>. Such a branding site can be placed on a “Press Center” part of the EITI Armenia website.

## ENHANCING BRANDING

#### **Email addresses**

Currently, the EITI Armenia Coordinating Office uses the eiti@gov.am address for its official communications. The MSG may consider creating an email addresses based on a dedicated domain, such as, [@eiti.am](mailto:secretaritat@eiti.am). This could enable EITI Armenia to have office-wide as well as personalized EITI Armenia email addresses. Use of non-personalized and personalized EITI email addresses will help with branding of EITI Armenia, particularly when used to send out newsletters, press releases, announcements, and so on. The domains and extensions of the email address will have to be aligned with the EITI website URL. MSG should note that this will require some, small annual financial contributions to purchase the domain with email capabilities.

#### **Digital Media Guidelines**

Digital media should be utilized as a communication channel for information on EITI to all target groups. As a general suggestion, EITI Armenia should make frequent updates on the website and Facebook, as this platform for social networking is the most popular in Armenia. Postings should be made *at least four times each month*. Facebook posts may be boosted (paid) to reach and gather the audience for the page. The content can include any EITI-related public event or activity. Proper administration of the EITI Armenia Facebook page should involve:

* Inviting fans to like the page.
* Creating Facebook events for seminars, workshops, and informational events.
* Creating informative advertisements or graphics.
* Organizing Live broadcasts for important events
* Utilizating hashtags to identify EITI Armenia (e.g. #EITI, #EITIArm, #EITIArmenia, #EITIArmenia, #mining, #transparency, #ԱՃԹՆ, #ԱՃԹՆՀայաստան, #հանքարդյունաբերություն, #թափանցիկություն,) and special hashtags for specific events and activities (e.g. #EITIArmeniaReport, #EITIBeneficialOwnershipDisclosure, #EITIArmeniaCandidacy)

#### **Media Kit**

A media kit with core information on EITI processes should be readily available for distribution to the media at various occasions (events, press conferences, roundtables, workshops, etc.). This kit should contain relevant material on EITI Armenia’s background, MSG members and their functions, activities, reports, and photos. The Media Kit should include:

* Agenda of the specific event,
* Speakers’ biographies,
* Pin Badges,
* Notepad,
* Pen, and
* Possibly branded USB flash drive with EITI information.

#### **Press releases or media advisories**

Press releases or media advisories on upcoming events, announcing new publications, and so on should be regularly used. Television is the main source of news for Armenian citizens. Major channels with nationwide coverage include: H1, Armenia TV, H2, Kentron TV, Shant TV, Yerkir Media, Ararat TV. Radio stations in Yerevan and regions can be utilized when sharing information via radio (special emphasis can be done on Azatutyun Radio). Circulation of newspapers and magazines, both in print and online, is generally low. Though, a number of articles can be published in print (*See Appendix F for a detailed list of media outlets*). International organizations can also help communicate the EITI process in Armenia (e.g., Delegation of the European Union to Armenia, GIZ, UN/UNDP, World Bank, USAID, ADB, EBRD, Eurasia Partnership Foundation, and Embassies of Foreign States Accredited to Armenia).

#### **Guidelines for Event Planning Logistics**

Prior to any event, announcements of the event should be made anywhere from one month to one week prior to the scheduled event. As a general recommendation, preparation and distribution of personalized invitations to key attendees should be sent at least two weeks before the event. Event participants should send confirmation of their attendance and reminders of the scheduled event should be sent three working days in advance.

All materials required for the event such as name tags, place cards, leaflets, evaluation forms, signs, banners, etc. should be produced and ready for the event. Arrangements should be made for the necessary audio-visual personnel and equipment (e.g., screens, projectors, translators). All such equipment should be checked and tested prior to the start of the event.

At the event, participant details should be gathered (e.g., name address, email organization/institution, position, telephone number). The event should begin with an initial briefing on the agenda and followed by speeches, discussions, and time for any questions.

After the event, a report including a summary of the event’s happenings, the final agenda, the participants involved, as well as speakers, news coverage, and recommendations for future events.

## LANGUAGES

The issue of which languages to use has been touched upon in the section on Websites. It is reiterated here that as part of branding EITI Armenia, the more languages that are included, the more the initiative establishes itself as an open and transparent process. **Armenian** is the official language of the Republic of Armenia, hence it is required to have all documents in this language. **English** is essential as most of the international community uses it for communication. Without English the pool of EITI-related experts and the possibility of meaningful international discourse is diminished. **Russian** may also be added if resources permit. This will be particularly important to reach out to the large Armenian diaspora in Russia and the former Soviet republics.

# MONITORING AND EVALUATION

All monitoring and evaluation should be conducted by the EITI Armenia Communications staff person. Each activity has an indicator as to whether or not the objectives of the EITI Armenia Communications Strategy have been achieved. Table 7 summarizes the activities, the indicators to track, and sources of information.

For quality assessment it is recommended that surveys be conducted after meetings, events, trainings, workshops and other activities. A short questionnaire can be sent to participants on the day of the activity. This questionnaire should ask questions that rate participant understanding of messaging and overall satisfaction of the activity they took apart in. With respect to the media, the Communications Specialist/Department should assess whether coverage is positive, negative or neutral.

Reports on quantitative indicators should be completed *monthly or every 2 months* by the Communications staff person. Refinement and adjustments to activities, messaging, and communications channels can be made depending on the results from monitoring and evaluation.

Table 7. Indicators of achievement for activities and their sources

|  |  |  |
| --- | --- | --- |
| **Activity** | **Indicator** | **Source** |
| National Communication | | |
| Events | # of events | EITI Armenia |
| Events – participants | # of participants | Attendance lists |
| Events – media | Amount of press covering an event | Attendance lists |
| Trainings | # of participants | Attendance lists |
| Media coverage – interviews | # of interviews, # of viewers | Communications Specialist |
| Media coverage – publications on EITI Armenia | # of articles/posts | Communications Specialist |
| Facebook | # of likes/shares/comments | Facebook statistics |
| International Communication | | |
| International conferences/Summits | # of events visited, # of talks and presentations | Communications Specialist |
| Media coverage | # of articles/posts | Communications Specialist |
| Donor/Sponsorship | # and volume of commitments | MSG internal documentation |
| Internal Communication | | |
| Emailing | # of responses to emails | Info. from MSG |
| EITI meetings | # of meeting attendees | Info. from MSG |
| Input in the working process | Amount of feedback | Info. from MSG |
| Online Portals | | |
| Website (Armenian version) | # of visitors, visitor geography, traffic sources | Website statistics |
| Website visits (English version) | # of visitors, visitor geography, traffic sources | Website statistics |
| E-newsletter | # of subscribers | Account statistics |

# COMMUNICATION ACTION PLAN

## EITI ARMENIA COMMUNICATION ACTION PLAN WITH FUNDING IN PLACE

Table 8. EITI Armenia Communications Plan

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. | Period Description | Key Objectives | Activities | | |
| Activity Description | Implementation Period | Source of Finance |
| I | Legislative changes, preparation of company and government reporting (January-June 2018) | 1. EITI reporting entities are prepared to report (using online forms) financial and other data per requirements of EITI and RA legislation | 1. Informing national and local government representatives on EITI and legislative changes | April 2018 | British Embassy in Yerevan |
| 1. Training for reporting entities and firms | June 2018 | World Bank |
| 1. Independent Administrator providing guidance to reporting entities on how to complete online reporting forms (and share contacts of focal points to address questions by reporting entities) | June 2018 | World Bank |
| 1. Key stakeholders are informed and engaged | 1. Quarterly reports on implementation of EITI in Armenia (to be posed on EITI Armenia website) | Once a quarter | Financing not required |
| 1. Minutes of Armenian EITI MSG meetings posted on EITI Armenia website | After each MSG meeting | Financing not required |
| 1. Training for representatives of media and CSOs on EITI | May 2018 | British Embassy in Yerevan |
| 1. Production and dissemination of video clip (promotion campaign) | 2018-2020 | World Bank |
| 1. Promotion of EITI Facebook page | 2018-2020 | World Bank |
| 1. General public is informed about EITI Armenia | 1. Social media postings (on EITI Armenia Facebook page, EITI Armenia Twitter page) | Ongoing: 1-2 per month in Armenian and English | Financing not required |
| 1. Regularly updated EITI Armenia web page | Ongoing | Financing not required |
| 1. Publication of the EITI Armenia Annual Progress Report on EITI Armenia website (note that this a report on progress of EITI in Armenia; it is different from the EITI Annual Report) | End of June 2018 | Financing not required |
| 1. Launch EITI Armenia website/portal | 1. Launch of website and implementation of the EITI web site online system for reporting | May 2018 | UNDP |
| 1. Have consistent branding and style | 1. Develop branding materials proposed in CSAP | January-July 2018 | USAID? |
| II | Preparation of the 1st EITI Armenia Report (May-September 2018) | 1. Timely and complete collection of information from reporting entities | 1. See Activity I.1.c (Independent Administrator providing guidance to reporting entities …) | May-September 2018 | Financing not required |
| III | Release of the 1st EITI Armenia Report (September 2018) | 1. Wide and comprehensive coverage of the Report in mass media | 1. Press release | For each public event or any important occasion | Financing not required |
| 1. Posting of a simplified, easy-to-understand version of the EITI Report on the website | September 2018 | World Bank |
| 1. Dissemination of a simplified, easy-to-understand version of the EITI Report (visits to Marzes, conferences, etc.) | September-December 2018 | Financing not required |
| 1. Social media postings (on EITI Armenia Facebook page, EITI Armenia Twitter page) | 2 per week in Armenian and English | Financing not required |
| 1. EITI Conference | September-November 2018 | World Bank |
| 1. Engagement of affected communities, CSOs, industry, academia, experts | 1. Regional (Marz) meetings | September-October 2018 | World Bank |
| IV | Post-report period (October-December 2018) | 1. Engagement of affected communities, CSOs, industry, academia, experts (including **beneficial ownership** reporting) | 1. Social media postings on the EITI report findings (on EITI Armenia Facebook page, EITI Armenia Twitter page) | 2 per week in Armenian and English | Financing not required |
| 1. Public awareness raising events, postings in social media and online platforms on legislative changes regarding **beneficial ownership** reporting | October 2018 | World Bank |
| 1. Awareness raising events (meetings) with beneficiaries on disclosure of **beneficial ownership** | December 2018 | World Bank |
| 1. Discourse with civil society on EITI Armenia’s first-year report and its recommendations | October-December 2018 | USAID |
| V | Preparation of 2nd EITI Armenia Report (Jan-Aug 2019) | 1. Engagement of affected communities, CSOs, gov’t, industry, academia, experts (including on **beneficial ownership** reporting) | 1. Training for the staff of stakeholder government entities on the topic of disclosure of **beneficial ownership** | May 2019 | World Bank |
| 1. Training for the MSG and mining companies on implementation of secondary legislation regarding **beneficial ownership** | June 2019 | World Bank |
| VI | Validation visits (September-October 2019) | 1. Mass media coverage of validation process | 1. Social media postings | At least 2 in Armenian and 2 in English | Financing not required |
| 1. Press conferences - interviews with validation delegates | At least 1 | Financing not required |
| 1. Meetings with CSOs and inclusion of journalists to cover local discussions and discourse | September-October 2019 | USAID |
| 1. Informed media and CSO on disclosure of **beneficial ownership** | 1. Awareness raising events for representatives of mass media and civil society on disclosure of **beneficial owners** | September 2019 | USAID |
| VII | Release of 2nd EITI Armenia Report (November 2019) | 1. Wide and comprehensive coverage of the Report in mass media | 1. Repeat activities III.1.a-d, focused on 2nd EITI Report | November 2019 | Financing not required |
| 1. Engagement of affected communities, CSOs, industry, academia, experts | 1. Regional (Marz) meetings | November-December 2019 | World Bank |
| VIII | Post-2nd report period (Election of new MSG members + Launch of the Beneficial Owner Registry (November-December 2019) | 1. Disseminating information on new MSG members | 1. Postings on social media and announcements on newsletter | November-December 2019 | Financing not required |
| 1. Training of new MSG members | 1. Training sessions held by EITI Armenia coordinating office for new members | December 2019 | Financing not required |
| 1. Informed stakeholders on the use of the Register of Beneficial Owners | 1. Trainings for mining companies on how to upload data on the IT platform (database) for the Register of Beneficial Owners | December 2019 | World Bank |
| 1. Trainings for the representatives of mass media and civil society on using the open online Register of Beneficial Owners | December 2019 | USAID |
| 1. Revisit Communications Strategy | 1. Evaluate communications to date and revise communication strategy and action plan | October-December 2019 | Financing not required |

## ADDITIONAL COMMUNICATIONS ACTIVITIES STAKEHOLDERS ARE ENCOURAGED TO UNDERTAKE

The list of activities in section 9.1, above, is for the EITI Armenia coordinating office and MSG. It represents activities that are currently funded or need no funding. There are, however, many more communications activities that various stakeholders can undertake and that will contribute to the overall communications goals of EITI, viz., ensure effective public debate and engagement to enable reforms. Below are some examples of such additional activities that various stakeholders can undertake.

All Stakeholders

* Attending conferences globally and presenting the progress and challenges of EITI Armenia.

Government and EITI Armenia

* Prepare online EITI tutorial videos (the videos can be prepared by CSOs, academia and placed on EITI website)
* Require EITI MSG members to satisfactorily complete the online video tutorials, which will ensure a consistent quality of knowledge and ability to discuss EITI-related topics.

Industry

* Staying ahead of regulation and disclosing more information and ensure greater transparency before it is required by law. This progressive approach to transparency and accountability can have positive impact on the company’s community and public relations. It can also engage communities in discussions of corporate transparency and accountability.
* Join global industry networks and share experiences on EITI compliance and communication.

Civil Society

* Organize CSO discussion and debates on EITI Armenia (both nationally and in communities).
* Join international CSO networks and exchange lessons learned, including on engaging the public.

Academia

* EITI Armenia will be producing large amounts of data enabling new policy and economic analysis. Academic researchers in public policy, economics, and business can conducted and publish research with such data.
* The global EITI and EITI Armenia can be integrated into coursework on public policy, business, economics, and law.

Media

* Media can conduct in-depth analyses or invite experts to discuss EITI Armenia’s progress and challenges.

