

Annex to

Decision of the Government of the Republic of Armenia

No __ –A of __ August 2026

**PROGRAMME OF THE GOVERNMENT
OF THE REPUBLIC OF ARMENIA
FOR 2026-2031**

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PREAMBLE

The ideology of "Real Armenia" received the approval of the people of the Republic of Armenia during the nationwide elections held on 7 June 2026. The Government, which has been formed based on the results of the elections, is guided by this ideology, which has a fundamental role for the establishment of peace and further strengthening of the established peace.

Accordingly, the Republic of Armenia has, within its internationally recognised territory of 29,743 square kilometres, a pivotal and exceptional function to ensure the security and freedom of its citizens and create conditions for welfare and happiness, and the implementation of this function has to be continuous and everlasting. The Government adjusts its day-to-day decisions and approaches based on the vision of eternity of the Republic of Armenia.

This new perception of the role and eternity of the State is expressed in the ideology of "Real Armenia", the election programme of the Civil Contract Party, as well as in the doctrine for the economic and institutional transformation of Armenia. These very documents serve as the ideological and practical framework for the present Government Programme.

Education as the strategy of strategies

This new perception of the role and eternity of the State, that is, the Republic of Armenia, implies continuous and evolving knowledge of the theoretical and practical dimensions of this understanding, as well as the transformations that are taking place in the world and in the region. This knowledge needs to be proportionately distributed among the public, state institutions, communities, professional and public groups and individuals, helping to shape a state-centred social psychology.

Education is the only reliable path to not only address this challenge, but also to understand it. This concerns the individual and group levels, the public and state levels, as well as the internal and external dimensions. Therefore, education is the primary tool for the implementation of a strategy for development and ascent of the

State and for having a transformed state, based on the perception that it is a lifelong process and concerns pre-school education, general education, extracurricular education, vocational education, higher and post-graduate education, informal education, vocational training, ongoing professional retraining, re-specialisation and intellectual development. The educational system must teach learners the skills that are required for a prosperous and fulfilling life and happiness.

Education is also a social phenomenon, and, besides the formal and informal institutions of education as a factor for the ascent of the State and development of the educational environment, what is essential is the strengthening of social ties within society, including through the development of platforms for social interactions. Alongside the educational platform, the development of and encouragement for platforms of cultural life, spiritual life, as well as the other possible platforms for social interactions (reading and other clubs, youth centres) will also be in the focus of the Government.

What is the State? What is its peculiarity and significance in foreign and domestic relations? What does it mean to be a State? What does it mean to be an official, a state or community servant and/or a citizen? What are their relations like and how should they be? What are the characteristics of those relations and what risks do they contain? This is a special educational topic that is of vital importance for the development and eternity of the State, and this direction needs to be present at all levels of education and in all areas of public life. Citizens must love their State, trust it, the State must love its citizens and be dear to them — this is the underlying purpose of public service. At the same time, it is necessary to be aware that there is qualitative interconnectedness of the systems of rights and responsibilities of citizens. The higher the quality of fulfilment of responsibilities, the stronger the system for protection of rights. At the same time, it is the positive obligation of the State to ensure rule of law and the equality of everyone before the law.

In the context of the aforementioned, particular importance is attached to the strategic

communication of the State which will help citizens better understand the mechanisms of the State's functioning, the cause-and-effect relationships underlying the decisions that are being made, and the rationales of those decisions. The Government will enhance the mechanisms for strategic communication. The Government perceives education as the strategy of strategies.

Commitment to the revolution agenda

The full-fledged implementation of the agenda of the Popular, Non-Violent, Velvet Revolution of 2018, which remained incomplete due to the crisis management in 2020-2024, remains among the priorities of the Government. The establishment of an environment of fairness, the exclusion of impunity and oligarchy, the return of illegally acquired assets to the State and the people, the revelation of crimes of major public concern and bringing perpetrators to justice, the establishment of a corruption-free State, the development of democratic institutions, transparent and participatory governance are the political commitments of the Government, as a reaffirmation of its commitment to the agenda of the Revolution.

Expected benchmark outcomes of the activities of the Government in 2026-2031:

- Strengthening and further institutionalisation of the peace established between the Republic of Armenia and the Republic of Azerbaijan, maintenance and further development of the favourable environment surrounding Armenia through the regulation and/or development of relations with countries of the region, as well as the deepening of existing partnerships outside of the region;
- Opening regional connectivity of the Republic of Armenia via the "Crossroads of Peace" project and the TRIPP project;
- Deepening of democratic, anti-corruption, economic and public governance reforms that will be measured by the advancement of the Republic of Armenia in the most prestigious international rankings;
- Inclusion of the entire population in the health insurance system;

