



# INCREASING EFFICIENCY OF THE MINISTRY OF INTERNAL AFFAIRS THROUGH HUMAN RESOURCES MANAGEMENT REFORM

## GOAL

The Ministry of Internal Affairs (MOIA) reforms Human Resources Management (HRM) to hire and retain competent staff, reduce corruption, and improve public confidence in Police service

## VISION

Enhancing efficiency, staff development, and talent management capacities of the Ministry of Internal Affairs



## PROJECT OVERVIEW



UNDP



US Bureau of International Narcotics and Law Enforcement (INL)



24 July 2024  
23 July 2026



USD 1,500,000



Armenia

## KEY AREAS

Rule of law, human resource management, gender equality, policy and legal frameworks, effective service delivery

## PROJECT OBJECTIVES AND OUTPUTS

- ✓ **01.** MOIA identifies needs and stakeholders for MOIA's HRM reform.
- ✓ **02.** MOIA develops and adopts HRM reform roadmap and action plan providing mechanisms to hire and retain competent staff focusing on institutional integrity and gender balance.
- ✓ **03.** MOIA's HR specialists understand and use new policies and practices on hiring, retention, and corruption reduction.
- ✓ **04.** MOIA attracts and retains women through merit-based career development.
- ✓ **05.** The employees of the MOIA and the Police Service adhere to the rules of the Code of Conduct (including employee ethics) and demonstrate through their conduct the Standard Operating Procedures principles.

