

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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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

1. INTRODUCTION

1.1. 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.

1.2. 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

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 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

¹ EITI Standard 2016 (EITI 2017), p. 15.

² Talking Transparency: A Guide for Communicating the Extractive Industries Transparency Initiative (EITI 2008), p. 13.

technical and opaque. These point to the need to have a communication plan that can inform, engage, and build trust.

1.3. 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.

2. FRAMING COMMUNICATIONS FOR EITI ARMENIA

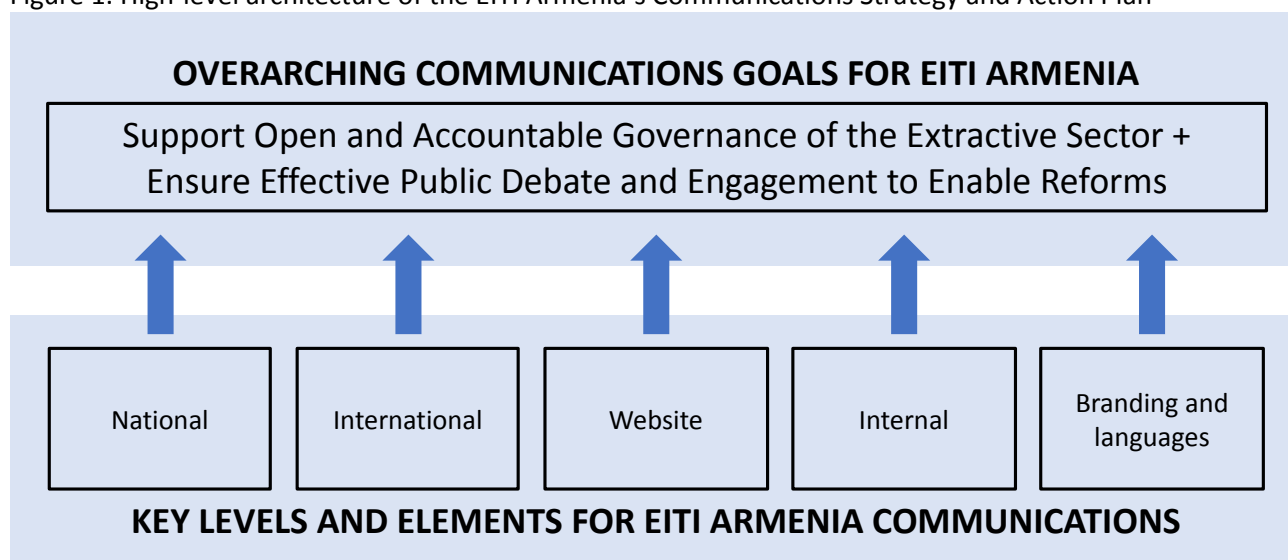
Engaging the public and stakeholders in debates and discussions on the member country's extractive sector is a cornerstone of the EITI Standard. The EITI process clearly specifies that key information about the governance of the sector be reported annually alongside recommendations for improving sector 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.

2.1. 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.

2.2. 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	✓		✓		
		2. Key stakeholders are informed and engaged	✓	✓			
		3. General public is informed about EITI Armenia	✓	✓			
		4. EITI Armenia website launched			✓		
		5. Have consistent branding and style					✓
II	Preparation of 1 st EITI Armenia Report (May-September 2018)	1. Timely and complete collection of information from reporting entities	✓				
III	Release of 1 st EITI Armenia Report (September 2018)	1. Wide and comprehensive coverage of the Report in mass and trade media	✓	✓			
		2. 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 2 nd EITI Armenia Report (Jan-	1. Engagement of affected communities, CSOs, academia, experts					

	Aug 2019)		✓				
VI	Validation visits (September-October 2019)	1. Mass media coverage of validation process	✓	✓			
		2. Informed media and CSO on disclosure of beneficial ownership					
VII	Release of 2 nd EITI Armenia Report (Nov 2019)	1. Wide and comprehensive coverage of the Report in mass media	✓	✓			
		2. Engagement of affected communities, CSOs, industry, academia, experts	✓	✓			
VIII	Post-2 nd report period (Election of new MSG members + Launch of the Beneficial Owner Registry (November- December 2019)	1. Disseminating information on new MSG members	✓				
		2. Training of new MSG members			✓	✓	
		3. Informed stakeholders on the use of the Register of Beneficial Owners	✓				
		4. Revisit Communications Strategy	✓	✓	✓	✓	✓

3. 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.

3.1. 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.

3.2. 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.

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.

3.3. 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 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.

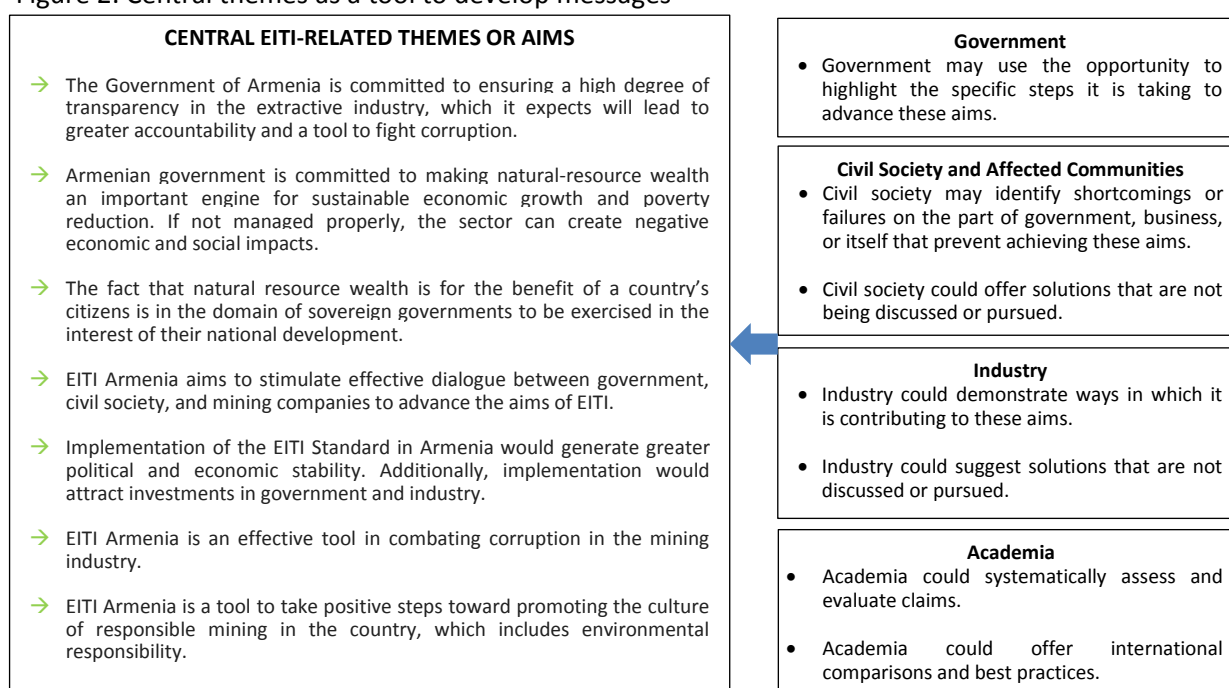
Civil society, on the other hand, may deem that progress is slower than expected. If this is the case, CSO’s often express their dissatisfaction publicly. However, just as overoptimistic messages may be received with disbelief, so could over-pessimistic ones. For instance, the new RA Tax Code, effective in 2018, has provisions that are expected to diminish the chance of transfer pricing, a serious source of revenue loss for

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/>

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.