# APPENDICES

1. NON-GOVERNMENTAL ORGANIZATIONS IN ARMENIA  
  
2. INTERNATIONAL ORGANIZATIONS IN ARMENIA  
  
3. RELEVANT GOVERNMENTAL AGENCIES IN ARMENIA  
  
4. ACADEMIC INSTITUTIONS IN ARMENIA  
  
5. METAL MINING LICENCSE HOLDERS IN ARMENIA (2015, 2016, and 2017)  
  
6. ACCOUNTING, FINANCIAL AUDTING, AND LEGAL COUNSEL FIRMS  
  
7. NATIONAL MEDIA OUTLETS  
  
8. DIASPORA MEDIA OUTLETS  
  
9. INTERNATIONAL MEDIA OUTLETS  
  
10. INTERNATIONAL PLATFORMS AND MEMBERSHIP ORGANIZATIONS  
  
11. INTERNATIONAL MEETINGS, CONFERENCES, SYMPOSIUMS  
  
12. GLOBAL CIVIL SOCIETY ORGANIZATIONS WITH RELEVANT FOCUS  
  
13. SPECIALIZED INTERNATIONAL PUBLICATIONS  
  
14. MANAGEMENT-CONSULTING FIRMS WITH MINING PRACTICE  
  
15. EIGHT NATIONAL EITI COMMUNICATION STRATEGY DOCUMENTS COMPARED

16. COMMUNICATION THEMES PER USAID’S “ENHANCED TRANSPARENCY IN THE MINING SECTOR PROJECT”

17. ANALYSIS AND FINDINGS ON WEBSITE AND TOR OF THE EITI PORTAL

## NON-GOVERNMENTAL ORGANIZATIONS IN ARMENIA

|  |  |  |  |
| --- | --- | --- | --- |
| NATIONAL | | | |
| **#** | **Name** | **Website** | **Email** |
|  | Akhuryan Youth NGO | <http://hkdepo.am/en/org/-akhuryan-youth-ngo>  <https://www.facebook.com/Akhuryan-Youth-NGO-133354293461076/> | [Ls.igityan@gmail.com](mailto:Ls.igityan@gmail.com) |
|  | Anahit NGO/ Women support center | <http://www.womensupportcenter.org> | [wsc.armenia@gmail.com](mailto:wsc.armenia@gmail.com) |
|  | Anti-corruption center Armenia | <http://www.aac.am> | [m.atovmyan@ayla.am](mailto:m.atovmyan@ayla.am) |
|  | Anti-corruption center of the Lori region / Helsinki Citizens' Assembly Vanadzor Office | <http://hcav.am> | hcav@hcav.am |
|  | Areguni NGO | <http://hkdepo.am/en/org/areguni-social-development-ngo> | [Areguni-2@mail.ru](mailto:Areguni-2@mail.ru) |
|  | ARK Environmental NGO | <https://www.arkarmenia.com> | [arkarmenia@gmail.com](mailto:arkarmenia@gmail.com) |
|  | Armenia Tree Project | <https://www.armeniatree.org> | [kristine@armeniatree.org](mailto:kristine@armeniatree.org) |
|  | Armenian Constitutional Right Protective Centre | <http://www.acrpc.am> | [acrpcngo@gmail.com](mailto:acrpcngo@gmail.com) [gmanoukianacrpc@gmail.com](mailto:gmanoukianacrpc@gmail.com) |
|  | Armenian Environmental Network | <https://www.armenia-environment.org> | [contact@armenia-environment.org](mailto:contact@armenia-environment.org) |
|  | Armenian Lawyers' Association | <http://armla.am/en/about-us/our-team> | [info@armla.am](mailto:info@armla.am) |
|  | Armenian Progressive Youth | <http://www.apy.am/en> | [apy@apy.am](mailto:apy@apy.am) |
|  | Armenian Women for Health and Healthy Environment (AWHHE) | <http://www.awhhe.am> | [office@awhhe.am](mailto:office@awhhe.am) |
|  | ARSAT Center Scientific-Research & Educational NGO | <https://www.facebook.com/pages/ARSAT-Center/421718074599524?pnref=about.overview&rf=694443990583307>  <https://www.facebook.com/aagrig/about?lst=1373073523%3A100002159341794%3A1517298148> |  |
|  | Association for Sustainable Human Development | <http://users.freenet.am/~ashd> | [ashd.armenia@yahoo.com](mailto:ashd.armenia@yahoo.com) |
|  | Association of Young Environmental Lawyers and Economists | <https://www.facebook.com/pg/environment.am> | [ngo.ayele@gmail.com](mailto:ngo.ayele@gmail.com) |
|  | AUA Turpanjian Center for Policy Analysis (TCPA) | <http://tcpa.aua.am> |  |
|  | Business Support Center | <http://www.bsc.am> | [bsc@bsc.am](mailto:bsc@bsc.am) [marketing@bsc.am](mailto:marketing@bsc.am) |
|  | Center for Community Dialogues and Initiatives | <http://ccdi.am> |  |
|  | Center for Community Mobilization and Support | <http://europa.eu/youth/volunteering/organisation/943785751_sv> | [ccdi@ccdi.am](mailto:ccdi@ccdi.am) |
|  | Civil Education Center of Goris NGO | +374 284 22849 |  |
|  | Civil Voice | <http://civilvoice.am> | [ngocenter@ngoc.am](mailto:ngocenter@ngoc.am) |
|  | Community Financial Officers Association | <http://cfoa.am> | [info@cfoa.am](mailto:info@cfoa.am) |
|  | Counterpart International | <https://www.facebook.com/CounterpartAM>  <http://hkdepo.am/en/org/ci> | [cpcomm@counterpart.am](mailto:cpcomm@counterpart.am) |
|  | Country Water Partnership-Armenia NGO | <http://www.cwp.am> | [cwp.armenia@gmail.com](mailto:cwp.armenia@gmail.com) |
|  | Eco-club “Tapan” | <https://armacad.info/eco-club-tapan> | [info@tapan.am](mailto:info@tapan.am) |
|  | Ecoglobe | <http://ecoglobe.com> | [info@ecoglobe.com](mailto:info@ecoglobe.com) |
|  | EcoLab | <http://ecolab-program.net/en> | [mkrtchyan@ecolab-program.net](mailto:mkrtchyan@ecolab-program.net) |
|  | EcoLur Informational NGO | <http://www.ecolur.org> | [ingazarafyan@gmail.com](mailto:ingazarafyan@gmail.com) |
|  | Ecoright NGO |  |  |
|  | Empower Armenia | <https://empowerarmenia.com> | [info@empowerarmenia.com](mailto:info@empowerarmenia.com) |
|  | Environment and Sustainable Agriculture Educational Foundation (ESA) | <https://www.facebook.com/ESA-Educational-Foundation-for-Environment-Sustainability-and-Agroturism-124577277699675> |  |
|  | Environmental Law Resource Centre | <http://ysu.am/science/en/1350282794> | [elrc@ysu.am](mailto:elrc@ysu.am) |
|  | Europe in Law Association NGO | <http://ela.am> | [europeinlaw@gmail.com](mailto:europeinlaw@gmail.com) |
|  | European Integration NGO | <http://www.europeanintegration.am> | [info@europeanintegration.am](mailto:info@europeanintegration.am) |
|  | Foundation Against the Violation of Law | <http://www.favl.am/civic-centers> | [info@favl.am](mailto:info@favl.am) |
|  | Foundation of the Preservation of Wildlife and Cultural Assets (FPWC) | <http://www.fpwc.org> | [info@fpwc.org](mailto:info@fpwc.org) |
|  | Freedom of Information Center of Armenia | <http://www.foi.am> | [foi@foi.am](mailto:foi@foi.am) |
|  | Goris Press Club | <http://gorispress.am> | [gorispressclub@gmail.com](mailto:gorispressclub@gmail.com) |
|  | Green Age NGO | <http://green-age.info> | [info@green-age.info](mailto:info@green-age.info) |
|  | Green Lane Agricultural Assistance NGO | <http://greenlane.am> | [office@greenlane.am](mailto:office@greenlane.am) |
|  | Greens' Union Of Armenia Non-Governmental Organization (NGO) | <https://www.facebook.com/%D5%80%D5%A1%D5%B5%D5%A1%D5%BD%D5%BF%D5%A1%D5%B6%D5%AB-%D4%BF%D5%A1%D5%B6%D5%A1%D5%B9%D5%B6%D5%A5%D6%80%D5%AB-%D5%B4%D5%AB%D5%B8%D6%82%D5%A9%D5%B5%D5%B8%D6%82%D5%B6-219903684850357> | [armgreen@rambler.ru](mailto:armgreen@rambler.ru) |
|  | Gyumri Youth Initiative Center | <http://yic.am> | [yic@yic.am](mailto:yic@yic.am) |
|  | History of the Protection of Rights without Borders NGO | <http://prwb.am/new> | [www.v4.prwb.am](http://www.v4.prwb.am) |
|  | Human Rights House in Armenia | <http://humanrightshouse.org/Members/Armenia/index.html> | [hrhyerevan@gmail.com](mailto:hrhyerevan@gmail.com) |
|  | IDeA (Initiatives for Development of Armenia) NGO | <https://www.idea.am> | [info@idea.am](mailto:info@idea.am) |
|  | Improve our Village NGO | <https://www.democracyendowment.eu/we-support/improve-our-village> | [secretariat@democracyendowment.eu](mailto:secretariat@democracyendowment.eu) |
|  | Insight NGO | <http://www.europeanintegration.am/en/about-us/insight.html> | [info@europeanintegration.am](mailto:info@europeanintegration.am) |
|  | Institute for Democracy and Human Rights | <http://www.idhr.am> | <http://www.idhr.am/hy/contacts> |
|  | Intellect for Sustainable Development NGO | [http://help.am/coop/index.php?option=com\_content&view=article&id=92&Itemid=698&lang=en#](http://help.am/coop/index.php?option=com_content&view=article&id=92&Itemid=698&lang=en) |  |
|  | International Center for Agribusiness Research and Education | <http://icare.am> | [nfo@icare.am](mailto:nfo@icare.am) |
|  | International Union (Commonwealth) of Advocates | <http://www.mcca.su> | [mcca@mail.ru](mailto:mcca@mail.ru) |
|  | Investigative Journalists NGO | <http://hetq.am> | [info@hetq.am](mailto:info@hetq.am) |
|  | Izmirlian Foundation | <http://www.izmirlianfoundation.am> |  |
|  | Jermuk Develompemt Center NGO | <http://infojermuk.am> | [infojermuk@gmail.com](mailto:infojermuk@gmail.com) |
|  | Journalists’ Club "Asparez" | <http://www.asparez.am> | [admin@asparez.am](mailto:admin@asparez.am) [asparezclub@gmail.com](mailto:asparezclub@gmail.com) |
|  | Junior Achievement of Armenia (JAA) | <http://www.jaarmenia.org/home> | <http://www.jaarmenia.org/contact> |
|  | Kapan Women's Resource Center | <https://www.facebook.com/Kapan-Womens-Resource-Center-NGO-262934037070137> | [kwrc@rambler.ru](mailto:kwrc@rambler.ru) |
|  | Khazer Ecological and Cultural NGO | <https://www.facebook.com/khazer.ecological.and.cultural.ngo>  <http://www.climatenetwork.org/profile/member/khazer-ecological-and-cultural-ngo> | [khazer@nature.am](mailto:khazer@nature.am) |
|  | Khustup Environmental NGO | <http://www.pages.am/pages/khustup-environmental-ngo> | [khustup.ngo@mail.ru](mailto:khustup.ngo@mail.ru) |
|  | Lori We Youth NGO | <https://www.facebook.com/We.YOUth.NGO> | [We.youth.ngo@gmail.com](mailto:We.youth.ngo@gmail.com) |
|  | Media Initiative Center (formerly Internews Media Support NGO) | <http://mediainitiatives.am> | office@mediainitiatves.am |
|  | Meghri Women's Resource Center | <https://www.facebook.com/pg/Meghri-Womens-Resource-Center-NGO-254830637873533/about> | [meghriwomen@gmail.com](mailto:meghriwomen@gmail.com) |
|  | Mission Armenia NGO | http://www.mission.am | [org@ngo.mission.am](mailto:org@ngo.mission.am) |
|  | New Agro and Support NGO | <http://newagro.gamk.am> | newagros@gmail.com |
|  | One Armenia | <https://onearmenia.org> | contact@onearmenia.org |
|  | Partnership for Rural Prosperity | <http://smednc.am/en/content/prp>  <http://www.smednc.am/en/multicontent/cooperation/12> | info@smednc.am |
|  | Public Journalism Club | <http://pjc.am> | info@pjc.am |
|  | Regional Development Foundation | <http://rdfund.org> | info@ruralarmenia.org |
|  | Regional Monitoring Institute NGO | <http://rdfund.org> | [ardadoyan@gmail.com](mailto:ardadoyan@gmail.com) |
|  | Republican Union of Employers of Armenia | <http://employers.am/Default.aspx?lang=eng> | [ruea@employers.am](mailto:ruea@employers.am) |
|  | Save Teghut Civic Initiative | <http://teghut.am/en/who-we-are> | [save@teghut.am](mailto:save@teghut.am) |
|  | Stepanavan Info Center NGO | <https://www.facebook.com/stepanavaninfo/?nr> | stepanavaninfo@gmail.com |
|  | Support to Communities | <http://www.stc.am/en/index.php> | [info@stc.am](mailto:info@stc.am) |
|  | Sustainable Development Centre | <http://ysu.am/international/en/1373369260> | [rubmov@ysu.am](mailto:rubmov@ysu.am), [info\_sdc@aarhus.am](mailto:info_sdc@aarhus.am) |
|  | Syunik Development NGO | <https://www.facebook.com/pg/SyunikNgo/about/?ref=page_internal> | syunikngo@gmail.com |
|  | Taxpayers Rights Protection | <http://www.taxpayers.am> | [info@taxpayers.am](mailto:info@taxpayers.am) |
|  | The Future Is Yours | <http://ftr.am> | future@ftr.am |
|  | The Greens Union of Armenia NGO | <http://www.spyur.am/en/companies/greens-union-of-armenia/2955> | yeranos@armgreen.arminco.com |
|  | The Jinishian Memorial Foundation | <http://jinishian.org> | [jmf@jinishian.am](mailto:jmf@jinishian.am) |
|  | Trade Union of Miners, Metallurgists and Jewelers of Republic of Armenia | <http://www.hamk.am/members.php?lang=eng&member_id=13&parent=1> | 52-87-33 |
|  | Urban Foundation for Sustainable Development (UFSD) | <http://urbanfoundation.am> | [info@urbanfoundation.am](mailto:%20info@urbanfoundation.am) |
|  | Women's Resource Center, Armenia | <http://www.womenofarmenia.org> | [contact@womenofarmenia.org](mailto:contact@womenofarmenia.org) |
|  | Workers’ Rights Protection Union  NGO |  | hamk@hamk.am |
|  | Yerevan Aarhus Center | <http://aarhus.am/?page_id=459&lang=en> | [info@aarhus.am, silvaa@list.ru](http://aarhus.am/?page_id=459&lang=en) |
|  | Yerevan State University | <http://ysu.am> | info@ysu.am |
|  | Young Experts Scheme- Armenia (YES Armenia) Programme | <https://www.facebook.com/yesarmeniaprogramme> | [info@reforms.am](mailto:info@reforms.am) |
|  | Young Biologists Association of Armenia | <http://yba.am> | [info@yba.am](mailto:info@localhost) |
|  | Young Engineers Association NGO | <http://hkdepo.am/en/org/young-engineers-association-ngo> | [H.karapetyan@engineers.am](mailto:H.karapetyan@engineers.am) |
|  | Youth Foundation of Armenia | <http://www.heh.am> | info@heh.am |
|  | Գյումրու երիտասարդական նախաձեռնությունների կենտրոն | <http://yic.am> | yic@yic.am |
|  | Գործընկերություն և ուսուցում /ԳՈՒՄ ՀԿ | <http://gumiso.am> | info@gumiso.am |
|  | Դիլիջանի երիտասարդների համագործակցության կենտրոն ՀԿ | <https://www.facebook.com/YCCDNGO/photos/a.1036213889762656.1073741844.119492428101478/1036214449762600/?type=3> | [artur.ghazaryan@yccd.am](mailto:artur.ghazaryan@yccd.am) |
|  | Եղվարդ երիտասարդական-բնապահպանական ՀԿ | <https://www.facebook.com/%D4%B5%D5%B2%D5%BE%D5%A1%D6%80%D5%A4-%D5%A5%D6%80%D5%AB%D5%BF%D5%A1%D5%BD%D5%A1%D6%80%D5%A4%D5%A1%D5%AF%D5%A1%D5%B6-%D5%A2%D5%B6%D5%A1%D5%BA%D5%A1%D5%B0%D5%BA%D5%A1%D5%B6%D5%A1%D5%AF%D5%A1%D5%B6-%D5%80%D4%BF-307932895933532/> | [yeghvardhk@gmail.com](mailto:yeghvardhk@gmail.com) |
|  | Իրավունքների Տեղեկատվական Կենտրոն /ԻՏԵԿ/ | <http://www.itekngo.com> | [itekngo@gmail.com](mailto:itekngo@gmail.com) |

## INTERNATIONAL ORGANIZATIONS IN ARMENIA

|  |  |  |  |
| --- | --- | --- | --- |
| INTERNATIONAL | | | |
| # | Name | Website | Email |
|  | Armenian General Benevolent Union (AGBU) | <https://agbu.org>  <http://www.agbu.am/am> | [agbuarm@agbu.am](mailto:agbuarm@agbu.am) |
|  | All Armenian Fund | <http://www.himnadram.org> | [info@himnadram.org](mailto:info@himnadram.org) |
|  | ADB | <https://www.adb.org/countries/armenia/main>  <https://www.facebook.com/adbarmenia/> | [armenia@adb.org](mailto:armenia@adb.org) |
|  | Austrian Development Agency | <http://www.entwicklung.at/en/countries/black-sea-region-south-caucasus/armenia> | [jerewan@ada.gv.at](mailto:jerewan@ada.gv.at) |
|  | Birthright Armenia | <https://www.birthrightarmenia.org> | [nfo@birthrightarmenia.am](mailto:nfo@birthrightarmenia.am) |
|  | Caritas Armenia | <http://www.caritas.am> | [info@caritasarm.am](mailto:info@caritasarm.am) |
|  | Children of Armenia Fund (COAF) | <https://www.coafkids.org> | [nfo@coafkids.org](mailto:nfo@coafkids.org) |
|  | Delegation of the European Union to Armenia | <https://eeas.europa.eu/delegations/armenia_en> | [Delegation-Armenia@eeas.europa.eu](mailto:Delegation-Armenia@eeas.europa.eu) |
|  | EBRD Armenia | <http://www.ebrd.com/armenia.html> | [newbusiness@ebrd.com](mailto:newbusiness@ebrd.com) |
|  | Eurasia Partnership Foundation | <http://www.epfarmenia.am> | [info-epf@epfound.am](mailto:info-epf@epfound.am) |
|  | German-Armenian Fund | <http://www.gaf.am> | [Gevorg.tumanyan@gaf.am](mailto:Gevorg.tumanyan@gaf.am) |
|  | GIZ Armenia | <https://www.giz.de/en/worldwide/374.html> | [giz-armenia@giz.de](mailto:giz-armenia@giz.de) |
|  | IMF Armenia | <http://www.imf.org/en/Countries/ResRep/ARM> | [rr-arm@imf.org](mailto:rr-arm@imf.org) |
|  | International Center for Human Development (ICHD) | <https://ichd.org> | [mail@ichd.org](mailto:mail@ichd.org) |
|  | KASA Fondation Humanitaire Suisse | <http://kasa.am> | [kasaam@kasa.am](mailto:kasaam@kasa.am) |
|  | KfW | <https://www.kfw-entwicklungsbank.de/International-financing/KfW-Development-Bank/Local-presence/Europe/Armenia> | [kfw.eriwan@kfw.de](mailto:kfw.eriwan@kfw.de) |
|  | Open Society Foundations | <http://www.osf.am> | [info@osi.am](mailto:info@osi.am) |
|  | Organic Agriculture Support Initiative | <https://eeas.europa.eu/headquarters/headquarters-homepage_en/11307/Organic%20Agriculture%20Support%20Initiative%20(OASI)> | [David.Muckenhuber@ada.gv.at](mailto:David.Muckenhuber@ada.gv.at) |
|  | Oxfam | <https://www.oxfam.org/en/countries/armenia> | [MHakobyan@oxfam.org.uk](mailto:MHakobyan@oxfam.org.uk) |
|  | Pan-Armenian Environmental Front (PAEF) | <http://www.armecofront.net> | [armecofront@gmail.com](mailto:armecofront@gmail.com) |
|  | Peace Corp. Armenia | <https://www.peacecorps.gov/armenia> | [pcarmenia@peacecorps.gov](mailto:pcarmenia@peacecorps.gov) |
|  | REC Caucasus | <http://rec-caucasus.am> | [nune.harutyunyan@rec-caucasus.org](mailto:nune.harutyunyan@rec-caucasus.org) [nune.harutyunyan@rec-caucasus.am](mailto:nune.harutyunyan@rec-caucasus.am) |
|  | Repat Armenia Foundation | <http://repatarmenia.org> | [contact@repatarmenia.org](mailto:contact@repatarmenia.org) |
|  | Transparency International | <https://transparency.am> | [info@transparency.am](mailto:info@transparency.am) |
|  | Tufenkian Foundation | <http://www.tufenkianfoundation.org> | [nfo@tcf.am](mailto:nfo@tcf.am) |
|  | UN/UNDP | <http://www.am.undp.org> | [registry.am@undp.org](mailto:registry.am@undp.org) |
|  | USAID | <https://www.usaid.gov/armenia> | [armeniacontact@usaid.gov](mailto:armeniacontact@usaid.gov) |
|  | World Bank Armenia | <http://www.worldbank.org/en/country/armenia> | [yerevan@worldbank.org](mailto:yerevan@worldbank.org) |
|  | World Vision | <http://www.wvi.org/armenia> | [wvarmenia@wvi.org](mailto:wvarmenia@wvi.org) |
|  | WWF Armenia | <http://wwf.panda.org/who_we_are/wwf_offices/armenia> | [office\_am@wwfcaucasus.org](mailto:office_am@wwfcaucasus.org) |
|  | Armenian Relief Society (Հայ Օգնության Միություն) | <http://arsarmenia.org/> | [ars@arsarmenia.org](mailto:ars@arsarmenia.org) |

## RELEVANT GOVERNMENTAL AGENCIES IN ARMENIA

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | NAME | WEBSITE | EMAIL | PHONE NUMBER |
| 1 | RA [Ministry of Energy Infrastructures and Natural Resources](http://www.gov.am/en/structure/232/) | [http://www.minenergy.am](http://www.minenergy.am/) | [minenergy@minenergy.am](mailto:minenergy@minenergy.am) | 011-52-19-64 |
| 2 | RA Ministry of Nature Protection | [http://www.mnp.am](http://www.mnp.am/) | [min\_ecology@mnp.am](mailto:min_ecology@mnp.am) | (010) 52-10-99 |
| 3 | RA Ministry of Territorial Administration and Development | <http://www.mtad.am/hy/> | [mta@mta.gov.am](mailto:mta@mta.gov.am) | (010) 51-13-62  (010) 51-13-54 |
| 4 | RA State Revenue Committee | [http://www.customs.am](http://www.customs.am/)  [http://www.taxservice.am](http://www.taxservice.am/) | [secretariat@customs.am](mailto:secretariat@customs.am)  [secretariat@taxservice.am](mailto:secretariat@taxservice.am) | (060) 544 444  (060) 544 657 |
| 5 | RA Ministry of Economic Development and Investments | [http://www.mineconomy.am](http://www.mineconomy.am/), <http://investmentprojects.am/> | [secretariat@mineconomy.am](mailto:secretariat@mineconomy.am) | 011-59-71-10 |
| 6 | RA Ministry of Finance | <http://www.minfin.am/> | [press@minfin.am](mailto:press@minfin.am) | 011-800-156 |
| 7 | RA State Property Management Department | [http://www.spm.am](http://www.spm.am/) | [info@spm.am](mailto:info@spm.am) | 011-52-18-77 |
| 8 | RA Ministry of Justice | <http://www.moj.am/> | [info@moj.am](mailto:info@moj.am) | (010) 59-40-04 |
| 9 | GoA Chief of Staff | http://www.gov.am/en/staff-structure/ | [vahe.stepanyan@gov.am](mailto:vahe.stepanyan@gov.am) | (+37410) 51-57-03 |
| 10 | Environmental Protection and Mining Inspection Body | http://www.mnp.am/am/pages/173 | [e\_terteryan@mnp.am](http://e_terteryan@mnp.am/) | (+374 11) 818-585 |
| 11 | RA Ministry of Healthcare. Health Inspectorate | http://www.moh.am/#1/192 | [hovhannisyangarik@yahoo.com](mailto:hovhannisyangarik@yahoo.com) | (+374 10) 65-16-60 |
| 12 | RA Ministry of Emergency Situations | http://www.mes.am/en/ | [mes@mes.am](mailto:mta@mta.gov.am), [info@mes.am](mailto:press@mta.gov.am) | (+374 12) 31 78 43,  (+374 12) 31 77 20,  (+374 60) 44-02-30 |
| 13 | RA Ministry of Nature Protection. ["Environmental Monitoring and Information Center" SNCO](http://mnp.am/en/page/38) | [www.armmonitoring.am](http://www.armmonitoring.am/) | [papyan@mnp.am](mailto:papyan@mnp.am) | (+374 10)  55 55 02 |

