

INDIVIDUAL PARTNERSHIP ACTION PLAN 2014 - 2016 ARMENIA

INTRODUCTION

1. POLITICAL AND SECURITY RELATED ISSUES

1.1 Deepen Cooperation with European and Euro-Atlantic structures and institutions

The development and consolidation of Armenia's relations with the Euro-Atlantic structures, and with the European Union is amongst the priority directions of Armenia's foreign policy.

Armenia intends to intensify co-operation with NATO through political dialogue and practical cooperation. Partnership tools, including the Planning and Review Process (PARP), and consultations with Member States will be important instruments in this regard. This cooperation is aimed at enhancing Armenia's strengthened capabilities to implement its international commitments for participation in multinational peacekeeping and crisis management operations under the UN mandate. Armenian Armed Forces will continue their contribution to NATO led peace operations. At the same time the geography of participation will be expanded to include other areas such as the UN led UNIFIL operation in Lebanon.

1.2 Relations with neighbours

Armenia wishes to promote regional security and stability in the Caucasus and is determined to work constructively to develop and improve relations with its neighbours. Armenia is committed to a peaceful settlement of the Nagorno-Karabakh conflict and is fully supportive of the efforts of the OSCE Minsk Group Co-Chairs in this regard. Armenia remains determined to normalize relations with Turkey without preconditions.

1.3 Democracy, rule of law, combating corruption, and human rights

Armenia is determined to make further progress in democratic reforms, human rights, the rule of law, by further enhancing pluralism, transparency and freedom of the media. Armenia is resolved to solidify democratic institutions and processes by implementing a comprehensive package of political reforms including legal, judicial and electoral reforms. Armenia continues to implement the Strategic Programme of Legal and Judicial reforms for 2012-2016. Armenia is determined to further electoral improvement based on OSCE/ODHIR recommendations. To this end Armenia will continue to closely cooperate with the Council of Europe, the European Union, the OSCE and its institutions, and other international partners.

Armenia also recognises the importance of fostering constructive dialogue between the various political forces in Armenia. Armenia is determined to combat corruption and to

undertake practical measures by ensuring transparency and accountability through conducting trainings and raising awareness for public officials and further strengthen the enforcement of anti-corruption laws. To this end Armenia has expressed its desire to participate in NATO sponsored regional programmes directed at capacity development for public officials, such as the Professional Development Programme (PDP). This includes also the decision to implement the NATO Building Integrity (BI) Programme and to add BI as a new PARP goal.

1.4 Democratic Oversight of the Defence and Security Sector, Military Justice, Human Rights in the Armed Forces

Armenia is determined to enhance and strengthen democratic control and civilian oversight of its armed forces. Armenia also intends to enhance the parliamentary oversight over the defence and security sectors including by close collaboration with DCAF, as well as to promote civilian participation in development of defence and security policy. In this regard, Armenia places particular importance on encouraging civil society involvement in defence and security issues and improving education and training of parliamentarians and their staffs. Armenia is also determined to ensure protection of constitutional and human rights within the Armed Forces and will work to improve education, strengthen independent human rights bodies, and address gender issues in the Armed Forces as an important element of EAPC policy on implementing UNSC Resolution 1325 on Women, Peace and Security.

1.5 Combating Terrorism and Organised Crime, Cyber Defence

Armenia is determined to strengthen its capabilities to combat terrorism and organized crime, including by improving inter-agency cooperation. Armenia also intends to enhance its capabilities to manage the consequences caused by terrorist acts and organised crime. Building on existing co-operation with NATO in this area, Armenia is ready to become more actively involved in the implementation of relevant programmes and activities, including improving the exchange of relevant intelligence. Armenia intends to take further legislative and practical measures to implement international legal instruments on terrorism, to combat organised crime and to improve protection of critical communications and information systems against cyber attacks.

1.6 Economic development

Armenia aims for sound, stable, and sustainable economic development. Armenia's priorities are to implement a transparent market economy, develop and diversify transport infrastructure and external transport links, ensure a reliable and diverse supply of energy, encourage foreign investment, and prevent inappropriate use of state financial resources and/or foreign assistance.

1.7 Cooperation with other international organisations

Consistent with its objective to advance the cooperation with international structures and institutions, Armenia intends to further deepen its relations with the European Union, including within the framework of the Eastern Partnership. Armenia will also continue to co-operate with the UN, the OSCE and the Council of Europe and is determined to implement the respective commitments in the framework of these Organisations, encouraging the coordination of their actions in Armenia.