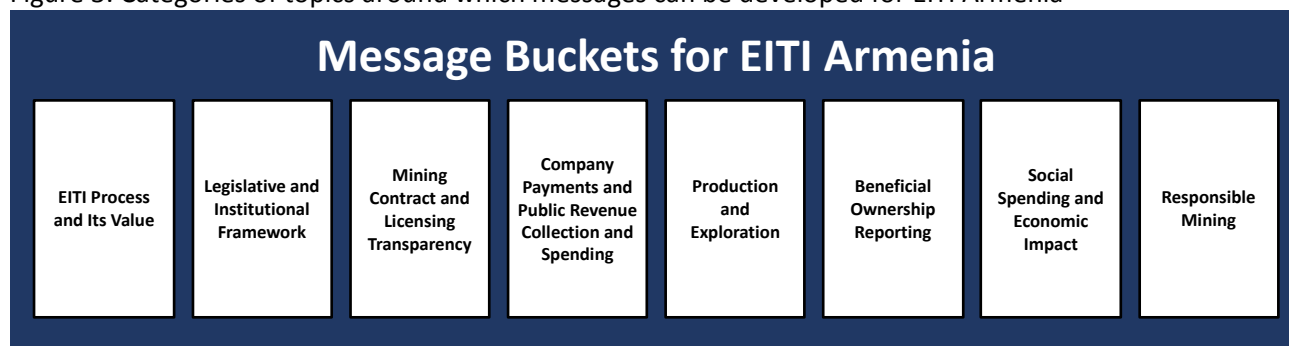
Figure 2. Central themes as a tool to develop messages



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	1. Increased investments 2. GDP and productivity growth	1. Responsible use of natural resources 2. Transparent & accountable business,	1. Transparent & accountable business, government, civil society, internationals	1. Research and curriculum on sustainable development, including responsible production and	1. Identifying donor assistance opportunities 2. Ensure that investments

	regulations	3. Employment growth	government, media, internationals	2. Free press	mining, business growth, employment, etc.	are consistent with missions of their org's
	4. Increased profits	4. Increased public-sector revenues	3. Healthy population	3. Increased readership and enlarged audience (which could lead to increased revenues)	2. Independence of thought and academic pursuits	3. Improved business environment for integrated
	5. Maintaining positive image with customers, shareholders, and the public	5. Healthy population	4. Healthy environment			
		6. Healthy environment	5. Responsive government and business			
		7. Transparent and accountable gov't., business and civil society	6. Decent paying jobs and work conditions			
		8. Sustainable development				

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	Internationals
Questionable interests	Eliminating competition	Creating corruption opportunities	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
	Reducing costs at the expense of public health and the environment	Advancing interests of an individual or a company under the guise of public interest				
	Rent seeking (e.g., seeking subsidies, exemptions, etc. instead of improving business operations and productivity)					

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.

4. 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.

4.1. 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.

4.2. 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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>

4.3. 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.

5. 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/). 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 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.
5. 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).
6. Visual attractiveness and ease of search.
7. 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.

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

6. 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.

6.1. 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 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.

⁵ http://www.gov.am/u_files/file/ardyunaberakan-cragir/MSG_TOR%20_Armenia_Eng.pdf

6.2. 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.

6.3. 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/). 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. .

6.4. 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.

7. BRANDING AND LANGUAGES

7.1. 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

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	
<ul style="list-style-type: none"> • Letterheads and stationary • Emails with signatures • Banners and signs • Video/audio materials • Info-graphics and posters • Presentation templates • Report templates • Other relevant materials 	<ul style="list-style-type: none"> → 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	
<ul style="list-style-type: none"> • Reports and studies • Press releases • Media notifications 	<ul style="list-style-type: none"> → Placement of EITI Armenia logo → Consistent font type; consistent color scheme → Tagline that delivers a key message consistently

⁶ For EITI International’s guidelines on logos see <https://eiti.org/logo-policy>.

<ul style="list-style-type: none"> • Leaflets • Presentations • Project briefs • TORs 	<ul style="list-style-type: none"> → 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	
<ul style="list-style-type: none"> • Press conferences • Meetings • Trainings • Interviews • Other events 	<ul style="list-style-type: none"> → 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

7.2. 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 ռեսուրսները 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>

7.3. 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.

7.4. ENHANCING BRANDING

Email addresses

Currently, the EITI Armenia Coordinating Office uses the eti@gov.am address for its official communications. The MSG may consider creating an email addresses based on a dedicated domain, such as, @eti.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
- Utilizing hashtags to identify EITI Armenia (e.g. #EITI, #EITIArm, #EITIArmenia, #EITIArmenia, #mining, #transparency, #ԱճԹՆ, #ԱճԹՆ<այաստան, #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.

7.5. 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.

8. 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 part 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

9. COMMUNICATION ACTION PLAN

9.1. 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	a) Informing national and local government representatives on EITI and legislative changes	April 2018	British Embassy in Yerevan
			b) Training for reporting entities and firms	June 2018	World Bank
			c) 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
		2. Key stakeholders are informed and engaged	a) Quarterly reports on implementation of EITI in Armenia (to be posed on EITI Armenia website)	Once a quarter	Financing not required
			b) Minutes of Armenian EITI MSG meetings posted on EITI Armenia website	After each MSG meeting	Financing not required
			c) Training for representatives of media and CSOs on EITI	May 2018	British Embassy in Yerevan
			d) Production and dissemination of video clip (promotion campaign)	2018-2020	World Bank
			e) Promotion of EITI Facebook page	2018-2020	World Bank
		3. General public is informed about EITI Armenia	a) Social media postings (on EITI Armenia Facebook page, EITI Armenia Twitter page)	Ongoing: 1-2 per month in Armenian and English	Financing not required
			b) Regularly updated EITI Armenia web page	Ongoing	Financing not required
			c) 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
		4. Launch EITI Armenia website/portal	a) Launch of website and implementation of the EITI web site online system for reporting	May 2018	UNDP
		5. Have consistent branding and style	a) Develop branding materials proposed in CSAP	January-July 2018	USAID?
		II	Preparation of the 1 st EITI Armenia Report (May-September 2018)	1. Timely and complete collection of information from reporting entities	a) See Activity I.1.c (Independent Administrator providing guidance to reporting entities ...)
III	Release of the 1 st EITI Armenia Report (September 2018)	1. Wide and comprehensive coverage of the Report in mass media	a) Press release	For each public event or any important occasion	Financing not required
			b) Posting of a simplified, easy-to-understand version of the EITI Report on the website	September 2018	World Bank
			c) Dissemination of a simplified, easy-to-understand version of the EITI Report (visits to Marzes, conferences, etc.)	September-December 2018	Financing not required
			d) Social media postings (on EITI Armenia Facebook page, EITI Armenia Twitter page)	2 per week in Armenian and English	Financing not required
			e) EITI Conference	September-November 2018	World Bank