## ACADEMIC INSTITUTIONS IN ARMENIA

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **NAME** | **WEBSITE** | **EMAIL** | **PHONE NUMBER** |
| 1 | National Polytechnic University of Armenia | www.polytech.am |  | 010 52 46 29 |
| 2 | Yerevan State University  Faculty of Geography and Geology | http://ysu.am/faculties/en/Geography-and-Geology | geo@ysu.am | 060 71 04 31 |
|  | Yerevan State University  Faculty of Law, Environmental Law Resource Center | http://ysu.am/science/en/1350282794 | elrc@ysu.am | 060 710237 |
| 3 | Yerevan State University  Sustainable Development Center | http://ysu.am/international/en/1373369260 | info\_sdc@aarhus.am | 060 71 04 53 |
| 4 | Armenian State University of Economics | www.asue.am | news[@asue.am](mailto:asue@asue.am) | 010 52 17 20 |
| 5 | National Academy of Sciences of the Republic of Armenia  Institute of Geological Sciences | www.geology.am | igs@sci.am | 010 52 44 26 |
| 6 | American University of Armenia  Acopian Center for the Environment | http://ace.aua.am/ | ace@aua.am | 060 61 25 20 |
| 7 | American University of Armenia  Center for Responsible Mining | http://crm.aua.am/ | crm@aua.am | 060 61 25 20 |
| 8 | American University of Armenia  Zvart Avedisian Onanian Center for Health Services Research and Development (CHSR)  Gerald and Patricia Turpanjian School of Public Health | http://chsr.aua.am/ | mphinfo@aua.am | 060 61 25 92 |
| 9 | American University of Armenia  The Manoogian Simone College of Business and Economics | http://cbe.aua.am/ |  | 010 32 40 40 |
| 10 | American University of Armenia  LL.M. program | http://law.aua.am/ | law@aua.am | 010 32 40 40 |
| 11 | IGES – Institute of Geophysics and Engineering Seismology after A. Nazarov | www.iges.am | iges@sci.am | 0312 31261 |
| 12 | Public Administration Academyof the Republic of Armenia | www.paara.am | info@paara.am | 010 26 92 59 |
| 13 | Crisis Management State Academy | www.cmsa.am | info@cmsa.am | 060 69 10 00 |
| 14 | Russian-Armenian University | www.rau.am | rector@rau.am | 010 22 92 54 |
| 15 | French University of Armenia | www.ufar.am | info@ufar.am | 010 24 96 47 |
| 16 | Eurasia International University | www.eiu.am | info@eiu.am | 010 24 94 38 |
| 17 | European Regional Educational Academy Of Armenia | www.era.am | info@era.am | 010 24 63 71 |

## METAL MINING LICENCSE HOLDERS IN ARMENIA (2015, 2016, and 2017)

IN ARMENIAN ONLY -- 2015, 2016 և 2017թթ ընթացքում երկրաբանական ուսումնասիրության, ինչպես նաև մետաղական օգտակար հանածոյի արդյունահանման նպատակով երկրաբանական ուսումնասիրության ընդերքօգտագործման իրավունքներ ունեցող ընկերությունների

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| N | Իրավաբանական անձի անվանումը | Գործունեության իրականացման վայրը | Օգտակար հանածոյի անվանումը | Թույլտվության համարը /ԵՀԹ-…/, /ԵՀԹՎ-…/ | Թույլտվության տրամադրման ամսաթիվը | Թույլտվության գործողության ժամկետի ավարտը | Ծանոթություն |
| 1 | «Ջեմ Փրոդաքշն» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Թթուջրի երկաթ | երկաթ | ԵՀԹ-29/002 | 26.04.12թ | 31.03.15թ | գործող |
| 2 | «Ֆորչն Ռիզորսիս» ՍՊԸ | ՀՀ Կոտայքի մարզի Հրազդանի երկաթ | երկաթ | ԵՀԹ-29/008 | 19.04.12թ | 31.03.15թ | գործող |
| 3 | «Սփայս Սթիլ» ՓԲԸ | ՀՀ Կոտայքի մարզի Աբովյանի երկաթ | երկաթ | ԵՀԹ-29/009 | 20.04.12թ | 31.03.15թ | գործող |
| 4 | «Սթորթրանս» ՍՊԸ | ՀՀ Սյունիքի մարզի Խաչաքար-Փարավանի բազմամետաղ | բազմամետաղ | ԵՀԹ 29/010 | 25.04.12թ | 30.06.2017թ | գործող |
| 5 | «Րեյր էրթս» ՍՊԸ | ՀՀ Կոտայքի մարզի Թեժսարի ոսկի | ոսկի | ԵՀԹ-29/011 | 16.05.12թ | 31.03.15թ | գործող |
| 6 | «Մեթըլ Փրինս Էլ ԹԻ ԴԻ Հայասանյան մասնաճյուղ» կորպորացիա ՀՄՃ | ՀՀ Լոռու մարզի Ալվարդ և Կաճաճկուտ պղնձի հանքերևակումներ | պղինձ | ԵՀԹ-29/023 | 28.12.12թ | 30.11.15թ | գործող |
| 7 | «Գոլդարտ» ՍՊԸ | ՀՀ Կոտայքի մարզի Մարմարիկի ոսկի-բազմամետաղ | ոսկի-բազմամետաղ | ԵՀԹ-29/027 | 21.05.12թ | 31.03.15թ | գործող |
| 8 | «Արատտա լեռնային» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Շատջրեք ոսկու | ոսկի | ԵՀԹ-29/028 | 28.12.12թ | 30.06.15թ | գործող |
| 9 | «Արատտա Մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Կողասար (ոսկի) | ոսկի | ԵՀԹՎ-29/030 | 02.09.10թ | 31.08.15թ | գործող |
| 10 | «Արատտա Մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Ջիլ արեգունի (ոսկի) | ոսկի | ԵՀԹՎ-29/031 | 02.09.10թ | 31.08.15թ | գործող |
| 11 | «Արատտա Մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Մաքենիս (ոսկի) | ոսկի | ԵՀԹՎ-29/032 | 02.09.10թ | 31.08.15թ | գործող |
| 12 | «Արատտա Մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Վերին Շորժա (ոսկի) | ոսկի | ԵՀԹՎ-29/033 | 02.09.10թ | 31.08.15թ | գործող |
| 13 | «ԱՏ-ՄԵՏԱԼՍ» ՍՊԸ | ՀՀ Սյունիքի մարզի Քարասարի, Պրիխրեպտովոյե հանքերևակումում | ոսկի | ԵՀԹՎ 29/040 | 08.08.07թ. | 15,06,2016թ | գործող |
| 14 | «Վենտմայն» ՍՊԸ | ՀՀ Սյունիքի մարզի Իրիմիսի ոսկի-բազմամետաղային հանքերևակում | ոսկի-բազմամետաղ | ԵՀԹՎ 29/041 | 08.08.07թ | 15.06.16թ | գործող |
| 15 | «ԼԻԴԻԱՆ ԱՐՄԵՆԻԱ» ՓԲԸ | ՀՀ Վայոց Ձորի մարզի Սարավան գյուղի մերձակա տարածք (ազնիվ մետաղներ) | ազնիվ մետաղներ | ԵՀԹՎ- 29/043 | 08.08.07թ | 22.05.16թ | գործող |
| 16 | «Մուլտի Գրուպ կոնցեռն» ՍՊԸ | ՀՀ Լոռու մարզի Հագվի-Մղարթ-Մեծձոր հանքային դաշտի Մղարթ-Հովնանաձոր, Մեծձոր և Հագվի սուլֆիդային երևակումներ | ոսկի | ԵՀԹՎ-29/057 | 03.08.07թ | 28.12.17թ | գործող |
| 17 | «Սփայս Սթիլ» ՓԲԸ | ՀՀ Կոտայքի մարզի Աբովյանին երկաթի հանքավայր | երկաթ | ԵՀԹՎ-29/059 | 29.10.10թ | 20.03.15թ | գործող |
| 18 | «Ղարագուլյաններ» ՍՊԸ | ՀՀ Սյունիքի մարզի Վերին Վարդանիձորի ոսկու հանքերևակում | ոսկի | ԵՀԹՎ-29/063 | 30.08.10թ | 07.08.16թ | գործող |
| 19 | «Գեոռեյդ» ՓԲԸ | ՀՀ Սյունիքի մարզի Մուծքի (Բարձրավան) հանքերևակում (բազմամետաղներ) | բազմամետաղ | ԵՀԹՎ-29/066 | 26.07.10թ | 30.06.19թ. | գործող |
| 20 | «Դանդի Փրիշս Մետալս Կապան» ՓԲԸ | ՀՀ Սյունիքի մարզի Կապանի պղնձի և Շահումյանի ոսկի բազմամետաղային հանքավայրերը շրջապատող տարածք | ոսկի-բազմամետաղ | ԵՀԹՎ-29/070 | 13.04.07թ | 15.04.16թ | գործող |
| 21 | «Պատանի երկրաբան» ՍՊԸ | ՀՀ Լոռու մարզի Ստեփանավանի հ/դաշտի Արջիձորի բազմամետաղ | բազմամետաղ | ԵՀԹՎ 29/077 | 14.10.11թ | 14.10.16թ | գործող |
| 22 | «Նիկելի սար» ՍՊԸ | ՀՀ Շիրակի մարզի Ամասիայի բազմամետաղ | բազմամետաղ | ԵՀԹՎ 29/078 | 14.10.11թ | 14.10.16թ | գործող |
| 23 | «Նիկելի սար» ՍՊԸ | ՀՀ Շիրակի մարզի Ամասիայի ծարիր | ծարիր | ԵՀԹՎ 29/079 | 14.10.11թ | 14.10.16թ | գործող |
| 24 | «Նիկելի սար» ՍՊԸ | ՀՀ Շիրակի մարզիՄուսաելյան-Բարգուշատի բազմամետաղ | բազմամետաղ | ԵՀԹՎ 29/080 | 14.10.11թ. | 14.10.16թ. | գործող |
| 25 | «Գենտամայն» ՍՊԸ | ՀՀ Սյունիքի մարզի Վանք և Կալեր գյուղերի շրջակա տարածք (բազմամետաղ) | բազմամետաղ | ԵՀԹՎ-29/089 | 16.07.10թ | 30.06.15թ | գործող |
| 26 | «Ակվագեո» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Ջիլ-Դարայի բազմամետաղի հանքերևակում | բազմամետաղ | ԵՀԹ-29/097 | 30.08.12թ | 30.09.15թ | Ընդերք-օգտագործման իրավունքի դադարեցում 04.05.2015թ. |
| 27 | «Գեոմայնինգ» ՍՊԸ | ՀՀ Վայոց Ձորի մարզի Վարդենիսի բազմամետաղի հանքերևկում | բազմամետաղ | ԵՀԹ-29/098 | 30.08.12թ | 31.08.17թ | գործող |
| 28 | «Պոլիմետ կորպորացիա հայ-կանադական ՀՁ» ՍՊԸ. | ՀՀ Տավուշի մարզի Վազաշենի ոսկի-բազմամետաղ | ոսկի-բազմամետաղ | ԵՀԹ-29/103 | 06.11.12թ | 06.11.2017թ. | գործող |
| 29 | «Թաթսթոուն» ՍՊԸ | ՀՀ Սյունիքի մարզ Այգեձորի պղինձ-մոլիբդենային հանքավայր /Թղկուտի տեղամաս/ | պղինձ | ԵՀԹ-29/112 | 12.10.12թ | 30.09.17թ. | գործող |
| 30 | «Թաթսթոուն» ՍՊԸ | ՀՀ Սյունիքի մարզի Լիճքի պղինձի հանքավայր | պղինձ | ԵՀԹ-29/113 | 12.10.12թ | 30.09.15թ | գործող |
| 31 | «Գի Մետալզ Ինվեսթմենթ Լիմիտեդ» ՍՊԸ | ՀՀ Սյունիքի մարզի Դաստակերտի տարածաշրջանի հարավային հատված (ոսկի-բազմամետաղ) | ոսկի-բազմամետաղ | ԵՀԹՎ-29/114 | 25.01.11թ. | 30.12.17թ. | գործող |
| 32 | «ԱՐԱԼՈՒԱՆ» ՍՊԸ | ՀՀ Սյունիքի մարզի Շվանիձորի նեֆելինային սիենիտների երևակման տեղ | ալյումին | ԵՀԹՎ-29/116 | 12.05.11թ | 12.05.16թ | գործող |
| 33 | «Լեռ ԷՔՍ» ՍՊԸ | ՀՀ Սյունիքի մարզի Հանքասարի պղինձ-մոլիբդեն | պղինձ-մոլիբդեն | ԵՀԹ-29/118 | 13.11.12թ | 30.08.17թ | գործող |
| 34 | «Սփայս սթիլ» ՍՊԸ | ՀՀ Սյունիքի մարզի Սվարանցի երկաթ | երկաթ | ԵՀԹՎ 29/122 | 08.12.10թ | 07.11.15թ | գործող |
| 35 | «Նարիպրոֆ» ՍՊԸ | ՀՀ Սյունիքի մարզի Նռնաձորի պղինձ-ոսկեբեր | պղինձ-ոսկի | ԵՀԹ-29/124 | 22.04.13թ | 22.04.16թ | գործող |
| 36 | «Գեղի Գօլդ» ՍՊԸ | ՀՀ Սյունիքի մարզի Գեղի գետի ավազանի հանքային դաշտ | ոսկի | ԵՀԹ-29/125 | 15.11.12թ | 30.09.17թ | գործող |
| 37 | «Վէն սթեպ Ըհեդ» ՓԲԸ | ՀՀ Գեղարքունիքի մարզի Սոթք գետի ցրոնային ոսկի | ոսկի | ԵՀԹՎ-29/131 | 16.07.10թ | 30.06.15թ | գործող |
| 38 | «Արմենիան ինթերնեյշնլ գոլդ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Ցարասարի ոսկու արմատական հանքերևակման շրջան | ոսկի | ԵՀԹՎ-29/133 | 25.07.11թ | 30.06.14թ | գործող |
| 39 | «Մեգո Գոլդ» ՍՊԸ | ՀՀ Արագածոտնի մարզի Թուխմանուկի ոսկու հանքային դաշտի տարածքը` բացառությամբ թիվ ԼՎ-184 լեռհատկացման ակտով «ՄԵԳՈ-ԳՈԼԴ» ՍՊԸ-ին տրամադրված Թուխմանուկի ոսկու հանքավայրի տարածքի | ոսկի | ԵՀԹ 29/136 | 02.07.13թ | 02.07.16թ |  |
| 40 | «Գեղի Գօլդ» ՍՊԸ | ՀՀ Սյունիքի մարզի Գեղաքար Սարիգետ ոսկի-բազմամետաղ | ոսկի-բազմամետաղ | ԵՀԹ-29/140 | 18.01.13թ | 30.12.17թ |  |
| 41 | «ՎՀՀ» ՍՊԸ | ՀՀ Սյունիքի մարզի Որոտնավանքի սիլիկահողային ապարներ | ալյումին | ԵՀԹՎ 29/141 | 16.08.11թ | 30.06.16թ | Հրաժարման հավաստագիր 12.06.14թ. |
| 42 | «ԼԻԴԻԱՆ ԱՐՄԵՆԻԱ» ՓԲԸ | ՀՀ Սյունիքի մարզի Խաչաքարի ազնիվ մետաղ | ազնիվ մետաղներ | ԵՀԹ-29/154 | 31.01.13թ | 30.09.15թ | գործող |
| 43 | «Սագամար» ՓԲԸ | ՀՀ Լոռու մարզի Փամբակ գետի և ՀՀ հյուսիսային պետական սահմանի միջև ընկած ոսկի-բազմամետաղների տեղամաս | բազմամետաղ | ԵՀԹ-29/155 | 31.01.13թ | 31.12.15թ | գործող |
| 44 | «Գեոքեը» ՍՊԸ | ՀՀ Սյունիքի մարզի Ատկիզի ոսկի-բազմամետաղ | ոսկի-բազմամետաղ | ԵՀԹ-29/156 | 06.02.13թ | 31.12.15թ | Հրաժարման հավաստագիր 07.08.2015թ. |
| 45 | «Մոլիբդենի Աշխարհ» ՍՊԸ | ՀՀ Սյունիքի մարզի Դաստակերտի հանքային դաշտի Շեկասարի պղինձ-մոլիբդեն | պղինձ-մոլիբդեն | ԵՀԹ-29/157 | 06.02.13թ | 31.12.15թ | գործող |
| 46 | «Արատտա մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Մասրիկի ոսկու հանքերևակման կենտրոնական տեղամաս | ոսկի | ԵՀԹ 29/164 | 11.04.13թ | 11.04.16թ | Հրաժարման հավաստագիր 02.08.2014թ. |
| 47 | «Վլանժ» ՍՊԸ | ՀՀ Արագածոտնի մարզի Թուխմանուկի հանքային դաշտի Շողակաթի ոսկեբեր հեռ, տարածք | ոսկի | ԵՀԹ-29/168 | 22.05.13թ | 22.05.16թ | գործող |
| 48 | «Դի ԷՅ Մայնինգ» ՍՊԸ | ՀՀ Սյունիքի մարզի Խդեբանցու ոսկի | ոսկի | ԵՀԹ-29/169 | 22.05.13թ | 22.05.16թ | գործող |
| 49 | «Դի ԷՅ Մայնինգ» ՍՊԸ | ՀՀ Սյունիքի մարզի Թաղամիրի ոսկի | ոսկի | ԵՀԹ-29/170 | 22.05.13թ | 22.05.16թ | գործող |
| 50 | «Սթորթրանս» ՍՊԸ | ՀՀ Սյունիքի մարզի Տաշտունի բազմամետաղ | բազմամետաղ | ԵՀԹ-29/172 | 14.06.13թ | 14.06.16թ | Հրաժարման հավաստագիր 26.02.2016թ. |
| 51 | «Նանարփի» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Սոթք գետի ավազանի ցրոնային ոսկի | ոսկի | ԵՀԹ29/176 | 20.06.13թ | 20.06.16թ | գործող |
| 52 | «Բակտեկ էկո» ՍՊԸ | ՀՀ Լոռու մարզի Լեռնաջրի ոսկի բազմամետաղ | ոսկի-բազմամետաղ | ԵՀԹ29/177 | 12.07.13թ | 12.07.16թ | գործող |
| 53 | «Կապպեր մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Թթուջրի բազմամետաղ | բազմամետաղ | ԵՀԹ-29/178 | 12.07.13թ | 12.07.16թ | գործող |
| 54 | «Կապպեր մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Տիգրանաբերդի բազմամետաղ | բազմամետաղ | ԵՀԹ-29/179 | 12.07.13թ | 12.07.16թ | գործող |
| 55 | «Ռակ Միներալզ Ընդ Մեթալզ Ինվեսթմենթս Արմենիա» ՍՊԸ | ՀՀ Սյունիքի մարզի Լեռնաշենի ոսկի-բազմամետաղային հանքային դաշտի «Մրոց-Դարպաս» երևակում | ոսկի-բազմամետաղ | ԵՀԹ-29/184 | 01.10.13թ. | 01,10,16թ | Հրաժարման հավաստագիր 27.01.2015թ |
| 56 | «Ռակ Միներալզ Ընդ Մեթալզ Ինվեսթմենթս Արմենիա» ՍՊԸ | ՀՀ Տավուշի մարզի Կառնուտ-Ծակքար հանքային դաշտի հեռանկարային տարածք (բազմամետաղ) | բազմամետաղ | ԵՀԹ-29/185 | 01.10.13թ. | 01,10,16թ | Հրաժարման հավաստագիր 27.01.2015թ |
| 57 | «Աշոտ Մելքոնյան և Որդիներ» ՍՊԸ | ՀՀ Սյունիքի մարզի Սիսիանի հանքային շրջանի Սիսակերտի հեռանկարային տեղամաս (ոսկի, արծաթ, կապար, ցինկ, պղինձ) | ոսկի, արծաթ, կապար, ցինկ, պղինձ | ԵՀԹ 29/189 | 21.11.13թ. | 21,11,16թ | գործող |
| 58 | «Պանարաքս Միներալս» ՓԲԸ | ՀՀ Վայոց Ձորի մարզի Արփա գետի աջափնյա ավազանի «Պանարաքս Միներալս» պղինձ-բազմամետաղային երևակում | պղինձ-բազմամետաղ | ԵՀԹ 29/160 | 27.11.13թ. | 27,11,16թ | գործող |
| 59 | «Կապպեր մայնինգ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Կուտականի բազմամետաղ | բազմամետաղ | ԵՀԹ-29/194 | 27.12.13թ | 27,12,16թ | գործող |
| 60 | «ՋՈՒԼԻ» ՍՊԸ | ՀՀ Վայոց Ձորի մարզի Ելփինի պղինձ-մոլիբդենային երևակում | պղինձ-մոլիբդեն | ԵՀԹ-29/192 | 04.02.14թ | 04.02.17թ | գործող |
| 61 | «ԼԵՎԳԵՎ» ՍՊԸ | ՀՀ Սյունիքի մարզի Կապանի պղնձի հանքավայրի կենտրոնական հանքի նոր տրանսպորտային հանքուղու ելքից արտահոսող հանքայնացված ջրի երկրաբանական ուսումնասիրություն (պղնձի և այլ մետաղների պարունակության որոշում` օ. հ. պղինձ) | պղնձի և այլ մետաղների պարունակության որոշում` օ. հ. պղինձ | ԵՀԹ-29/200 | 17.04.14թ. | 30.06.16թ. | գործող |
| 62 | «ԳԵՈ ԳՈԼԴ ՄԱՅՆԻՆԳ» ՍՊԸ | ՀՀ Սյունիքի մարզի Ալվանք-Նռնաձորի ոսկի-բազմամետաղային հանքերևակում | ոսկի-բազմամետաղ | ԵՀԹ-29/202 | 12.09.14թ | 12.09.17թ | գործող |
| 63 | «Ալլուվիալ Գոլդ Մայնինգ» ՓԲԸ | ՀՀ Գեղարքունիքի մարզի Մասրիկի ոսկու հանքերևակում |  | ԵՀԹ-29/203 | 23.10.14թ. | 23.10.17թ | գործող |
| ոսկի |
|  |
| 64 | «ՎԻԿՏՈՐԻԱ ՍԻԼՎԵՐ» ՍՊԸ | ՀՀ Լոռու մարզի Մարցի գետի հանքային դաշտի Մարց-Պրվաշեն-Բուդաղիձոր տեղամաս (ոսկի-բազմամետաղ) | ոսկի-բազմամետաղ | ԵՀԹ-29/204 | 04.11.14թ. | 04.11.17թ | գործող |
| 65 | «ԻՆԹԵՐՆԵՅՇՆԼ ԳՈԼԴ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Ծարասարի արմատական ոսկու հանքերևակման սահմաններ | ոսկի | ԵՀԹ-29/205 | 18.02.15թ. | 18.02.18թ | գործող |
|  |
| 66 | «ՄԱՅՆԻՆԳ ՍԼՈՒՇՆՍ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Գետիկ գետի միջին հոսանքի ավազանում գտնվող ընդերքի տեղամաս (ոսկի) | ոսկի | ԵՀԹ-29/199 | 18.02.15թ. | 18.02.18թ | գործող |
| 67 | «ՌԱՄ ԳՐՈՒՊ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Սոթք գետի ավազանի Տիգրանագետ վտակի վերին հոսանքի ոսկեբեր ցրոնների հանքերևակում | ոսկի | ԵՀԹ-29/213 | 22.07.15թ. | 30.06.18թ. | գործող |
| 68 | «ԴՐԱՂԵԳ ՄԵՏԱԼ» ՍՊԸ | ՀՀ Գեղարքունիքի մարզի Կութի ոսկեբեր տեղամասի տարածք | ոսկի | ԵՀԹ-29/214 | 22.07.15թ | 30.06.18թ. | Հրաժարման. հավաստագիր 14.07.16թ |
|  |
| 69 | «ԷՔՈՒԻՎԵՍՏ ԱԼԼԻԱՆՍ ՖԱՈՒՆԴԵՅՇՆ» ՍՊԸ | ՀՀ Լոռու մարզի Ստեփանավանի հանքային շրջանի ՈՒռուտի հանքային դաշտի տեղամաս (բազմամետաղ) | բազմամետաղ | ԵՀԹ-29/212 | 27.07.15թ. | 30.06.18թ | գործող |
| 70 | «ԵՎՐԱՍԻԱ ԷՔՍՓԼՈՐԵՅՇՆ» ՍՊԸ | ՀՀ Տավուշի մարզի Այգեձորի պղինձ-պորֆիրային երևակում | պղինձ | ԵՀԹ-29/216 | 03.09.15թ. | 31.12.17թ. | Հրաժարման հավաստագիր 15.12.2015թ |
| 71 | «ՍԵՆՏԵՐՐԱ ՄԱՅՆԻՆԳ» ՓԲԸ | ՀՀ Վայոց Ձորի մարզ, Կապույտի բազմամետաղների հանքերևակում | բազմամետաղ | ԵՀԹ-29/224 | 25.12.15թ | 31.12.18թ | գործող |
| 72 | «ՆԱՐԻՊՐՈՖ» ՍՊԸ | ՀՀ Սյունիքի մարզ, Նռնաձորի (Նյուվադի) պղինձ-ոսկեբեր հանքերևակում | պղինձ-ոսկի | ԵՀԹ-29/219 | 02.04.16թ. | 31.03.19թ | գործող |
| 73 | «ԹԱԹՍԹՈՈՒՆ» ՍՊԸ | ՀՀ Սյունիքի մարզ, Լիճքի բազմամետաղների հանքային դաշտ | բազմամետաղ | ԵՀԹ-29/225 | 11.06.16թ. | 31.03.19թ | գործող |
| 74 | «ՄԱՅՆԻՆԳ ՔՈՆՍԱԼԹԻՆԳ» ՍՊԸ | ՀՀ Վայոց Ձորի մարզ, Վաղաշենի բազմամետաղների հանքերևակում | բազմամետաղ | ԵՀԹ-29/228 | 02.11.16թ. | 30.09.19թ | գործող |
| 75 | «ՂԱՐԱԳՈՒԼՅԱՆՆԵՐ» ՓԲԸ | ՀՀ Սյունիքի մարզ, Վերին Վարդանիձորի ոսկի-բազմամետաղային հանքային դաշտ | բազմամետաղ | ԵՀԹ-29/229 | 25.10.16թ. | 30.09.19թ | գործող |
| 76 | «ԷՆԵՐԳՈ ԻՆՎԵՍՏ ՀՈԼԴԻՆԳ» ՓԲԸ | ՀՀ Տավուշի մարզի Մուրխուզի բազմամետաղների հանքերևակում | բազմամետաղ | ԵՀԹ-29/238 | 13.03.17թ. | 31.12.19թ | գործող |
| 77 | «ԱՅՐՆ ՄԱՅՆԻՆԳ» ՍՊԸ | ՀՀ Լոռու մարզի Բազումի երկաթի երևակում | երկաթ | ԵՀԹ-29/236 | 23.03.17թ. | 31.12.19թ | գործող |
| 78 | «ՊՐԵՄԻՈՒՄ ՄԱՅՆԻՆԳ» ՍՊԸ | ՀՀ Տավուշի մարզի Կառնուտ-Սառնաղբյուրի պղինձ-բազմամետաղային հանքային դաշտի տարածք | պղինձ-բազմամետաղ | ԵՀԹ-29/237 | 25.02.17թ | 31.12.19թ | գործող |
| 79 | «ԳՈԼԴԵՆ ԼԵՆԴ» ՍՊԸ | ՀՀ Սյունիքի մարզի Արևիսի բազմամետաղների հանքային դաշտ | բազմամետաղ | ԵՀԹ-29/245 | 28.06.17թ. | 31.03.20թ | գործող |
| 80 | «ՄԵՏԱԼՍ ՄԱՅՆԻՆԳ ԳՐՈՒՊ» ՍՊԸ | ՀՀ Սյունիքի մարզի Շամբի բազմամետաղների հանքերևակում | բազմամետաղ | ԵՀԹ-29/246 | 28.06.17թ. | 31.03.20թ | գործող |

