

**STRATEGIC DEFENSE  
REVIEW**

**PUBLIC RELEASE**

**2011-2015**



**MINISTRY OF DEFENSE  
BAGREVAND 5, YEREVAN,  
REPUBLIC OF ARMENIA**

This document sets out the process and outcomes of the Strategic Defense Review of the Republic of Armenia.

## Introduction

This document describes the process and results of the Strategic Defense Review (SDR) of the Republic of Armenia (RA). It provides insight into the process through which the Armenian Armed Forces (AAF) are to be restructured to better meet current security needs and to be able to prevent and confront current and possible challenges. This document is designed to inform the Armenian population on how Armenia intends to counter its present and future National security threats through the AAF.

SDR has been conducted in six sequential phases:

Development of the documents on security environment and threat assessment,

Development of planning guidance documents on the basis of the assessment of security threats, including:

- the substantiation of security threats to the RA and their development through scenarios,
- the strategic planning assumptions of the RA,
- the missions for neutralizing the RA security threats,
- the list of strategic planning documents of the RA,

Determination and definition of military tasks, including their classification in priority order,

Development of the AAF force structure reform program,

Decision making on the recommendations of the SDR,

Public presentation of the SDR outcomes and development of mid-term programs (including the mid-term expenditures programs) on the further implementation of the SDR results.

To initiate the SDR process, the President of the RA, Serge Sargsyan, issued a Decree N 158, dated September 17, 2008 to set up an interagency commission that involved the state structures directly involved in providing the security and defense of the Republic. The process proceeded until March 2011.

## Strategic Security Environment

Armenia's Strategic Security Environment was defined in the National Security Strategy (NSS) and in the Military Doctrine (MD), which has been agreed by the National Security Council of the RA and approved by the decrees of President of the RA in 2007.

The RA NSS outlines the nation's fundamental values, the factors and activities that provide security and identifies the threats against them. It highlights the necessity for an effective State governance system, for the rule of law and inculcation of democratic values, for an independent and impartial judiciary, for combat readiness of the AAF and purposeful activities of security and law-enforcement structures, for foreign policy, for ensuring full-fledged international engagement and guaranteed social justice. It also clearly articulates the stance of





the RA on the resolution of the Nagorno Karabakh Conflict.

The Military Doctrine of the RA is defensive in nature. It defines the political-military, military-economic and military-technical prerequisites for ensuring the military security of the RA. The Defense Strategy of RA and the military security system, both of which are defined based on the Military Doctrine, set forth prerequisites for the unified coordination of activities of all relevant State bodies, agencies and ministries of the RA towards providing the military security of the State.

The Doctrine elaborates in detail the relevant provisions of the NSS, that pertaining to the military sector, based on the priorities for Defense. It is based on an analysis of the regional and international political-military situation, strategic forecasts, requirements of the military security system and the real capabilities of the economy, current threats and challenges to military security, the nature of probable future armed conflicts, as well as the international commitments of the RA. By the activation of the opportunities provided by the international cooperation, national and foreign experiences in military build-up and modern warfare, the RA guarantees the security of the population of the Nagorno Karabakh Republic and the course of development it has chosen.

NSS and MD consider the following factors:

- the need for foreign security of the RA,
- the threat of military aggression against the RA and Nagorno-Karabakh Republic by the Republic of Azerbaijan,
- the aspiration of legal and peaceful self-determination of Nagorno-Karabakh Republic and its population,
- the necessity to establish a democratic, social and legal state of Nagorno-Karabakh Republic.

The events between Russian Federation and the Republic of Georgia in August 2008 as well as the regular violations of the ceasefire in the contact line between the Armenian-Azerbaijani forces again proved the rationale behind and modernity of NSS and MD. The identified threats and changes in the security environment also left their mark on the SDR process.