		2. Engagement of affected communities, CSOs, industry, academia, experts	a) 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)	a) 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
			b) Public awareness raising events, postings in social media and online platforms on legislative changes regarding beneficial ownership reporting	October 2018	World Bank
			c) Awareness raising events (meetings) with beneficiaries on disclosure of beneficial ownership	December 2018	World Bank
			d) Discourse with civil society on EITI Armenia's first-year report and its recommendations	October-December 2018	USAID
V	Preparation of 2 nd EITI Armenia Report (Jan-Aug 2019)	2. Engagement of affected communities, CSOs, gov't, industry, academia, experts (including on beneficial ownership reporting)	a) Training for the staff of stakeholder government entities on the topic of disclosure of beneficial ownership	May 2019	World Bank
			b) 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	a) Social media postings	At least 2 in Armenian and 2 in English	Financing not required
			b) Press conferences - interviews with validation delegates	At least 1	Financing not required
			c) Meetings with CSOs and inclusion of journalists to cover local discussions and discourse	September-October 2019	USAID
		2. Informed media and CSO on disclosure of beneficial ownership	c) Awareness raising events for representatives of mass media and civil society on disclosure of beneficial owners	September 2019	USAID
VII	Release of 2 nd EITI Armenia Report (November 2019)	1. Wide and comprehensive coverage of the Report in mass media	a) Repeat activities III.1.a-d, focused on 2 nd EITI Report	November 2019	Financing not required
		2. Engagement of affected communities, CSOs, industry, academia, experts	a) Regional (Marz) meetings	November-December 2019	World Bank
VIII	Post-2 nd report period (Election of new MSG members + Launch of the Beneficial Owner Registry (November-December 2019))	1. Disseminating information on new MSG members	a) Postings on social media and announcements on newsletter	November-December 2019	Financing not required
		2. Training of new MSG members	a) Training sessions held by EITI Armenia coordinating office for new members	December 2019	Financing not required
		3. Informed stakeholders on the use of the Register of Beneficial Owners	a) Trainings for mining companies on how to upload data on the IT platform (database) for the Register of Beneficial Owners	December 2019	World Bank
			b) Trainings for the representatives of mass media and civil society on using the open online Register of Beneficial Owners	December 2019	USAID
		4. Revisit Communications Strategy	a) Evaluate communications to date and revise communication strategy and action plan	October-December 2019	Financing not required

9.2. 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 conduct 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
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8. DIASPORA MEDIA OUTLETS
9. INTERNATIONAL MEDIA OUTLETS
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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

1. NON-GOVERNMENTAL ORGANIZATIONS IN ARMENIA

NATIONAL			
#	Name	Website	Email
1.	Akhuryan Youth NGO	http://hkdepo.am/en/org/-akhuryan-youth-ngo https://www.facebook.com/Akhuryan-Youth-NGO-133354293461076/	Ls.igityan@gmail.com
2.	Anahit NGO/ Women support center	http://www.womensupportcenter.org	wsc.armenia@gmail.com
3.	Anti-corruption center Armenia	http://www.aac.am	m.atovmyan@ayla.am
4.	Anti-corruption center of the Lori region / Helsinki Citizens' Assembly Vanadzor Office	http://hcav.am	hcav@hcav.am
5.	Areguni NGO	http://hkdepo.am/en/org/areguni-social-development-ngo	Areguni-2@mail.ru
6.	ARK Environmental NGO	https://www.arkarmenia.com	arkarmenia@gmail.com
7.	Armenia Tree Project	https://www.armeniatree.org	kristine@armeniatree.org
8.	Armenian Constitutional Right Protective Centre	http://www.acrpc.am	acrpcngo@gmail.com gmanoukianacrpc@gmail.com
9.	Armenian Environmental Network	https://www.armenia-environment.org	contact@armenia-environment.org
10.	Armenian Lawyers' Association	http://armla.am/en/about-us/our-team	info@armla.am
11.	Armenian Progressive Youth	http://www.apy.am/en	apy@apy.am
12.	Armenian Women for Health and Healthy Environment (AWHHE)	http://www.awhhe.am	office@awhhe.am
13.	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	
14.	Association for Sustainable Human Development	http://users.freenet.am/~ashd	ashd.armenia@yahoo.com
15.	Association of Young Environmental Lawyers and Economists	https://www.facebook.com/pg/environment.am	ngo.ayele@gmail.com
16.	AUA Turpanjian Center for Policy Analysis (TCPA)	http://tcpa.aua.am	
17.	Business Support Center	http://www.bsc.am	bsc@bsc.am marketing@bsc.am
18.	Center for Community Dialogues and Initiatives	http://ccdi.am	
19.	Center for Community Mobilization and Support	http://europa.eu/youth/volunteering/organisation/943785751_sv	ccdi@ccdi.am
20.	Civil Education Center of Goris NGO	+374 284 22849	
21.	Civil Voice	http://civilvoice.am	ngocenter@ngoc.am
22.	Community Financial Officers Association	http://cfoa.am	info@cfoa.am
23.	Counterpart International	https://www.facebook.com/CounterpartAM http://hkdepo.am/en/org/ci	cpcomm@counterpart.am
24.	Country Water Partnership-Armenia NGO	http://www.cwp.am	cwp.armenia@gmail.com
25.	Eco-club "Tapan"	https://armacad.info/eco-club-tapan	info@tapan.am
26.	Ecoglobe	http://ecoglobe.com	info@ecoglobe.com
27.	EcoLab	http://ecolab-program.net/en	mkrtchyan@ecolab-program.net
28.	EcoLur Informational NGO	http://www.ecolur.org	ingazarafyan@gmail.com

