

**INDIVIDUAL PARTNERSHIP ACTION PLAN 2009
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 seeks normalisation of relations with Turkey and is determined to pursue constructive dialogue, including direct talks with Turkey, towards this end.

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 with the aim of conforming fully to internationally recognised standards. A comprehensive package of political, judicial, and electoral reforms will be pursued to this end 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 effort 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 intends 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. 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 exchange of relevant intelligence. Armenia intends to take further legislative and practical measures 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 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.

1.7 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 and to seek closer institutional compatibility, with the ultimate aim of full membership. 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

Based on an updated threat assessment, Armenia intends to conduct a thorough Strategic Defence Review which will provide the guidelines for further reforms in Security and Defence Sector. PARP and PAP-DIB are, inter alia, additional important tools supporting the implementation of defence and security reform objectives. In the context of developing national security policies and related documents, Armenia intends to revise Strategic Documents in line with the conclusions of an updated threat assessment.

2.2 Defence Planning

Armenia intends 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 development and implementation of its future Strategic Defence Review

and to support improvements in the areas of command and control, equipment and logistics. Armenia also intends to review its defence-related industry and production and to develop recommendations on its future employment. The Republic of Armenia is introducing larger number of civilians into its 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 oee thus making them interoperable and capable of contributing to NATO-led PtP operations. Armenia also intends to review its entire Defence Education and training programmes for every service and to develop a appropriate new courses for junior and senior officers.

2.4 Border Security

Armenia intends to review its current border security practices and procedures to improve its border security. Using this review, it will also determine its priority equipment needs.

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 regional developments (26+1 format) as part of the IPAP process

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	Pursue constructive dialogue with Turkey

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	Further improve electoral administration, voter registration, campaigning, and campaign financing rules, taking into account OSCE/ODHIR recommendations and ensure effective and impartial implementation of the electoral framework.
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	Ensure 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	Address effectively the situation of persons deprived of their liberty in relation to the events of 1 and 2 March 2008, taking into account the concerns and recommendations expressed by the Council of Europe Parliamentary Assembly in Resolutions 1609(2008), 1620(2008), and 1643(2009).
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
	Ensure freedom of assembly for all citizens in compliance with Article 11 of the European Convention on Human Rights
1.3.5	Fight Against Corruption
Action 1	Strengthen measures against corruption and money laundering in line with GRECO and Moneyval recommendations
Action 2	Strengthen the effective and impartial enforcement of anti-corruption legislation
Action 3	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	Review the existing Code of Military Discipline and ensure that disciplinary 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	Ensure 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	Encourage civil society involvement in defence and security issues
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 Armed Forces in NATO and Partner countries.
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.

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 co-operation to combat terrorism
Action 2	Enhance national counter-terrorism and terrorism consequence management capabilities

Action 3	Implement international anti-terrorism conventions and other relevant international legal instruments
1.5.2	Contribute to relevant EAPC activities related to the fight against terrorism within the PAP-T framework
Action 1	Maintain liaison and engage in 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 co-operation under the Science for Peace and Security (SPS) programme
1.5.3	Enhance Armenian capabilities for protecting critical communication and information systems against cyber attacks, including by promoting international cooperation
Action 1	Integrate Armenian Computer Emergencies Response Team (CERT) with the national crisis management system and enhance its capacity to support relevant international cooperation.
Action 2	Enhance capabilities to manage consequences of cyber attacks and information warfare against civil communication infrastructure.
Action 3	Harmonise national legislation with international legal norms addressing the cyberspace.
Action 4	Improve the education and training of relevant personnel.
Action 5	Build a public-private partnership to sustain efforts for prevention and response to cyber attacks.
1.5.4	Further develop legislation on combating money laundering and financing 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 1378.
1.5.5	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	Enhance Action Plan 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 3	Develop an 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	Work towards acquisition of the status of “Market economy” in its relations with the EU
Action 2	Prevent inappropriate use of state financial resources, including abuse of official duties
Action 3	Creation of a conducive business environment through effective reform of tax and customs administration to attract increased volumes of foreign direct investment
Action 4	Access to energy resources through participation to regional energy projects
Action 5	Diversification of sources of energy supply; further development of its renewable sources of energy
Action 6	Pursue opening and full utilization of transportation routes in the South Caucasus region
Action 7	Ensure relevant and rational use of foreign economic assistance