2. DEFENCE AND MILITARY ISSUES

2.1 Defence and Security Reform

Finalising the implementation of the results of first Strategic Defence Review by the end of 2015 Armenia has initiated a new cycle of SDR aiming to provide more precise, coordinated and agreed guidelines for reforms in Security and Defence Sector as well as for Armed Forces development for the timeframe between 2015 and 2020. PARP and PAP-DIB are, inter alia, additional important tools supporting the implementation of defence and security reform objectives, as outlined in the IPAP. In the context of national security policies and related documents, Armenia also intends to revise Strategic Guidance Documents on the basis of the conclusions of an updated threat assessment and the strategic planning assumptions.

2.2 Defence Planning

Armenia aims to improve the efficiency of its defence planning and budgeting system and develop affordable, transparent and sustainable defence plans. It also aims at developing its expertise in these fields to support the implementation of its Strategic Defence Review and to support improvements in the areas of command and control, equipment and logistics. Armenia has started to reform its defence-related industry and production, building on the provisions of the “Concept on the development and reform of the Military Industry System of the Republic of Armenia”. The Republic of Armenia will further develop the Special Civil Service introduced in the Ministry of Defence and will continue to review the personnel management system for the military and civilian personnel of the Ministry of Defence and General Staff of Armed Forces.

2.3 Military training and Interoperability Issues

Armenia continues to develop a brigade using NATO standards and intends to evaluate the units of this brigade in the framework of OCC thus making them interoperable and capable of contributing to NATO-led operations. Armenia will continue to reform, in the framework of Military Education Concept, its entire Defence Education System. Building on the bilateral assistance from Allies as well as through the Defence Education Enhancement Programme (DEEP), it will review the junior officer Professional development programme, the NCO training system, as well as update the newly launched Senior Officer Command and Staff Course. It will also study the feasibility of the incorporation of the Institute for National Security Studies of the Ministry of Defence into the national education framework through establishment of National Defence Research University.

3. PUBLIC INFORMATION, SCIENCE, ENVIRONMENT AND CIVIL EMERGENCY PLANNING ISSUES

3.1 Public Information

Armenia will continue to inform public on NATO, its Partnership and Armenia's own involvement and cooperation with the Alliance. Armenia also intends to enhance public awareness in support of defence and security reforms. The Information Centre on NATO in Yerevan will continue to be an important tool for this and Armenia will continue to support it.

3.2 Science

Armenia will contribute to the security and cooperation in the South Caucasus region through its participation in the Science for Peace and Security (SPS) Programme.

3.3 Emergency Preparedness

Armenia is determined to improve its disaster and crisis management and coordination capabilities, as well as emergency preparedness to deal with disasters and various (asymmetric) threats. The Ministry of Emergency Situations was created in 2008. Currently the Crisis Management Centre and nationwide system of '911' service for urgent human care are operational. Armenia also intends to strengthen its own capabilities and enhance links with NATO's EADRCC in order to contribute to international disaster relief.

4 ADMINISTRATIVE, PROTECTIVE SECURITY AND RESOURCE ISSUES

4.1 Administrative Issues

Armenia will institute all necessary coordination and liaison arrangements in order to ensure effective implementation of this Action Plan.

4.2 Protective Security

Armenia is determined to continue to fully implement the security agreement with NATO.

4.3 Resource issues

Armenia intends to make the necessary human and financial resources available to adequately support implementation of programmes and activities under this Action Plan.

Chapter 1: POLITICAL AND SECURITY – RELATED ISSUES

1.1 Deepen Cooperation with European and Euro-Atlantic structures and institutions

Objectives Actions	Armenian Objectives Specific national measures
1.1.1	Expand and deepen cooperation with Euro-Atlantic structures and institutions
Action 1	Hold regular political consultations with the Member States on security and foreign policy issues and on issues related to larger regional developments, and on reform efforts (28+1 as well as in bilateral formats) as part of the IPAP process
Action 2	Actively engage in efforts to revitalise the Partnerships, in particular the EAPC
Action 3	To explore with other interested Allies/Partners the potential for leading an EAPC Tiger Team on Human Rights in the Armed Forces.
1.1.2	Assist implementation of NATO's New Partnership Policy
Action 1	Organize seminar/workshop on Partnerships open to all Allies and Partners.