29.	Ecoright NGO		
30.	Empower Armenia	https://empowerarmenia.com	info@empowerarmenia.com
31.	Environment and Sustainable Agriculture Educational Foundation (ESA)	https://www.facebook.com/ESA-Educational-Foundation-for-Environment-Sustainability-and-Agroturism-124577277699675	
32.	Environmental Law Resource Centre	http://ysu.am/science/en/1350282794	elrc@ysu.am
33.	Europe in Law Association NGO	http://ela.am	eurolaw@gmail.com
34.	European Integration NGO	http://www.europeanintegration.am	info@europeanintegration.am
35.	Foundation Against the Violation of Law	http://www.favl.am/civic-centers	info@favl.am
36.	Foundation of the Preservation of Wildlife and Cultural Assets (FPWC)	http://www.fpwc.org	info@fpwc.org
37.	Freedom of Information Center of Armenia	http://www.foi.am	foi@foi.am
38.	Goris Press Club	http://gorispress.am	gorispressclub@gmail.com
39.	Green Age NGO	http://green-age.info	info@green-age.info
40.	Green Lane Agricultural Assistance NGO	http://greenlane.am	office@greenlane.am
41.	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
42.	Gyumri Youth Initiative Center	http://yic.am	yic@yic.am
43.	History of the Protection of Rights without Borders NGO	http://prwb.am/new	www.v4.prwb.am
44.	Human Rights House in Armenia	http://humanrightshouse.org/Members/Armenia/index.html	hrhyerevan@gmail.com
45.	IDeA (Initiatives for Development of Armenia) NGO	https://www.idea.am	info@idea.am
46.	Improve our Village NGO	https://www.democracyendowment.eu/we-support/improve-our-village	secretariat@democracyendowment.eu
47.	Insight NGO	http://www.europeanintegration.am/en/about-us/insight.html	info@europeanintegration.am
48.	Institute for Democracy and Human Rights	http://www.idhr.am	http://www.idhr.am/hy/contacts
49.	Intellect for Sustainable Development NGO	http://help.am/coop/index.php?option=com_content&view=article&id=92&Itemid=698&lang=en#	
50.	International Center for Agribusiness Research and Education	http://icare.am	info@icare.am
51.	International Union (Commonwealth) of Advocates	http://www.mcca.su	mcca@mail.ru
52.	Investigative Journalists NGO	http://hetq.am	info@hetq.am
53.	Izmirlan Foundation	http://www.izmirlanfoundation.am	
54.	Jermuk Developpemt Center NGO	http://infojermuk.am	infojermuk@gmail.com
55.	Journalists' Club "Asparez"	http://www.asparez.am	admin@asparez.am asparezclub@gmail.com
56.	Junior Achievement of Armenia (JAA)	http://www.jaarmenia.org/home	http://www.jaarmenia.org/contact
57.	Kapan Women's Resource Center	https://www.facebook.com/Kapan-Womens-Resource-Center-NGO-262934037070137	kwrc@rambler.ru
58.	Khazer Ecological and Cultural NGO	https://www.facebook.com/khazer.ecological.and.cultural.ngo http://www.climate-network.org/profile/member/khazer-ecological-and-cultural-ngo	khazer@nature.am
59.	Khustup Environmental NGO	http://www.pages.am/pages/khustup-environmental-ngo	khustup.ngo@mail.ru

60.	Lori We Youth NGO	https://www.facebook.com/We.YOUth.NGO	We.youth.ngo@gmail.com
61.	Media Initiative Center (formerly Internews Media Support NGO)	http://mediainitiatives.am	office@mediainitiatves.am
62.	Meghri Women's Resource Center	https://www.facebook.com/pg/Meghri-Womens-Resource-Center-NGO-254830637873533/about	meghriwomen@gmail.com
63.	Mission Armenia NGO	http://www.mission.am	org@ngo.mission.am
64.	New Agro and Support NGO	http://newagro.gamk.am	newagros@gmail.com
65.	One Armenia	https://onearmenia.org	contact@onearmenia.org
66.	Partnership for Rural Prosperity	http://smednc.am/en/content/prp http://www.smednc.am/en/multicontent/cooperation/12	info@smednc.am
67.	Public Journalism Club	http://pic.am	info@pic.am
68.	Regional Development Foundation	http://rdfund.org	info@ruralarmenia.org
69.	Regional Monitoring Institute NGO	http://rdfund.org	ardadoyan@gmail.com
70.	Republican Union of Employers of Armenia	http://employers.am/Default.aspx?lang=eng	rua@employers.am
71.	Save Teghut Civic Initiative	http://teghut.am/en/who-we-are	save@teghut.am
72.	Stepanavan Info Center NGO	https://www.facebook.com/stepanavaninfo/?nr	stepanavaninfo@gmail.com
73.	Support to Communities	http://www.stc.am/en/index.php	info@stc.am
74.	Sustainable Development Centre	http://ysu.am/international/en/1373369260	rubmov@ysu.am , info_sdc@aarhus.am
75.	Syunik Development NGO	https://www.facebook.com/pg/SyunikNgo/about/?ref=page_internal	syunikngo@gmail.com
76.	Taxpayers Rights Protection	http://www.taxpayers.am	info@taxpayers.am
77.	The Future Is Yours	http://ftr.am	future@ftr.am
78.	The Greens Union of Armenia NGO	http://www.spyur.am/en/companies/greens-union-of-armenia/2955	veranos@armgreen.arminco.com
79.	The Jinishian Memorial Foundation	http://jinishian.org	jmf@jinishian.am
80.	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
81.	Urban Foundation for Sustainable Development (UFSD)	http://urbanfoundation.am	info@urbanfoundation.am
82.	Women's Resource Center, Armenia	http://www.womenofarmenia.org	contact@womenofarmenia.org
83.	Workers' Rights Protection Union NGO		hamk@hamk.am
84.	Yerevan Aarhus Center	http://aarhus.am/?page_id=459&lang=en	info@aarhus.am , silvaa@list.ru
85.	Yerevan State University	http://ysu.am	info@ysu.am
86.	Young Experts Scheme- Armenia (YES Armenia) Programme	https://www.facebook.com/yesarmeniaprogramme	info@reforms.am
87.	Young Biologists Association of Armenia	http://yba.am	info@yba.am
88.	Young Engineers Association NGO	http://hkdepo.am/en/org/young-engineers-association-ngo	H.karapetyan@engineers.am
89.	Youth Foundation of Armenia	http://www.heh.am	info@heh.am
90.	Գյումրու երիտասարդական նախաձեռնությունների կենտրոն	http://yic.am	yic@yic.am
91.	Գործընկերություն և ուսուցում/ԳՈՒՄ ՀԿ	http://gumiso.am	info@gumiso.am

92.	Դիլիջանի երիտասարդների համագործակցության կենտրոն ՀԿ	https://www.facebook.com/YCCDNGO/photos/a.1036213889762656.1073741844.119492428101478/1036214449762600/?type=3	artur.ghazaryan@yccd.am
93.	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
94.	Իրավունքների Տեղեկատվական Կենտրոն /ԻՏԵԿ/	http://www.itekngo.com	itekngo@gmail.com

