



REPUBLIC OF ARMENIA
MINISTRY OF DEFENCE

CONCEPT

TRANSFORMATION
OF THE ARMY
(MAIN GUIDELINES)

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I. Developing Body

The Concept for the Transformation of the Army of the Republic of Armenia (hereinafter referred to as the Concept) has been developed by the Ministry of Defence of the Republic of Armenia.

II. Duration of the Concept

The duration of the Concept is from 2024 to 2035.

III. Introduction

Contemporary global geopolitical developments, the newly formed military-political situation in the South Caucasus, and the current security situation of the Republic of Armenia have created immediate and potential threats around the Republic of Armenia, that require fundamentally new approaches and resources for their neutralization. At the same time, military conflicts in the region and on the international arena, ongoing wars, and the advancements in military science and technology utilized during these conflicts in recent years demonstrate new tools for conducting future-oriented warfare. This necessitates a revision of the principles for ensuring military security and the entire logic of army-building, including resource planning, understanding the expected nature of military operations, operational art, tactics, and readiness of the forces.

Since the formation of the Armed Forces of the Republic of Armenia, the adoption of former Soviet field manuals and military art, and the application of those approaches over the decades, have sidelined the need to develop Armenia's own military science, art and culture. The outcomes of active military operations in the region in recent years and the subsequent developments indicate that the maximum potential for the continued development of the Armed Forces of the Republic of Armenia based on former Soviet standards and their adaptation for the organization of the defence of the Republic of Armenia has been exhausted. It can be confidently concluded that with the continued application of current methods and approaches of military planning and warfare, the Armed Forces of the Republic of Armenia will not be able to accomplish their assigned tasks in the foreseeable future. Therefore, a fundamental review of the approaches regarding the Armed Forces and their future development is necessary.

In the new multilayered and complex security environment of the region, the protection of the territorial integrity, inviolability of borders, and security of the Republic of Armenia will only be possible with forward-looking strategy and the presence of a dynamically developing, highly combat-ready professional Army, equipped with contemporary armaments.

Within the framework of this concept, attention will be paid to the restarted reforms of the Army, their continuation, as well as existing problems will be identified and programs, measures and actions aimed at comprehensively addressing the challenges facing the Armed Forces will be presented.

IV. Purpose of the Concept

The purpose of the Concept is to outline the main guidelines for the professionalization of the Armed Forces of the Republic of Armenia and for the implementation of fundamental systemic reforms for this purpose. These guidelines will serve as the foundation for the structural and substantive transformation and application of the Armed Forces, and for the development of command and control systems, the replenishment with new generation armaments and military equipment, the creation and effective utilization of national scientific and technical potential, the revision of mobilization preparation and mobilization processes, and the enhancement of the attractiveness of military service, as well as the educational, disciplinary, and social welfare levels of servicemembers.

The Concept serves as a guiding document of strategic nature, providing long-term guidelines for the development of medium- and short-term programmatic documents. It is based on the 2021-2026 programme of activities of the Government of the Republic of Armenia.

The activities supporting the provisions of the Concept, their qualitative, quantitative, and financial indicators, as well as the expected outcomes, are included in the annually updated “Development Plan of the Armed Forces of the Republic of Armenia” and the “State Program for the Development of Armaments and Military Equipment of the Republic of Armenia,” which are not subject to publication.

The Concept assumes the development of separate sectoral programs and strategies.

V. Primary Starting Points of the Changes

Without an adequate assessment of the current situation and the identification of problems and their causes, it is impossible to improve the system.

Therefore, first it is necessary to:

- Specify the expectations from the change - **the target is not the process, but the outcome.**

- Record the starting points.

These are:

1) **Starting Point 1.** The change aimed at the development of the sector is a multicomponent, multi-step, and periodic process where mistakes and frequent revisions are inevitable. Expectations, including those related to timelines, should be reasonable and based on current realities.

2) **Starting Point 2:** The adequacy of the change process is largely conditioned by the following factors:

- An unbiased diagnosis of the current situation, including existing problems,
- Measurability and adequacy of the expected outcome,
- Clarity of the change process, balancing the competence and responsibility of those executing the changes,
- Ensuring the presence of comprehensive legal bases,
- Guaranteeing systems of accountability, oversight, and responsibility, including in the process of making discretionary decisions.

3) **Starting Point 3:** A shift from the perception of aiming for cost-saving to the goal of achieving maximum results for the resources expended. In other words, the priority is not simply cost-saving, but rather the consolidation of responsibility and resources and managing changes based on results.

4) **Starting Point 4:** Adapting any change to momentary conditions or individuals as an outcome, will inevitably result to the failure of the planned programs.

VI. Primery Targets of the Changes

The main challenge of the Army-building process and the transformation of the Army is to ensure adequate preparedness to counter the military threats that have emerged recently. Although the issues are varied and multifaceted, it must be noted that, institutionally, the main addressee of these challenges is the Armed Forces.