The regional developments have always suffered from the influence of short- and long-term destabilizing factors, and are usually accompanied by involvement of foreign forces, which has emphasized the necessity of establishing clear policy and the application of conceptual principles in approaches, to prevent the escalation of small incidents into larger scale conflicts.



## Assessment of threats and risks to the national security of the RA

The comprehensive assessment of threats and risks is a process of constant review, where the Ministry of Defense and the General Staff have the leading role, in close cooperation with other agencies. It summarizes the characteristics of external and internal threats, their possible consequences and likelihood, developing trends and their possible impact on the state's security, also taking into account the events outside Armenia and their possible effects on Armenia and its interests, as well as Armenia's overall capabilities to mitigate the consequences of such threats.

The justification and description of the threats to the RA, as well as the description of scenarios that address possible developments cover the whole range of Armenia's national security aspects: political, military, economic and societal. Within these areas the assessment has separated specifically all those threats against which the AAF would have to be prepared. The major threats, that subsequently can serve as a basis for the transformation of the AAF force structure as a result of the SDR, are listed below:

Large-scale military operations against the Nagorno Karabakh Republic, including possible unleashing of military operations against the RA.

Deterioration of the situation on the line of contact between the Nagorno Karabakh Republic and the Republic of Azerbaijan, leading to an increase in the number of local military incidents and their escalation into uncontrolled ones.

Deterioration of the situation in neighboring countries, including violence spillover of violence, massive migration of population, economic and political instability and military clashes.

Risks generated by disproportionate demographic development.

Risks generated by international terrorism, including asymmetric risks.

Environmental risks, threats of an actual or emerging natural and anthropogenic disasters.

Threats against the economic stability and protection of the population, generated by the consequences of possible military operations.

Activities of certain countries aimed at the economic isolation and exclusion of the RA from major economic projects in the region.



## RA Defense Policy



The defense policy of the Republic of Armenia stems from the RA NSS, the MD, the RA Constitution, international agreements and national legislation relating to the defense sector. It manifests itself in a multilayered system of cooperation, including agreed relations of a strategic nature with the Russian Federation; membership in the CSTO, cooperation in the framework of OSCE membership, Armenia-NATO and Armenia-EU partnerships, bilateral cooperation with NATO, EU and CSTO member states and other centers of power, as well as engagement in international arms control and disarmament treaties.

The RA Defense Policy aims at the development of security guarantees, the promotion of peace and stability in the region, the creation of the necessary political and military preconditions for a peaceful solution to the Nagorno-Karabakh conflict (including preservation of the cease-fire regime), while implementing RA international

commitments for participation in international peace support and stabilization operations.

The Defense Policy of the RA will continue to support the Military Doctrine, that is defensive in nature, where the AAF are considered as the primary national safeguard for ensuring security, stability and balance in the South Caucasus region. Armenia will therefore promote the combat readiness, modernization of equipment, and high combat and moral standards of its Armed Forces under democratic control. To ensure this, the Defense Policy of the RA aims to enhance, through centralized and purposeful management, the Republic's political, economic and military potential. It will continue to support further reforms in the Armed Forces, and define further activities in areas such as the development of comprehensive democratic oversight arrangements and improvements in defense planning procedures,



including those for longer term planning, and the development of adequate defense management arrangements. The Defense System will be reformed with the aim of establishing more flexible and modern Armed Forces based on fundamental principles of democratic and civilian control. Contemporary standards of defense planning and management will be developed, that are able to ensure the effective military security of the Republic of Armenia and to protect the fundamental values of national security.