1.2 Relations with neighbours

Objectives Actions	Armenian Objectives Specific national measures
1.2.1	Promote regional stability and security in the Caucasus
Action 1	With the mediation of the OSCE Minsk Group Co-Chairs, work towards a peaceful resolution of the Nagorno-Karabakh conflict and keep Member States informed on developments
Action 2	Offer Good offices with the aim of commencing a dialogue on regional security issues and overcoming the existing divides
Action 3	Pursue efforts to normalize relations with Turkey without preconditions.

1.3 Democratic Reforms, rule of law and fight against corruption, general human rights issues

Objectives Actions	Armenian Objectives Specific national measures
1.3.1	Electoral Practice/ Electoral Reforms
Action 1	Organizing public discussions on recommendations introduced in the reports of OSCE/ODIHR and other international organizations, NGOs carried out observation mission in 2012-2013 elections
Action 2	As a result of public discussions on recommendations introduced in the reports of OSCE/ODIHR and other international organizations, NGOs carried out observation mission in 2012-2013 elections; collection, refinement of recommendations and submission of recommendations on legislative changes for implementing the above mentioned
1.3.2.	Legal and Judicial Reforms
Action 1	Continue implementation of the following actions provided for by “2012-2016 Strategic Programme for Legal and Judicial Reforms in the Republic of Armenia”, which are foreseen to be carried out during 2014–2015: - Introducing objective criteria and procedures for the performance evaluation and promotion of judges;

	<ul style="list-style-type: none"> - Improving the use of information and communication technologies in courts by ensuring rapid case flow from a court of one instance to a court of another instance; - Developing and introducing a more effective model of financing the judicial authorities of the Republic of Armenia, in conformity with the European standards and best practice; - Studying international practice and perspectives of introducing the institute of referral of civil cases by the courts of first instance to conciliators.
1.3.3	Fight Against Corruption
Action 1	Implement GRECO recommendations and continue active cooperation with Moneyval.
Action 2	Strengthen the effective and impartial enforcement of anti-corruption legislation.
Action 3	Completion of the NATO BI Self-Assessment Questionnaire (SAQ) and Peer Review Process (PR)
Action 4	Implementation of recommendations on BI SAQ/PR process.
Action 5	Continue to promote the development of individual and institutional capacities through the participation in BI educational activities at different levels and the development of national/regional education and training BI activities.
Action 6	Identify training opportunities in-country and abroad for civilian personnel. Develop training courses for civilian personnel responsible for defence management with priority for those to be employed in the defence policy, planning, budgeting and legal areas.
Action 7	May host BI train-the-trainer course, upon offer.
1.3.4	Human rights legislation and practice
Action 1	Ensure implementation of National Strategy on Human Rights Protection according to the adopted Plan of Action.
Action 2	Strengthen the capacity of the Human Rights Defender (Ombudsman) and ensure proper mechanisms for its active engagement in the field of human rights protection.

1.4 Democratic Oversight of the Defence and Security Sector, Military Justice, Human Rights in the Armed Forces

Objectives Actions	Armenian Objectives Specific national measures
1.4.1	Develop effective and transparent legislative and judicial oversight of the defence and security sector
Action 1	Optimise the role of the legislature in overseeing defence activities by enhancing the capacity and activities of the Parliamentary Standing Committees on Defence, National Security and Internal Affairs and on Financial-Credit, Budgetary and Economic Affairs.
Action 2	Take steps to enhance specific education and training in overseeing defence activities for parliamentarians and their staffs.
Action 3	Implement projects and events aimed at the efficiency and enlargement of parliamentary oversight of the defence and security sectors, including consultations with high ranking executive officials, visits to defence and security sector institutions, parliamentary hearings, exchange of experience, trainings, discussions dedicated to the budget both with parliamentary experts and those representing the civil society.
Action 4	Increase the role of the legislature in the oversight of the defence activity by

