



	NATO	NORTH ATLANTIC COUNCIL
	OTAN	CONSEIL DE L'ATLANTIQUE NORD

INDIVIDUAL PARTNERSHIP ACTION PLAN 2011 - 2013 ARMENIA

INTRODUCTION

1. POLITICAL AND SECURITY RELATED ISSUES

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

Further integration into European political, economic and social structures and institutions is Armenia's main foreign policy objective. Armenia also intends to intensify practical and political co-operation with NATO in order to draw closer to the Alliance. The Partnership Action Plan on Defence Institution Building (PAP-DIB), the Planning and Review Process (PARP), and consultations with Allies will be important instruments in this regard.

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 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 reform, human rights, the rule of law, transparency, freedom of the media, and the fight against corruption. Armenia intends to solidify democratic institutions and processes by implementing a comprehensive package of political, judicial, and electoral reforms in cooperation with the Council of Europe, the European Union, the OSCE, and other international partners. Armenia recognises that progress will depend on effective implementation of reforms and is determined to intensify its efforts in this regard. Armenia also recognises the importance of fostering constructive dialogue between the various political forces in Armenia. Armenia is determined to combat corruption and intends to undertake practical measures to institute transparent and broad based accountability mechanisms, improve training and awareness for public officials, and improve enforcement of anti-corruption laws.

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

Armenia is committed to develop and strengthen democratic control and civilian oversight of its armed forces. Armenia also intends 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 bring disciplinary regulations in line with constitutional requirements.

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 and in particular the Partnership Action Plan against Terrorism, 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 Border Security

Armenia developed an action plan to support the implementation of its Border Security Strategy. The latter covers improvements of security practices and procedures, improved training, personnel management, financial planning and the identification of priority equipment.

1.7 Economic development

Armenia aims for sound, stable, and sustainable economic development. Armenia's priorities are to implement a transparent market economy conformant with European standards, 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.

1.8 Cooperation with other international organisations

Consistent with its objective to integrate into European structures and institutions, Armenia intends to enhance further its co-operation with the European Union in the framework of the Eastern Partnership and, through the full utilization of the Association Agreement to be agreed upon, seek closer institutional and legislative compatibility. Armenia will also continue to co-operate with the OSCE and the Council of Europe and is determined to implement the respective standards of these Organisations. Armenia is conscious of the need to minimise duplication and overlap between the activities of the various international organisations in Armenia.

2. DEFENCE AND MILITARY ISSUES

2.1 Defence and Security Reform

Armenia started to implement the results of the Strategic Defence Review, which provide more precise, coordinated and agreed guidelines for further reforms in Security and Defence Sector, as well as for the development of the Armed Forces. PARP and PAP-DIB are, inter alia, additional important tools supporting the implementation of defence and security reform objectives. 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 also intends to reform, in the framework of Military Education Concept, its entire Defence Education System, develop new education and training programmes for junior and senior officers, and professional NCOs, as well as review the conceptions (doctrines) and procedures on the training and employment for every branch and service. It will also study the feasibility of the incorporation of the Institute for National Security Studies of MOD into the national education framework.

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

3.1 Public Information

Armenia intends to enhance public awareness 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 Civil Emergency Preparedness

Armenia is determined to improve its crisis management and coordination capabilities, as well as emergency preparedness to deal with disasters and asymmetric threats. A Ministry of Emergency Situations has been created in 2008 and efforts are ongoing to create an interagency crisis management centre. Armenia also intends to enhance its own capabilities and enhance links with NATO's EADRCC in order to contribute to international disaster relief operations.

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 Allies on security and foreign policy issues and on issues related to larger regional developments (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
1.1.2	Assist implementation of NATO's New Partnership Policy
Action 1	Hold a seminar on "NATO's New Partnership Policy: Promoting values and pragmatism"

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	In the framework of the OSCE Minsk Group, work towards a peaceful resolution of the Nagorno-Karabakh conflict and keep Allies 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	Proper application of the newly adopted electoral code
Action 2	Review the legal framework for election complaints, taking into account OSCE/ODHIR recommendations and ensure effective and impartial implementation of improved complaints procedures.
Action 3	Continue ensuring comprehensive education of military voters, including with regard to their right to choose whether or not to vote in elections and ensure respect for these rights in practice.
1.3.2.	Independence of the Judiciary
Action 1	Continue reforms aimed at inter alia enhancing the independence of the judiciary. Adopt and implement new criminal procedure code.