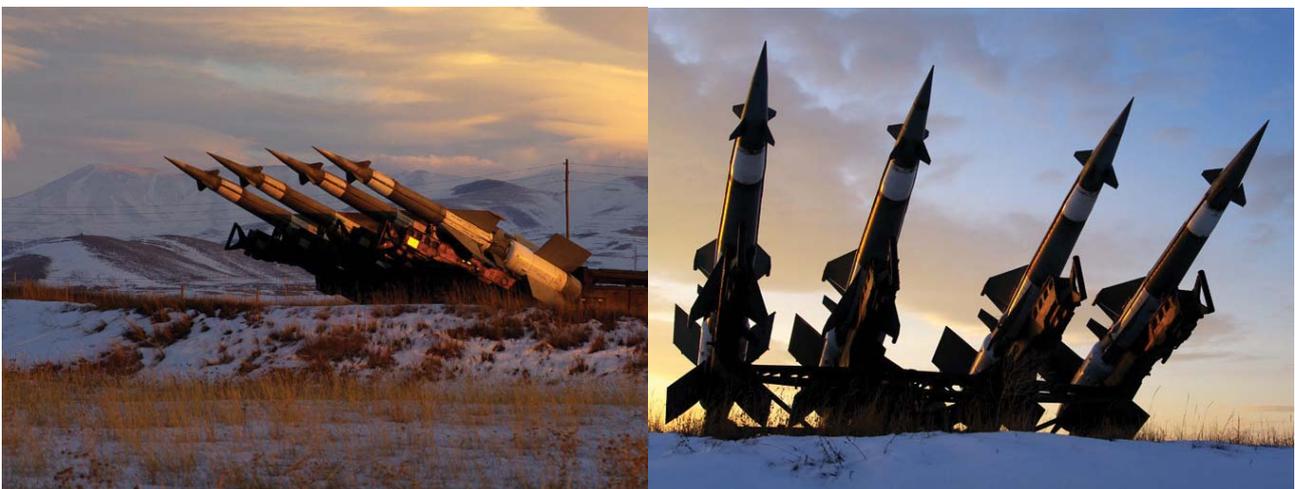
Armenia is currently a force contributor to the NATO-led Kosovo Forces (KFOR) and the International Security and Assistance Force (ISAF) in Afghanistan, both conducted under a UN Security Council (SC) mandates. Our country will continue to make contributions to these missions, and will develop its military capabilities for future participation in other possible peace-support and stability operations.. Armenia is and will remain a stable contributor to international security. This will be done in the framework of OSCE, CSTO, NATO and other UN Security Council mandated missions and international forces. It is anticipated to continue the development of expeditionary forces of the AAF in the framework of CSTO and NATO/PfP. By 2015 it is foreseen that Armenia will be able to deploy abroad and sustain a contingent of up to battalion size strength with relevant equipment, on a rotational basis, for participation in multinational operations.

### Strategic planning assumptions

The strategic planning assumptions, developed during the second phase of the SDR, were considered for the short-, mid- and long-term perspectives. Furthermore, taking into account the geopolitical situation in the region, two sets of planning assumptions were devised, based on two probable development scenarios. The first set assumes that the NK conflict will continue to stay unresolved, and the second set assumes that a peaceful and lasting solution has been reached in the course of the ongoing negotiations.

Both sets were conditionally categorized into Political and Military subgroups.

Although many of the assumptions are confined from short- to long-term perspectives, some of them have more clear timelines.



### Political planning assumptions for Set One

<b>Assumptions</b>	<b>Short</b>	<b>Mid.</b>	<b>Long</b>
The Republic of Armenia will aspire to achieve the resolution of the Nagorno Karabakh conflict under the auspices of the OSCE Minsk Group	✓	✓	✓
The RA will continue to cooperate with all the centers of power	✓	✓	✓
Armenia will continue to improve its energy security	✓	✓	✓
The RA will remain committed to normalizing relations with Turkey without preconditions	✓	✓	
The RA Government will continue the process of state reforms and strengthening the rule of law	✓	✓	✓
As a result of systemic reforms in social and economic spheres the economic situation will improve		✓	✓