2. INTERNATIONAL ORGANIZATIONS IN ARMENIA

INTERNATIONAL			
#	Name	Website	Email
1.	Armenian General Benevolent Union (AGBU)	https://agbu.org http://www.agbu.am/am	agbuarm@agbu.am
2.	All Armenian Fund	http://www.himnadram.org	info@himnadram.org
3.	ADB	https://www.adb.org/countries/armenia/main https://www.facebook.com/adbarmenia/	armenia@adb.org
4.	Austrian Development Agency	http://www.entwicklung.at/en/countries/black-sea-region-south-caucasus/armenia	jerewan@ada.gv.at
5.	Birthright Armenia	https://www.birthrightarmenia.org	nfo@birthrightarmenia.am
6.	Caritas Armenia	http://www.caritas.am	info@caritasarm.am
7.	Children of Armenia Fund (COAF)	https://www.coafkids.org	nfo@coafkids.org
8.	Delegation of the European Union to Armenia	https://eeas.europa.eu/delegations/armenia_en	Delegation-Armenia@eeas.europa.eu
9.	EBRD Armenia	http://www.ebrd.com/armenia.html	newbusiness@ebrd.com
10.	Eurasia Partnership Foundation	http://www.epfarmenia.am	info-epf@epfound.am
11.	German-Armenian Fund	http://www.gaf.am	Gevorg.tumanyan@gaf.am
12.	GIZ Armenia	https://www.giz.de/en/worldwide/374.html	giz-armenia@giz.de
13.	IMF Armenia	http://www.imf.org/en/Countries/ResRep/ARM	rr-arm@imf.org
14.	International Center for Human Development (IChD)	https://ichd.org	mail@ichd.org
15.	KASA Fondation Humanitaire Suisse	http://kasa.am	kasaam@kasa.am
16.	KfW	https://www.kfw-entwicklungsbank.de/International-financing/KfW-Development-Bank/Local-presence/Europe/Armenia	kfw.eriwan@kfw.de
17.	Open Society Foundations	http://www.osf.am	info@osi.am
18.	Organic Agriculture Support Initiative	https://eeas.europa.eu/headquarters/headquarters-homepage_en/11307/Organic%20Agriculture%20Support%20Initiative%20(OASI)	David.Muckenhuber@ada.gv.at
19.	Oxfam	https://www.oxfam.org/en/countries/armenia	MHakobyan@oxfam.org.uk
20.	Pan-Armenian Environmental Front (PAEF)	http://www.armecofront.net	armecofront@gmail.com
21.	Peace Corp. Armenia	https://www.peacecorps.gov/armenia	pcarmenia@peacecorps.gov
22.	REC Caucasus	http://rec-caucasus.am	nune.harutyunyan@rec-caucasus.org nune.harutyunyan@rec-caucasus.am
23.	Repat Armenia Foundation	http://repatarmenia.org	contact@repatarmenia.org
24.	Transparency International	https://transparency.am	info@transparency.am
25.	Tufenkian Foundation	http://www.tufenkianfoundation.org	nfo@tcf.am
26.	UN/UNDP	http://www.am.undp.org	registry.am@undp.org
27.	USAID	https://www.usaid.gov/armenia	armeniacontact@usaid.gov
28.	World Bank Armenia	http://www.worldbank.org/en/country/armenia	yerevan@worldbank.org
29.	World Vision	http://www.wvi.org/armenia	wvarmenia@wvi.org

30.	WWF Armenia	http://wwf.panda.org/who_we_are/wwf_offices/armenia	office_am@wwfcaucasus.org
31.	Armenian Relief Society (Հայ Օգնության Միություն)	http://arsarmenia.org/	ars@arsarmenia.org

3. RELEVANT GOVERNMENTAL AGENCIES IN ARMENIA

	NAME	WEBSITE	EMAIL	PHONE NUMBER
1	RA Ministry of Energy Infrastructures and Natural Resources	http://www.minenergy.am	minenergy@minenergy.am	011-52-19-64
2	RA Ministry of Nature Protection	http://www.mnp.am	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	(010) 51-13-62 (010) 51-13-54
4	RA State Revenue Committee	http://www.customs.am http://www.taxservice.am	secretariat@customs.am secretariat@taxservice.am	(060) 544 444 (060) 544 657
5	RA Ministry of Economic Development and Investments	http://www.mineconomy.am , http://investmentprojects.am/	secretariat@mineconomy.am	011-59-71-10
6	RA Ministry of Finance	http://www.minfin.am/	press@minfin.am	011-800-156
7	RA State Property Management Department	http://www.spm.am	info@spm.am	011-52-18-77
8	RA Ministry of Justice	http://www.moj.am/	info@moj.am	(010) 59-40-04
9	GoA Chief of Staff	http://www.gov.am/en/staff-structure/	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	(+374 11) 818-585
11	RA Ministry of Healthcare. Health Inspectorate	http://www.moh.am/#1/192	hovhannisyan@yandex.am	(+374 10) 65-16-60
12	RA Ministry of Emergency Situations	http://www.mes.am/en/	mes@mes.am , info@mes.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	www.armmonitoring.am	papyan@mnp.am	(+374 10) 55 55 02

4. 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/1 350282794	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	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@uaa.am	060 61 25 20
7	American University of Armenia Center for Responsible Mining	http://crm.aua.am/	crm@uaa.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@uaa.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@uaa.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 Academy of 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

5. METAL MINING LICENCE 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	«Զեմ Փրոդաքշն» ՍՊԸ	ՀՀ Գեղարքունիքի մարզի Թեղաշրի 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	«Սվայս 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 Հայաստանյան մասնաճյուղ» կորպորացիա ՀՄՃ	ՀՀ Լոռու մարզի Ալվարո, և Կաճաճկուտ պղնձի հանքերակումներ	պղնձ	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 Լեոնային» ՍՊԸ	ՀՀ Գեղարքունիքի մարզի Շատաշրեք 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 հանքերակումում	ոսկի	ԵՀԹՎ 29/040	08.08.07թ.	15.06.2016թ	գործող
14	«Վենտմայն» ՍՊԸ	ՀՀ Սյունիքի մարզի Իրիմիսի ոսկի-բազմամետաղային հանքերակումում	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 Հազվի-Մղարթ-Մեծձոր հանքային դաշտի Մղարթ-Հովնանաձոր, Մեծձոր և Հազվի սուլֆիդային երակումներ	ոսկի	ԵՀԹՎ-29/057	03.08.07թ	28.12.17թ	գործող
17	«Սվայս Սթիլ» ՓԲԸ	ՀՀ Կոտայքի մարզի Աբովյանի երկաթի հանքավայր	երկաթ	ԵՀԹՎ-29/059	29.10.10թ	20.03.15թ	գործող
18	«Ղարագույաններ» ՍՊԸ	ՀՀ Սյունիքի մարզի Վերին Վարդանիձորի ոսկու հանքերակումում	ոսկի	ԵՀԹՎ-29/063	30.08.10թ	07.08.16թ	գործող