In this regard, the main targets of the Army's transformation are:

- Aligning the command and control, organizational structure, forms and methods of warfare, operational art, armaments and military equipment, combat training, and readiness of the Armed Forces with the nature of the threats faced by the country.
- Bringing defence (strategic) planning capabilities to a sufficient level,
- Ensuring sufficient potential for the development of national military science and organizing Army-building on a solid scientific and methodological basis,
- Ensuring the adequacy of the moral and psychological readiness of servicemembers for military service and the performance of combat tasks,

- Ensuring a high level of educational and professional knowledge, applied skills, and physical readiness of servicemembers, aligning them with the requirements of modern military science, education, and training.
- Ensuring the necessary level of attractiveness of military service,
- Aligning the standards of command preparation and the implementation of command functions at the strategic, operational, and tactical levels, as well as the principles of command and control with current requirements,
- Full establishment of a professional junior command - NCO corps,
- Ensuring the necessary level of effectiveness, readiness, and replenishment of the mobilization and conscription system.
- Ensuring the effectiveness of planning and management of all types of resources, digitalizing these processes, and mandating the submission of declarations by all individuals holding any type of command and/or leadership positions, as well as those directly associated with them, including for the purpose of sharp reduction of corruption risks.
- Ensuring the adequacy of the composition and quantity of armaments and military equipment for the fulfillment of military tasks,
- Ensuring information security and cybersecurity.

VII. Main Components for Achieving the Goal

Considering the current security realities and their development trends, as well as the need to address the aforementioned challenges of the Armed Forces, the path to ensuring reliable defence of the Republic of Armenia in the foreseeable future is the creation of a fully new, professional Army equipped with modern standards. For this purpose, the process of fundamental systemic reforms of the Armed Forces began in 2022, with several components already accessible to both the Republic of Armenia and the international community. The continued progress of these fundamental systemic reforms and their individual components requires not only significant educational, scientific, and material-technical resources but also political will and broad public support.

This Concept, as a process for the transformation of the Army that is subject to public disclosure, presents the content descriptions of the following components:

- 1) Transition to a professional Army,
- 2) Improvement of the organizational and staffing structure of the Armed Forces (hereinafter also referred to as the RA Armed Forces or AF),

- 3) Enhancement of mechanisms of mobilization preparation and mobilization in proper,
- 4) Implementation of a professional NCO system,
- 5) Development of military education and science,
- 6) Management of mobilization resources and ensuring their combat readiness,
- 7) Raising the level of moral and psychological preparedness of the Armed Forces,
- 8) Enhancement of social protection for servicemembers and their families,
- 9) Formation of healthy and balanced civil-military relations and improvement of human rights protection,
- 10) Improvement of the discipline level within the Armed Forces,
- 11) Enhancement of military and organizational culture,
- 12) Improvement of the management and administration within the Ministry of Defence sector,
- 13) Enhancement of the compensation system,
- 14) Improvement of the personnel management system,
- 15) Development of the intellectual potential necessary for policy, strategy development, and planning in the defence sector.

As a process not subject to public disclosure for the transformation of the Army, the content descriptions of the following components will be defined by a separate confidential decision of the Government of the Republic of Armenia:

- 1) Increasing the effectiveness of the command and control system of the Armed Forces,
- 2) Revision of the forms and methods of warfare (at strategic, operational, and tactical levels), armaments and military equipment, as well as training (combat, operational, mobilization) and readiness,
- 3) Adopting new principles of military planning,
- 4) Introducing new principles for command preparation and command and control,
- 5) Developing national military science,
- 6) Forming units capable of conducting maneuver warfare,
- 7) Implementing reforms in the fields of information operations, information security, and cybersecurity,
- 8) Enhancing the security level of strategic facilities and infrastructure.

VIII. Transition to a Professional Army

The characteristic of a professional Army primarily relates to the servicemember. The transition to a professional Army, regardless of the form of military service engagement, implies the presence and continuous improvement of adequate moral, psychological, professional, and physical capabilities (characteristics) of servicemembers, as well as the coherence of units. A complete shift to contractual military service for both enlisted and command personnel does not automatically lead to the formation of a professional Army unless the required level of preparedness, capabilities, and necessary armaments are guaranteed. The starting point for the transition to a professional Army is the adequacy of servicemembers' capabilities (characteristics), regardless of the form of service. Therefore, contractual service alone should not be equated with professional service. Currently, aside from compulsory military service personnel, the rest of the Armed Forces' staff is engaged on a contractual basis, which does not necessarily mean that the required level of professionalism is ensured in that segment.

For military service, it is required that a person, whether in active military service or in the reserves, possess capabilities that correspond to conditions of active combat, therefore military training is mandatory for any citizen eligible for conscription. This means that any citizen subject to conscription must undergo mandatory military training, regardless of whether that individual continues service in the Armed Forces or joins the conscription reserve. Additionally, every officer and professional NCO, regardless of whether they hold higher civilian education or not, must at some point in their career also receive professional military education, including:

- For the enlisted ranks, the mandatory training period is 6 months, with 4.5 months dedicated to theoretical training and 1.5 months to practical training.
- For the officer ranks, in addition to professional military education, higher education is also mandatory.
- For individuals registered in the reserves, additional training is planned during reserve camps training, conducted at regular intervals and in phases.

1. Reduction of mandatory service periods in favor of an increase in contractual military service.

Contractual military service provides more favorable conditions for ensuring professionalism compared to mandatory military service, it is compensated, it is not around the clock, and includes more advantageous social security and incentive conditions. Therefore,

alongside with the increase of the level of professionalism of contractual military service members, the mechanism for transitioning from mandatory military service to contractual service has been initiated, primarily implemented through the "Defender of the Fatherland" program. This transition is planned to be carried out in phases, in parallel with the vision for the development of the Armed Forces and the gradual reduction of the duration of mandatory military service, up to 2027.