### Military Assumption for Set One

<b>Assumptions</b>	<b>Short</b>	<b>Med.</b>	<b>Long</b>
The MoD will continue the process of professionalization of AAF personnel	✓	✓	✓
The Human Recourses management system in the Armenian Armed Forces will improve	✓	✓	✓
The readiness of the Armenian Armed Forces will not be subjected to considerable change	✓	✓	✓
Continuous minor local armed clashes increase the probability of large-scale military operations action against Armenia, and, consequently must be controlled	✓	✓	✓
More than half of the Peacekeeping Brigade must be able to deploy outside Armenia at any time (with the exclusion of Expeditionary Logistic Capabilities). The Peacekeeping Brigade will continue the process of gradually increasing its manning level up to 2015	✓	✓	✓
The RA defense budget will continue to be adequate to the security needs	✓	✓	✓
Russian troops will remain deployed in Armenia for the sake of Armenia's security	✓	✓	✓
The reforms in the budgeting and financial planning processes will progress significantly	✓	✓	✓
The full cycle of officer education and training will be organized in Armenia			✓
The military industry will continue supporting the development of the AAF and satisfying its needs	✓	✓	✓

### Strategic planning Assumptions for Set Two

The settlement of the NK conflict will trigger the necessity for a core revision of the existing threats, strategic assumptions and planning directions derived from the latter. The process of professionalization of the AAF personnel will proceed and gain a new impetus. Post-conflict reconstruction and the necessity to eradicate the consequences of war will trigger the review of the role of conscript service and the role of the AAF in general. The new strategic environment will trigger a comprehensive review of elements of the military education and training system and the cooperation programs of Armenia, which in turn will generate a further SDR.

### Defense Priorities

Based on the threat Assessment and strategic planning assumptions done in the course of the SDR, the MOD developed and issued to the General Staff a detailed set of guidelines to determine and

define military tasks, thereby ensuring a priority based guidance for improvement activities of the defense system. These priorities are:

Through a rigorous examination of activities on the second and the third defensive lines and in the rear areas, extra resources have to be allocated to enhance the front line support capabilities.

The strength and capabilities of the Peacekeeping Forces Brigade are to be increased in line with the Strategic Planning Assumptions.

Substitute manpower with equipment and technology wherever possible and provide automation of processes.

Consider possibilities of outsourcing some activities that are currently carried out by military personnel to civilian contractors.

Thoroughly examine the entire system of human resource management, including the reserves and mobilisation system.

Develop a modern concept of Professional Military Education.

Consider the changes that have occurred in the revision of the international agreements in defense and security areas.

## Armenian Armed Forces Missions

The missions of the AAF are based on the Constitution of the RA and International Law. The missions and functions of the AAF are defined by the National Security Strategy, Military Doctrine and “Law on Defense” and include the following main objectives:

Protect the Nation’s independence and territorial integrity;

Prevent all forms of aggression against Armenia and responding appropriately to them;

Participate in activities to prevent emergency situations, minimize and eliminate their consequences, including search and rescue and damage-reconstruction operations, as well as other similar activities carried out by the state civil authorities;

Implement international commitments;

Maintain international and regional peace and stability;

Assist other governmental bodies and public institutions in ensuring the security and well-being of Armenian citizens.

In order to execute its commitments, the AAF is assigned the following tasks:

Maintain forces at a high state of readiness;

Swiftly counter any encroachment against Armenian territory by land or air;

Identify threats stipulated by the current political-military situation and respond accordingly;

Develop the AAF force structure, building on the AAF employment plan and relevant development programs.





Maintain, improve and modernise existing capabilities.

Carry out military cooperation in accordance with international law and international agreements.

Contribute to international security and stability operations.

Prepare for and when necessary assist State authorities in natural or technological disaster relief operations.

Support State authorities in countering terrorism as regulated by the law.

During any crisis, as well as in the case of natural and technological disasters, the MoD will analyse their possible consequences, in order to revisit the roles and missions of the AAF in crisis response mode.

Due to the geostrategic environment, the largest component of the AAF is its Land Forces supported by Air and Air Defense Forces. While having a defensive posture, the Land Forces are capable of launching counter offensive operations if aggression occurs against the Republic of Armenia.