## ACCOUNTING, FINANCIAL AUDTING, AND LEGAL COUNSEL FIRMS

### Accounting and financial auditing firms

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | NAME | WEBSITE | EMAIL | PHONE NUMBER |
| 1 | BAKER TILLY ARMENIA Audit company | [www.bakertillyarmenia.com](http://www.bakertillyarmenia.com/) | info@bakertillyarmenia.com | 37410 582487   0374 10562404 |
| 2 | GRANT THORNTON Audit company | [www.grantthornton.am](http://www.grantthornton.am/) | gta@am.gt.com | 37410 260964   37410 260961 |
| 3 | ARMAUDIT  Audit, consulting of enterprises and bank | [www.hayaudit.com](http://www.hayaudit.com/) | hayaudit@hayaudit.com   hayaudit@mail.ru | (374-10) 58-07-45 |
| 4 | KPMG ARMENIA Audit company | [www.kpmg.am](http://www.kpmg.am/) | general@kpmg.co.am | 37410 566762 |
| 5 | AUDIT SERVICE  Audit and book-keeping tax and finance consultations, fixed assets appraisal | [www.auditservice.am](http://www.auditservice.am/) | auditservicellc@gmail.com | 37410 544788, 374 91402128 |
| 6 | LONDON BUSINESS GROUP  Book-keeping, audit, tax, accounting, business-legal areas consulting | [www.lbg.am](http://www.lbg.am/) | hakzor@netsys.am | 374 91010421   37410 541272 |
| 7 | AN AUDIT Audit company  Audit, accounting and tax services | [www.anconsult.am](http://www.anconsult.am/) | office@anconsult.am | 37410 229021 |
| 8 | Deloitte Yerevan office | https://www2.deloitte.com/am/en.html | [amdeloitte@deloitte.am](mailto:amdeloitte@deloitte.am) | [37410) 526 520](tel:+%20(37410)%20526%20520) |
| 9 | FREDA Accounting services  Accounting services, consultations | [www.fredallc.am](http://www.fredallc.am/) | info@capitalconsulting.am | 37410 250668   37410 250600 |
| 10 | SAFETY ACCOUNTING | [www.safetyaccounting.am](http://www.safetyaccounting.am/) | safetyaccounting@mail.am | 37410 564004 |
| 11 | [YEREVAN AUDIT CONSULT Audit company](http://areg.biz/firms/?id=17295&lng=en) | [www.yerevanaudit.am](http://www.yerevanaudit.am/) | info@yerevanaudit.am | 37410 522073   374 93250580 |
| 12 | Ernst and Young Armenia | [www.ey.com](http://www.ey.com/) | [yerevan@am.ey.com](mailto:yerevan@am.ey.com) | 374 10 500790   37410 500705 |
| 13 | [BDO ARMENIA](http://www.bdoarmenia.am/en-gb/about/about-bdo-armenia) | [www.bdoarmenia.am](http://www.bdoarmenia.am/) | bdo@bdoarmenia.am | [+374-10-528899](callto:+37410528899) |
| 14 | QUIPU CONSULTING | [www.quipu.am](http://www.quipu.am/) | info@quipu.am | 37410 537691 |
| 15 | PROFIKON Accounting service | [www.profikon.am](http://www.profikon.am/) | [proficon@proficon.am](mailto:proficon@proficon.am) | +374 99 200 630 |
| 16 | VIPNET Accounting service  Accounting service, audit | [www.vipnet.am](http://www.vipnet.am/) | info@vipnet.am | 37410 521010 |
| 17 | FIN COR Accountant company | [https://www.facebook.com/Fin-Cor-LLC-Հաշվապահական-գրասենյակ-259185207444377/?fref=ts](http://https/www.facebook.com/Fin-Cor-LLC-%D5%80%D5%A1%D5%B7%D5%BE%D5%A1%D5%BA%D5%A1%D5%B0%D5%A1%D5%AF%D5%A1%D5%B6-%D5%A3%D6%80%D5%A1%D5%BD%D5%A5%D5%B6%D5%B5%D5%A1%D5%AF-259185207444377/?fref=ts) | fincorllc@gmail.com | 374 93077080   37410 580501 |
| 18 | G AND L PARTNERS Accounting company | [http://www.facebook.com/GandLPartners](http://http/www.facebook.com/GandLPartners) | nune.partners@gmail.com | 37410 559705   374 93450883 |
| 19 | TM AUDIT Audit  Audit and consultation, training of accounting | [www.tmaudit.am](http://www.tmaudit.am/) . | info@tmaudit.am | 060607080   060607181   060607282 |
| 20 | "IMPRESS" Accounting and Consulting Company | [www.impress.am](http://www.impress.am) | [info@impress.am](mailto:info@impress.am) | 37410 322-434 |

### Legal counsel firms

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | NAME | WEBSITE | EMAIL | PHONE NUMBER |
| 1 | «AM» law firm | http://am.am/eng/ | [info@am.am](mailto:info@am.am) | +[374 12 262626](http://am.am/eng/contacts/+374%2012%2026%2026%2026) |
| 2 | [Investment Law Group, LLC](https://www.hg.org/attorney/investment-law-group-llc/36586) | [www.lawyer.am](http://www.lawyer.am/) | info@lawyer.am | +374 10 532634 |
| 3 | Vardanyan & Partners | [armenian-lawyer.com](http://armenian-lawyer.com/) | [info@vardanyanlaw.com](mailto:info@vardanyanlaw.com) | +374 99 001167 |
| 4 | [iLex Law Firm Armenia](https://www.hg.org/attorney/ilex-law-firm-armenia/92949) | [www.ilex.am](https://www.ilex.am/am/2-ilex/6-test-3.html) | [Info@ilex.am](mailto:info@ilex.am) | [+374 93 283074](tel:%20+374-93-283074) |
| 5 | Adwise | <http://adwise.am/> | info@adwise.am | +374 95 954450 |
| 6 | Ameria CJSC | http://www.amerialegal.am/ | [legal@ameria.am](mailto:legal@ameria.am) | +374 10 561111 |
| 7 | Concern-Dialog CJSC | http://www.dialog.am/en | [info@dialog.am](mailto:info@dialog.am) | +374 10 575121 |
| 8 | Arlex International Ltd. | http://www.arlex.am/ | [info@arlex.am](mailto:info@arlex.am) | +37410 580213 |
| 9 | Elawphant Law Firm | https://elawphant.am/ | [info@elawphant.am](mailto:info@elawphant.am) | +374 55 584425 |
| 10 | [Extra Jus Law Firm](https://www.hg.org/attorney/extra-jus-law-firm/121975) | http://www.extrajus.com/ | [infoextrajus.com](http://www.extrajus.com/contacts.html#top) | +374 10445855 |
| 11 | [Fidelity Consulting cjsc](https://www.hg.org/attorney/fidelity-consulting-cjsc/114684) | http://www.fidelitylegal.am/ | [info@fidelitylegal.am](mailto:info@fidelitylegal.am) | +374 55 326887 |
| 12 | [Ghulyan and Partnes LLC](https://www.hg.org/attorney/ghulyan-and-partnes-llc/117617) | http://lawfirmarmenia.com/ | [info@lawfirmarmenia.com](mailto:info@lawfirmarmenia.com) | +374 96 565612 |
| 13 | [Grigoryan & Partners](https://www.hg.org/attorney/grigoryan-and-partners/68926) | http://www.gpartners.am/ | [info@gpartners.am](mailto:info@gpartners.am) [grigoryan@gpartners.am](mailto:grigoryan@gpartners.am) | +374 10 522754 |
| 14 | Harutiunian & Partners Law Office | http://www.legal.am/ | counsel@legal.am | +374 10 559501 |
| 15 | HS Partners Law Firm | http://www.hspartners.am/en | info@hspartners.am | +374 11 479577 |
| 16 | ILC | http://www.ilc.am/ | [info@ilc.am](mailto:info@ilc.am) | +374 10 569698 |
| 17 | K&P Law Firm | http://armenialawoffice.com/ | office@kp.am | +374 10 529509 |
| 18 | Knyazyan & Partners | http://www.knyazyanlaw.com/ | info@knyazyanlaw.com | +374 55 562512 |
| 19 | Legal Expert Inc | http://www.legalexpert.am/ | info@legalexpert.am | +374 10 532499 |
| 20 | Legelata Law Firm | http://www.legelata.am/ | info@legelata.am | +374 10 514345 |
| 21 | Prudence Legal | http://www.prudencelegal.com | [info@prudencelegal.com](mailto:info@prudencelegal.com) | +374 10 514830 |
| 22 | Zohrabyan & Partners law firm LLC | http://lawgroup.am/?lang=en | [info@lawgroup.am](mailto:info@lawgroup.am) | +374 10 501626 +374 10 502616 |
| 23 | LegalLab | http://www.legallab.co/ | info@legallab.co | +374-10-522051 +374-94-217784 |
| 24 | Hovhannisyan and Partners | http://hap.am | [info@hap.am](mailto:info@hap.am) | +374-60-740740 |
| 25 | Chamber of Advocates of the Republic of Armenia | http://www.advocates.am/ | [info@advocates.am](http://advocates.am/) | +374 10 600 701  +374 10 600 704 |

## NATIONAL MEDIA OUTLETS

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| --- |
| TV TALK SHOWS |
| Evening analytical TV shows:   * Urvagits with Petros Ghazaryan (Kentron TV) * Herankar with Aram Abrahamyan (Shant TV) * Erkri hartsy with Davit Sargsyan (Erkir Media TV) * Orakargits durs with Agnesa Khamoyan (H1) * Zruyts with Gayane Paytsyan (H2) * Orakarg harcazruyts (H1)   Morning shows:   * Aravot luso (H1) * Bari luys (Armenia TV) * Aravoty Shantum (Shant TV) |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Media Type** | **Name** | **Website** | **Email** | **Phone number** |
| **TV** | ArmeniaTV | www.armeniatv.am | info@armeniatv.am | 010369344 |
| H1 TV | www.1tv.am | International@1tv.am | 010650015 |
| H2 TV | www.tv.am | h2@tv.am | 010398831 |
| Armnews TV | www.armnewstv.am | info@armnewstv.am | 010368144 |
| H3 TV | www.h3tv.am | orlratvakan@gmail.com | 011 70 07 02 |
| Kentron TV | www.kentron.tv | info@kentron.tv | 010391039 |
| AR TV |  | artv@artv.am | 010440300 |
| Ararat TV | www.ararat-tv.am |  | 010587222 |
| Shant TV | www.shanttv.com | web@shanttv.am | 010277668 |
| Yerkir Media TV | www.yerkirmedia.am | news@yerkirmedia.am | 010 57 64 98  010 57 65 12 |
| ATV | www.atv.am | info@atv.am | 060445238 |
| Shoghakat | www.shoghakat.am | info@shoghakat.am | 010 42 08 11 |
| Gala | www.galatv.am | info@galatv.am | 010221855 |
| Shirak |  | shiraktvr@yandex.ru | 0312 59003 |
| Tsayg TV | www.tsayg.am | info@tsayg.am | 0312 30542 |
| Shant TV | www.shanttv.com | web@shanttv.am | 010277668 |
| Sosi TV | www.sosi-tv.com | sositv@mail.ru | 0285 24306 |
| Lori Tv | www.loritv.am | loritv@loritv.am | 094027909 |
| "Mig" Radio Company |  |  | 0322 50717 |
| Fortuna TV | www.fortunatv.am | info@fortunatv.am | 0322 46606 |
| **Radio** | Azatutyun/Radio Liberty | www.azatutyun.am | liberty@liberty.r.am | 10544049 |
| Hay Radio | www.radiohay.am | info@radiohay.am | 010560000 |
| Radio Van | www.radiovan.fm |  | 010540001 |
| Arm Radio | www.arm-radio.com |  |  |
| Public Radio | www.armradio.am |  | 010570970 |
| Radio VEM | www.vem.am |  | 010585249 |
| Hay FM Radio | www.hayfm.am |  | 010560000 |
| Radio Yerevan | www.yerevanfm.am | info@yerevanfm.am | 010551012 |
| Radio “Ardzagank” |  |  |  |
| Radio Hay-Gyumri |  |  | 0312 30543 |
| **Newspapers** | Hayastani Hanrapetutyun | www.hhpress.am |  |  |
| Aravot daily | www.aravot.am | aravotoratert@gmail.com | 060 274802 |
| Haykakan Zhamanak | www.armtimes.com | info@armtimes.com | 010544339 |
| 168 zham | www.en.168.am |  |  |
| Novoe vremya | www.nv.am |  |  |
| Respublica Armenia | www.ra.am | info@ra.am | 010545700 |
| Azg Weekly | www.azg.am | azg@azg.am | 060271113 |
| Aravot Daily | www.aravot.am | aravotoratert@gmail.com | 060 274802 |
| Hayots Ashkhar Daily | www.armworld.am |  | 010538865 |
| Iravunk | www.iravunk.com | iravunk@iravunk.com | 010539011 |
| Hayastan | www.hayastan.com |  |  |
| Golos Armenii | golosarmenii.am | golosarmenii2013@yandex.com | 52-92-26 |
| Delovoy Express |  | delovoy@express.am |  |
| Prestige Magazine |  |  |  |
| Hraparak Daily | www.hraparak.am |  |  |
| **Website** | News.am |  |  |  |
| Tert.am |  |  |  |
| 1in.am |  |  |  |
| Panorama.am |  |  |  |
| Yerkir.am |  |  |  |
| Ankakh.am |  |  |  |
| 7or.am |  |  |  |
| Lurer.com |  |  |  |
| Hetq.am |  |  |  |
| Lratvakan.am |  |  |  |
| Hraparak.am |  |  |  |
| Aysor.am |  |  |  |
| Lragir.am |  |  |  |
| Panarmenian.net |  |  |  |
| **Info. Agency** | Armenpress | www.armenpress.am | contact@armenpress.am | 010539818 |
| Novosti Armenii/Arka | www.arka.am | arka@arminco.com | 010524080 |
| Noyan Tapan | www.noyan-tapan.am | info@nt.am | 060351122 |
| Mediamax | www.mediamax.am | news@mediamax.am | 010545431 |
| Photolur | www.photolure.am | photolur@gmail.com | 010562841 |
| **Online TV** | A1plus.am |  |  |  |
| Civilnet.am |  |  |  |
| Yerevan Today |  |  |  |
| **Entertainment website** | VisitArm.com |  |  |  |
| MyYerevan.am |  |  |  |
| AllEvents.in/Yerevan |  |  |  |