	improving the capacity and activity of the standing committees on Defence, National Security and Internal Affairs, on Financial-Credit, Budgetary and Economic Affairs.
Action 5	Take steps towards the specific education and training of parliamentarians and their staffs, engage committee staff in events and seminars organized by the NATO Parliamentary Assembly (Rose-Roth seminars, security sector-related regional events, research and study visits), ensure attendance of different training and exchange of experience programmes. The existing specialized libraries need to be improved. We suggest establishing accessible systems of electronic data.
Action 6	Promote the participation of the civil society representatives and relevant NGOs in elaborating defence and security policies and ensure their involvement in the implementation process of the defence reforms. The National Assembly suggests establishing a civil expert advisory group next to the parliamentary Committee on defence and security affairs, including the possibilities of increasing tools for a more effective parliamentary oversight and the goal of proposing and discussing the expected amendments as a result of possible constitutional reform in the future. With the view of implementing these and other planned programmes the Committee seeks the assistance of international organizations, including advisory and financial support and active participation of civil society representatives. Ensure proper access to information on defence and security sector related matters for the public.
Action 7	Ensure maximum transparency of government in matters related to defence policy, defence budgeting and protection of human rights in the armed forces. Make inspection visits to military and police units, security and emergency management institutions, elaborate standards envisaged for similar visits and publish reports on respective studies.
Action 8	Make accessible international and regional treaties on security in Armenian, including the special documents of the bodies, if any, overseeing the implementation of the treaty.
Action 9	Conduct a comprehensive study to define possible gender related issues in the Armed Forces to support the EAPC policy on implementing UNSC Resolution 1325 on Women, Peace and Security.
1.4.2	Develop effective and transparent measures to ensure civilian control of the armed forces, promote civilian participation in developing defence and security policy, cooperation with non-governmental organisations and arrangements to ensure appropriate public access to information on defence and security issues.
Action 1	Continue an adequate mix, including in senior positions, of civilian and military personnel within the Ministry of Defence and other security sector ministries and agencies.
Action 2	Ensure maximum government transparency in matters of defence policy, defence budgeting, and military human rights issues.
Action 3	Through close cooperation between MOD, Parliament and the Public Council and NGOs in the field, ensure active engagement of the Civil Society in the effective implementation of Defense reforms with appropriate assistance from NATO, as well as from DCAF. Further development of the role of Public Council.
1.4.3	Strengthen awareness and protection of human rights within the military and security sector

Action 1	Establishment and conduct of educational programmes for military servicemen to ensure that all military personnel are fully informed of their rights and obligations and means of redress, including through the Human Rights Defender, in case of human rights abuses.
Action 2	Take steps to increase the number of human rights experts on Armed Forces within the office of the Human Rights Defender, which will contribute to efficiency and timely reaction.

1.5 Combating terrorism and organised crime, cyber defence

Objectives Actions	Armenian Objectives Specific national measures
1.5.1	Enhance Armenian capabilities to combat terrorism
Action 1	Improve inter-agency cooperation to combat terrorism with a focus on structured day-to-day cooperation.
Action 2	Enhance national counter-terrorism and terrorism consequence management capabilities. In this regard, explore the possibility of exchanging the best practices and sharing of relevant guideline documents, as well as participation in the counter-terrorism trainings.
Action 3	Implement international anti-terrorism conventions and other relevant international legal instruments.
Action 4	Improve international cooperation on combating and preventing terrorism through enhanced interaction with NATO and other international organizations
1.5.2	Contribute to relevant EAPC activities related to the fight against terrorism
Action 1	Maintain liaison and improve information sharing with NATO via the Intelligence Liaison Unit (ILU) as appropriate and upon request.
Action 2	Enhance the contribution of the Armenian scientific community and expert networks to the fight against terrorism through cooperation under the Science for Peace and Security (SPS) programme.
1.5.3	Enhance Armenia's capabilities to counter the proliferation of weapons of mass destruction and their means of delivery.
Action 1	Cooperate and contribute to countering the proliferation of weapons of mass destruction and their means of delivery through full compliance with, and national implementation of, existing obligations under international disarmament and non-proliferation treaties and agreements.
1.5.4	Enhance Armenian capabilities for protecting critical communication and information systems against cyber attacks
Action 1	Study the best practices of partner countries with the aim of elaboration of the Republic of Armenia's main objects of cyber defence, the resources (powers and methods) necessary for cyber security, concrete procedures for policy implementation, relations between government and private sector, the ways of elaboration and establishment of cyber security norms, security rules, legislative mechanisms, the mechanisms of compatibility.
Action 2	Establishment of network monitoring systems in NSS of Armenia, as well as elaboration of identified threats response procedures in order to detect and warn cyber security threats. For that purpose improvement of professional resources opportunities and technical upgrading.
Action 3	Provide methodical, professional manuals and other relevant materials to the Armenia's cyber security state agencies and relevant departments.