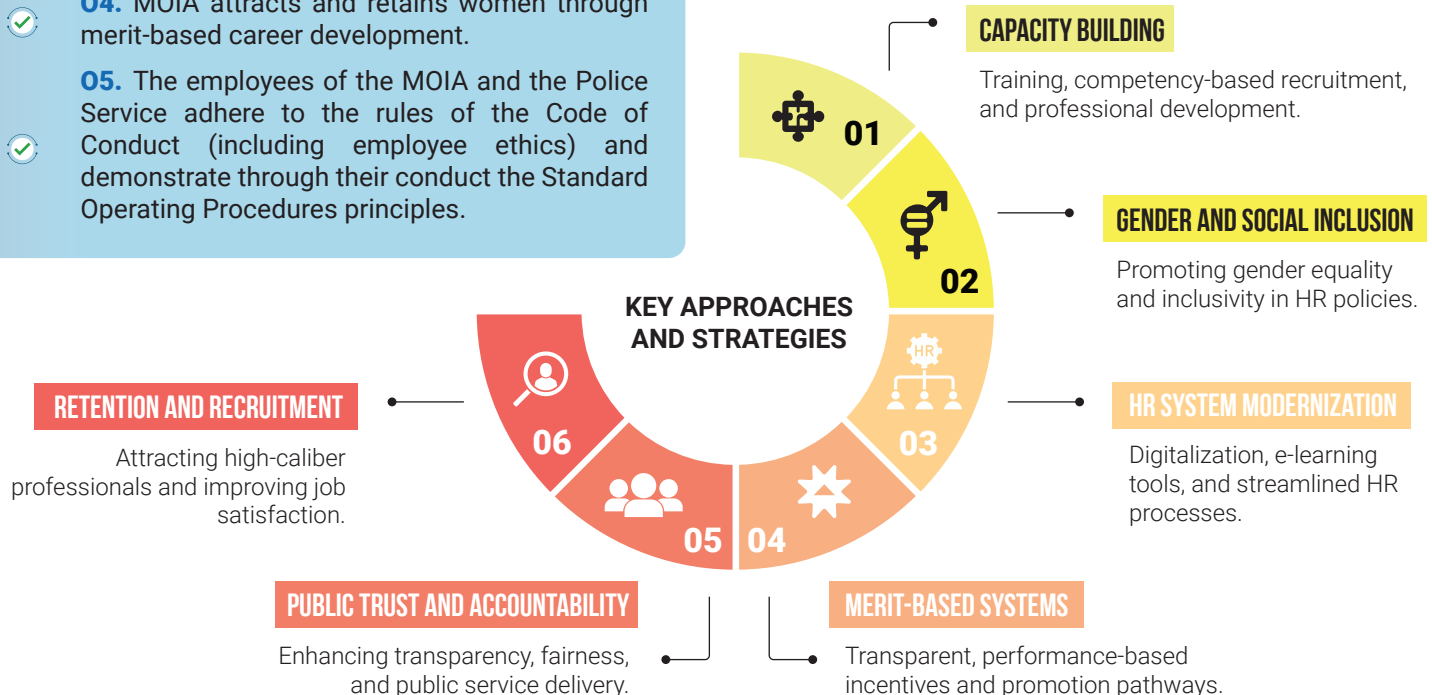
## MAIN PARTNER

- ✓ The Ministry of Internal Affairs of RA

## ASSOCIATED PARTNERS

- ✓ The Office of the Deputy Prime Minister of RA
- ✓ The Civil Service Bureau of the Prime Minister's Office of RA
- ✓ The Corruption Prevention Commission of RA

## KEY APPROACHES AND STRATEGIES



# MAIN ACTIVITIES

**A.1.1.** Conduct a comprehensive assessment, including gender considerations, to understand MOIA's HRM reform needs (legislation, policy, and institutional framework for hiring, retention, and corruption reduction, focusing on Police service), and develop recommendations for improvement. **A.1.2.** Facilitate government stakeholders' discussion, development, and approval of MOIA's HRM reform roadmap through policy dialogue, endorsing MOIA's ownership of its HRM reform. **A.1.3.** Examine and identify internationally recognized solutions (software) for digital management of human resources that meet MOIA's operational needs.

**A.2.1.** Identify a country with a suitable model for Armenia's MOIA HRM reform and organize a study visit for key decision-makers to familiarize with hiring, retention, attrition, and corruption reduction processes. **A.2.2.** Develop recommendations for a competency-based recruitment plan. **A.2.3.** Develop recommendations on performance appraisal and promotion. **A.2.4.** Develop recommendations on a remuneration, incentives, and bonuses system. **A.2.5.** Design part-time and flexible employment schemes. **A.2.6.** Conduct a study on the activities of former police staff after resignation (post-attrition practices) and develop post-employment restriction rules to ensure transparency and mitigate potential conflicts of interest. **A.2.7.** Identify and revise the regulatory framework (laws, by-laws, decrees, SOPs, and other instruments) to implement the recommendations. **A.2.8.** Pilot and validate the HRM reform roadmap and action plan. **A.2.9.** Adopt and institutionalize the HRM roadmap and action plan for hiring, retention, attrition, and corruption reduction.

**A.3.1.** Develop annual operations action plans (internal) for HR. **A.3.2.** Conduct an assessment of HR staff capabilities and educational needs. **A.3.3.** Design, pilot, and validate training courses and e-learning platforms for HR specialists, to be included in the mandatory training program.

**A.4.1.** Use assessment results (Objective 1) and other available assessments to determine the numbers and positions of women in the police service. **A.4.2.** Analyze and evaluate the attractiveness of police service to women (especially in rural areas) based on assessment (Objective 1) and study visits/exchanges (Objective 2) outcomes, and develop recommendations. **A.4.3.** Design the Roadmap and Action Plan for promoting gender equality and social inclusion. **A.4.4.** Implement the Roadmap and Action Plan and institutionalize recommendations (from Objectives 1 and 2) to increase the number of women in police service. **A.4.5.** Provide training on gender-responsive policing and non-discrimination to Police leadership and HRM officers.

**A.5.1.** Develop Code of Conduct (including employee ethics) for the MOIA and Police service staff. **A.5.2** Design Integrity Risk Assessment tool and pilot it jointly with Armenia's Corruption Prevention Commission for the MOIA and Police service, as means to identify impediments and vulnerabilities to normal course of work, assessing the impact of, and potential ways to control and mitigate risks. **A.5.3.** Design Integrity Roadmap for MOIA and Police service, which will outline how MOIA will maintain good conduct and professional behavior in practice. **A.5.4.** Develop SOPs to ensure integrity of the MOIA and Police service employees within the framework of the Code of Conduct (including employee ethics). **A.5.5.** Design and deliver training on employee (officer) proper conduct, adhering to integrity standards and on-demand mentoring program for focal point on employee integrity and anti-corruption.