## DIASPORA MEDIA OUTLETS

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | NAME | WEBSITE | EMAIL | PHONE NUMBER | COUNTR/REGION |
| 1 | Diario Armenia | http://www.diarioarmenia.org.ar/ | http://www.diarioarmenia.org.ar/contacto/ | (54-11) 4775-7494 | Argentina |
| 2 | **Hayern Aysor. RoA Ministry of Dispora** | http://hayernaysor.am/ | [hayernaysor@gmail.com](mailto:hayernaysor@gmail.com) | +37410 530938 (374/10) 58-56-01 | Armenia |
| 3 | Armenia Online | [www.armenia.com.au](http://www.armenia.com.au/) | [info@armenia.com.au](mailto:info@armenia.com.au) |  | Australia |
| 4 | ABAKA ONLINE | ABAKA WEEKLY | http://abakanews.org/ | abaka@bellnet.ca | 514 747-6680 | Canada |
| 5 | Horizon Weekly | https://horizonweekly.ca/ | [editor@horizonweekly.ca](mailto:editor@horizonweekly.ca) | [(514) 332 - 3757](tel:(514)%20332%20-%203757) | Canada |
| 6 | **Azad Khosk** | http://www.azadkhosk.com/index.html | [yerank@cytanet.com.cy](mailto:yerank@cytanet.com.cy) | +357-22312577 | Cyprus |
| 7 | [**CYPRUS ARMENIANS-GIBRAHAYER**](http://www.hayem.org/en) | http://www.hayem.org/en | [ayo@cyprusarmenians.com](mailto:ayo@cyprusarmenians.com) | (+357) 22454540 | Cyprus |
| 8 | **Radio Liberty** | https://www.azatutyun.am/ | [armenian@rferl.org](mailto:armenian@rferl.org) | +420221122435 | Czech Republic |
| 9 | [Housaper Daily](https://www.facebook.com/Housaper-Daily-477643769062432/?hc_ref=ARRDtMguNClrFiJtEy6x3VdxMfXKPU3ZOolmLhmCPbUxz2TRiMyU6ilwRrZK51cMSOA) | https://www.facebook.com/pg/Housaper-Daily-477643769062432/posts/?ref=page\_internal | housaper@ie-eg.com | 202 - 25776857 | Egypt |
| 10 | France-Arménie | <http://www.france-armenie.fr/fr/>  <https://www.facebook.com/FranceArmenie> | [veronique@france-armenie.fr](mailto:veronique@france-armenie.fr) | 04 72 33 24 77 | France |
| 11 | [Nouvelles d'Arménie](https://www.facebook.com/armenews/) | http://www.armenews.com/ | administration@armenews.com | 33 1 55 37 97 96 | France |
| 12 | Akhaltskha.net | http://akhaltskha.net/ | info@akhaltskha.net | +995 593 98 13 37 | Georgia |
| 13 | Aliq Media | aliq.ge |  | +995 322 93 23 00 | Georgia |
| 14 | Azat or | http://azator.gr/ | [info@azator.gr](mailto:info@azator.gr) | 210 95 75 011 | Greece |
| 15 | Alik | http://www.alikonline.ir/ | [info@alikonline.ir](mailto:info@alikonline.ir) | (+98-21) 88768567 - 88761154 | Iran |
| 16 | Comunit AArmena | http://www.comunitaarmena.it/ | [email@comunitaarmena.it](mailto:email@comunitaarmena.it) | 3476366517 | Italy |
| 17 | Ararad Daily Newspaper | http://araraddaily.com/Araradnew/Ararad-Daily-Newspaper-Armenian-News-Lebanese-Press-%D5%80%D5%A1%D5%B5%D5%AF%D5%A1%D5%AF%D5%A1%D5%B6-%D5%AC%D5%B8%D6%82%D6%80%D5%A5%D6%80/ | Araradorarert@gmail.com | 01-565599 | Lebanon |
| 18 | Araratonline.com | http://www.araratonline.com/ | redactia@araratonline.com | (4021) 314.67.83 | Romania |
| 19 | "Ноев Ковчег"/Noyan Tapan | http://noev-kovcheg.ru/ | [6894190@mail.ru](mailto:6894190@mail.ru)  [0897NK@gmail.com](mailto:0897NK@gmail.com) | +7 (495) 369-06-65 | Russia |
| 20 | Еркрамас/Yerkramas | http://www.yerkramas.org/ | info@yerkramas.org | (861) 267-17-98  8-918-026-24-46, 8-918-32-34-256 | Russia |
| 21 | ACC-UK | http://www.accc.org.uk/ | [info@accuk.org.uk](mailto:info@accuk.org.uk) |  | United Kingdom |
| **22** | **Ararat. A magazine from AGBU** | <http://araratmagazine.org/>  https://www.facebook.com/araratmagazine | https://www.facebook.com/araratmagazine |  | USA |
| 23 | Asbarez | <http://asbarez.com/arm/> | [asbareznews@asbarez.com](mailto:asbareznews@asbarez.com),  [english@asbarez.com](mailto:english@asbarez.com)editor@asbarez.com | (323) 284-9222 | USA |
| 24 | HAIRENIK Weekly | https://hairenikweekly.com/ | [hairenikweekly@hairenik.com](mailto:hairenikweekly@hairenik.com) | (617) 926-3974 | USA |
| 25 | Massis Post | https://massispost.com/ | info@massispost.com | (626) 797-7680 | USA |
| 26 | **Oragark News & Publishing** | http://www.oragark.com/armenian/ | [info@oragark.com](mailto:info@oragark.com)  [editor@oragark.com](mailto:editor@oragark.com) | (818) 649-2014 | USA |
| 27 | The Armenian Mirror-Spectator | https://mirrorspectator.com/ | editor@mirrorspectator.com | 617-924-4420 | USA |
| 28 | **The Armenian Observer** | http://www.thearmenianobserver.com/ | okesh@aol.com | 323-467-6767 | USA |
| 29 | [The Armenian Weekly](https://armenianweekly.com/) | https://armenianweekly.com/ | editor@armenianweekly.com | 1-617-926-3974, 1-617-926-3976 | USA |
| 30 | [The California Courier](http://www.thecaliforniacourier.com/) | http://www.thecaliforniacourier.com/ | http://www.thecaliforniacourier.com/contact-page/ | (818) 409-0949 | USA |
| 31 | [**USA ARMENIAN LIFE**](http://www.armenianlife.com/) | http://www.armenianlife.com/ | [usarmenianlife@gmail.com](mailto:usarmenianlife@gmail.com) | (818) 241-5777 | USA |

## INTERNATIONAL MEDIA OUTLETS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Media Name | Website | Email | Phone number |
|  | Financial Times | [*www.ft.com*](http://www.ft.com) | [fte.subs@ft.com](mailto:fte.subs@ft.com) | +800 07 05 6477 |
|  | International Business Times | <http://www.ibtimes.com> | [info@ibtimes.com](mailto:info@ibtimes.com) | +1 646 867 7100 |
|  | Barron’s | <https://www.barrons.com> | [support@barrons.com](mailto:support@barrons.com) | 1-800-544-0422 |
|  | Bloomberg | <https://www.bloomberg.com> | [info@bloomberg.net](mailto:info@bloomberg.net)  [globalrecruiting@bloomberg.com](mailto:globalrecruiting@bloomberg.com) |  |
|  | Reuters | <https://www.reuters.com> | [info@reuters.com](mailto:info@reuters.com)  [John.Toth@thomsonreuters.com](mailto:John.Toth@thomsonreuters.com)  [Gabrielle.Powell@thomsonreuters.com](mailto:Gabrielle.Powell@thomsonreuters.com) | 646-223-5707  415-344-6017 |
|  | Fortune | <http://fortune.com> | [fortunemail\_letters@fortunemail.com](mailto:fortunemail_letters@fortunemail.com)  [time-fmg-pr@timeinc.com](mailto:time-fmg-pr@timeinc.com)  [Advertising\_contact@timeinc.com](mailto:Advertising_contact@timeinc.com) | 212 522 4800 |
|  | Investor’s Business Daily | <https://www.investors.com> | [IBDNews@investors.com](mailto:IBDNews@investors.com) | +1 800-831-2525 |
|  | Industry Week | <http://www.industryweek.com> | [iwinfo@industryweek.com](mailto:iwinfo@industryweek.com) | +1 216 696 7000 |
|  | Financial Times | <http://www.industryweek.com> | [productplacement@ft.com](mailto:productplacement@ft.com)  [PartnershipRequests@ft.com](mailto:PartnershipRequests@ft.com) | +44 20 7873 3000 |
|  | Market Watch | <https://www.marketwatch.com> | [orders@marketwatch.com](mailto:orders@marketwatch.com) | 1-888-485-2378 |
|  | Global Investor Group | <https://globalinvestorgroup.com> | [tim.willmott@globalinvestorgroup.com](mailto:tim.willmott@globalinvestorgroup.com) | +44 (0)20 7779 8999  +44 20 7779 7216 |
|  | The Street | <https://www.thestreet.com> | [James.Freiman@thestreet.com](mailto:James.Freiman@thestreet.com) | +1 212 321 5000 |
|  | Institutional Investor | <https://www.institutionalinvestor.com> | [Sam.knox@institutionalinvestor.com](mailto:Sam.knox@institutionalinvestor.com) | +1 212 224 3160  + 1 212 224 3155 |
|  | Yahoo Finance | <https://finance.yahoo.com> | <https://www.oath.com/advertising/> | 408-349-5070 |
|  | Google Finance | <https://finance.google.com/finance> | [press@google.com](mailto:press@google.com) | 1-855-601-6020 |
|  | The Wall Street Journal | <https://www.wsj.com> | [support@wsj.com](mailto:support@wsj.com)  [WSJplus@wsj.com](mailto:WSJplus@wsj.com). | +1 212-416-2000 |
|  | Harvard Business Review | <https://hbr.org> | [customerservice@harvardbusiness.org](mailto:customerservice@harvardbusiness.org) | 617 783 7500 |
|  | Forbes | <https://www.forbes.com> | [jsibley@forbes.com](mailto:jsibley@forbes.com) | 212 367-2621 |
|  | The Economist | <https://www.economist.com> | [alanpradera@economist.com](mailto:alanpradera@economist.com) | +41 (0) 22 5662 483 |
|  | Globe Investor | <https://www.theglobeandmail.com/investing> | [advertising@globeandmail.com](mailto:advertising@globeandmail.com) | 1-866-999-9237 |
|  | Business Insider | <http://www.businessinsider.com> | [growthsales@businessinsider.com](mailto:growthsales@businessinsider.com) |  |

## INTERNATIONAL PLATFORMS AND MEMBERSHIP ORGANIZATIONS

Access to some of the above listed channels of communication will become available through membership organizations. For instance, members to the following organizations can provide content to the newsletters and press channels of these organizations:

* GOXI - <http://goxi.org/> (“a space for dialogue and platform for innovation and collaboration serving those actively working on governance issues in the extractive industries … discuss the big ideas; share opinions and information, including new research and events; connect with others actively working on the sector and dealing with similar challenges; learn what is happening around the world; find jobs; and announce initiatives in which you are engaged and collaborate to make them happen.”)
* International Council on Mining and Metals (ICMM) -- <https://www.icmm.com/en-gb> (“an international organization dedicated to a safe, fair and sustainable mining industry”)
* Society for Mining, Metallurgy, and Exploration (SME) -- <https://www.smenet.org/> (“The Society for Mining, Metallurgy & Exploration Inc. (SME) is a professional society (nonprofit 501(c)(3) corporation) whose more than 15,000 membership represents all professionals serving the minerals industry in more than 100 countries. SME members include engineers, geologists, metallurgists, educators, students and researchers. SME advances the worldwide mining and underground construction community through information exchange and professional development.”)

## INTERNATIONAL MEETINGS, CONFERENCES, SYMPOSIUMS

There are several international meetings and conferences where participants from Armenia can attend and make presentations, enter into discussions, and form international partnerships. For EITI purposes, the most immediately relevant forum is the EITI Board Meetings, which take place two to four times a year (<https://eiti.org/about/board-meetings>). The two meetings scheduled for 2018 are:

* 39th EITI International Board Meeting, February 13-14, 2018, Oslo, Norway and
* 40th EITI International Board Meeting, June 28-29, 2018, Berlin, Germany.

In addition, there are annual conferences and symposia on mining where EITI issues can be presented and discussed. The list below presents the 2018 schedule of such events. Many of these events, though, are annual and will repeat in 2019, 2020, and so on. Possible events where Armenian participants can attend and present are:

* PDAC 2018 Convention, March 4-7, 2018, Toronto, Canada (<http://www.pdac.ca/convention>) (Annual, typically held in the month of March)
* Aachen International Mining Symposium 2018, May 23-24, 2018, Aachen, Germany (<http://www.aims.rwth-aachen.de/call-for-paper>) (Annual, typically held in May of each year)
* Mining Investment Europe (2nd Annual), June 6-7 2018, Jumeirah Frankfurt, Germany (<https://www.mininginvestmenteurope.com/>) (Annual; first year held in December, second year in June)
* World Mining Congress, June 19-22, 2018, Astana, Kazakhstan (<https://www.wmc2018.org/en/congress/about-congress>) (Held every 2-3 years, season of year when held varies)
* The 5th International Open Data Conference, September 21-22, 2018, Buenos Aires, Argentina (<http://opendatacon.org>, <https://twitter.com/opendatacon>) (Biannual, season of year when held varies)
* The 18th International Anti-Corruption Conference, October 22-24, 2018, Copenhagen, Denmark (Transparency International: <https://iaccseries.org/about/>) (Typically biannual, typically held in the Fall, though there has been one exception)

A more complete listing of mining-related conferences and seminars is available at the following website: <http://www.infomine.com/events/>.

## GLOBAL CIVIL SOCIETY ORGANIZATIONS WITH RELEVANT FOCUS

Civil society organizations in Armenia can communicate internationally through a many international NGOs, advocacy groups, and networks. Below are a few of these organizations or networks. Interacting with these international organizations and networks will strengthen Armenia’s civil society and enable communicating about EITI Armenia internationally.

* Publish What You Pay (PWYP) -- <http://www.publishwhatyoupay.org/> (“a global membership-based coalition of civil society organizations (CSOs) in over forty countries united in their call for an open and accountable extractive sector, so that oil, gas and mining revenues improve the lives of women, men and youth in resource-rich countries and that extraction is carried out in a responsible manner that benefits countries and their citizens.”)
* IndustriALL Global Union -- <http://www.industriall-union.org/sectors-list?sectors=Base+metals> (“IndustriALL Global Union represents 50 million workers in 140 countries in the mining, energy and manufacturing sectors and is a force in global solidarity taking up the fight for better working conditions and trade union rights around the world”)
* Natural Resource Governance Institute (NRGI) -- <https://resourcegovernance.org/> (NRGI is an independent, non-profit organization that provides policy advice and advocacy. They share their knowledge and experience freely with policy-makers, accountability actors, and the global campaign for improved international norms. “We are particularly well-placed to convene reform-oriented dialogue and to engage in constructive policy advocacy.”)
* Transparency International (TI) -- <https://www.transparency.org/> (An official supporter of EITI globally.)
* Open Society Institute (OSI) -- <https://www.opensocietyfoundations.org/> (An official supporter of EITI globally.)
* Global Witness -- <https://www.globalwitness.org/en/> (An official supporter of EITI globally. “Many of the world’s worst environmental and human rights abuses are driven by the exploitation of natural resources and corruption in the global political and economic system. Global Witness is campaigning to end this. We carry out hard-hitting investigations, expose these abuses, and campaign for change.  We are independent, not-for-profit, and work with partners around the world in our fight for justice.”)
* Adam Smith Institute -- <https://www.adamsmith.org/> (The Adam Smith Institute is one of the world's leading think tanks, ranked 2nd in the world among Domestic Policy Economic Think Tanks and 2nd in the world among Independent Think Tanks by the University of Pennsylvania. Independent, non-profit and non-partisan, it works to promote free market, neoliberal ideas through research, publishing, media outreach, and education.)
* Oxfam -- <https://www.oxfam.org/> (An official supporter of EITI globally.)
* Caritas -- <https://www.secours-catholique.org/> (An official supporter of EITI globally.)

## SPECIALIZED INTERNATIONAL PUBLICATIONS

Specialized publications can reach a target audience of experts, professionals, practitioners, and poliy makers. The following are links to publications or directories of publications that EITI Armenia, civil society in Armenia, industry, government, academics and others can use.

* Mining Journal -- <http://www.mining-journal.com> (“the world’s leading mining investment and business title, covering all aspects of the industry”)
* Mining.com -- <http://www.mining.com/> (“leading digital publication covering the global mining sector”)
* InfoMine (Database of Magazines and Newspapers) --<http://www.infomine.com/library/links/508/publications/magazines.and.newspapers.aspx>
* InfoMine (Database of Journals) -- <http://www.infomine.com/library/links/505/publications/journals.aspx>

## MANAGEMENT-CONSULTING FIRMS WITH MINING PRACTICE

Management consulting firms can be an important information node for international investors wishing to learn more about Armenia’s mining sector and any regulatory and governance reforms.