The Air Force is an important component of the AAF, whose primary role task is to support the operations of Land Forces. The MoD also has modern Air Defense Forces, which are another essential component of the defense of the territory of the Republic of Armenia.

Military service in the RA is provided not only by conscription, but also by the contracted military personnel and professionals who are selected from the reserve forces. Thus, having a capable and combat ready reserve is another integral part of the combat readiness of the AAF. Throughout the SDR, the reserve system was also examined in detail and new mechanisms were introduced in order to improve the force planning process and training of reservists. The AAF functions regarding the training and call-up of reservists were amended and modernized.

## Readiness of the Armed Forces

In the 21st century, the perception of security has been subjected to some changes. With the emerging threat of international terrorism and other asymmetric threats, there is hardly any country in this world that would consider itself to be in a completely secure condition. Armenia, by virtue of its security situation and explicit threats other than the international terrorism, maintains a substantial portion of



its AF at a high state of readiness on a permanent basis. Therefore, the traditional levels of readiness of the AF, also described as Levels of Escalation (or so called levels of tension), i.e., Peace, Tension, Crisis and War, are not applicable to Armenia. Since 1994 Armenia has been in a state of high tension. In the case of war, the functions and tasks of the AAF and other government agencies are regulated by law.

The AAF will continue to conduct pre-scheduled large-scale military exercises to test the readiness of personnel, and equipment, as well as to improve planning and command and control procedures. Moreover, since Armenia is a party to the Treaty on Conventional Armed Forces in Europe and the Vienna Document, in line with its international obligations, the RA periodically receives international inspections and sends inspection teams to other parties to the Treaty.

### Capabilities Analysis

The General Staff of AAF has reviewed the relevant regulating and guiding documents, along with the analysis of all current capabilities and development programs. As the process moved on, certain surplus capabilities were identified and dismantled, thus generating substantial savings. At the same time, some capability gaps were also identified. Each capability was tested to clarify its application and in order to be certain that it was still required. Meanwhile, after the capability gaps were identified, certain priorities were set up for their replenishment. Furthermore, the cost of remedying the capability gaps was evaluated and mid-term plans to acquire the missing capabilities were identified.

Where appropriate, consideration was given to the possibility of developing non-traditional capabilities, to achieve the same or similar effect with fewer resources.

As part of the process, a major effort was undertaken to determine the real costs of each capability



currently available in units, and ensure their productivity. This was combined with the review of all the MoD financial planning and forecasting procedures and the development of a program-based budgeting system that will make it possible to plan financial requirements into the future and to forecast the financial commitments several years ahead. Moreover, this comprehensive analysis allowed the GS to better define the priorities, define the desired alternatives and make realistic decisions, which will enable a more effective planning of the acquisition, modernization and repair of the military equipment. Overall, this process was of enormous value in identifying the real costs of each capability and enabled the consideration of more optimal, including non-traditional, ways of achieving the set objectives.

One outcome of this very detailed process, carried out over eight months, was the identification of duplicated and redundant capabilities, as well as the list of deficiencies. The priority areas for elimination of those deficiencies were developed. This list was then tested rigorously in financial terms, including a detailed equipment life cycle and replacement costing, in order to ensure the elimination of deficiencies through a more purposeful planning of expenditures.

As a result of this process, also the whole defense industry conglomerate has been reviewed and a strategy for the development of this vital sphere has been developed; international military-technical cooperation programs have been formulated and action plans have been devised.

All of this has been done in the context of ongoing periodic violations of the ceasefire regime and provocations by the adversary, an unstable security environment and the fact that any significant restructuring during a crisis may itself undermine security and cause an increase in instability. This aspect significantly complicated the SDR and limited the abilities of the MOD defense planning organisations for more rigorous defense reforms.