Action 4	Organize professional trainings for employees of Armenia's cyber security departments.
Action 5	Harmonise national legislation of Armenia with international legal norms addressing the cyberspace.
1.5.5	Further develop legislation on combating money laundering and financing of terrorism
Action 1	Prepare the Report on Self Assessment for the Council of Europe Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime and on the Financing Terrorism.
Action 2	Take further steps to bring the legislation and capacities against money laundering in line with international standards.
Action 3	Implement practical steps to suppress terrorism financing as foreseen by UNSCR 1373, including a thorough risk assessment.
1.5.6	Enhance Armenia's capabilities in combating trafficking in human beings and organised crime
Action 1	Improve the legislation on combating organised crime and ensure its effective implementation.
Action 2	Continue implementation of the 4 th National Action Plan for the years 2013-2015 in accordance with the UN Convention against Transnational Organised Crime and the Council of Europe Convention on Action against Trafficking in Human Beings.
Action 3	Further improve the educational programme for peacekeeping forces on the fight against trafficking and their role and responsibilities in it, taking into account the NATO/EAPC Policy on Combating Trafficking in Human Beings.

1.6 Economic development and policy priorities

Objectives Actions	Armenian Objectives Specific national measures
1.6.1	Promote stable, sound, and sustainable economic development
Action 1	Prevent inappropriate use of state financial resources, including abuse of official duties.
Action 2	Creation of a favourable business environment through effective reform of tax and customs administration to attract increased volumes of foreign direct investment.
Action 3	Access to energy resources through participation in regional energy projects. <ul style="list-style-type: none"> – Construction of 400kV Overhead Line (OHL) with Georgia to prepare the creation of circular power system of Black Sea countries as well as initiation of North-South parallel operation relations. – Utilize the conducive potential of the geographical location of Armenia for internationally beneficial transit of the energy resources, modernizing and expanding underground gas storages for the implementation of new projects.
Action 4	Diversification of sources of energy supply. Further development of its renewable sources of energy.
Action 5	Further improve the food safety system.

1.7 Cooperation with other international organisations

Objectives Actions	Armenian Objectives Specific national measures
1.7.1	Prepare for and take steps towards closer institutional and legislative compatibility with the European Union in the framework of Eastern Partnership.
Action 1	Continue the effective engagement in the activities of Eastern Partnership Multilateral Platforms and Panels.
Action 2	Implement the visa facilitation and readmission agreements with the EU. Take further steps towards the visa liberalization with the EU for the citizens of Armenia.
1.7.2	Encourage coordination of actions of International Organizations active in Armenia, minimize and prevent duplication.

Chapter 2: DEFENCE SECURITY AND MILITARY ISSUES

Objectives Actions	Armenian Objectives Specific national measures
2.1	Streamlining the internal procedures within the Armed Forces in line with democratic principles.
Action 1	Seek opportunities for international cooperation for capacity building in Armenian Military Police aiming at better management of disciplinary issues in Armed Forces according to the revised Code of Military Discipline.
Action 2	Encourage civil society involvement in defence and security issues.
2.2	Launching of the new Strategic Defence Review and development of national defence and security policies and related strategic documents
Action 1	Establish an interagency board which will be entrusted with the coordination and daily management of the Strategic Defence Review and the implementation of approved plans. The board will have permanent staff and be supported by expert groups as and when required.
Action 2	Put in place reporting and communication mechanism to keep the personnel of the Armed Forces, the Parliament and the general public informed of the progress and main results of the review.
Action 3	Conduct a new cycle of Strategic Defence Review defining the new force structure, the infrastructure, tasks and equipment requirements for the timeframe between 2015-2020 taking into account the strategic security environment, existing and emerging challenges and available resources.
Action 4	Revision of Strategic Documents in line with the conclusions of the updated threat assessment to be conducted in the framework of the Strategic Defence Review.
2.3	Defence planning and budgeting
Action 1	Finalize the introduction of mid-term planning, programming and budgeting system supported by more transparent and improved auditing and accounting processes. Ensure that the new system also aims at the introduction of a stable financial data recording, forecasting and planning basis, including the application of advanced life cycle costing methodologies.
Action 2	Improve public support for the SDR options by improving the transparency of the defence budget approval process.
Action 3	Continue the activities aimed at deepening the result-based budgeting reforms investment.