* McKinsey -- <https://www.mckinsey.com/industries/metals-and-mining/our-insights> (the Moscow office of McKinsey has a senior partner, Avetik Chalabyan, who leads the company’s global practice on metals)
* Deloitte -- <https://www2.deloitte.com/global/en/pages/energy-and-resources/topics/mining.html?icid=top_mining> (“Deloitte’s global mining team offers … expertise in mining.”)
* EY Metals -- <http://www.ey.com/gl/en/industries/mining---metals>
* PWC Global -- <https://www.pwc.com/gx/en/industries/energy-utilities-resources/mining-metals.html>

## EIGHT NATIONAL EITI COMMUNICATION STRATEGY DOCUMENTS COMPARED

We have selected 8 examples of communication strategies and examined them from these two aspects:

* + 1. Structure (number of pages, easy to understand, availability of lists of organizations, measurement and evaluation, sample action plan)
    2. Content (channels, communication activities for target groups, website recommendations)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **STRUCTURE & CONTENT** | **NIGERIA** | **GER-MANY** | **LIBERIA** | **UK** | **KAZA-KHSTAN** | **AZER-BAIJAN** | **GHANA** | **ALBANIA** |
| Pages | **46** | **53** | **12** | **5** | **5** | **13** | **40** | **10** |
| Straightforward  (easy to understand) | Yes | No | Yes | Yes | Yes | Yes | Yes | Yes |
| Objectives | Yes | Yes | Yes | Yes | No | Yes | Yes | Yes |
| Communication channels  (direct/indirect) | No | No | Yes | Yes | Yes | Yes | Yes | No |
| Communication division  (Internal /national/ international) | Yes | Yes | Yes | No | No | Yes | Yes | No |
| Website | Yes | Yes | Yes | No | No | No | No | No |
| Action plan | Yes | Yes | No | No | Yes | Yes | Yes | Yes |
| Measurement & Evaluation | Yes | Yes | Yes | No | No | Yes | Yes | Yes |
| List of mining companies | No | No | No | No | No | No | No | No |
| List of NGOs | No | Yes | Yes | No | No | No | No | No |
| Proposed media | Yes | No | Yes | No | Yes | No | No | No |
| Budget | Yes | No | No | No | No | No | Yes | No |
| Link to CS |  | <https://www.d-eiti.de/wp-content/uploads/2016/12/2016_10_26_DEITI_Kommunikationsstrategie_EN_cleared-version.pdf> | <http://archive.resourcegovernance.org/sites/default/files/Liberia_communication_strategy.pdf>  <https://ru.scribd.com/document/190660672/LEITI-Communications-2013-15> | <https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/484744/Updated-EITI_Communications_Plan-_Dec-April_2016-1.pdf> | <http://eiti.geology.gov.kz/images/stories/IPDO/mediaplan/mediaplan2017.pdf> | <http://eiti-ngo-azerbaijan.org/wp-content/uploads/2015/04/Azerbaijan_EITI_NGO_Coalition_Communication_Strategy_en_2014.pdf> | <https://www.google.am/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjXk7rA4ZzWAhWCsxQKHaD8BXcQFggkMAA&url=https%3A%2F%2Fresourcegovernance.org%2Fsites%2Fdefault%2Ffiles%2FGhana%2520EITI%2520Communication%2520Strategy.doc&usg=AFQjCNG41aQ284jCnD1Ij9dbZpe0tn276w> | <http://www.albeiti.org/wp-content/uploads/2014/11/Strategjia-e-Komunikimit-anglisht-271114.pdf> |

Some countries’ (UK, Albania) developed concise and clear communication strategy, providing general guidance to the communications’ department/specialist. Germany’s strategy has more complicated structure with 3 different modules overlapping in time and parts of information provided in different parts of the strategy (complicating the implementation). Kazakhstan made available on the official website the media plan in Russian - it lists the articles’ topics, date and the newspaper/magazine where it will be posted.

## COMMUNICATION THEMES PER USAID’S “ENHANCED TRANSPARENCY IN THE MINING SECTOR PROJECT”

|  |
| --- |
| **Key Message per Target Audience** |

***General Key message:*** The Enhanced Transparency in the Mining Sector Project promotes transparency and accountability in Armenia’s mining sector through assisting the efforts of the Government of Armenia in joining the Extractive Industries Transparency Initiative (EITI) and digitizing the data of the Republican Geological Fund.

***Ընդհանուր ուղերձ.*** «Հանքարդյունաբերության ոլորտի թափանցիկության բարելավման» ծրագիրը նպաստում է Հայաստանի հանքարդյունաբերության ոլորտի թափանցիկության և հաշվետվողականության բարձրացմանը` օժանդակելով Արդյունահանող ճյուղերի թափանցիկության նախաձեռնությանը (ԱՃԹՆ) միանալու ՀՀ կառավարության ջանքերին ու ՀՀ երկրաբանական ֆոնդի տվյալների թվայնացմանը:

***Key message for the public at large:*** The purpose of this project is to increase the transparency of government operations and make accessible the public information available in government bodies. By dint of this project huge amount of sector-related data will be accessible to the wider public being a useful resource for policy makers, interested businessmen and civil society representatives, researchers and academic institutions, journalists and citizens.

***Ուղերձ լայն հասարակության համար.*** Ծրագրի նպատակն է բարձրացնել կառավարության գործողությունների թափանցիկությունը և մատչելի դարձնել պետական մարմիններում տեղակայված հանրային տեղեկությունները: Այս ծրագրի շնորհիվ ոլորտին առնչվող հսկայական քանակությամբ տվյալներ հասանելի կդառնան լայն հասարակության համար` հանդիսանալով օգտակար ռեսուրս քաղաքականություն մշակողների, շահագրգիռ գործարարների և քաղաքացիական հասարակության, գիտական հաստատությունների ներկայացուցիչների, հետազոտողների, լրագրողների ու քաղաքացիների համար:

***Key message for the state agencies and partners:*** The Enhanced Transparency in the Mining Sector Project promotes improvement of the mining sector governance and investment climate, reduction of corruption, improvement of Armenia’s international reputation through transparent and accountable management of the mining sector.

***Ուղերձ պետական մարմինների և գործընկերների համար.*** «Հանքարդյունաբերության ոլորտի թափանցիկության բարելավման» ծրագիրը նպաստում է հանքարդյունաբերության ոլորտի կառավարման համակարգի և ներդրումային միջավայրի կատարելագործանը, կոռուպցիայի կրճատմանը, Հայաստանի միջազգային հեղինակության բարելավմանը՝ հանքարդյունաբերության ոլորտի թափանցիկ և հաշվետու կառավարման միջոցով:

***Key message for extractive business sector:*** The Enhanced Transparency in the Mining Sector Project promotes improvement of the investment climate, reduction of reputational, financial and legal risks, as well as setting equal rules of game for the business.

***Ուղերձ արդյունահանող ոլորտի ընկերությունների համար.*** «Հանքարդյունաբերության ոլորտի թափանցիկության բարելավման» ծրագիրը նպաստում է ներդրումային միջավայրի կատարելագործմանը, հեղինակության, ֆինանսական և օրենսդրական ռիսկերի նվազեցմանը, ինչպես նաև բիզնեսի համար հավասար խաղի կանոնների սահմանմանը:

***Key message for media:*** The Enhanced Transparency in the Mining Sector Project promotes strengthening of the Government and company systems, informing public debate and promoting understanding of the management of natural resources and availability of data.

***Ուղերձ ԶԼՄ-ների համար.*** «Հանքարդյունաբերության ոլորտի թափանցիկության բարելավման» ծրագիրը նպաստում է կառավարության և ընկերությունների համակարգերի հզորացմանը, հանրային քննարկումների համար տեղեկություններ տրամադրելուն, բնական ռեսուրսների կառավարման ընկալման մակարդակի բարձրացմանը և տվյալների հասանելիության ապահովմանը:

***Key message for CSOs:*** The Enhanced Transparency in the Mining Sector Project promotes fighting corruption and illicit financial flows, improvement of accountability of the Government and companies, enhancing public trust through active informed dialogue and participation.

***Ուղերձ ՔՀԿ-ների համար.*** «Հանքարդյունաբերության ոլորտի թափանցիկության բարելավման» ծրագիրը նպաստում է կոռուպցիայի և ապօրինի ֆինանսական հոսքերի դեմ պայքարին, կառավարության և ընկերությունների հաշվետվողականության բարձրացմանը, բարձրացնում հանրային վստահությունը ակտիվ և տեղեկացված երկխոսության ու մասնակցության միջոցով:

## BACKGROUND ANALYSIS AND RECOMMENDATIONS FOR EITI ARMENIA WEB PORTAL

Currently, information about EITI Armenia is placed on the Government of Armenia’s website, in a section devoted to EITI ([www.gov.am/en/eiti/](http://www.gov.am/en/eiti/)). When the EITI Armenia website is fully launched all documentation and information will be placed on the new site.

The EITI website/portal, once fully launched, will be a key element in the EITI Armenia communications strategy. The website should be the primary communication channel for information across all areas of communication (i.e., internal, national, and international), as well as their respective target groups. It is also a key tool for branding and housing branding materials (see Chapter 7, below). Overall, the website should serve as a point of reference for Armenia’s transparency and accountability within the mining sector. It can accomplish this by offering links to websites of all EITI reporting entities (governmental and business), where they publish information required by law. The website can also be a link to civil-society organizations and foundations that receive funding from mining companies.

In terms of the EITI Armenia portal’s content, functions, and capabilities, the MSG Working Group on Communication requested input on the following:

1. List of essential information and documents to be placed on the website for public access;
2. Compliance with EITI’s open data requirements;
3. Secure and reliable online reporting of data by companies and government to ensure unmediated reporting to the Independent Administrator;
4. Technical specifications, such as, page loading speed (desktop and mobile) and mobile compatibility;

1. Language policy—languages (Armenian, English, and Russian) and content-specific language requirements (should all content be available in all languages or, given translation and maintenance costs, should we be selective);
2. Visual attractiveness and ease of search; and
3. Benchmarking against other country-specific and international EITI websites

In the subsequent sections, we address these requests by the MSG and in conclusion will offer our recommendations for the website.

**WEBSITE FEATURES AND INTERNATIONAL COMPARISONS**

To propose content and specifications for the EITI Armenia website, we’ve relied on:

* 1. The uniform information reported by the International EITI Secretariat on each affiliated/member country (<https://eiti.org/countries>);
  2. Reviews of country-specific websites (more than 10 have been reviewed with 7 systematically assessed); and
  3. Input from the MSG Working Group on Communication.

The standard information reported by International EITI Secretariat on each affiliated or member country (<https://eiti.org/countries>) includes fourteen (14) topics, though depending on the country’s EITI implementation phase some may have fewer topics. Armenia, for instance, will not have anything to report on the topic of Validation as it has yet to produce its first-year report. Figure A lists all of the 14 standard topics.

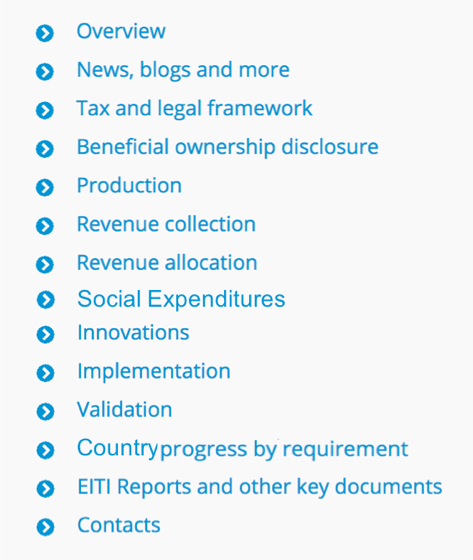


Figure A. Standard topics

Having information available in such a standard format has many advantages. International observers, journalists, and the like can access key information about EITI Armenia with relative ease following a consistent presentation format offered by the International Secretariat. It also helps more easily monitor progress on key EITI requirements.

In addition, to the standard topics, seven country-specific EITI websites were systematically assessed. These websites were examined for their content (Table A) and overall user experience (Table B). With respect to content, all seven websites had an “About the EITI Standard,” “About National EITI,” “MSG Workplan and Meeting Minutes,” and “Publications” links with adequate information. Almost all used inforgraphics and visual representation of data, though some more effectively than others. The only exception was Germany, which is understandable as it had not yet produced data and reports as of the date of the review of their website in August 2017.

Data downloads and disaggregated data was not widely available. Mongolia was the only country where data was available at the company level. In addition, Mongolia was the only country where reporting entities used an online portal to submit their annual EITI reports. It was also the only country with contracts available online. Understandably, the contracts available online were in Mongolian.

Surprisingly, two countries, Ukraine and the Philippines, did not have feedback or contact links. All, with the exception of the US, had a media center, while only three countries offered the chance to subscribe to a mailing list and receive information from the country’s EITI office. All had social media links, though Indonesia only mentioned Twitter.

Table A. Review of the content of seven country-specific EITI websites

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Բովանդակություն  Content | Ղազախս.  Kazakhstan | Գերմանիա  Germany | Ուկրաինա  Ukraine | ԱՄՆ  USA | Ինդոնեզիա  Indonesia | Ֆիլիպիններ  Philippines | Մոնգոլիյա  Mongolia |
| ԱՃԹՆ Սդանդարտ-ի մասին  About EITI Standard | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Ազգային ԱՃԹՆ-ի մասին  About National EITI | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| ԲՇԽ-ի աշխ. ծրագ. և արձանագր.  MSG Workplan and meeting minutes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Զեկույցներ և այլն  Publications (annual reports, BO roadmap, etc.) | Yes | Yes | Yes | Yes | Yes | Yes | yes |
| Ինֆոգրաֆիկա  Infographics (summarizing key data, main points) | Yes | No | No | Yes | Yes | Yes | Yes |
| Տվյալների ներբերում և մանր. մակ.  Data downloads and level of disaggregation | No | No  (data port. 9/17) | No | Yes, national | Not clear | No | Yes, company |
| Առցանց հաշվետվություն  Online e-reporting portal | No | No | No | No | No | No | Yes |
| Պայմանագրեր  Contracts | No | No | No | No | No | No | Yes |
| Արձագանքի հնարավորություն  Feedback availability (Contact us) | Yes | Yes | No | Yes | Yes | No | Yes |
| Տեխնիկական բառարան և ուղեցույցեր  Glossary or guidelines | Yes | No | No | Yes | No | No | Yes |
| Մամուլի կենտրոն  Press (media) center | Yes | Yes | yes, weak | No | Yes | Yes | Yes |
| Բաժանորդագրում  Mailing list subscription | No | No | No | No | Yes | Yes | Yes |
| Սոցյալկան ցանցերի հետ կապ  Social media links | Yes | Yes | Yes | Yes | Only Twitter | Yes | Yes |
| Վեբկայքի հասցե  Web address | [http://eiti.geology.gov.kz](http://eiti.geology.gov.kz/) | [https://www.d-eiti.de](https://www.d-eiti.de/) | <http://eiti.org.ua/> | <https://useiti.doi.gov/> | [http://eiti.ekon.go.id](http://eiti.ekon.go.id/) | <https://www.ph-eiti.org/> | [http://www.eitimongolia.mn](http://www.eitimongolia.mn/) |

In addition to reviewing content, websites are also evaluated based on the user experience they offer. Is information easy to find? Does the page load fast? Is it only in the national language or more? Is it mobile compatible? Table B summarizes the findings on such user-experience parameters for the seven countries reviewed. With respect to language, all countries had English and also their national language, with the exception of the Philippines, which only offered English-language content. Visually, Mongolia was the most complex, which detracted from the usefulness of the sight. It felt that the user needed to become specialized on the use of the website.

All websites suffered from poor desktop page loading speed. Four sites were mobile friendly and three had problems on mobile devices. It is essential to have quick page loading and be mobile friendly as most of the users in Armenia are likely to reach the content through mobile devices. If the experience takes too long and content is not easy to read and work with, users may not return to the site.

Table B. Review of the user experience of seven country-specific EITI websites

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Բովանդակություն  Content | Ղազախս.  Kazakhstan | Գերմանիա  Germany | Ուկրաինա  Ukraine | ԱՄՆ  USA | Ինդոնեզիա  Indonesia | Ֆիլիպին.  Philippines | Մոնգոլիյա  Mongolia |
| Լեզուների քանակը  Number of languages | 3 (KZ, EN, RU) | 2 (DE, EN) | 2 (UK, EN) | 1 (EN) | 2 (ID, EN) | 1 (EN) | 2 (MN, EN) |
| Կայքի վիզուալ պարզությունը  Website visual simplicity | Moderate | Simple | Simple | Moderate | Moderate | Simple | Complex |
| Որոնման հեշտությունը  Ease of search (site-specific search or site map) | Yes | Yes | Yes | Yes | Yes | No | Yes |
| Էջի բեռնման արագություն (սեղանադիր)\*  Page loading speed (desktop)\* | Վատ  Poor  (41/100) | Վատ  Poor  (61/100) | Բարելավ. կարիք  Needs Work  (75/100) | Բարելավ. կարիք  Needs Work  (72/100) | Վատ  Poor  (1/100) | Վատ  Poor  (7/100) | Վատ  Poor  (36/100) |
| Էջի բեռնման արագություն (բջջային)\*  Page loading speed (mobile)\* | Վատ  Poor  (32/100) | Վատ  Poor  (52/100) | Վատ  Poor  (64/100) | Վատ  Poor  (57/100) | Վատ  Poor  (19/100) | Վատ  Poor  (5/100) | Վատ  Poor  (35/100) |
| Բջջային հեռ. համատեղելիությունը\*\*  Mobile compatibility\*\* | Mobile friendly | Not mobile friendly: a) Clickable elements too close together; b) Content wider than screen | Not mobile friendly: a) Clickable elements too close together; b) Content wider than screen; and more | Mobile friendly | Mobile friendly | Mobile friendly | Not mobile friendly: a) Clickable elements too close together; b) Content wider than screen |
| Վեբկայքի հասցե  Web address | [http://eiti.geology.gov.kz](http://eiti.geology.gov.kz/) | [https://www.d-eiti.de](https://www.d-eiti.de/) | <http://eiti.org.ua/> | <https://useiti.doi.gov/> | [http://eiti.ekon.go.id](http://eiti.ekon.go.id/) | <https://www.ph-eiti.org/> | [http://www.eitimongolia.mn](http://www.eitimongolia.mn/) |

(\*) Page loading speed is measured by the Google Developers tool, PageSpeed Insights. PageSpeed Insights measures the performance of a page for mobile and desktop devices. It fetches the URL twice, once with a mobile user-agent, and once with a desktop user-agent. Link: <https://developers.google.com/speed/pagespeed/insights/>. PageSpeed Insights checks to see if a page has applied common performance best practices, it provides a score that ranges from 0 to 100 points, and if a page falls into one of the following three categories:

*Good:* The page applies most performance best practices and should deliver a good user experience.

*Needs work:* The page is missing some common performance optimizations that may result in a slow user experience.

*Poor:* The page is not optimized and is likely to deliver a slow user experience.

(\*\*) Mobile compatibility is measured by the Mobile-Friendly Test Tool by Google, which tests how easily a visitor can use the page on a mobile device. The test results include a screenshot of how the page looks to Google on a mobile device, as well as a list of any mobile usability problems that it finds. Mobile usability problems are issues that can affect a user who visits the page on a mobile (small screen) device, including small font sizes (i.e., which are hard to read on a small screen) and use of Flash (which isn't supported by most mobile devices).

Link: <https://search.google.com/test/mobile-friendly?utm_source=support.google.com>

**ONLINE REPORTING**

The EITI MSG Working Group on Communication and the EITI Armenia Coordinating office had requested that we review the possibilities and challenges of online reporting of EITI required data by all EITI reporting companies. The point of online reporting is to ensure that a clear and secure pathway exists for EITI-critical information. Such reporting would significantly reduce the work load of the Independent Administrator.

To date, few countries have this feature, with Mongolia being the exception. In principle, such reporting would be more trustworthy, secure, and confidential for users. With adequate cyber-security measures and redundancies (e.g., PDF reports generated for each report), the chances of data corruption are reduced.