2. Promotion of material and moral-psychological incentive mechanisms for military service.

Arbitrary incentives, whether material or moral-psychological, are ineffective for military service, as the cornerstone of joining military service is the full understanding of the state and sovereignty as the highest values. At the same time, without ensuring dignified living conditions for servicemembers and their family members, a healthy and stable moral-psychological state, as well as an adequate level of preparedness, it is practically impossible to expect the existence of a professional Army. For this reason, the incentive mechanisms for military service, such as the certification process for servicemembers and educational, social, and other benefits, are interlinked in a comprehensive manner and are aimed at the formation of a professional Army.

3. Promotion of women's involvement in the Armed Forces.

The involvement of women in the Armed Forces mainly has the following manifestations:

1) Direct involvement - under the general terms of contract service, with the same conditions as men.

Effective mechanisms are necessary to ensure that women in the Armed Forces are appointed to roles involving the execution, planning, or supervision of combat missions, including command positions, beyond administrative (clerical) tasks. Currently, women have the opportunity to voluntarily enlist for a 6-month mandatory military service period under the "Defender of the Fatherland" program. After completing 6 months of training, they can transition to a 5-year contractual military service. Additionally, women have the right to receive an honorarium of up to 5 million drams if they are discharged from service before the contract term ends due to contract completion or being deemed unfit for service due to health reasons.

For female contractual servicemembers, the entire system of financial support and social guarantees defined by law for male contractual servicemembers will be available.

Additionally, service conditions will be adapted as much as possible to their physiological characteristics, particularly concerning living conditions.

Mandatory participation of women in the militia during martial law and in training exercises during peacetime will be encouraged. For all female citizens who meet the conditions for conscription within the framework of the militia, periodic mandatory training sessions will be organized according to functional (professional) specializations.

2) Indirect involvement - highlighting the woman's role in shaping an appropriate attitude toward the state and military service, as well as in the upbringing of future generations, through her relationship with her servicemember spouse and/or children.

Considering the significant role of women in shaping the moral and psychological state within the family, particularly in the upbringing of future generations, intensive propaganda and educational activities will be conducted among broad segments of society, especially women, with the goal to root and continuously strengthen the spirit of military patriotism across society. As a result, beyond the prospect of material well-being, military service in the Armed Forces should be perceived as an honorable duty. Moreover, evasion of service due to various subjective reasons should not only be punished as stipulated by law, but also be publicly condemned.

4. Implementation of a Professional Non Comissioned Officer (NCO) corps.

The Armed Forces should be guided by the motto «NCO corps is the backbone of the Army» and the recruitment, education, training, career management, and retention of NCOs should be an essential part of the strategy for the effective operation of the Armed Forces. The implementation of a professional NCO corps will directly contribute to establishing the «Mission Command» concept (command through tasking) in the Armed Forces, ensuring the autonomy of units within the overall operational concept, especially in conditions where communication or command and control systems are disrupted. With the implementation of a professional NCO corps, the continuity of command in lower echelons will be strengthened, based on the integration of the officer's knowledge-based confidence and experience with the sergeant's expertise, alleviating the officers workload at the platoon and company levels.

Emphasizing the critical role of the squad and sub-squad (known in Western terminology as the «fire team») commander-sergeant, this position is expected to be the first-tier commander who directly issues orders, looking directly into the eyes of the soldier, must possess the qualities of a leader, an expert in military affairs, a mentor to subordinates, and the ability to orient within the scope of a superior officer's intent while guiding soldiers with disciplined initiative in any

situation. A junior commander with these qualities will make a significant contribution to the discipline and readiness of the Armed Forces, but most importantly enabling the command to plan and execute decentralized tasks, down to the level of small units such as squads and sub-squads during combat.

The implementation of a professional NCO corps in the Armed Forces will follow an approach that rejects the existing general perception of sergeants primarily as a tool for maintaining discipline. The foundation for the professional NCO corps will be built on the following four priorities: (a) enhancing combat readiness from the perspective of conducting operations with small units, (b) raising the level of overall Armed Forces preparedness, (c) ensuring institutional longevity and deep expertise across all levels of the Armed Forces, and (d) strengthening discipline.

It is planned to establish career advancement tracks for professional NCOs. - command and staff tracks (emulating the officer experience of alternating between command and staff positions).

IX. Improvement of the Organizational and Staffing Structure of the Armed Forces

The improvement of the staffing structure of the Armed Forces is directly proportional to the effective execution of the tasks assigned to the Armed Forces, which should eliminate any non-purposeful actions in the processes of staff planning, implementation and application. The main characteristics of an effective staffing structure include the presence of personnel necessary for fulfilling the specific tasks of a unit, the reduction of non-purposeful positions, the exclusion of excessive staffing, as well as clear delineation between military and civilian functions.

As part of the improvement of staffing and organizational elements, constructing a professional hierarchical pyramid is also considered, defining the direct subordination of positions requiring specialized knowledge within all units operating under the structural subdivisions of the Ministry of Defence (MoD) and the General Staff of the Armed Forces, placing them under the direct subordination of the corresponding unit within the central apparatus.