19	«Գեոոեյր» ՓԲԸ	ՀՀ Սյունիքի մարզի Մուծքի (Բարձրավան) հանքերակում (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	«Նիկեյի սար» ՍՊԸ	ՀՀ Շիրակի մարզի Ամասիայի բազմամետաղ	բազմամետաղ	ԵՀԹՎ 29/078	14.10.11թ	14.10.16թ	գործող
23	«Նիկեյի սար» ՍՊԸ	ՀՀ Շիրակի մարզի Ամասիայի ծարիր	ծարիր	ԵՀԹՎ 29/079	14.10.11թ	14.10.16թ	գործող
24	«Նիկեյի սար» ՍՊԸ	ՀՀ Շիրակի մարզի Մուսատյան-Բարզուշատի բազմամետաղ	բազմամետաղ	ԵՀԹՎ 29/080	14.10.11թ.	14.10.16թ.	գործող
25	«Գեոտամայն» ՍՊԸ	ՀՀ Սյունիքի մարզի Վանք և Կալեր գյուղերի շրջակա տարածք (բազմամետաղ)	բազմամետաղ	ԵՀԹՎ-29/089	16.07.10թ	30.06.15թ	գործող
26	«Ավվազեո» ՍՊԸ	ՀՀ Գեղարքունիքի մարզի Զիլ-Դարայի բազմամետաղի հանքերակում	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 հանքերակում	բազմամետաղ	ԵՀԹ-29/098	30.08.12թ	31.08.17թ	գործող
28	«Պոլիմետ կորպորացիա հայկանադական ՀՁ» ՍՊԸ.	ՀՀ Տավուշի մարզի Վազաշենի ոսկի-բազմամետաղ	ոսկի-բազմամետաղ	ԵՀԹ-29/103	06.11.12թ	06.11.2017թ.	գործող
29	«Թաթաթոուն» ՍՊԸ	ՀՀ Սյունիքի մարզ Այգեձորի պղինձ-մոլիբդենային հանքավայր /Թղկուտի տեղամաս/	պղինձ	ԵՀԹ-29/112	12.10.12թ	30.09.17թ.	գործող
30	«Թաթաթոուն» 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	այլումին	ԵՀԹՎ-29/116	12.05.11թ	12.05.16թ	գործող
33	«Լեո 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 Նոնաձորի պղինձ-ոսկեքեր	պղինձ-ոսկի	ԵՀԹ-29/124	22.04.13թ	22.04.16թ	գործող
36	«Գեդի Գոլդ» ՍՊԸ	ՀՀ Սյունիքի մարզի Գեդի գետի ավազանի հանքային դաշտ	ոսկի	ԵՀԹ-29/125	15.11.12թ	30.09.17թ	գործող
37	«Վէն սթեյ Ըհեր» ՓԲԸ	ՀՀ Գեղարքունիքի մարզի Սոթք գետի	ոսկի	ԵՀԹՎ-29/131	16.07.10թ	30.06.15թ	գործող

		ցրոնային ոսկի					
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 Թովսմանուկի ոսկու հանքային դաշտի տարածքը՝ բացառությամբ թիվ ԼՎ-184 լեռնատեղանակագրում ակտով «ՄԵԳՈ-ԳՈԼԴ» ՍՊԸ-ին տրամադրված Թովսմանուկի ոսկու հանքավայրի տարածքի	ոսկի	ԵՀԹՎ 29/136	02.07.13թ	02.07.16թ	
40	«Գեղի Գոլդ» ՍՊԸ	ՀՀ Սյունիքի մարզի Գեղաքար Սարիգետ ոսկի-բազմամետաղ	ոսկի-բազմամետաղ	ԵՀԹՎ-29/140	18.01.13թ	30.12.17թ	
41	«ՎՀՀ» ՍՊԸ	ՀՀ Սյունիքի մարզի Որոտնավանքի սիլիկատադաշտի ապարներ	ալյումին	ԵՀԹՎ 29/141			Հրաժարման հավաստագիր 12.06.14թ.
42	«ԼԻԴԻԱՆ ԱՐՄԵՆԻԱ» ՓԲԸ	ՀՀ Սյունիքի մարզի Խաչաքարի ազնիվ մետաղ	ազնիվ մետաղներ	ԵՀԹՎ-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	ԵՀԹՎ-29/155	31.01.13թ	31.12.15թ	գործող
44	«Գեոքեր» ՍՊԸ	ՀՀ Սյունիքի մարզի Ատկիզի ոսկի-բազմամետաղ	ոսկի-բազմամետաղ	ԵՀԹՎ-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	ԵՀԹՎ-29/157	06.02.13թ	31.12.15թ	գործող
46	«Արատտա մայնինգ» ՍՊԸ	ՀՀ Գեղարքունիքի մարզի Մասրիկի ոսկու հանքերևակման կենտրոնական տեղամաս	ոսկի	ԵՀԹՎ 29/164	11.04.13թ	11.04.16թ	Հրաժարման հավաստագիր 02.08.2014թ.
47	«Վլանթ» ՍՊԸ	ՀՀ Արագածոտնի մարզի Թովսմանուկի հանքային դաշտի Շողակաթի ոսկեքար հեռ. տարածք	ոսկի	ԵՀԹՎ-29/168	22.05.13թ	22.05.16թ	գործող
48	«Դի ԷՅ Մայնինգ» ՍՊԸ	ՀՀ Սյունիքի մարզի Խոջեբանցու ոսկի	ոսկի	ԵՀԹՎ-29/169	22.05.13թ	22.05.16թ	գործող
49	«Դի ԷՅ Մայնինգ» ՍՊԸ	ՀՀ Սյունիքի մարզի Թաղամիրի ոսկի	ոսկի	ԵՀԹՎ-29/170	22.05.13թ	22.05.16թ	գործող
50	«Սթորթրանս» ՍՊԸ	ՀՀ Սյունիքի մարզի Տաշտունի բազմամետաղ	բազմամետաղ	ԵՀԹՎ-29/172	14.06.13թ	14.06.16թ	Հրաժարման հավաստագիր 26.02.2016թ.
51	«Նանարի» ՍՊԸ	ՀՀ Գեղարքունիքի մարզի Սոթք գետի ավազանի ցրոնային ոսկի	ոսկի	ԵՀԹՎ-29/176	20.06.13թ	20.06.16թ	գործող
52	«Բակտեկ Էկո» ՍՊԸ	ՀՀ Լոռու մարզի Լեռնաջրի ոսկի բազմամետաղ	ոսկի-բազմամետաղ	ԵՀԹՎ-29/177	12.07.13թ	12.07.16թ	գործող
53	«Կապպեր մայնինգ» ՍՊԸ	ՀՀ Գեղարքունիքի մարզի Թթուջրի բազմամետաղ	բազմամետաղ	ԵՀԹՎ-29/178	12.07.13թ	12.07.16թ	գործող
54	«Կապպեր մայնինգ» ՍՊԸ	ՀՀ Գեղարքունիքի մարզի Տիգրանաբերդի բազմամետաղ	բազմամետաղ	ԵՀԹՎ-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-Շակքար հանքային դաշտի հեռանկարային տարածք (բազմամետաղ)	բազմամետաղ	ԵՀԹ-29/185	01.10.13թ.	01.10.16թ	Հրաժարման հավաստագիր 27.01.2015թ
57	«Աշոտ Մեքրնյան և Ռոդիներ» 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-Նոնաձորի ոսկի-բազմամետաղային հանքերևակում	ոսկի-բազմամետաղ	ԵՀԹ-29/202	12.09.14թ	12.09.17թ	գործող
63	«Ալլովիալ Գոլդ Մայնինգ» ՓԲԸ	ՀՀ Գեղարքունիքի մարզի Մասրիկի ոսկու հանքերևակում	ոսկի	ԵՀԹ-29/203	23.10.14թ.	23.10.17թ	գործող
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 ԱԼՈՒՇՆԱ» 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 Կույթի ոսկեբեր տեղամասի տարածք	ոսկի	ԵՀԹ-29/214	22.07.15թ	30.06.18թ.	Հրաժարման. հավաստագիր 14.07.16թ
69	«ԷՔՈՒԻՎԵՍ ԱԼԼԻԱՆՍ ՖԱՈՒՆԴԵՅՇՆ» ՍՊԸ	ՀՀ Լոռու մարզի Ստեփանավանի հանքային շրջանի Ուրուտի հանքային դաշտի տեղամաս (բազմամետաղ)	բազմամետաղ	ԵՀԹ-29/212	27.07.15թ.	30.06.18թ	գործող
70	«ԵՎՐԱՍԻԱ ԷՔՍՓԼՈՐԵՅՇՆ» ՍՊԸ	ՀՀ Տավուշի մարզի Այգեձորի պղինձ-պղոֆիրային 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 հանքերակում	բազմամետաղ	ԵՀԹ-29/224	25.12.15թ	31.12.18թ	գործող
72	«ՆԱՐԻՊՐՈՖ» ՍՊԸ	ՀՀ Սյունիքի մարզ, Նոնաձորի (Նյովադի) պղինձ-ոսկեբեր հանքերակում	պղինձ-ոսկի	ԵՀԹ-29/219	02.04.16թ.	31.03.19թ	գործող
73	«ԹԱԹՍԹՈՒՆ» 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 հանքերակում	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 հանքերակում	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 հանքերակում	բազմամետաղ	ԵՀԹ-29/246	28.06.17թ.	31.03.20թ	գործող