In the figures below, two alternatives for online reporting are presented. The alternatives are mostly similar, with the exception of Alternative 1 (Figure A), where the reporting entities complete an online reporting form and Alternative 2 (Figure B), where they download an Excel spreadsheet, complete it and upload it again. Overall, discussions with the MSG and EITI Armenia coordinating office led to the conclusion that Alternative 1 was preferable because it may afford more efficient data analysis and tighter quality control and assurance.

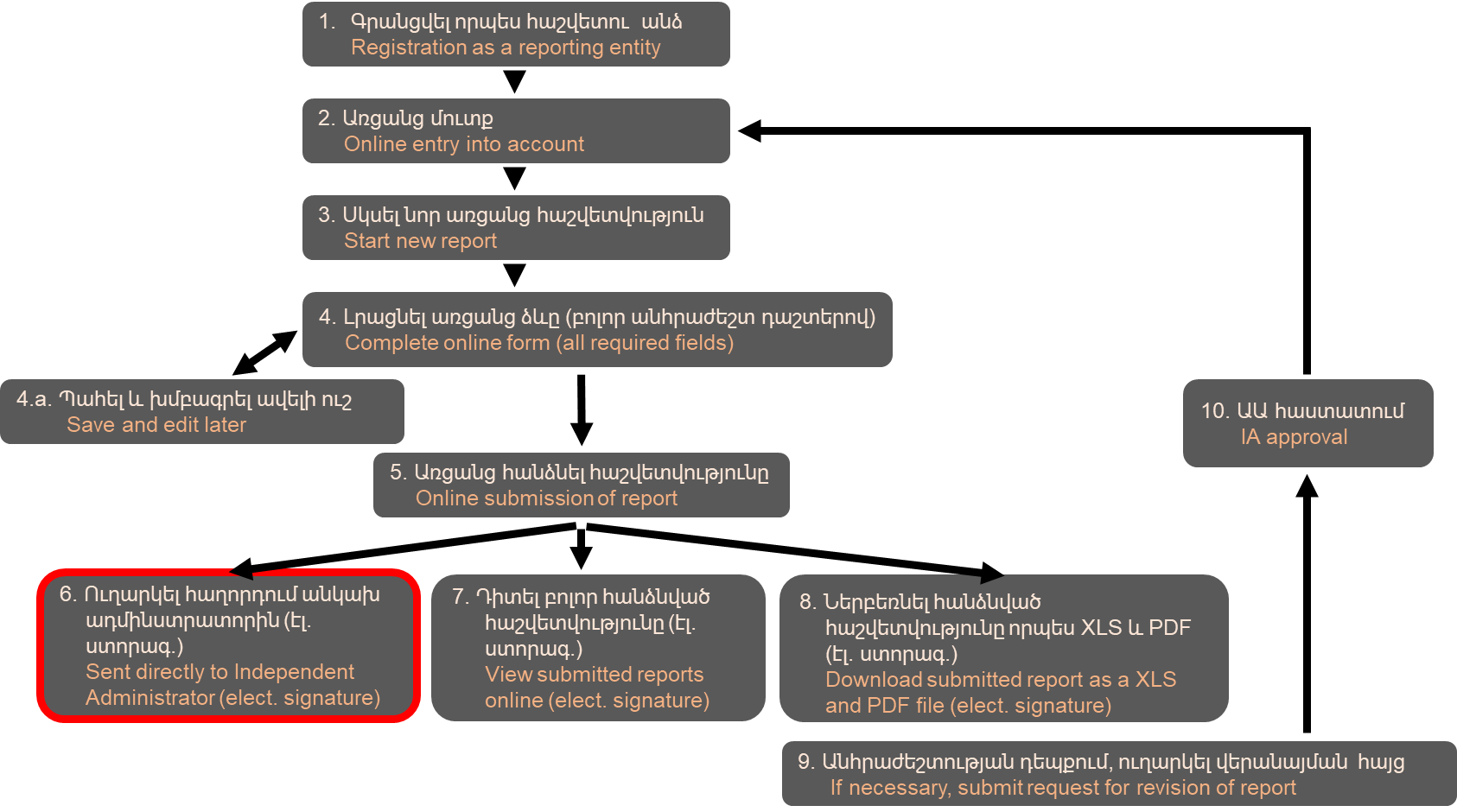
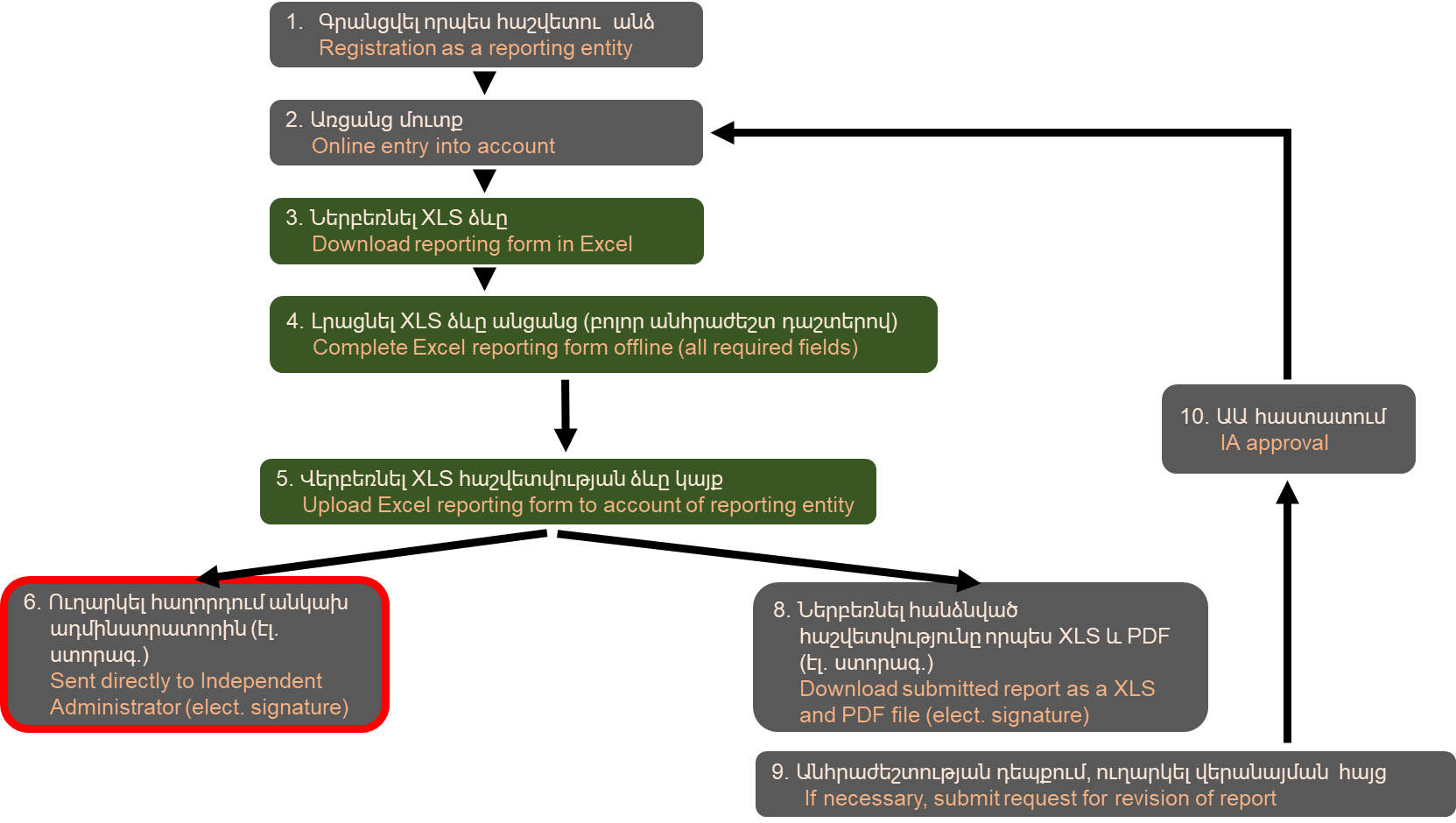
Figure B. Alternative 1 for e-reporting by EITI reporting entities

Figure C. Alternative 2 for e-reporting by EITI reporting entities



Ideally, this type of reporting would be mainstreamed and integrated into other government reporting requirements (e.g., information to the tax authority). See several recommendations in the next section to ensure that the online reporting system is successful.

**RECOMMENDATIONS FOR WEBSITE AND ONLINE REPORTING**

Based on the foregoing analysis, we make the following recommendations for EITI Armenia’s website:

**Recommendations on website content**

* **Standard topics of international EITI’s country websites** -- Ensure that the EITI Armenia website provides easily identifiable and useable content for the <https://eiti.org/countries> website, using the standard 14 topics listed on the International EITI site.
* **EITI Armenia** – House the legislative basis, implementation mechanism, MSG documentation, and progress reports.
* **International EITI Standard and Secretariat** – House the EITI Standard in Armenian with links to other languages, links to the International EITI site, etc.
* **Data center with web-page and download capabilities** – For the first year, provide national-level web-based as well as downloadable spreadsheets of license, production, revenue collection, revenue allocation, and social spending data (to be compatible with EITI open data requirement), contracts, area coordinates of exploration and exploitation licenses, etc.
* **Media center and community engagement forum (blogs)** – Include infographics, FAQ, etc.
* **E-mail subscription –** Provide online forms to subscribe to mailing lists for newsletters, updates, etc. from EITI Armenia.
* **Social media links** – Provide links to EITI Armenia’s FB, Twitter, Instagram, etc. accounts.
* **Contact and feedback capability** – Include contact information and the ability to send in comments
* **Tutorial materials on EITI** – Include tutorial videos and literature on EITI globally and in Armenia. This is particularly useful for newly elected MSG members.

**Recommendations on website user friendliness and technical specifications**

* **Website links** – Website should have links on Government of Armenia, MEINR, MNP, MTAD, MoEDI, MoF, MFA, MoJ, Central Bank, Open Government Partnership, and Geological Fund websites.
* **Non-Government website links** – Request links on Armenia specific websites and social media sites of the WB, UN, EU, USAID, UK Embassy, etc.
* **Languages –** Provide Armenian and English (at least), add Russian if finances available.
* **Desktop and mobile loading speed** – Should be better than 70/100.
* **Mobile compatibility** – Ensure mobile compatibility, especially for the popular, community engagement pages.
* **Site map and site search** – Offer a site map and ability to search the EITI Armenia site.

**Recommendations on Online e-reporting portal (connected to the EITI Armenia website)**

* **Online e-reporting portal** – include a portal for web-based reporting by companies and government agencies with unmediated delivery to the Independent Administrator.
* Thoroughly **test** online e-reporting portal before launch.
* Set and adhere to a clear **submission deadline**.
* Provide **online support** via email and/or live chatting.
* **Proactively reach out** to the reporting entities to ensure they understand the reporting requirements and procedures.
* Conduct **training** on reporting requirements as well as on the use of the e-portal for reporting entities and their advisors (e.g., financial accounting and audit firms, etc.)
* Prepare clear **guidelines** for reporting (address issues with respect to fiscal year and accrual versus cash-based accounting, payments/revenues to be reported, etc.)
* Address anticipated questions through a **frequently asked questions (FAQ)** section on e-portal site.
* Have a **back-up plan** in case online e-reporting fails for technical reasons.
* Ensure that the portal complies with **EITI Armenia’s Open Data Policy, which was adopted in December 2017.[[7]](#footnote-7)** This means that the submitted information should be available in Excel or similar downloadable formats for public use. The best place such downloadable files could be placed is the EITI Armenia website.

**TOR OF THE EITI PORTAL PREPARED BY EITI ARMENIA COORDINATION OFFICE**

**TERMS OF REFERENCE**

|  |  |
| --- | --- |
| **Scope of services:** | Development of Portal for the Extractive Industries Transparency Initiative (EITI) |
| **Duration:** | January – May 2018 |
| **Location:** | Yerevan |
| **Project title:** | UNDP-GEF “Generate global environmental benefits through environmental education and raising awareness of stakeholders” Project |

1. **Project Background**

The project “Generate global environmental benefits through environmental education and raising awareness of stakeholders” aims to address priority capacity needs related to the environmental literacy of key stakeholders, such as the needs to increase skills and knowledge of staff in organizations involved in implementing environmental management practices, to increase consideration of environmental obligations in various social-economic development programmes and to increase awareness of decision-makers on global environmental issues and country’s obligations under the Multilateral Environmental Agreements that Armenia is Party to. It will, on one hand, increase the public knowledge on the environment and the need to protect nature, and, on the other hand, transfer the required knowledge to the targeted beneficiaries to allow them to be development actors without harming the environment. Through the activities of the project, it will include support for the dissemination of environmental information on state-of-the-art technologies for climate change mitigation and adaptation, conservation of biodiversity and prevention of soil degradation. It will also provide resources for raising the capacity of decision-makers in governing bodies, who are promoting the sustainable development of the country. One of expected achievements of this project are a set of improved capacities to meet and sustain Aarhus Convention objectives, including [Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters](http://live.unece.org/fileadmin/DAM/env/pp/documents/cep43e.pdf).

**About Extractive Industries Transparency Initiative (EITI)**

The Extractive Industries Transparency Initiative (EITI) is aglobal standard to promote the open and accountable management of natural resources, which has 51 member states (as of December 1, 2017).

One of the strategic objectives of 2017 RoA Government Program is to promote Armenia's recognition and ensure confidence in the country, enhance investment attractiveness, and promote public-private partnership (PPP). The introduction of EITI in Armenia is an important and efficient step in fulfilling government strategic objectives in the mining sector.

In the value chain of extractive industry, the EITI Standard ensures a well-established, yet meantime a flexible methodology to disclose information and allows controlling the accessibility of information on nationwide payments made by private companies and the revenues that the state generates from oil, gas and other minerals. It encourages the countries to develop their accountability systems and procedures of EITI data collection. Every country implementing the EITI Standard develops its own procedures for disclosure of information, which meets the specific needs of the given county. This implies defining the scope of information to be disclosed and studying how the information disclosure issue is included and (or) how it may be included in the Government’s and private companies’ portals to complement and strengthen extensive efforts to improve the management of extractive industries.

The Republic of Armenia (RoA) initiated the process of EITI membership in July 2015 with the official statement of RoA Prime Minister. An EITI Multi-Stakeholder Group (MSG) of Armenia, which constitutes of 15 members, has been set up, comprising:

* Six representatives of the Government of the Republic of Armenia (GoA)
* Four representatives of mining companies
* Five civil society representatives (including the scientific community)

On December 26, 2016, the MSG approved the 2017-2018 EITI Workplan. Whereas by the note, dated December 28, 2016, the GoA officially filed the EITI Candidature Application to seek EITI candidature. On March 9, 2017, the Candidature Application of Armenia was approved in the EITI Board Meeting in Bogota. The following deadlines for the main benchmarks were indicated in the Board decision:

*“On March 9, 2017 the EITI admits the Republic of Armenia as an EITI candidate country. In accordance with the EITI standard, the Republic of Armenia is required to publish its first EITI Report within 18 months of becoming a candidate (i.e. September 09.2018). The validation shall commence in 2.5 years from the moment of becoming a candidate country (i.e. up to September 9, 2019). In accordance with the Work Plan submitted by the MSG, the EITI Board expects Armenia to publish a beneficial ownership roadmap by 1 January 2018.”*

1. **Scope of Work, Terms and Conditions**

The objective of the assignment is to develop a portal to raise the transparency of the EITI Armenian process, financial flows in the mining sector, to assure data accessibility, with the possibility of further upgrading and changing the portal through warranty servicing and routine maintenance.

The provision of the following tasks is expected for the project purposes:

* **Development of the EITI Portal in accordance with the Technical Specifications and Requirements, mentioned below:**
* The portal shall be developed using the widely used PHP programming language and MySQL database. It shall assure compatibility with various operating systems, being optimized for Apache/nginx web server operating in Linux or other UNIX operating systems.
* The portal page link shall be implemented in xHTML1.0 language, as per W3C standards, if needed HTML 5 may also be used.
* The user interface (UI) design of the portal shall be attractive and assure maximum usability. The developer, in collaboration with the Project, shall present the graphical design (with alternative options) of the main and other portal pages. The Project shall approve one of proposed options within a reasonable period or (and) present its comments and suggestions.
* The subject portal shall assure maximum compatibility with the existing main browsers, such as Internet Explorer (>=10), Mozilla Firefox, Opera, Safari, Chrome, etc.
* The portal shall be of three languages (Armenian, Russian and English). All texts in the portal shall be Unicode (UTF-8) encoded to support the texts in all the languages.
* The portal shall have a responsive page link, assuring maximum use by computers, mobile phones and tablets.
* The portal shall have a content management system (CMS), which shall allow people with no-professional technical knowledge (no knowledge of programming languages) to manage the portal structure as well as replenish the content of the page and add new sections. The CMS of the portal shall have a number of user servicing options with different levels of authorizations.
* The CMS and the custom codes of the primary part of the portal shall be kept separately. The CMS shall be accessible only from authorized addresses (through VPN) and mandatorily in case of availability of SSL certificates.
* The portal shall have a global search system, which will allow searching in any section of the portal. In order to ensure visits from global search systems, the materials placed in the portal shall have SEF-compatible addresses. More comfortable and efficient search system shall be developed to ensure convenience of presenting information. It shall contain text, multilingual search, search by date, thematic search, and expanded search.
* The user shall be able to subscribe to frequently updated sections of the portal, such as to the media centre. The subscription of these sections shall be accessible also through RSS Feeds.
* In the lower part of any page of the portal, a special module shall be placed to allow disseminating the given page in social media networks, such as Facebook, Twitter, Live Journal, GOXI, YouTube, etc.
* The system shall allow creating unlimited number of static HTML pages.
* The structure of the portal, the user interface and source codes shall comply with the requirements of RoA legal acts (specifically to GoA Decree No. 1521-N, dated December 26, 2013 on “Approving the minimum requirements for official websites of state bodies in the internet”) and it should assure maximum use for the visitors and meet the colour and style-related general provisions set by the Client.
* The portal developer shall conduct the complex testing of the portal and eliminate any bags, revealed during testing.
* The developer shall train corresponding staff members.
* After final hand over and acceptance of works, the developer shall provide 1-year warranty servicing of the portal.
* The general requirements are descriptive. The Contractor may provide exceeding or other similar operational features.
* The colour and style solutions should comply with the solutions provided in the EITI's official website (www.eiti.org)
* The hosting shall ensure 99% of uninterrupted operation.
* Daily automatic backup shall be made to restore the website with the use of backup in case of technical problems and to make sure the uninterrupted operation of the website.
* While developing the website, 20% of this technical assignment can be revised on free of charge basis.
* Technical trainings of website administrator(s) shall be conducted and a corresponding manual (with screenshots) shall be provided.
* If necessary, it shall assure interoperability with other websites or databases, for instance with the State Register of Legal Entities of the Ministry of Justice of RoA.
* Open data principles shall be assured for the content and data submission.
* **Proposed Structure of Portal**

**Home**

***About EITI***

* + What is EITI, benefits of joining the Initiative, EITI principles
  + Membership process
  + Governing Bodies
  + Implementing Countries
  + EITI Standard
  + Technical glossary and guidelines

***EITI process in Armenia***

* + Description of the mining sector of Armenia
  + History
  + EITI National Secretariat
  + Support from International Partners
  + EITI documents
    - EITI Work Plan and Action Plans
    - Communication Strategy
    - Studies (Scoping Study, Legal and Institutional Analysis, Beneficial Ownership Disclosure Roadmap)
    - Reference to ToR of the MSG
    - ToR for Independent Administrator
    - Quarterly and annual progress reports

***MSG***

* + Composition of MSG and Prime Minister’s Decree on its approval
  + Procedures for election of the MSG members
  + ToR of the MSG
  + MSG meetings
    - Agenda, minutes, related documents, photos
  + MSG WG-s

***Media Center***

* + News
  + Articles and interviews
  + Gallery
  + Videos
    - “Hraparakum” videos
    - EITI information clips
  + Data centre and on-line reporting system
  + Useful materials and links
  + Contact

**Content Management System**

**Preliminary Description of Modules**

* ***Home***

This section shows three (3) icons (online reporting system, EITI standard, Geological Fund’s Map). It is presented in the form of images; through which corresponding sections, websites are accessed.