The current and planned structural changes in the Armed Forces aim to establish, staff, and train the necessary forces and specialized units for the execution of combat missions. Special attention is being given to the formation of mobile, missile-artillery, AD (air defence), EW (electronic warfare), UAV (unmanned aerial vehicle), special operations capabilities.

To analyze, exchange best practices, and prevent or address issues in an operational manner, an Analytical Center for Lessons Learned will be established within the Armed

Forces, which will be integrated into the structural unit responsible for the preparation and doctrine of the Armed Forces. It will ensure the continuous development and improvement of the Armed Forces through a bottom-up approach, identifying problems/ideas and proposing solutions across the entire Armed Forces.

A key component of revising the organizational and staffing structure, as well as reducing corruption risks, is the clear separation of the functions, units, and positions of the Ministry of Defence (MoD) and the General Staff (GS) of the Armed Forces, based on the planning, execution, and oversight of combat and non-combat functions, with the fundamental approach that the GS units are responsible for combat functions, while the MoD units handle non-combat functions. The MoD should be responsible for the procurement and maintenance of goods, centralized logistics, financial management, and other administrative and economic functions. A relevant legal framework has already been established to implement these changes, and further work will continue to fully and practically ensure this separation.

The next component of the changes is the outsourcing of mainly non-combat functions and, in certain cases, combat-related functions to private entities with the key approach is that any support function of the Armed Forces that can be performed by private contractors should be outsourced. Following the model already implemented for food supply programs, other systems such as fuel supply, warehousing, centralized logistics, and various administrative and economic management systems will also be outsourced.

X. Compensation System

The existing compensation system in the Armed Forces is not yet fully based on a unified policy, with sectoral solutions sometimes outweighing systematic approaches. Therefore, an adequate compensation system based on a unified policy will be implemented, with the following starting points:

- The level of compensation, the structure of the system, and the positions should be derived from the Armed Forces specific functions purpose and nature,
- Each individual should focus on their specific functions, and the outcomes of service should be measurable,
- Servicemembers should be compensated adequately.

To ensure these changes, the following approaches have been adopted:

- Positions within the Armed Forces are being separated into military and non-military positions.

Non-military positions include civilian employees and those performing civilian work. The compensation system for non-military personnel is part of the existing civil service system in the

Republic of Armenia, and changes in this area within the Armed Forces will be carried out as much as possible in the context of broader civil service ongoing reforms. The main approach regarding the compensation level for non-military personnel should be that, as civilian specialists, these employees need to receive competitive salaries that are above the private sector average to attract qualified workforce to the Armed Forces.

- Military positions are differentiated based on combat functions, involving direct and indirect participation in the planning, execution, and oversight of operations.

The adequacy of the compensation system for these servicemembers is determined by the qualifications of the servicemember and the risk level of their service. In other words:

- The higher is the risk level of the service, the higher is the compensation.
- The higher is the qualification of the servicemember, the higher is the compensation.

Moreover, the required qualifications should be periodically reaffirmed, and exceeding the minimum qualification requirements should be additionally rewarded.

- The factor of individual willingness and commitment to contribute to service to the best of one's ability, even with health issues, is also taken into account. Considering the existing risk levels and required qualifications, all eligibility restrictions for military positions will be re-examined to ensure maximum inclusivity for individuals with health issues.

Payments related to service risk levels will be made through a «Supplement» system, where servicemembers receive specific supplements for serving under certain conditions.

Payments based on qualifications will be made through a «Bonus» system, provided through certification results or additional compensation for exceeding individual qualification standards.

The certification system for contract servicemembers, including officers, non-commissioned officers, and enlisted personnel involved in executing, planning, or supervising combat tasks, has already been implemented. Additional compensation is calculated based on attestation results. This process proportionally increases the financial compensation of all categories of contract servicemembers while simultaneously enhancing the combat readiness of the Armed Forces.

Those not directly participating in combat functions mainly perform professional tasks related to combat service, such as support, organization, maintenance, and other administrative functions and based on the nature of these functions and service conditions, these positions should be military.

Considering that the risks associated with non-combat functions are lower compared to combat functions and that the physical and rank-related requirements are also less stringent, the compensation for servicemembers performing non-combat functions will be lower than that for

combat roles. This serves as an incentive for servicemembers to transition from non-combat to combat service.

XI. Territorial Defence System

Territorial defence involves the coordinated, unified, and proportional protection of regions under the administrative jurisdiction of the state. The concept of territorial defence envisions engaging reservists based on the territorial distribution of the population to participate in combat operations in a way that optimally allocates human, material, and time resources, leading to the desired outcomes.

The forces and resources involved in territorial defence, as well as their roles, positions, and tasks within the Armed Forces system, are defined in the «Concept of the Territorial Defence System».

Considering the size of the territory of the Republic of Armenia and the directions of potential challenges, such territorial defence system is planned in which a part will consist of combat units created at the territorial level according to principles of defence provision and designed for direct combat tasks structured according to wartime organization, staffing, attachment, and replenishment through mobilization and conscription, with peacetime staffing in place to ensure the organizational process.

Local defence units within the territorial defence system will be staffed on a voluntary basis by individuals registered in the community who are not attached to wartime positions and are listed in the second group of the reserve or have been removed from military registration. Conducting training with local defence units during peacetime for the purpose of ensuring territorial defence tasks is considered effective. The training program for territorial/local defence forces will undergo continuous refinement, incorporating advanced international practices and lessons learned from recent wars.