Legal counsel firms

	NAME	WEBSITE	EMAIL	PHONE NUMBER
1	«AM» law firm	http://am.am/eng/	info@am.am	+374 12 262626
2	Investment Law Group, LLC	www.lawyer.am	info@lawyer.am	+374 10 532634
3	Vardanyan & Partners	armenian-lawyer.com	info@vardanyanlaw.com	+374 99 001167
4	iLex Law Firm Armenia	www.ilex.am	Info@ilex.am	+374 93 283074
5	Adwise	http://adwise.am/	info@adwise.am	+374 95 954450
6	Ameria CJSC	http://www.amerialegal.am/	legal@ameria.am	+374 10 561111
7	Concern-Dialog CJSC	http://www.dialog.am/en	info@dialog.am	+374 10 575121
8	Arlex International Ltd.	http://www.arlex.am/	info@arlex.am	+37410 580213
9	Elawphant Law Firm	https://elawphant.am/	info@elawphant.am	+374 55 584425
10	Extra Jus Law Firm	http://www.extrajus.com/	infoextrajus.com	+374 10445855
11	Fidelity Consulting cjsc	http://www.fidelitylegal.am/	info@fidelitylegal.am	+374 55 326887
12	Ghulyan and Partnes LLC	http://lawfirmarmenia.com/	info@lawfirmarmenia.com	+374 96 565612
13	Grigoryan & Partners	http://www.gpartners.am/	info@gpartners.am 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	+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	+374 10 514830
22	Zohrabyan & Partners law firm LLC	http://lawgroup.am/?lang=en	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	+374-60-740740
25	Chamber of Advocates of the Republic of Armenia	http://www.advocates.am/	info@advocates.am	+374 10 600 701 +374 10 600 704

7. NATIONAL MEDIA OUTLETS

TV TALK SHOWS
<p>Evening analytical TV shows:</p> <ul style="list-style-type: none"> • 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) <p>Morning shows:</p> <ul style="list-style-type: none"> • 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
	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.lorivt.am	loritv@lorivt.am	094027909
	"Mig" Radio			0322 50717
	Fortuna TV	www.fortunatv.am	info@fortunatv.am	0322 46606
Radio	Azatutyun/Radio	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	www.hhpress.am		
	Aravot daily	www.aravot.am	aravotoratert@gmail.com	060 274802

	Haykakan	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	aravotortert@gmail.com	060 274802
	Hayots Ashkhar	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	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			

8. DIASPORA MEDIA OUTLETS

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

9. INTERNATIONAL MEDIA OUTLETS

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

10. 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.”)

11. 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/>.

12. 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.)

13. 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> (“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>

14. 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>

15. 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	GERMANY	LIBERIA	UK	KAZAKHSTAN	AZERBAIJAN	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_D_EITI_Kommunikationsstrategie_EN_clear-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/media/plan/mediapl-an2017.pdf	http://eiti-ngo-azerbaijan.org/wp-content/uploads/2015/04/Azerbaijan_EITI_NGO_Coalition_Communication_Strategy_en_2014.pdf	https://www.goo.gl/AmU7sa-t8rctj&q=&esc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjk7rA4ZWAHWCSxQKHaD8BxCQFggkMAA&ur=htps%3A%2F%2Fresourcegovernance.org%2Ffiles%2Fdefault%2Ffiles%2FGhana%2520EITI%2520Communication%2520Strategy.doc&usp=AFQjCNG41aQ284CnD1j9dbzpe0n276w	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.

16. 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 ՋԼՄ-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:

17. 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/). 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;
5. 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);
6. Visual attractiveness and ease of search; and
7. 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:

- a) The uniform information reported by the International EITI Secretariat on each affiliated/member country (<https://eiti.org/countries>);
- b) Reviews of country-specific websites (more than 10 have been reviewed with 7 systematically assessed); and
- c) 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

- Overview
- News, blogs and more
- Tax and legal framework
- Beneficial ownership disclosure
- Production
- Revenue collection
- Revenue allocation
- Social Expenditures
- Innovations
- Implementation
- Validation
- Country progress by requirement
- EITI Reports and other key documents
- Contacts

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 infographics 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	Հազախս. Kazakhstan	Գերմանիա Germany	Ուկրաինա Ukraine	ԱՄՆ USA	Ինդոնեզիա Indonesia	Ֆիլիպիններ Philippines	Մոնղոլիա Mongolia
ԱՃԹՆ Սղանդարտ-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 նուղեցույցեր 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
Սոցիալական ցանցերի հետ կապ Social media links	Yes	Yes	Yes	Yes	Only Twitter	Yes	Yes
Վեբկայքի հասցե Web address	http://eiti.geology.gov.kz	https://www.d-eiti.de	http://eiti.org.ua/	https://useiti.doi.gov/	http://eiti.ek.on.go.id	https://www.ph-eiti.org/	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	Ղազախստան Kazakhstan	Գերմանիա Germany	Ուկրաինա Ukraine	ԱՄՆ USA	Ինդոնեզիա Indonesia	Ֆիլիպիններ Philippines	Մոնղոլիա 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 (սեղանատղի)* 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	Mobile friendly	Mobile friendly	Mobile friendly	Not mobile friendly: a) Clickable elements too close together; b) Content wider than screen

			more				
Վեբկայքի հասցե Web address	http://eiti.geology.gov.kz	https://www.w.d-eiti.de	http://eiti.org.ua/	https://useit.i.doi.gov/	http://eiti.ek.on.go.id	https://www.ph-eiti.org/	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