Action 4	Be ready for the program budgeting for partial transfer beginning from 2016 and for complete transfer beginning from 2018 as a result of which it will be legally based operating system.
2.4	Mobilisation system and reservists training
Action 1	Based on the results of the Strategic Defence Review, review and adapt current mobilisation system to improve its efficiency and reduce costs.
Action 2	Based on the results of the Strategic Defence Review, review the size and category of reserve forces and establish the cost and benefits associated with the level of training and equipment for each category. Seek support from Member States and Partners to support this review.
2.5	Launch a NATO Trust Fund for destruction and utilization of redundant and/or obsolete military equipment and ammunition
Action 1	Based on the results of the review initiate destruction and utilization of redundant and/or obsolete military equipment and ammunition and seek support from NATO in establishing NATO trust fund for this purpose.
2.6	Military interoperability
2.6.1	Establish one peacekeeping brigade using NATO standards
Action 1	Continue developing one brigade using NATO standards with the aim of having the capacity to deploy and sustain up to one battalion with combat support and combat service support.
Action 2	Ensure that NATO standards are applied within units made available for NATO-led operations.
Action 3	Complete the development of a light manoeuvre medical treatment facility to support disaster relief at home, to support deployed troops or to deploy independently this unit in support of international operations.
Action 4	Use the experience gained in the establishment and the training of these units as a catalyst to improve training and promote the gradual transformation of other units of the armed forces as necessary
Action 5	Ensure OCC Level-2 NATO evaluation and certification of one battalion from the Peacekeeping Brigade and its Combat Support and Combat Service Support units.
2.6.2	Exercise and Operations Planning
Action 1	Seek support for the training of specialists in operational and exercise planning to support the training and preparation of troops for operations.
Action 2	Appoint staff officers in NATO PSE posts to provide them with international operational and exercise planning and staff work experience.
Action 3	Participate in NATO exercises to acquire experience and improve interoperability in planning procedures.
2.7	Personnel training and management
2.7.1	Review of the education system
Action 1	Continue to implement the priority goals stemming from the Military Education Concept.
Action 2	Implement thorough quality control of military education curriculum and faculty for the 1 st Command and Staff Senior Course aiming at its eventual accreditation as a master level academic course.
Action 3	Review and refine existing curricula and faculty mentoring for the junior officers' courses at the Military Institute
Action 4	Detailed development of military education curricula and training faculty for the NCO professional development centre
Action 5	Conduct of an interagency feasibility study and development of a long-term plan for the incorporation of the Institute for National Security Studies (INSS)

	into the national education system through establishing a National Defence Research University.
Action 6	Development of Advanced Distributed Learning Capabilities
2.7.2	Conceptions (doctrines) and procedures on the training and employment for branches
Action 1	Based on the outcomes of the SDR, the Military Education concept and lessons learned develop conceptions (doctrines) and procedures on the training and employment for different branches of Armed Forces.
Action 2	Based on the conceptions (doctrines), and procedures on the training and employment for branches and lessons learned develop training programme through battalion level and equivalent air and air defence forces.
Action 3	Establishment of lessons learned capability with the aim to make full use of lessons learned from KFOR, ISAF, Resolute Support, UNIFIL and other future operations.
Action 4	Improve the practical instructions covering International Humanitarian Law, which are included in the military training institutions curricula
2.7.3	Reform of civilian and military personnel management system
Action 1	Continue to review and improve the standard financial salary scales for each rank (military and civilian personnel) plus rates of additional pay for special qualifications or duty; educational and training requirements for functions, which should aim to ensure that military qualifications are recognised in the civilian educational system; and procedures for retirement, resettlement and social provisions (including pensions) for retired personnel.
Action 2	Improve the existing system to identify relevant experience and skills of personnel so that the best-qualified personnel are assigned to the appropriate positions.
Action 3	Improve the existing system of fair and transparent evaluation of performance for officer, NCOs, soldiers and civilian personnel as the basis for the selection of those meeting promotion to the next higher rank. This system should provide to individual what is expected of them and what they need to do to develop their skills.
Action 4	Explore the potential for participation in NATO's Professional Development Programme.
2.7.4	Language Training
Action 1	Improve language training capacity.
Action 2	Improve language and military terminology training at the peacekeeping unit.
Action 3	Continue to use bilateral support to provide additional language training for personnel.
Action 4	Improve teachers' qualifications and establish a language testing/ language training centre. Ensure that trained and experienced assessors are available.
Action 5	Continue specialised language courses for senior officers, including flag officers, involved in NATO cooperation.
Action 6	Strengthen the management and quality assurance to improve courses, maintain capacities of language laboratories and maintain standards both for training and testing while continuing to enhance instructor's qualifications. These activities need to be underpinned with the necessary financial resources.
2.8	National military-industrial system and its relevance to Defence
Action 1	Implementation of the provisions of the "Concept on the development and reform of the Military Industry System of the Republic of Armenia" for the reorganisation of current military industry system.