The development of territorial defence will also be supported by the implementation of operational equipment projects across the territory of the RA.

Overall, in addition to the tasks defined in the «Concept of the Territorial Defence System» within the framework of the comprehensive defence and security concept of the RA, the Territorial Defence Forces will contribute to the execution of the following three important tasks within the context of the Armed Forces warfare planning:

- Activation of the mobilization plan for reserve forces to achieve increased combat power,

- Guiding and fixing the adversary's advance in a desired direction through fortified areas, and disrupting the adversary's communication routes to make concentrated forces vulnerable for a counteroffensive.

- Meeting the needs in swift and «lean» (without excess) support through disciplined use of resources, utilization of available territorial resources and efficient management of material assets.

XII. Improvement of Mobilization Preparation and Mobilization Mechanisms

1. Active Reserve Training Programs.

The limited mobilization resources of the Republic of Armenia, particularly the negative demographic trends in border regions and the need for a relatively large Armed Forces compared to the population size, necessitate the adoption of new and more efficient approaches introducing systematic and effective mechanisms for the management of mobilization resources.

Accordingly, the goal of the planned programs for mobilization preparation and mobilization is to review, improve, and regulate the process of mobilization preparation and implementation, as well as to complete the processes for introducing the active reserve system.

At the same time, the planned programs for mobilization preparation and mobilization are aimed at adding new quality to the reforms in the fields of national defence and security through effective centralized management of mobilization capabilities resulting from close cooperation between the public and private sectors, focusing on the mobilization expansion of the Armed Forces and the economy, as well as ensuring the normal functioning of the state during martial law.

One of the key solutions being implemented in the area of mobilization preparation and mobilization is the launch of the «Unified Automated Management System of the Armed Forces» aimed at modernizing the command and control of the Armed Forces and enhancing the level of operational efficiency, resilience, and mobility needed for conducting modern military operations. Through this system, it will be possible to collect, monitor, and coordinate relevant processes from one or multiple operational command and control points. The system will create a comprehensive, integrated, and continuously updated and accurate database, enabling the Armed Forces to make quick and effective decisions and plan scenarios using modeling and scenario development systems.

The introduction of the Unified Automated Management System will also allow for the creation of a comprehensive database of mobilization resources, reflecting the capabilities across

the entire territory of the Republic of Armenia, their distribution, and elements that need to be replenished if necessary. Additionally, such a system will improve the level of coordination and accountability among state administration bodies, local self-government bodies, and private sector companies involved in mobilization tasks.

In this context, to optimize the engagement of available resources, the interaction between the Armed Forces and military-sport public organizations will be harmonized through legal and conceptual regulations, ensuring these organizations operate under the supervision of the Government of the Republic of Armenia. Before adoption, the drafts of the relevant legal and conceptual regulations will be subject to comprehensive and transparent discussions involving military-sport public organizations, sector experts, and other interested layers of civil society.

2. Improvement of the State Border Protection System

The protection and defence of the state border is one of the most crucial functions of the Army. It does not only involve the combat duty of servicemembers along specific lines, but also encompasses the comprehensive provision of technical means necessary for monitoring and protecting the state border.

To address these issues and ensure the unified and coordinated protection of the state border by security bodies, the following measures are planned:

- The phased transfer of the state border protection function to the Border Guard troops of the National Security Service (NSS) of the Republic of Armenia,
- Optimization of combat duty organization through the introduction of technical means (robots), gradually withdrawing units from the front line,
- Engineering fortification and construction of fortified areas of newly identified positions of defence area of the Armed Forces,
- Development of an explosive and non-explosive barrier system,
- Concealing and protection of key Armed Forces facilities to safeguard against radar reconnaissance by air forces and targeted strikes.

XIII. Development of Military Education and Science

The transformation of the military education system and the establishment of a self-sufficient and internationally competitive national military education system through higher, postgraduate, and supplementary educational programs should aim to minimize reliance on foreign military educational institutions preparing officer and non-commissioned officer corps in

key specialties and shaping the image of the Armenian servicemember equipped with knowledge that aligns with the requirements of modern warfare.

For this purpose, processes will be undertaken for the retraining of teaching and methodological staff, the expansion of educational and material resources, and the development of appropriate infrastructure.

Equally important is the integration of the national military education system with leading educational institutions which will not only provide access to the latest advancements in modern military science and educational opportunities abroad but will also expand the capabilities for conducting research in strategic studies, military science, effective command and management of the Armed Forces, and other fields enhancing the ability to implement new training programs, develop new forms and methods of conducting combat operations, and support the overall capability-building of the Armed Forces.

Based on the requirements for transitioning to a professional Army and considering the partial mismatch of the previously acquired knowledge and skills of the core officer corps with these requirements, short-term retraining courses will be developed and implemented focusing on operational art, the main differences between Western and Eastern military schools, leadership, military command and control and building integrity subjects.

At the same time, the methodology and programs of the basic military training subject in public educational sphere will be reviewed to provide high school schoolkids with quality military knowledge and to increase the attractiveness of military service.

As part of improving the educational and material base, plans include ensuring the provision of training weapons, simulators for armaments and military equipment (for training centers and military units), establishing a tactical operations simulation system, using computer-based war games during the training process, integrating UAVs for command and control of special forces combat missions, and employing virtual tools to create (represent) virtual terrain outlines.