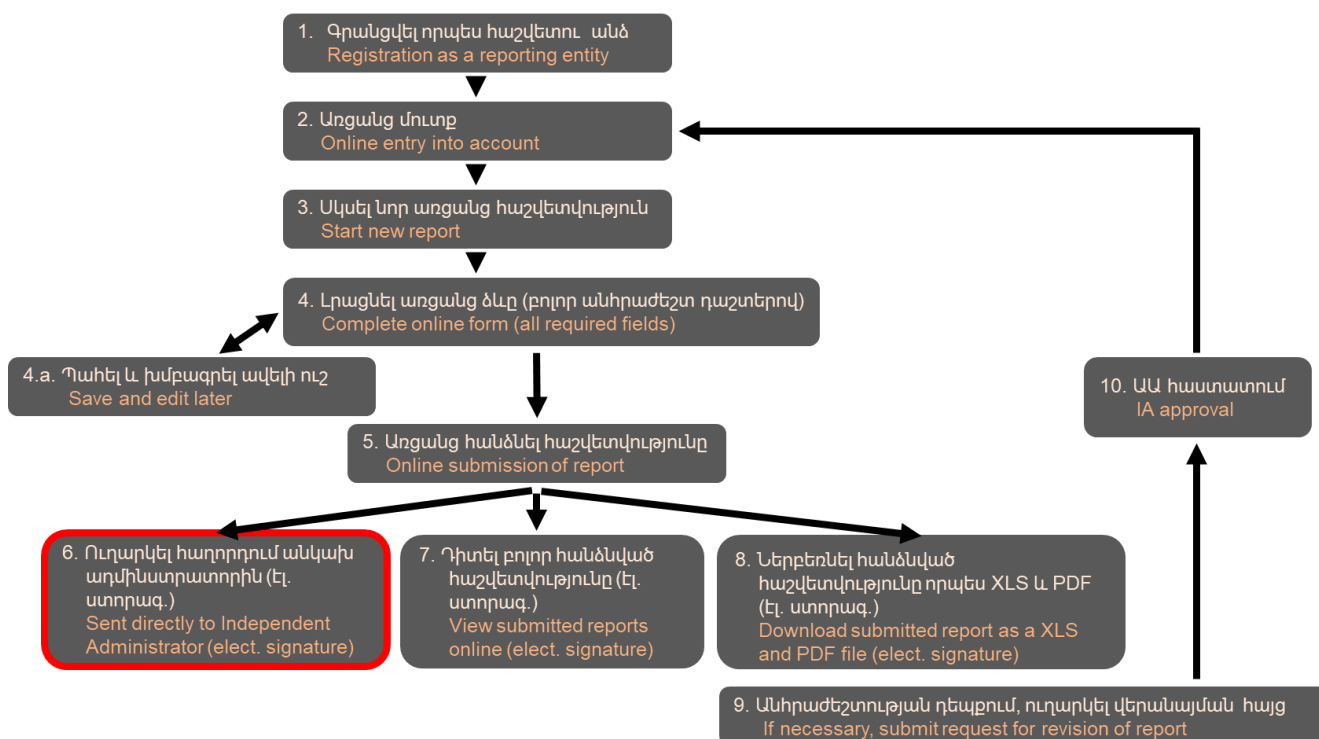
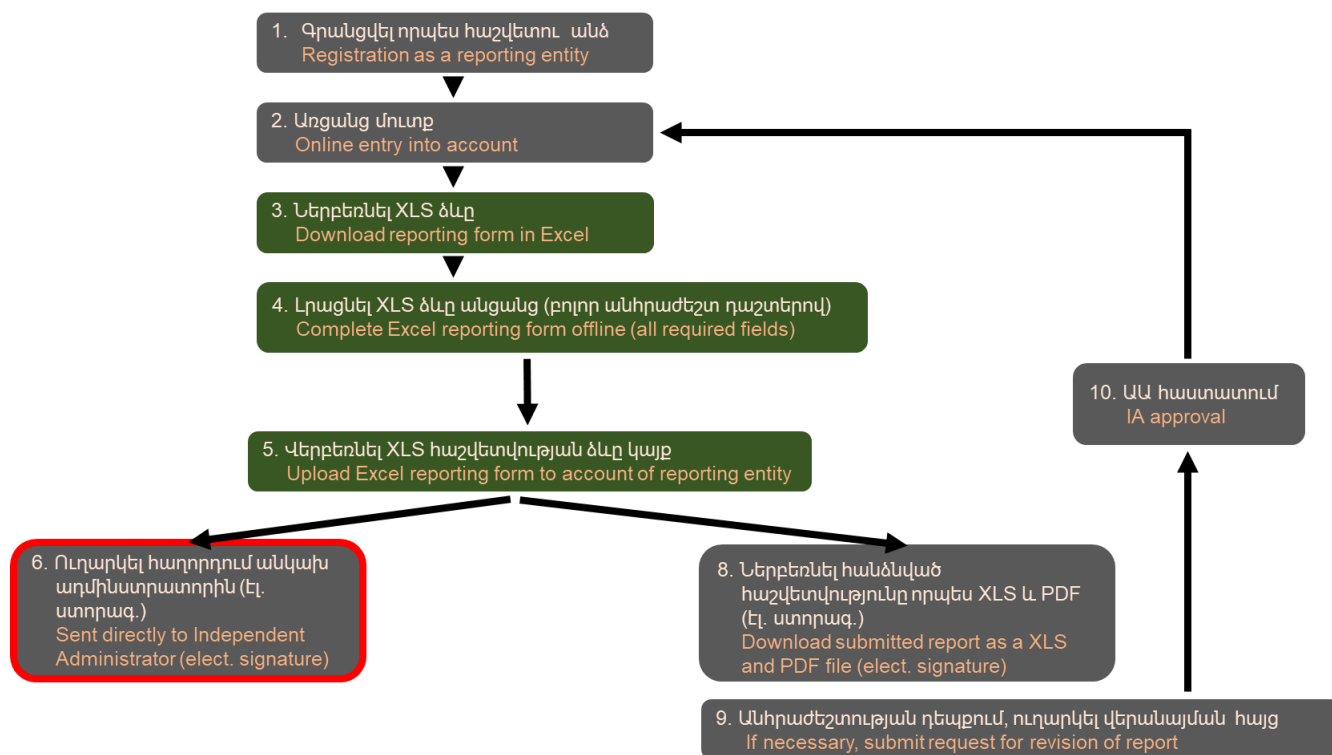


Figure C. Alternative 2 for e-reporting by EITI reporting entities



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 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.

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

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

I. 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.

About Extractive Industries Transparency Initiative (EITI)

The Extractive Industries Transparency Initiative (EITI) is a global 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.”

II. 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 bugs, 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

- a. Royalty
- b. Environmental Fee
- c. Nature use fee

- d. Replenishment of Environmental Protection Funds
 - e. Monitoring Fee:
 - f. EIA Implementation Fee:
 - g. Customs payments
 - h. Other fees
2. 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, xls, 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: eti@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.

III. 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 bugs, 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.

IV. 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
1.	Submitted Inception report of Starting Phase, incorporating all listed requirement of this phase	15%	January 31, 2018
2.	Developed software and submitted report incorporating all listed requirement of this phase	30%	March 31, 2018

3.	Submitted completion report (hand over, developed user manual, training conducted etc.), incorporating all listed requirement of this phase	35%	April 15, 2018
4.	On-line operating system	20%	May 15, 2018

V. 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.

VI. 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.

VII. 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 university degree with 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, communications, 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.