Action 2	Standardization of production and services in the military industry system, introduction of mechanisms for ensuring cost effectiveness, and equipment life cycle management.
Action 3	Conduct of cooperation in military industry sector with NATO nations.
Action 4	Familiarisation with NATO and NATO nations' standardisation and codification systems for the production of military use, for future conduct of military-technical cooperation and diversification of military equipment acquisition sources for the needs of Armenian Armed Forces.

Chapter 3: Public Information, Science, Civil Emergency Planning and Environment

3.1 Public Information on Security and Defence Matters

Objectives Actions	Armenian Objectives Specific national measures
3.1.1	Develop National information strategy on Armenia – NATO Action plan in support of defence and security reforms.
Action 1	Prepare and air special TV Radio information programmes on NATO, Armenia-NATO cooperation;
3.1.2	Enhance public awareness on NATO
Action 1	Continue support to Information Centre on NATO in Yerevan
Action 2	Install NATO book-stands in universities in the regions
Action 3	Organise seminars/workshops/conferences with support of NATO PDD for specific target audience (local authorities, universities, journalists, NGOs). Organize an annual "NATO week" in Armenia.
Action 4	Organise public events /seminars, lectures, TV programmes.

3.2 Science for Peace and Security

Objectives Actions	Armenian Objectives Specific national measures
3.2.1	Address critical security priorities through activities under the Science for Peace and Security Programme
Action 1	Proposal to implement a SPS Project on "Synthesis and screening of non-protein amino acids against microbial pathogens"
Action 2	Proposal to implement a SPS project, which might have regional character, aimed at environmental safety and risk assessment related issues "Monitoring of Mercury in Different Environmental Media (Areas/Objects) and Risk Assessment of Mercury Impacts towards Human Health." To this end seek assistance from NATO Member and Partner States, including NATO IS, in identifying partner institutions that are interested to participate in this proposed project.
Action 3	Start implementation of project on Solid-State Gas Sensors for Security and Military Threats.
Action 4	Continuation of works in the area of national and regional seismic safety.
3.2.2	Respond to national Armenian science and technology priorities through concrete collaborative activities
Action 1	Conduct cooperative activities to enhance Information Technology / Communications Technology expertise in Armenia.

3.3 Civil Emergency Planning and Emergency Preparedness

Objectives Actions	Armenian Objectives Specific national measures
3.3.1	Enhance Armenia's overall crisis management capabilities and inter-agency coordination
Action 1	Based on accurate risk assessment and updated risk data implement projects aiming at the prevention of emergency situations and the reduction of their consequences, implement the national management response plan and elaboration of programs and concepts.
Action 2	To continue the process of formation of crisis management structures in the Marzes.
Action 3	Creation of interagency information system in the field of emergency situations (Disasters observation framework).
Action 4	Development of Geographic Information Systems capabilities.
Action 5	Through international exchange of best-practice, professional development of republican and regional CMC and 911 services staff.
Action 6	Explore the possibility of organizing information and data exchange between NATO Euro-Atlantic Disaster Response and Coordination Centre (EADRCC) and the Crisis Management Centre (CMC) of Ministry of Emergency Situations of Armenia.
Action 7	Based on availability of required financing, consider seconding an officer from MES CMC to EADRCC.
Action 8	Implement activities directed at the elaboration of protection plans at agency and interagency levels against the use of weapons of mass destruction as well as improvement of available plans dealing with incidents caused by chemical, radiological, biological and nuclear factors and emergency situations as a result of terrorist actions.
Action 9	Take measures directed at exchange of experts, particularly organize relevant NATO expert support in the field of prevention of emergency situations, reduction of consequences and elaboration of management response plans.
Action 10	Explore the possibilities of organizing joint staff (audience - TTX) and field (practical) exercises aimed at improving the preparedness and readiness.
Action 11	Development of civil protection system: - Elaboration of legislative acts directed at civil protection - Implementation of measures for providing civil protection concept of the Republic of Armenia - training and requalification of employees of subdivisions implementing civil protection operations in the relevant institutions of NATO and in the bodies relevant to civil protection of participating countries.
Action 12	1. Establishment of operational medical groups with appropriate skills in Emergencies. 2. Training of emergency medicine medical groups. 3. Exchange of experience. 4. Participation in study and field exercises. 5. Support to disaster medicine expert.
Action 13	Within the cooperation framework, participation in joint practical study and field exercises in case of disaster.
Action 14	Cooperation in the field of de-mining and dog-training services, explosives detection, the common fight against terrorist activities, enhancement of professional knowledge.