Action 2	Improve training and qualification of judges and court officers including by further developing the Judicial School.
Action 3	Improve the selection process and appointment procedures for judges in order to ensure the appointment of independent and qualified judges
Action 4	Improve the system of recruitment, appointment and training (both initial and continuing professional development) of public prosecutors.
Action 5	Improve access to justice for the population and in particular free/affordable access for socially vulnerable groups, including by reform of the legal assistance system.
1.3.3	Freedom of the media
Action 1	Ensure independence from any political interest of the regulatory bodies for licensing and public broadcasting, in line with CoE recommendations, and ensure effective implementation of licensing procedures for broadcast media.
Action 2	Promote measures aimed at further improving the independence, diversity, and quality of broadcast media.
Action 3	Raise awareness of public authorities (judges, prosecutors, and staff of the broadcasting regulator) of the Council of Europe norms related to freedom of expression and information and the rights of media.
Action 4	Ensure media meets its legal obligations to treat candidates running for public office equally.
1.3.4.	Freedom of assembly
Action 1	Ensure freedom of assembly for all citizens in accordance with COE and OSCE obligations/commitments.
1.3.5	Fight Against Corruption
Action 1	Implement the GRECO recommendations in the framework of the 3 rd evaluation round report and continue active cooperation with Moneyval.
Action 2	Implement the RA Anti-Corruption Strategy and Implementation Action Plan for 2009-2012.
Action 3	Strengthen the effective and impartial enforcement of anti-corruption legislation.
Action 4	Improve corruption awareness by enhancing training and education of public officials.
1.3.6	Human rights legislation and practice
Action 1	Ensure full implementation of the ECHR at national level, including through the raising of awareness and practical skills among judges, prosecutors, and Human Rights officials.
Action 2	Promote the development of an active network of independent, non-judicial Human Rights bodies and organisations.
Action 3	Strengthen the capacity of the Human Rights Defender (Ombudsman).

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	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. Further development of role of Public Council.

Action 4	Adopt the amended Code of Military Discipline and ensure that regulations are in full conformity with the Armenian Constitution and internationally recognised norms and standards.
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	Introduce the special civil service in the Police. Organize re-qualification trainings for the personnel to be transferred to positions of Special Civil Service.
1.4.3	Develop capacities of the Human Rights Defender's (Ombudsman) Office regarding human rights issues in the military and security sector
Action 1	Enhance cooperation and experience sharing with agencies responsible for human rights protection in the armed forces in NATO and Partner countries. Improve professional knowledge of the specialists on military servicemen rights from the Human Rights Defender Office and familiarize them with international experience ensure their adequate participation to seminars, conferences and workshops to be held in Armenia and abroad
Action 2	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 3	Take steps to increase the number of human rights experts on Armed Forces 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. Initiate provision of NATO methodical handbooks and other special literature for Armenian counter terrorism state agencies and corresponding subdivisions. Organize of professional trainings for officers of Armenian operative and operative-fighting counter terrorism subdivisions.
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 within the PAP-T framework
Action 1	Maintain liaison and improve information sharing with NATO via the Intelligence Liaison Unit (ILU).
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, including by promoting international cooperation
Action 1	Strengthen the conceptual and legal basis of Armenia's efforts to strengthen cyber security. Adoption and implementation of Armenian national programme of fighting against cyber terrorism.
Action 2	Explore possibilities to establish a fully mandated and operational Computer Security Incident Response Team (CSIRT).
Action 3	Enhance capabilities to manage consequences of cyber attacks and information warfare against civil communication infrastructure.
Action 4	Harmonise national legislation with international legal norms addressing the cyberspace.
Action 5	Enhance national capabilities through participation in international cooperation, including attendance at the annual NATO Information Assurance Symposium; CIS courses open at the NATO School in Oberammergau and the NATO CIS School in Latina, and the annual International Conference on Cyber Conflict organized by the NATO Cooperative Cyber Defence Centre of Excellence in Tallinn, Estonia.
Action 6	Build a public-private partnership to sustain efforts for prevention and response to cyber attacks.
Action 7	<p>Achieve the best practices of the partner countries with the aim of elaboration of the Republic of Armenia's cyber defence frames, goals, the 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.</p> <p>Establishment of network monitoring systems in NSS RA, as well as elaboration of identified threats response procedures in order to detect and warn cyber security threats.</p> <p>Creation of a structure for coordinating NSS cyber security problems which will also function as quick responder to computer accidents. For that purpose improvement of professional resources opportunities and technical rearming.</p>
1.5.5	Further develop legislation on combating money laundering and financing of terrorism
Action 1	Take further steps to bring the legislation and capacities against money laundering in line with international standards.
Action 2	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 Plan of Actions to improve national measures on combating organised crime
Action 3	Continue implementation of the National Action Plan 2010-2012 for Fighting Against Trafficking of Persons in accordance with the UN Convention against Trans-National Organised Crime and the Council of Europe Convention against Trafficking in Persons.
Action 4	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 Border Security