Below is a section entitled "Main Documents", which includes 3-4 documents (EITI Work Plan, Prime Minister's Decree, Scoping, etc.). The mentioned files are presented with the name and short description with a reference to their main location (EITI documents, MSG). The names, short descriptions (one sentence) and a symbol (png file) are presented.

It is followed by “News” subsection, which contains the titles, photos and first lines of the latest 4-5 news. The full text of news can be accessed in the corresponding section (Media Center). An option to show the information from “Media Center” in the main page shall also be designed.

The lowest part shall be called “Media” and photos and videos with corresponding links (Media Center) shall be placed.

The section shall also allow subscribing to the news with links to the social websites (*Facebook, YouTube, GOXI, Twitter, etc*.).

* ***About EITI***
  + - What is EITI, benefits of joining the Initiative, EITI principles
    - Membership process
    - Governing bodies
    - Implementing countries
    - EITI Standard
    - Technical glossary and guidelines

All the presented subsections are in the text form. The following <https://eiti.org/countries> link shall be provided in the “Implementing Countries” section. The text summary is provided in the “EITI Standard” section and a link to pdf file. The Guidelines are presented in pdf files.

* ***EITI Armenian Process*** 
  + - Description of the mining sector of Armenia
    - History
    - EITI National Secretariat
    - International support
    - EITI documents
      * EITI work plan and action plans
      * Communication Strategy
      * Studies/Reviews (Scoping Study, Legal and Institutional Analysis, Beneficial Ownership Disclosure Roadmap)
      * Reference to the ToR of the MSG
      * ToR for Independent Administrator
      * Quarterly and annual progress reports.

The section of “Description of the mining sector of Armenia” shall provide the brief description of the sector, with its share and role in the economy.

The section of “History” shall detail the text version the EITI Armenian process. On top of the text section, graphical chronology shall also be provided. The graphics shall be interactive, allowing marking the benchmark images to open the text, photo, links, etc.

“EITI National Secretariat” section shall present the staff of secretariat (in the text form), their E-mail addresses and photos.

“Support from International Partners” subsection shall provide information (in the text form) about donors and their support as well as photos or videos, if necessary. Specifically:

* + - UNDP,
    - British Embassy in Armenia,
    - WB,
    - USAID Armenia and
    - EBRD.

“EITI Documents” subsection shall provide the short description of below-presented files and the files:

* + - EITI Work Plan
    - Communication Strategy
    - Studies (Scoping Study, Legal and Institutional Analysis, Beneficial Ownership Disclosure Roadmap)
    - ToR for Independent Administrator
    - Quarterly and annual progress reports

“EITI Documents” subsection shall provide a link to the ToR of the MSG, the main location of which is the “MSG” section.

* **MSG**
  + - MSG composition and Prime Minister’s Decree on Approving its approval
    - Procedure of election of MSG members
    - ToR of MSG
    - MSG meetings
    - Agenda, minutes, related documents and photos
    - MSG working groups

This section shall provide the information, which can be found in <http://gov.am/am/eitimsg/>, with corresponding links.

Subsection “MSG composition and Prime Minister’s Decree on Approving the Composition” shall also present the photos and E-mail addresses of the MSG members, when clicking on them, a window shall open which shall allow sending an E-mail to the given person.

“MSG meetings/sessions” subsection shall provide the short text description and photos, providing a link to the MSG meetings’ folders, where one can find the agenda, minutes of the meeting, together with related documents in doc and photos of the session (the photos shall be stored in the “Media Center”).

“MSG Working Groups “subsection shall provide information about 5 working groups, in the form of spreadsheets.

* ***Media Center***
  + News
  + Article and interviews
  + Gallery
  + Video materials:
    - * “Hraparakum”
      * Informative podcasts about EITI

“News” subsection shall provide news in text version and uploading of photos, video and links is planned. The text of the news shall be partially presented. Pressing the “More” button, shall allow accessing the full text.

“Articles and Interviews” subsection shall allow immediately uploading text, photo and video and uploading links to allow sharing articles-interviews from other websites.

“Gallery” subsection shall provide all the EITI-related photos, including the ones for the MSG meetings and working group meetings.

“Video Materials” subsection shall allow uploading video materials/podcasts (around 10) of “Hraparakum” program on transparent mining and informative videos on EITI (5). The title of the video, brief description and the actual video material shall be uploaded.

* ***Data center and on-line reporting system***

This section is comprised of two subsections, i.e. data center and online reporting system. The upper right part of the section shall be envisaged to access the on-line reporting system via user name and password as well as will allow registering. Data center occupies the main part of this section. Later (after receiving reports from mining companies and state agencies, which is planned in March-April 2018), the “Data Center” shall graphically reflect the aggregated data for years, submitted by mining companies and government bodies: various graphs shall be generated, i.e. number of companies, which have submitted reports, number of reconciled reports, data on extracting/mining activity, tax and other payments, license fees, charity-sponsoring, social contributions, environmental protection payments and payments for nature use, data on beneficial ownership. The users may make their analysis and various filters (for instance, per the companies that have submitted reports, per the reporting period, per data fields) and generate graphical results, thus assuring the possibility to download data in graphical images and csv, xlsx formats. Before receiving the reports (planned in March-April 2018), this subsection shall provide the following graphs (using table line, pie, and column):

* Share of mining sector in GDP (2008-2015)
* Foreign direct investments in the sector (2008-2015)
* Export-related information
* Employment data

Users will be able to download data in different formats (in the form of a picture and csv, xlsx spreadsheet). The data for these graphs shall be taken from the National Statistical Service (NSS).

* **Description of on-line reporting system**

At least once a year (the periodicity and deadlines shall be defined later), ***the mining companies*** file electronic reports. The companies shall have User Accounts in the Portal. For this, the link to the on-line reporting system shall be sent to the companies to register the companies and focal points in the system as well as to allow for on-line submitting of reports.

**Information required to register mining companies in the on-line reporting system**

Name of organization (in Armenian), in a text form

Name of organization (in English), in a text form

Organizational Form: Select (with a possibility to choose from CSC, LLC, OSC, etc.) and in text form, if other

Tax Code: in text form

Registration Address: two windows: marz (with a “Select” option) and in the text form

Place of operation: two windows: marz (with a “Select” option) and in the text form

Name and Surname of focal point/responsible employee (with a note, the focal point shall have an ID card with activated E-signature), in the text form

Position: in the text form

E-mail: in the text form (requiring availability of @)

Phone No.: in the text form, with a code

Login: in the text form (the system shall generate, based on the name of the organization)

Password: in the text form

Password Confirmation/Re-entering: in the text form

After checking the password, it is necessary to envisage a user authentication tool to make sure that the user is a real person.

Upon successful completion of registration, the portal administrator approves the registration, after which the employee of the organization shall receive an E-mail about successful registration.

Accessing the system the employee of organization shall see a 2-page request form to be filled-in (if defining a one reporting year), (the number of pages and their format may be revised). The pages of the Request Form shall increase if adding a reporting year, to allow filtering according to the years. A spreadsheet shall be on the first page. The left part of the spreadsheet is static; the names of financial flows are indicated. For example:

1. Tax Income:

a. corporate income tax (CIT)

b. personal income tax (PIT)

c. VAT

d. Excise tax

e. Other tax entries

2. Non- tax entry

* 1. Royalty
  2. Environmental Fee
  3. Nature use fee
  4. Replenishment of Environmental Protection Funds
  5. Monitoring Fee:
  6. EIA Implementation Fee:
  7. Customs payments
  8. Other fees

1. Total

Next to each field of reporting pages a “Notes” field shall be planned to provide additional information about the given field (in the text form). Whereas in the end of each report the person, filling the form shall be able to upload a document, provide supporting documents about the report.

The fields for financial flows shall be finalized in accordance with the format proposed by the Client.

In the right part of the spreadsheet, the user shall have a fill-in option. The figures added in the right part shall be summarized in the “Total” line, thus providing the total sum for all the lines.

In the second page, data on employment, exporting volume and other contextual data shall be filled in (the details shall be provided by the Client).

After filling in the Request Form, the user may either save it as a draft or send it. While sending the Request Form the system shall request signing with ID card by placing it in the corresponding equipment, as a result of authentication, the system shall not only save the data in the database but also compile a PDF file with the electronic signature.

***The state agencies*** at least once a year, just like mining companies (the periodicity and deadlines shall be defined later) shall file reports electronically. For state bodies the portal administrator shall open User Accounts and shall send the link to on-line reporting system to register responsible persons in the system and to allow for on-line submission of reports.

A separate reporting page shall be developed for each accountable state body. The number of accountable/reporting state bodies (per preliminary information, up to 10 bodies) and the content of request forms to be filled in by each state body, shall be presented by the Client later. The fields shall be mainly about financial and contextual data, just like the fields for companies. Whereas only one authorized body, in one page, shall fill the information about local self-governing bodies where the name and all the related information about each community shall be provided.

**Information (for state agencies) required for registration in the on-line reporting system**

Name of government agency (in Armenian), in the text form

Name of government agency (in English), in the text form

Address, in the text form

Name and surname of responsible

Name and surname of responsible employee (note: Responsible employee should have identification card / signature), in the text form

Position, in the text form

E-mail, in the text form (requiring @)

Phone No. in the text form, with the code

Login, in the text form

Password, in the text form

Re-entering the password, in the text form

After checking the password, it is necessary to provide a user verification tool, to make sure that the user is a real person.

The portal administrator shall register the state bodies in the system and a login and password shall be provided to the corresponding representative of the state body. The online system shall allow for changing the password, proposing it to representative state body, when he/she logs into the system for the first time.

Entering the portal the employee of state body shall see the field for on-line Request Form: the content of the request form shall be defined later, based on the decision of MSG as a result of Preliminary Study.

After filling in the Request Form, the user may either save it as draft or send it. While sending the request form, the system shall request signing with ID card by placing it in the corresponding equipment, as a result of authentication, the system shall not only save the data in the database but also compile a PDF file with the electronic signature.

***The Independent Administrator*** shall have access to the complete database. For this reason, he/she should have User Account. The link to the on-line reporting system shall be sent to the Independent Administrator for this purpose.

**Information, required for registration of Independent Administrator in the on-line reporting system**

Name-surname/name of independent administrator (in Armenian), in the text form

Name-surname/name of independent administrator (in English), in the text form

Registration Address, in the text form

E-mail, in the text form (requiring @)

Phone No., in the text form, with the code

Login, in the text form (is generated by the system, based on the name of independent administrator)

Password, in the text form

Re-entering the password, in the text form

Upon completion of successful registration in the system, the portal administrator after which the Independent Administrator shall receive an E-mail about successful registration shall approve the registration.

The reports filed by organizations and state agencies shall be sent to the database, informing through e-mail about this to the portal administrator and to Independent Administrator.

The portal administrator and independent administrator shall see a general spreadsheet of data, which shall present the date and time of submission of report.

The portal shall store all the signed reports in pdf, marked with the date and time of submission (in parallel, assuring open data uploading option, xlsx, csv) and shall be accessible to the portal administrator and to the Independent Administrator. In the database, generated from the information of reports, public information, accessible for all the users, and partially closed, for the protection of personal data shall be singled out (which shall be accessible only to the portal administrator and Independent Administrator).

Where the reporting state entity or mining companies before the deadline for submission of reports have found a mistake in their report, they shall submit a letter to the portal administrator and submit a new report. The portal shall automatically retrieve the previous report from the database, keeping its PDF version.

The module of portal administrator shall have a page for management of records in the system and request forms (adding, changing fields and pages) management option. Moreover, data reconciliation function shall be envisaged for Independent Administrator. The Client shall present the reconciliation fields for data, presented by government entities and companies.

* ***Useful materials and links***

This section shall present materials related to the UNDP and other donor support and to EITI context. This section shall also present the links to corresponding government agencies and non-state organizations.

* ***Contact***

This section shall present the following information of the secretariat:

Armenian Secretariat of Extractive Industries Transparency Initiative

Address: Republic of Armenia, city of Yerevan, 0010, Republic Square, Government House 1

Phone: +374 10 515 746

E-mail: [eiti@gov.am](mailto:eiti@gov.am)

Facebook account of Secretariat (link)

Contact details of MSG, with a reference to the “MSG” section

“Contact us” option shall also be provided. Specifically, there shall be text fields with the following headings: name-surname, e-mail, message, and verification/confirmation code. There should also be a “Send” button.

1. **Schedule of Implementation of Works**

The development and introduction of the system shall be in a phased form, in 3,5 - 4 months.

**Phase 1. Starting Phase (0.5 month)**

* ­Meeting with MSG members and assigning the contact persons,
* Submit to the Client at least 2 alternative options of portal design and agree the final option with the Client,
* Submit to the Client the Site Map, which shall describe the structure of the portal, with the hierarchic sequence of sections and the structure of each page.
* Find out the main activities, volume of data and transactions, etc.
* Approve the vision and the objectives of the assignment with the Client.
* Develop technical specifications for equipment, necessary for proposed optimum and secure work.
* Submit Inception Report, which in addition to other descriptions of work shall also contain the technical specifications for the equipment, required for the system as well as the description of operating terms and conditions.

**­Phase 2. Software Development (1.5-2 month)**

* System design, programming and introduction;
* Introduction of data exchange subsystem in accordance with the requirements of the ToR;
* Full operation of the new system;
* Submitting a report on the given phase.

**Phase 3. Hand over (0.5)**

* Developing a User Manual;
* Transfer/hand over of the System to the Client;
* Providing a Software Licensing Agreement;
* Signing a Warranty Servicing Agreement between the Client and the Consultant;
* Knowledge transfer and training of appointed staff;
* Submitting of Completion Report

**Phase 4. Changes to the On-line Reporting System (1 month) (in April-May, 2018)**

* Adding the names of financial flows;
* Adding other data fields to be filled in by organizations and state bodies;
* Adding new pages for provided sample forms;
* Making the changes, indicated by the Client in the on-line reporting system.

­12-month warranty servicing period shall follow Phase 4, which shall include eliminating all the bags, found out during operation of the systems and settling down all the issues.

The implementation of each phase is expected to start upon successful completion of the previous phase. Nevertheless, if possible, the Consultant shall undertake the implementation of services in several phases in parallel, i.e. the training program organized and implemented in parallel to the implementation of the assignment.

1. **Expected Outputs**

The expected outcome of the assignment shall be a system, which shall make the public properly aware of EITI Armenian process and shall assure an on-line access of data, revealed as a result of EITI activities. The system shall promote continuous dialogue between the civil society, business sector and state bodies, thus allowing mass media representatives and researchers as well as public to get use of information collected and provided in the portal.

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Outputs/Deliverables** | **Cost** | **Due date** |
|  | Submitted Inception report of Starting Phase, incorporating all listed requirement of this phase | 15% | January 31, 2018 |
|  | Developed software and submitted report incorporating all listed requirement of this phase | 30% | March 31, 2018 |
|  | Submitted completion report (hand over, developed user manual, training conducted etc.), incorporating all listed requirement of this phase | 35% | April 15, 2018 |
|  | On-line operating system | 20% | May 15, 2018 |

1. **Institutional Arrangements** 
   * The contractor will work under the overall guidance of the UNDP SGR Portfolio Analyst and direct supervision of the Project Technical Task Leader, and in close collaboration with  "Republic of Armenia Government Staff"  .
   * The contractor should closely collaborate with UNDP and  "Republic of Armenia Government Staff" in the course of task implementation.
   * In ensuring the quality of the work undertaken, regular meetings will be held between the Project Coordination Unit, "Republic of Armenia Government Staff” and the selected company to agree on expectations, scope of work, milestones and the workplan. Regular briefings should be held with the Project Coordination Unit and "Republic of Armenia Government Staff"  on the task progress and completed milestones, as well as discussing any issues requiring decisions or guidance from UNDP.
   * The contractor should present the draft website to the members of the EITI MSG and reflect all the comments for finalization of the website.
   * The portal shall be developed in 3 months, after the contract signature.
2. **Schedule of Payments**

* Payment will be done in 3 instalments, upon timely completion of respective Outputs and their acceptance by UNDP and "Republic of Armenia Government Staff" based on the signed acceptance acts and narrative reports for each deliverable.
* The following lump sum payable modality is envisaged for implementation of the task:
* Output 1 – 15 %
* Output 2 – 30 %
* Output 3 and 4 – 55 %
* Evaluation of outcomes is the responsibility of UNDP and "Republic of Armenia Government Staff".
* In case the conditions of the ToR are not met the contract may be terminated or the consultancy fee may be reduced.

1. **Required Qualifications and Application Package**

The company should demonstrate its capability and thorough understanding of the work to be carried out, as outlined in Terms of Reference. The Company’s qualification and experience shall meet the below-presented minimum requirements.

The bidder is required to submit the following:

**Expertise of the Company:**

* At least 3 years of proven/working experience in IT sector and experience of implementation of similar contracts. Proven experience in development of at least 3 similar websites of government agencies, provision of computer programming services for the e-government sector, developing of databases based on open source technologies and provision of services with the use of systems with E-signatures are considered similar services. The Company shall submit the links to already developed similar websites and systems.
* Experience in cooperation with governmental structures and international organizations.

**Proposed Methodology, Approach and Implementation Plan:**

* + Task design approach, including detailed description of implementation milestones;
  + Task implementation approach, including the steps to carry out the proposed task; a chart of timeline with clear milestones; a detailed work plan with timelines for the deliverables/Outputs;

**Management Structure and Key Personnel:**

* + Team Lead – 1
  + Web/UI designer - 1
  + Frontend Programmer/Developer – 1
  + Backend Programmer/Developer – 2

The Company should have a strong team of experts, with shown professional capacities. Resumes (CV) of all experts with proven experience in respective areas, should be provided. One of the Experts should act as a Team Lead.

CVs of professional staff to be involved:

* **Expert 1 (Team Leader)** with university degree in IT, Computer Science and/or other relevant univeristy degree wih at least 5 years of working experience in the IT sector, as well as strong coordination and team leading skills.
* **Expert 2** with relevant university degree and at least 3 years of working experience in web/UI design.
* **Expert 3** with relevant university degree and at least 3 years of working experience in computer programming (frontend development).
* **Expert 4** with relevant university degree and at least 3 years of working experience in computer programming (backend development).

**Financial Proposal**

* Detailed budget breakdown per main expenditures (e.g consultancy fees, communcations, other related costs etc.). Sample budget breakdown is provided in **Annex 1.**
* The Company should submit a financial proposal on the development of EITI Portal, as well as on monthly maintenance/service (portal changes, additions, etc.) for 24 months period.

Language of the proposal: English.

1. EITI Standard 2016 (EITI 2017), p. 15. [↑](#footnote-ref-1)
2. Talking Transparency: A Guide for Communicating the Extractive Industries Transparency Initiative (EITI 2008), p. 13. [↑](#footnote-ref-2)
3. See legislative changes approved and adopted: http://www.president.am/hy/signed-laws/item/2018/03/28/President-Serzh-Sargsyan-signed-into-law-28-03/ [↑](#footnote-ref-3)
4. EITI Armenia’s Open Data Policy was approved in December 2017. The document can be found at the following site: http://www.gov.am/u\_files/file/ardyunaberakan-cragir/EITI\_Open\_Data\_Policy\_Armenia\_eng.pdf [↑](#footnote-ref-4)
5. <http://www.gov.am/u_files/file/ardyunaberakan-cragir/MSG_TOR%20_Armenia_Eng.pdf> [↑](#footnote-ref-5)
6. For EITI International’s guidelines on logos see <https://eiti.org/logo-policy>. [↑](#footnote-ref-6)
7. EITI Armenia’s Open Data Policy was approved in December 2017. The document can be found at the following site: http://www.gov.am/u\_files/file/ardyunaberakan-cragir/EITI\_Open\_Data\_Policy\_Armenia\_eng.pdf [↑](#footnote-ref-7)