The President, the Government and the MoD leadership have been thoroughly and comprehensively briefed on and have exercised continuous control over the entire process. They have made relevant decisions on each summarised and agreed-upon proposal regarding any capability change.



While these efforts were all-inclusive, addressing all the defense areas, the analysis of military capabilities is a continuous process, which should ensure that the AAF possesses the required capabilities to properly fulfil the predetermined tasks and missions, and to successfully tackle any ad-hoc issues. For instance, the Strategic Defense Review also supported the review in the medical support and the military education spheres.



## Planning Scenarios

As a result of the capability analysis, a range of possible scenarios for the employment of AAF was developed and analysed. The abilities of the AAF to coordinate activities with other agencies were tested in the framework of these scenarios. Particularly, the emphasis was placed on issues related to the management of the risks of natural and technological disasters, enhancement of crisis prediction and reducing the possibility of crisis and elimination of probable consequences. Using the estimation method of identified deficiencies and shortcomings, special plans were developed for their elimination, including new administrative and technological solutions, taking into account the likelihood of crises and their negative impacts.

## Force Planning

A number of organizational models for different Army branches and combined arms formations and units were developed and tested. During this process, several manning models were considered as well as command and control (C2) systems, manoeuvre potential, fire engagement and combat support capabilities. The development of a command and control system is planned in such a way that it should be able to ensure full control of the entire AAF and its individual elements, both during peacetime and wartime conditions, as well as in crisis, disaster and other emergency situations. While developing the Command and Control system the peculiarities that are linked to deployments outside the country and the requirement to use the appropriate interoperable procedures in multinational peacekeeping forces were also considered.

While defining the Armed Forces' structure, models have been selected that better match the strategy to tackle the identified shortcomings through associated updated requirements in organisational



structure, new and modernized equipments, and personnel training.

#### Future Visions for the AAF structure

The AAF currently consists of Land Forces, Air Forces and Air Defense Forces. Due to the geography of Armenia and current threats, the role of the Land Forces is critical. The Land Forces must be able to maintain the integrity of Armenia's external borders

and deal with potential threats. The land defense of Armenia is mainly provided by motorized-rifle and rifle regiments, artillery and other units with supporting capabilities. Moreover, the Land Forces currently provide units in support of multinational operations abroad.

The Air Forces provide air support to the AAF and must be able to maintain the integrity and security of Armenia's airspace. The missions of the Air Forces also includes defense against a modern ballistic missile threat, as well as against military aircraft and unmanned aerial vehicles. The AAF is also developing the Armenian airspace surveillance system, that includes the establishment of an integrated system of radar and air surveillance assets, linked to a modernized ground-based air defense system.

The AAF will be successfully transformed so that their capabilities are gradually enhanced without the risk of diminishing readiness at any stage of the ongoing reforms. Particularly, the adjustments will be made in those organizational functions, whose necessity is questionable and which can be superseded by alternative measures or redistribution of functions. This will free up resources that can be reallocated to enhance the combat and defensive capabilities of the AAF. Innovative technological solutions will be used to reinforce manpower, and in some cases to substitute for it. Innovations will be introduced in a priority order.

The structural changes of the Armed Forces will be also directed towards enhancement of rapid deployment capacities that will increase flexibility as well as the possibility for more effective engagement. The force planning process has been made consistent with the Threat and Risk assessment and the recommendations that were developed during the Review on the one hand and the actual economic capabilities of the country on the other. This will enable the AAF to successfully conduct different types of military operations simultaneously, to include transition from war fighting to providing emergency support to civilians. With these new changes also more autonomy has been given to the units to allow for a faster and more effective engagement in any action.