Objectives Actions	Armenian Objectives Specific national measures
1.6.1	Border Security Management
Action 1	Comprehensive implementation of the Action Plan of the Border Security Strategy.
Action 2	Enhance cooperation with Georgia in the field of border security.
Action 3	Seek support and advice from Allies and Partners to conduct a review of current practices and procedures and an evaluation of needed priority equipment and provide recommendations to improve border security.
Action 4	Based on the recommendations, identify practices and procedures that should be amended to improve the effectiveness of border security. Based on the same recommendations identify the priority equipment, including those to detect WMD components that should be acquired or modernised to improve border security.
Action 5	Amend practices and procedures and prepare cost estimate for this priority equipment and seek assistance with Allies or Partners or use national funds to acquire the necessary equipment.
Action 6	Language training
Action 7	Organize NATO/EAPC Seminar on Information gathering, risk assessment and resource deployment.
Action 8	Improve personnel management and recruitment to sustain a professional force and to identify individuals with best potential to support the implementation of the strategy.
Action 9	Ensure that staff have access to English language training so they can attend foreign trainings.
Action 10	Develop training programme so forces are fully prepared to support the newly established strategy.

1.7 Economic development and policy priorities

Objectives Actions	Armenian Objectives Specific national measures
1.7.1	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. <input type="checkbox"/> 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. <input type="checkbox"/> 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 and integration into the EU domestic markets.
Action 4	Diversification of sources of energy supply. Further development of its renewable sources of energy.
Action 5	Pursue opening and full utilization of transportation routes in the South Caucasus region.

Action 6	Construction of new transit transport routes
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1.8 Cooperation with other international organisations

Objectives Actions	Armenian Objectives Specific national measures
1.8.1	Prepare for and take steps towards closer institutional and legislative compatibility with the European Union in the framework of Eastern Partnership and through the full utilization of the Association Agreement to be agreed upon.
Action 1	Expediently pursue the negotiation of the Association Agreement with the EU, including establishing a Deep and Comprehensive Free Trade Area.
Action 2	Launch and conclude visa facilitation and readmission agreements with the EU.
Action 3	Continue to work closely with the EU Advisory Group
1.8.2	Encourage complementarity 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	Implementation of Code of Military Discipline through awareness campaign and implementation of related institutional and regulatory changes.
Action 2	Seek opportunities for international cooperation for the Armenian Military Police through PfP framework in support of the implementation of the Code of Military Discipline.
Action 3	Encourage civil society involvement in defence and security issues.
2.2	Development of national security policies and related documents
Action 1	Revision of Strategic Documents in line with the conclusions of an updated threat assessment.
2.3	Launch the implementation phase of the Strategic Defence Review
Action 1	On the basis of an updated threat assessment, complete the conduct of a Strategic Defence Review defining the structure, the infrastructure (bases, airfields, HQs), tasks and equipment of the armed forces taking in account the strategic environment, threat assessment and available resources. Launch implementation of the SDR. The Parliament and the inter-agency Commission will be kept informed of the progress of the defence review and its implementation.
Action 2	In parallel with the implementation of results of the Strategic Defence Review, put in place mechanisms to keep personnel of the armed forces informed of the planned transformation and optimization and their impact within the organisation.
2.4	Defence planning and budgeting
Action 1	Finalise the introduction of planning and budgeting system supported by more transparent and improved auditing and accounting processes, conduct a trial period and finalise implementation of the new system. The planning system should also aim at introducing a more stable planning basis and should be based on sound financial planning including life cycle costing methodology.
Action 2	Improve the analytical and planning capabilities of General Staff Strategic Planning Department (J5) through the training of its personnel abroad,