Action 15	Cooperate with the NATO Member and Partner States aimed at establishing and equipping the fire-rescue bases and improving public, voluntary rescue activities. Seek assistance for organizing specialized trainings and exercises to further improve/enhance the skills and capabilities of the personnel and staff of the Ministry of Emergency Situations of Armenia.
Action 16	Improve the professional knowledge and skills of disaster response forces.
Action 17	Improve professional skills and English language training of disaster response personnel at the Crisis Management State Academy in order to meet relevant international standards. Establish English and other foreign languages teaching special audiences at the Crisis Management State Academy of Ministry of Emergency Situations and seek assistance from NATO IS and Member and Partner States in this regard.
Action 18	Continue the development of search and rescue teams' capabilities in accordance with International Search and Rescue Advisory Group (INSARAG) standards. Explore the possibilities of organizing exercises with participation of NATO Member and Partner States.
Action 19	Improve information to the public in emergency situations - Create the Public awareness centers in the Marzes, - Organize training of emergency media for the journalists and media secretaries, - Cooperation with NATO Public Diplomacy Division, - Enhance information capabilities of Ministry of Emergency Situations.
Action 20	Improve disaster medicine expertise and capabilities. Continue conducting joint exercises, especially within the program of field exercises; organize training courses for disaster medicine specialists throughout the Republic. Develop cooperation programs with Member States and the Partners in the field of Disaster Medicine.
Action 21	Seek expert advice and support from NATO for implementation of the above mentioned objectives.
3.3.2	Improve epidemiological preparedness and response capabilities
Action 1	Enhance planning system for epidemiological response and capabilities.
Action 2	Develop projects on organizing healthcare/medical response and collaboration with NATO Member States and Partners during Emergency Situations. Explore the possibilities to organize specialized trainings and field exercise programs for the medical specialists and doctors during Emergency Situations. Organize specialized executive trainings in the field of public health management during emergencies for the leadership of the Ministry of Health.

Chapter 4: Administrative, Protective Security, and Resource Issues

4.1 Administrative Issues

Objectives Actions	Armenian Objectives Specific national measures
4.1.1.	Ensure effective IPAP Implementation through co-ordination, liaison, and coherent management of supporting programmes
Action 1	Ensure adequate inter-agency co-ordination by an appropriate body
Action 2	Ensure adequate liaison with NATO at the appropriate levels, including with NATO Contact Point Embassy and provide adequate working conditions for the NATO LO

4.2 Resources

Objectives Actions	Armenian Objectives Specific national measures
4.2.1	Ensure adequate funding of IPAP supporting programmes and activities
Action 1	Identify and allocate financial and human resources requirements for the implementation of this programme of cooperation.

4.3 Protective Security

Objectives Actions	Armenian Objectives Specific national measures
4.3.1	Full implementation of the security agreement signed between the Government of Armenia and NATO
Action 1	Ensure NATO's minimum security standards required by the Security Agreement; Continue to expand the existing registry system, according to flow of information and requirements; Continue to identify the positions that require NATO/PfP Personnel Security Clearances
Action 2	Enhance Cooperation with relevant services of other countries to improve work of the NSA Develop and implement security education / training programmes for the Armenian experts working with NATO classified information aimed at improving the overall work of the NSA.
Action 3	Develop cryptographic protection of information on classified electronic systems, networks and communication lines.