A modern and well-trained reserve will be one of the key components of the AAF combat power replenishment in case of a deterioration of the security environment. Due to the complex geopolitical

environment surrounding Armenia, the training and readiness of the reserve forces are of utmost importance. Armenia needs reserve forces to counter external aggression and to protect the territorial integrity and sovereignty of the country in case an armed conflict occurs. In addition, reserve forces will also be available to conduct relief operations in case of natural disasters. Decisions regarding the maintaining an affordable balance of active duty and reserve force structures must be made based on the threat escalation levels, while the scale of reserve force training will be developed in accordance with the economic and human resources that are available to Armenia. Throughout the Review process, the MoD has exerted considerable efforts to make the existing recruiting and reserve training systems more effective putting emphasis on the reserve system establishment and the continuous training of reservists through conscription.

### Future vision of the MoD and General Staff structure

The Ministry of Defense structure has also been reformed in the framework of SDR. Reforms are aimed at facilitating more effective defense management, planning, organising, direction and control, in the following functional areas:

Defense policy formulation and planning

International military cooperation

Military Education

Human Resource Management

Material Resource Management-equippping, modernisation and acquisition

Financial Resource Management

Defense Industry

Public relations and information counteraction

The Ministry of Defense ensures a coordinated development of the defense system and AAF, the purposeful use of defense resources as well as coordination to achieve the RA's defense objectives.





The MoD will focus much of its future reform efforts on optimizing the AAF capabilities and increasing its organisational effectiveness. Modern management methods and updated standards for control will be adopted, which will further clarify the measures to implement the planned activities in the key functional areas and guarantee the success of these activities.

The MoD and GS have been subjected to substantial reorganisations, including the functional separation of responsibilities of the two bodies and the creation of a professional

MoD civil service as identified in the new Law on Defense and the Law on Special Civil Service. It has also resulted in the creation of a dedicated Defense Policy Department in the MoD and a Strategic Planning Department inside the GS. These two departments serve as a bridge between the MoD and GS enabling evaluation and optimisation of defense planning and budgeting processes. Moreover, the role of the mentioned units was crucial in terms of the SDR analysis and planning process. The Strategic Planning Department has been instrumental in starting horizontally integrated planning processes which formerly were driven by a “top-down” principle and developed in relative isolation.

The Public Affairs function has been substantially strengthened. Transparency and public involvement in the defense area have been enhanced. Modern electronic office software and procedures are being adopted to ensure that information is shared quickly throughout the MoD and GS, enhancing the effectiveness and reaction time. Duplication of functions has been reduced significantly and while its further streamlining has been discussed, already the number of staff has also seen some reduction. Although there are currently no plans to further reorganise the GS, the issue is kept under constant review and might be reconsidered as necessary in the framework of the ongoing development of the AAF Development plan.

### Services organisation and structure

During the SDR process the AAF service support management system was further clarified. Particularly the General Staff department that was dealing with logistics was delegated to the direct supervision of the Deputy Chief of the General Staff along with the technical maintenance and medical support services. This process was aimed at providing better procedures and a single command structure for such services as armaments, equipment, food, petroleum oil and lubricants (POL) and other military goods as well as the Medical support. Having the ambition to improve the whole range of Logistics capabilities it is planned to acquire heavy trucks and recovery vehicles by 2015 and to store military property through a more purposeful use of the military logistics inventory and infrastructure. Using the results of the SDR, long-term logistic and medical support plans will be developed. Those are necessary to match the operational requirements that were identified by the SDR. There are also plans to improve the logistic planning procedures through the development of

appropriate computer software. This will help to better respond to urgent supply requirements from military units.

Significant changes were also made in the sphere of the acquisition of military goods. In particular, the AAF dissolved the armaments and equipments acquisition function: this function was transferred to a civilian Materiel-technical supply department of MOD that is detached from the MOD Administration Staff. Through these regulations the cooperation between the seller and the customer/supplier and the final user is mediated and civilian control is provided. This significantly minimizes the risk of corruption. Due to the reforms in this sphere the final users of military goods-the AAF, being out of the pricing policy formulation processes, are responsible for setting the requirements for the armaments and equipment and act as the main quality demander.