In the context of reforms in the field of military education and science, it is planned to develop and implement a new military education concept, as well as to create sufficient scientific and educational capacity which will contribute to the revision of combat regulations, the development of tactical-level guidelines, instructions, and other leadership documents related to the conduct of modern warfare and combat operations.

XIV. Raising the Level of Moral and Psychological Preparedness of the Armed Forces

The primary goals of moral and psychological support within the Armed Forces are to stabilize the psychological state of the personnel, ensure the good reputation of the Armed Forces, implement targeted measures to promote state-ideological education, restore spiritual potential, reduce the impact of informational and psychological influence and manage psychological losses, strengthen military discipline, raise legal awareness among servicemembers, effectively prevent legal violations, and develop state-oriented thinking among servicemembers.

The adoption of former Soviet standards since the formation of the Armed Forces has not only hindered the development of a national military culture but also established military traditions and psychology that do not align with the profile of the modern servicemember in terms of individual moral and psychological preparedness, and generally the unit-level preparedness one does not exist at all. One of the significant gaps is the ability to independently carry out combat missions of varying complexity under modern combat conditions, including missions executed separately from main forces, with a sense of mission awareness and the display of initiative, among other qualities.

From the perspective of moral and psychological support in the Armed Forces, it is crucial to establish a value system that not only enhances the combat spirit of servicemembers during combat actions but also becomes a way of life in daily service. Such value guidelines include:

- **Loyalty**

Loyalty to the military oath, the unit, and fellow servicemembers. To be loyal means to believe in and be dedicated to someone or something. Loyalty fosters trust in an individual and motivates them toward higher and more significant missions.

- **Sense of Duty**

Fulfill obligations fully, conscientiously, responsibly, and courageously, be committed, proactive, and innovative. The success of serving the collective depends on the complete fulfillment of each individual's duties.

- **Devotion**

Prioritize the well-being of the State, Nation, Army, and subordinates over personal interests. The foundation of selfless service is the commitment of every team member to push forward, self-improve, increase efforts, and enhance the quality of service for the greater good.

- **Honor**

Servicemembers earn honor or receive commendations when they make honor a priority in their daily lives, cultivate the habit of living with dignity, and reinforce it through every decision they make.

- **Integrity**

Integrity is a quality that is developed by adhering to moral principles. It requires honesty and increase trust in an individual.

- **Courage**

Overcoming fear, dangers, and difficulties, whether physical or moral. Courage is the ability to withstand physical and psychological pressure and, when necessary, risk one's life. It is the capacity to continue fulfilling a combat mission and inspire others through one's example.

During combat operations, equally important standards for moral and psychological support include confidence in the righteousness of one's mission, the adequacy of one's preparation, the superiority of one's weaponry, the appearance and reliability of one's gear, and the assurance of immediate medical assistance in case of injury, thus preventing the loss of life.

From the perspective of improving the moral and psychological state within the Armed Forces, the enhancement and development of the military psychologists institute, as well as equipping the existing psychological assistance centers and psychological obstacle course of the Armed Forces, and introducing automated, state-of-the-art technical solutions and systems for psychological research and diagnosis are critically important. Concurrently, organizing informational, cultural, and recreational activities within the Armed Forces should be highly substantive and necessary in nature.

Ensuring a high level of moral and psychological preparedness for servicemembers is directly linked to the moral-psychological state and value system of society, requiring a comprehensive approach. This involves developing and implementing nationwide programs that range from promoting a healthy lifestyle to public education, family well-being, civic lawfulness, and more.

XV. Enhancement of Social Protection for Servicemembers and Their Families, and Increasing the Attractiveness of Military Service

3) Material and Social Security Guarantees for Servicemembers

The definition of social, financial, healthcare, and housing security guarantees for servicemembers and their family members is crucial in the context of transitioning to a professional Army. The stakeholders of this policy include servicemembers, former servicemembers entitled to military disability pensions, and the families of deceased (fallen) servicemembers.

Social protection guarantees are numerous and include financial security, monetary assistance when relocating to a new duty station, compensation for transportation expenses related to travel to and from leave destinations within Armenia, severance pay upon discharge from service, medical care and assistance, provision for rest, food and material supply, social package services, housing support programs, and more. The purpose of these guarantees is to ensure the well-being and dignified life of servicemembers, as military service is a challenging, high-risk, yet noble mission that should be undertaken by the most courageous, competent, patriotic, and highly qualified individuals in society.

The introduction of an attestation system should be highlighted in the context of transitioning to a professional Army, increasing the attractiveness of military service, and improving the social security of servicemembers. Through attestation, the financial satisfaction of all categories of contract servicemembers is proportionally increased, alongside a corresponding enhancement in the combat readiness of the Armed Forces.

Overall, the principle of maximizing resources is at the core of all reforms in this area and according to this principle, the state will utilize available resources to the fullest to ensure the social, financial, healthcare, and housing security guarantees for servicemembers and their family members, as well as to enhance their well-being and reputation. The protection of this principle also extends to the social and healthcare guarantee system for servicemembers, including the families of those who have been fallen (deceased).

4) Mechanisms for Increasing the Attractiveness of Military Service and Enhancing the Reputation of Servicemembers

The goal of the information policy aimed at increasing the reputation and authority of the Army in society is to embed the Army as a crucial institution for ensuring the defence, security, territorial integrity, and inviolability of the borders of the Republic of Armenia.