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 compatibility with the European Union geared towards eventual membership
Action 1	Implement ENP Action Plan
1.7.2	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	Review chain of command
Action 1	In support of the government plan to transform the Armed Forces so that it even more conforms to values inherent in a democratic society, conduct a review of the current chain of command and command and control procedures within the Ministry of Defence and the General Staff and provide recommendations to the inter-agency Commission responsible for these reforms.
Action 2	Based on the results of the review of the chain of command and command and control procedures, amend required legislation and implement new procedures.
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	Conduct of the Strategic Defence Review
Action 1	On the basis of an updated threat assessment, conduct 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 and available resources. The SDR should be conducted in close cooperation with the Ministry of Finance and supported by life cycle costing methodology to base decisions on sound financial projections and options that have been rigorously costed. The Parliament and the inter-agency Commission will be kept informed of the progress of the defence review.
Action 2	In parallel with the conduct of the Strategic defence review, put in place mechanisms to keep personnel of the armed forces informed of the planned reforms that are taken place and their impact within the organisation.
Action 3	As the Strategic Defence Review might recommend reducing personnel and equipment levels, develop expertise to assess costs of retraining and reinserting of redundant personnel to civilian life, base and infrastructure closure and destroying ammunition and equipment.
2.4	Defence planning and budgeting

Action 1	Evaluate planning and budgeting system best fitting national situation and ensure proper coordination between all ministries and other appropriate government bodies involved in the planning process. 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. The new system should provide for a timely and firm budget forecast for the next financial year as well as a reliable estimate for the following three to five years
Action 2	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 (
Action 3	Establish a defence planning cell responsible for the longer term planning and the development of statement of requirement to substantiate the acquisition of equipment.
Action 4	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.
2.5	Military interoperability
2.5.1	Establish one peacekeeping brigade using NATO standards
Action 1	Establish one brigade using NATO standards. Establishment of combat support (anti-tank, mortar, reconnaissance, artillery, combat engineer, air defence, intelligence, military police and NBC) and combat service support (logistics (food, supplies, maintenance, recovery), and medical, of the brigade should ensure that it can deploy and sustain as a maximum effort one battalion.
Action 2	Put in place mechanisms to ensure that NATO standards are applied within units made available for NATO-led PfP operations.
Action 3	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
2.5.2	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 staff work experience.
2.6	Personnel training and management
2.6.1	Review of the education system
Action 1	Develop an Action plan for the review of the education system.
Action 2	Develop an education and training doctrine.
Action 3	Continue to develop the research and analytical capabilities of the Armenian Ministry of Defence's Institute for National Strategic Studies.
Action 4	Develop senior officer course.
Action 5	Improve the content of the junior officer education programme.
Action 6	Improve the content of the NCO education programme.
Action 7	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.
2.6.2	Training programme
Action 1	Develop new standard for the annual training programme for the different branches of services and establish a mechanism for assessing the extent to which the designated standards have been met.
Action 2	Develop training programme through battalion level and equivalent air and air defence forces.
Action 3	Ensure that instructions covering International Humanitarian Law are included in military training institutions and that all personnel are made aware of their rights to make complaints to the Armenian Ombudsman.
2.6.3	Reform of 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	Establish 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.
2.6.4	Language Training
Action 1	Improve the language training capacity at the Military Academy and the Aviation Institute.
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	Develop 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 qualification. these activities need to be underpinned with the necessary financial resources.
2.7	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.
2.8	National military-industrial complex and its relevance to Defence
Action 1	Perform assessment of current military-industrial complex to determine its usefulness and its relevance for Defence.
Action 2	Provide recommendations for its possible reorganisation or its disbandment.
2.9	Border Security
Action 1	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 2	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 3	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.

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;
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, books, TV bridges/ dedicated to the 60 th anniversary of NATO

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

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 co-ordination
Action 1	Develop 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	Based on a proper risk assessment update and improve interagency response plans for radiological, chemical, biological and nuclear contingencies, as well as terrorist attacks..

Action 4	Improve GIS capabilities
Action 5	Improve disaster medicine expertise and capabilities
Action 6	Improve professional skills and English language training of disaster response personnel, in order to meet relevant international standards.
Action 7	Improve information to the public in emergency situations
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.

Action 3	Conduct cooperative activities to enhance Information Technology / Communications Technology expertise in Armenia
3.4.1	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

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 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;