## Personnel Issues

Despite the best efforts of the Armenian Government, the current regional security situation remains volatile. Without some improvements to this situation it is judged that there is no merit in reducing the AAF strength in the short term. Conscription remains the cornerstone of the defense force, and will likely remain so for the foreseeable future. However, the philosophy of military education, particularly basic training and professional development is being reviewed comprehensively. There is no place for indiscipline and bullying in the AAF. In order to prevent such phenomena all necessary instructions for appropriate and immediate actions were given in the AF. The Minister of Defense has issued a number of methodological guidelines and manuals throughout the 2010 to improve the morale of soldiers and the relations between a commander and a soldier. Further work will take place to institutionalise these improvements, thereby ensuring their long-lasting effect.

Significant elements of a comprehensive system of professional military education already exist as a result of prodigious efforts in the early years of the AAF formation. This is a solid foundation for further enhancement over the next three years and the provision of some elements of higher military education which until now were only available abroad. According to Armenia's defense policy, the range of foreign languages training processes and facilities, available at the AAF military schools, have been reviewed and expanded. This will contribute to enhancement of the capabilities, foreign experience gaining, and interoperability of the AAF within both the CSTO community and NATO partnership.

It is within this context and in the framework of expanding the contract military service that the RA AF personnel professionalization policy is being developed. This will complement the call-up based conscription system and contributes to further enhancement of the AF combat readiness





levels. The key elements of the mentioned process are the increase in the numbers of contract soldiers and the development of a professional NCO corps. Policies for an integrated system of HRM and personnel management guidelines are to be developed and introduced over the next two years. Work on the development of the Concept on Professional Military Education have emanated during the Review and will result in a complete transformation of the entire military educational system, the main result of which will be the provision of the full-cycle officer training process in Armenia.

#### Legal amendments

The findings of the Strategic Defense Review will certainly require amendments to Armenian legislation that regulate the Defense Sector. In line with the Armed Forces' personnel professionalization processes these amendments will affect the Law on Military Service which will be further adjusted with the development of a professional NCO corps. Most probably the amendments will also touch on the Law on Mobilisation. To facilitate the process, the regulations of the Armed Forces and particularly the Disciplinary Code and the Code on Internal Service will be further reviewed to adjust them to the increasing professionalization processes. Since both the professional and conscript service systems of the Armed Forces of Armenia will continue to be incrementally improved, the peculiarities of both types of service should be equally defined and put into action through the regulation of the Armed Forces and professional development programs.

### Summary

As it was previously mentioned, the need to initiate the SDR was dictated by the constantly changing and sometimes aggressive environment that surrounds the RA. The experience shows that the SDR is an excellent tool to bring the national defense system into conformity with the existing security environment requirements. In other words, the SDR enables the creation of such a defense system that will be able to confront the existing and emerging threats and challenges more effectively.

Significant work has been done within the SDR framework. The main threats and the challenges to the RA security have been identified and thoroughly analysed. The results of this analysis enabled to define reform areas in the RA AF. The main result of the work done in those areas is that in addition to the existing short-term planning, a full cycle of mid-term defense planning has been established in the RA, providing the basis for setting up serious preconditions for the main processes of long-term defense planning. Moreover, a solid institutional background has been established to institutionalize the defence planning system and link the defense budgeting system, military education, military industry, equipment acquisition, development of the military infrastructures, management system (particularly via regulations of civilian-military relations within the MOD of the RA), and the public awareness mechanisms with the governmental and budgeting systems more effectively. As a result, the interaction between the civilian and the military bodies has been significantly improved, thereby further precluding duplication in the use of resources, improving the distribution of functions and synchronizing the action plans between the MOD and other governmental bodies of the RA.

Thus, taking into account the ongoing military-political trends around the RA, as well as the objective necessity of the RA AF reforms, the Armenian MOD considers the SDR process as one of its key priorities. Therefore, the ARM MOD is committed to the continuity of this process and the proper implementation of the SDR results.