Instead of boasting about individual achievements of the Army, this policy should focus on the honest representation of the true nature of military service, highlighting its noble characteristics while also acknowledging the economic and demographic burdens at the state level, and the hardships, sacrifices, and dangers at the individual level. It should strengthen the understanding that having an effective Army is a challenging, yet non-negotiable, issue. From the perspective of public perception of military service, the ultimate goal is for the servicemember to be viewed as a distinct class within society that forms the stable foundation of statehood. Differentiating a servicemember from other members of society based on their mission is not a form of discrimination but rather reflects the society's perception of its defender and guarantor of security. The officer, as a representative and symbol of this distinct class, should serve as an exemplary figure both within their ranks and in society, playing a key role in enhancing the Army's reputation and the attractiveness of military service. In this regard, the development and implementation of the «Code of Moral Conduct of the Armenian military» and the «Code of Appearance, Posture, and Behavior of the Armenian military» will be critical defining the appropriate image (character, behavior, lifestyle) for servicemembers, which will be an important factor in raising the Armed Forces authority and fostering respect and attraction toward military service in society.

From the perspective of increasing the attractiveness of military service, it is also essential to enhance the effectiveness of social security mechanisms for servicemembers and their families, clarify the legislative framework related to military pensions, improve the housing provision system for servicemembers, review and expand the benefits available to servicemembers and their families, and implement frameworks for the professional orientation, retraining, and employment of discharged servicemembers, military veterans, the families of fallen (deceased) and missing servicemembers, improving the conditions of permanent stationing locations, buildings, living conditions, material and technical resources, and developing socio-economic incentives for transitioning into military service are also crucial components in this effort.

The policy aimed at changing perceptions and attitudes toward military service and the image of the servicemember, in addition to social aspects, is also focused on the psychological and personal growth of the servicemember, as well as the improvement of their appearance are intended to form a high level of combat readiness through moral and psychological preparation, emphasizes military education and career advancement, including fair, interconnected, and transparent service evaluation procedures seeking to ensure an

appearance befitting the mission, in terms of both personal demeanor and the uniform and attire they wear.

XVI. Formation of Healthy and Balanced Civil-Military Relations, and Enhancement of Human Rights Protection

Civil-military relations are a phenomenon aimed at achieving three equal objectives: increasing the military effectiveness of the Army, improving the defence sector's useful action ratio (UAR), and ensuring oversight of the Armed Forces, where outcomes are reached through the establishment of healthy and balanced relationships between the military, civilian personnel in the military sphere, the executive and legislative branches of government, and the broader civil society. To achieve all three objectives, it is essential to ensure the expertise and professionalism of civilian personnel in the defence sector, by creating appropriate conditions for compensation, education, and career advancement.

5) Democratic and Civil Control

Democratic and civilian oversight of the Armed Forces is a key factor in strengthening the mutual trust between the military and society and designed to ensure the uninterrupted application of legality, proportionality, transparency, accountability, and other democratic principles. This oversight is particularly important given that the Armed Forces are a closed institution, and in the context of transitioning to a professional Army, when the rights and duties of the military personnel of the Armed Forces are being clarified and established on professional grounds.

From the point of view of democratic and civil control of the Armed Forces, it is important both to define the powers of political control, resource planning of the Minister of Defence as a member of Government and civil units of the Ministry of Defence within the defence system management, and to expand the civil service in the defence sector, as well as to implement various legislative and executive power structures outside the defence system fully performing the supervisory functions defined by the law of the Human Rights Defender and other bodies.

In parallel, democratic and civilian oversight involves active participation from almost all sectors of civil society, including mass media, non-governmental organizations, national and international human rights organizations, representatives of civil society, individual human rights defenders, investigative journalists, analysts, and others.

Civilian oversight mechanisms are activated through responses to public television, official social media pages, official websites, interviews with public officials, written inquiries, providing information on activities and controversial issues of public significance.

Ensuring proper transparency in the activities of the Armed Forces and effective civilian oversight also requires a clear distinction between public and confidential information, as well as the expansion of access to information. Additionally, providing sufficient knowledge on how to handle it to organizations and individuals who have access to this information. In this regard number of reforms will continue to be implemented, and training programs will be expanded for civil society representatives to facilitate their communication, information gathering, and engagement with the Armed Forces.

6) Protection of Human Rights and Fundamental Freedoms within the Armed Forces

The specifics of human rights protection within the Armed Forces are determined, on the one hand, by the inherently limited nature of these rights as defined by law, and on the other hand, by the presence of subjects with varying levels of authority among the parties involved in legal relations. Special attention should be given to the protection of the rights of conscripted personnel and women serving in the military.

Considering the aforementioned specifics, to ensure the protection of human rights and fundamental freedoms within the Armed Forces, efforts will be made to increase awareness, protect individuals from retaliation for filing complaints, provide servicemembers with the opportunity to inform the responsible bodies through a notification system, simplify the process of service-related investigations, and implement additional procedures, studies, and educational programs for the protection of conscripted personnel's rights, tools reflecting these goals will be introduced as outlined in the Council of Europe's 2023-2025 action plan, the National Human Rights Protection Strategy of Armenia for 2023-2025, and the UN Security Council Resolution 1325 implementation action plan for 2022-2024, among others.