	as well as tailored advisory and expert team visits to Armenia. Establish a defence planning cell responsible for the longer term planning and the development of statement of requirement to substantiate the acquisition of equipment. Establish an internal mechanism within the Ministry to develop, staff and approve a yearly defence plan supporting the implementation of the approved long term plan.
Action 3	Improve public support for the SDR options by improving the transparency of the defence budget approval process.
2.5	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 Allies and Partners to support this review.
2.6	Military interoperability
2.6.1	Establish one peacekeeping brigade using NATO standards
Action 1	Establish 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	Put in place mechanisms to 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.
2.7	Personnel training and management
2.7.1	Review of the education system
Action 1	Continue the implementation of the priority goals of the Education system review Action Plan
Action 2	Introduce the Military Education Concept.
Action 3	Establishment of lessons learned capability with the aim to make full use of lessons learned from KFOR and ISAF deployments.
Action 4	Detailed development of military education curriculum and faculty for the Command and Staff Academy
Action 5	Review and refine existing curricula and faculty mentoring for the junior officers' courses at the Military Institute
Action 6	Detailed development of military education curricula and training faculty for the NCO professional development centre
Action 7	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 framework
Action 8	Identify training opportunities in-country and abroad for civilian personnel. Develop training courses for civilian personnel with a priority for those to be employed in the defence planning and budgeting and the defence policy departments of the Ministry of Defence.
Action 9	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	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	In order to improve the existing system seek advice on qualifications and training needed for performance of duties in particular posts including training to be received abroad; provide clear job description for each position, length of service in posts; length of service in ranks before retirement or reassignment and length of service in ranks before retirement if not promoted.
Action 2	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 3	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 4	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.
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/ <i>language</i> 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.
2.7.5	Civilian training and reintegration of the retired military personnel of the Armed Forces
Action 1	Explore the expediency of launching a Trust fund for the civilian training and reintegration of the retired military personnel of the Armed Forces.
2.8	Long term plans for Command, Control and Logistics
Action 1	Using the result of the Strategic Defence Review (SDR), develop a long term <i>Command, Control & Communication (C3)</i> plan and architecture for the C3 systems (including communication, navigation and identification systems and automated information systems plus their functional services) needed to match the operational requirement identified by the SDR. In support of this objective, Armenia will support the NC3B NNEC and interoperability sub-committee activities, participate in NATO and coalition CIS interoperability testing activities and seek specialist support from

	NC3A.
Action 2	Using the results of the SDR, develop a long term logistics (including medical) plan needed to match the operational requirement identified by the SDR.
Action 3	Incrementally implement acquisition and modernisation of necessary equipment, demonstrating capability and interoperability at every stage.
2.9	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

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	Conduct an information campaign Create special public information task group in the Interagency Commission; Regularly prepare and air special TV Radio information programmes on NATO, in particular on Alliance led operations;
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.
Action 5	Organise seminar on Strategic Communications

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	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 focusing on the Bioterrorism threat
Action 2	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	Finalize a national emergency management concept and ensure proper legislative and administrative follow-up.
Action 2	Establish a permanent Situation Centre/Crisis Centre with the participation of all relevant agencies, which would serve as a means for the Government to coordinate crisis response measures.
Action 3	Develop SOPs (Standing Operational Procedures) using the principles of the Armenian Emergency Management handbook to define functions and requirements of the Crisis Management Centre
Action 4	Based on a proper risk assessment update improve interagency response plans for radiological, chemical, biological and nuclear contingencies, as well as terrorist attacks.
Action 5	Improve Geographical Information System (GIS) capabilities
Action 6	Improve disaster medicine expertise and capabilities. Continue conducting of joint exercises, especially within the program of field exercises; organize training courses for disaster medicine specialists throughout the Republic. Develop cooperation programs with the Allies and the Partners in the field of Disaster Medicine. Ensure cooperation in applying the International Health Regulations in the Republic of Armenia
Action 7	Improve professional skills and English language training of disaster response personnel in order to meet relevant international standards.
Action 8	Improve information to the public in emergency situations
Action 9	Seek expert support from NATO for implementation of the above mentioned objectives.
Action 10	Development of search and rescue team to meet International Search and Rescue Advisory Group (INSARAG) standards.
3.3.2	Improve epidemiological preparedness and response capabilities
Action 1	Strengthen epidemiological response planning and capabilities, including by improving refrigeration equipment and training of healthcare personnel
Action 2	Improve capabilities, in particular at the Ministry of Health, for emergency vaccination.

3.3.3	Implementation of the SPS project “Inventory, monitoring and analysis of PCBs, obsolete pesticides in Armenia for environmentally sound disposal”
Action 1	Establish Analytical Laboratory.
Action 2	Participation of Armenian specialists in the trainings at educational and research institutions of Ioannina and Masaryk
Action 3	<p>Environmental Regulation of landfills for Prevention of Dioxins/Furans Releases</p> <p>Releases of Dioxins/Furans in case of low-temperature open waste burning at dumps pose a threat for population of the Republic of Armenia, as periodically occurring spontaneous waste ignition and smoldering result in unintended generation of Dioxins and Furans.</p> <p>Alongside with the sources of Dioxins/Furans unintended generation (uncontrolled burning of household wastes; forest fires; biomass burning in fields), there are also sources of industrial emissions of these substances: chemical industry; metal manufacturing; mineral production; manufacturing of consumer goods.</p> <p>The goal of the proposed Project is to identify sources of Dioxins/Furans emissions in the Republic of Armenia, to perform quantitative evaluation of releases, to classify them according to priorities with the aim to prevent mentioned releases.</p>

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.