XVII. Improvement of the Discipline Level within the Armed Forces

The transition to a professional Army is also aimed at radically changing the level of discipline within the Armed Forces. Currently, the Armed Forces face a number of entrenched disciplinary issues, which are influenced by historical, ideological, socio-psychological, and corruption related factors. The historical factor is reflected in the historical distrust of state institutions, denialism, and other negative manifestations, ideological factor is related to issues inherent in non-free societies, such as a large gap between superiors and subordinates, the

avoidance of independent decision-making and responsibility, the underestimation of the role of women, the social factor is characterized by a low level of legal awareness, while the corruption factor is linked to the harmful practices inherited from the Soviet Army's system.

Taking into account the aforementioned factors, comprehensive targeted programs will be introduced to achieve a radical change in the level of discipline within the Army, primarily focusing on servicemembers displaying deviant (deviating) behavior. The main targets of the proposed programs are as follows:

- Prevention and counteraction of the illegal circulation of drugs,
- Prevention and counteraction of criminal acts related to military service,
- Prevention and counteraction of corruption-related crimes,
- Prevention and counteraction of all types of disciplinary violations,
- Raising the level of legal awareness among servicemembers,
- Formation of state, national, and universal value systems among servicemembers.

Targeted programs should also focus on eliminating non-regulatory relationships between servicemembers. Although normative legal acts that regulate the relationships between servicemembers define the rights and duties of all groups, as well as their hierarchical and coordination relationships, the presence of non-regulatory relationships is influenced by several factors, in particular elements of criminal subculture in society, low educational levels, the absence of a perception of military service as a mission, and the use of personal or friendly connections.

XVIII. Vision for the Non-Publicable Components of the Concept

This Concept does not address several important military-strategic components related to the transition to and development of a professional Army that are not subject to publication. Therefore, their development and approval will take place through a separate confidential document, which will substantively be an integral part of this Concept. These components will be directed toward the following four main general targets:

- Enhancement of the Effectiveness of the Command and Control System of the Armed Forces, which includes: (a) formation of separate commands, (b) balancing command and staff functions, which will lead to the clarification of the authorities of those responsible for planning and operations, (c) implementation of the «Mission Command» principle, ensuring a unified yet decentralized command and control structure, enabling maximum flexibility and mobility in troop deployment, (d) improving the viability and mobility of command centers, (e) introduction of automated command and control systems, which,

through integrated operations, will result in superior decision-making capabilities against potential adversaries.

- Review of Forms and Methods of Warfare, Operational Art, and Adoption of New Military Planning Principles, which includes: (a) development, simulation, and implementation of operations using modern technologies, operational art, and tactics that are suitable for the territory, resources, and climatic conditions of the Republic of Armenia, which will enable decentralized actions under a unified concept and provide mobility, maneuverability, and long-range superiority against potential adversaries, (b) enhancing strategic planning capabilities and transitioning to long-term planning, (c) shifting from quantitative indicators based planning to qualitative indicators based planning, (d) development of information and psychological operations, (e) building the educational and scientific potential required for reviewing operational art, (f) establishing a Lessons Learned Center, with the primary goal of making the Army a constantly improving and updating organization based on the latest combat experience and results.

- A review of combat training and readiness will be conducted, aimed at enhancing the combat skills of both individual servicemembers and units, establishment of relevant training centers and educational material bases, the development of specialized drills and exercises for different types of forces, the introduction of an instructor's system, the creation of modern capabilities for simulating, modeling, and conducting combat operations, and a review of the system for evaluating the combat training and readiness of the forces.

- A review of armaments and military equipment will be carried out, which involves equipping the Armed Forces with modern weaponry and military technology that will align with the aforementioned principles for the full execution of the Army's tasks and will ensure the timely detection and superior engagement of all types of military targets at extended ranges, reliable air and ground defence, high precision and range, as well as enhanced mobility and maneuverability.

In this regard, the key policy is the diversification of international military-technological cooperation and the maximization of the share of domestic defence industry products. Armenia's mutually beneficial cooperation with all friendly countries is not directed against any third country, nor carried out at its expense. Armenia requires a combat-ready and modernized military equipped with advanced technology and armaments to protect its security, territorial integrity, inviolability of borders, and the adopted peace agenda replacing the asymmetric and hierarchical relationships with a single center by parallel and non-hierarchical relations with multiple centers.

The preferred format for international military-technological cooperation is the state-to-state approach, based on the «single window» principle, which aims to minimize the involvement of commercial intermediaries.

XIX. Final Provisions

1. The implementation of the Concept foresees receiving expert, advisory, and material-technical support from the Republic of Armenia's partners in the defence sector. Bilateral and multilateral sectoral programs will be discussed, coordinated, and implemented both within the territory of the Republic of Armenia and abroad.

2. To ensure the implementation of the provisions of the Concept, the corresponding executors, as outlined in the developing action plan (hereinafter referred to as the «Plan»), will provide the Office of the National Security Council with information on the progress and results of the measures defined in the Plan on a quarterly basis. This information will be compiled and presented to the Prime Minister of the Republic of Armenia and the members of the National Security Council.

3. The changes made to the legal acts outlined in the Plan should, as a rule, include performance outcome indicators aimed at addressing the measures specified in the Concept.

4. The issues related to the allocation of financial resources from the State Budget of the Republic of Armenia for the implementation of the measures outlined in the Plan will be considered within the framework of the respective year's budgetary process.