- EU entry visa liberalisation for citizens of the Republic of Armenia;
- 6% average annual economic growth;
- Creation of 125,000 new jobs;
- Increase in the size of corporate bond market by at least three times;
- At least doubling of the volume of exports of goods of Armenian origin;
- 50% growth of the volumes of production of industrial products (at current prices), moving from AMD 3.3 trillion in 2025 to AMD 5 trillion;
- Increase in the value of gross agricultural output by at least 50%, doubling of grain production;
- Launch of construction of 10 reservoirs, with the aim of completing construction in 2033, construction and reconstruction of 350 km of canals and pipelines, ensuring irrigation for 10,000 hectares of new lands. 24-hour water supply in Yerevan, Gyumri and Vanadzor;
- Construction, reconstruction, major renovation of 300 schools, 30 colleges, 100 extracurricular institutions, 100 kindergartens, 100 combined playgrounds (including community swimming pools), fully equipping and commissioning them;
- Construction of dormitories designed for the technological cluster, as well as 3600 students of the Academic City;
- Establishment of cutting-edge artificial intelligence (AI) computing capacity equivalent to at least 100,000 GPUs or equivalent to at least 35,000 GPUs per million inhabitants, ensuring of access to the computing resource equivalent to at least 10% of the capacities for the scientific research, educational, startup, industrial and public sectors of the Republic of Armenia;
- Development of Armenia's national space capabilities through the acquisition and operation of at least two Earth observation satellites and one telecommunications satellite, development of national overland infrastructure, building national capacities for satellite management and data processing, as well as ensuring of access to satellite data and communication services for the state, scientific and private sectors;

- Launch of 1000 megawatt photovoltaic and 800 megawatt storage power plants;
- Poverty reduction by at least 5 percentage points;
- Digitalisation of the basic state and community services;
- continuation of the process of returning illegal assets, including assets obtained through corruption which will include the return of forests, beaches, parks and groves, as well as educational institutions and other public spaces — illegally privatised and leased — to communities and the State, ongoing replenishment of the unified account for recovered funds, return of immovable and movable assets of illegal origin (with a gross volume of nearly 2 bln dollars).

SECTION 1. FOREIGN POLICY AND SECURITY

The objectives of the foreign and security policies, being implemented by the Government, are to protect and strengthen the statehood, sovereignty, independence, territorial integrity, inviolability of borders, constitutional order and democracy of the Republic of Armenia; ensure the conditions required for the eternity and development of the Republic of Armenia and to protect the security and rights of citizens. Out of the factors for ensuring security, the primary factor is external and internal relations that are built on a legitimate base. What is essential for ensuring external security is interconnectedness and long-term predictability. The Government is preparing to actively apply these formulas in order to ensure a sustainable and favourable environment for external and internal security.

Chapter 1. Foreign Policy

The Government will pursue a balanced foreign policy with a balancing function, which has proven to be effective, allowing to stabilise the external environment of the Republic of Armenia.

A balanced and balancing foreign policy is adopted as a strategy, the key objective of which is to prevent imbalances in external relations or have a tool that will balance the

disproportions. The foreign policy agenda includes also the development of international trade and economic ties and the increase in export volumes.

What plays a key role in a balanced and balancing foreign policy is regionalisation, the aim of which is to make it possible and comfortable for Armenia to function in its own regional environment without external support. In this sense, further development of relations with Georgia, the Islamic Republic of Iran, the Republic of Türkiye, the Republic of Azerbaijan is of major significance.

1. **Institutionalisation of peace established with Azerbaijan and the process of demarcation:** With a view to institutionalising and strengthening peace, the Government will continue its efforts to sign and ratify the Agreement on the Establishment of Peace and Interstate Relations between the Republic of Armenia and the Republic of Azerbaijan, continuing the activities for delimitation and demarcation of the state border with Azerbaijan, revitalising contacts between the civil society and business communities of Armenia and Azerbaijan, as well as bilateral trade.
2. **Advancing the process of regulating relations with Türkiye:** Activities will be carried out for establishing diplomatic relations between Armenia and Türkiye, opening the Armenia-Türkiye border and launching at least 2 state-of-the-art checkpoints, re-launching and expanding transport, energy and digital infrastructures and promoting bilateral and multilateral trade.
3. **Deepening relations of a strategic nature with Iran:** Maintaining active political dialogue and expanding trade and economic relations with Iran are among the priorities in the bilateral relations. Deepening of energy related co-operation with Iran, development of border infrastructures and expansion of communication routes via Iran (North-South, Persian Gulf-Black Sea) will continue.
4. **Deepening the strategic partnership with Georgia:** Consistent implementation

of the Joint Declaration on the Establishment of Strategic Partnership between Armenia and Georgia will continue; this helps to create new and mutually beneficial opportunities for the development of co-operation in terms of politics, trade and economy, energy and transport, as well as regional and joint infrastructure projects.

5. **Deepening the strategic partnership with the European Union:** Sector-specific development and integration of the strategic co-operation with the European Union will continue for the full-fledged and effective implementation of the Comprehensive and Enhanced Partnership Agreement, as well as for bringing Armenia into compliance with the criteria of the European Union for democracy and rule of law, economy, finance, environment, the social sphere and other sectors, based on the Law of 2025 "On the launch of the process of accession of the Republic of Armenia to the European Union". The Action Plan on Visa Liberalisation will be completed for the purpose of EU visa liberalisation for citizens of the Republic of Armenia.
6. **Deepening the strategic partnership with the United States of America:** Based on the Charter on Comprehensive Strategic Partnership between the Republic of Armenia and the United States of America, the bilateral partnership will be further deepened for the benefit of the two States, and co-operation will be expanded across a broad range of issues that are deemed to be shared priorities. The sector-specific co-operation with the United States of America will continue, based on the Memoranda of Mutual Understanding signed in August 2025 between the Government of the United States of America and the Government of the Republic of Armenia and the Charter on Comprehensive Strategic Partnership between the Republic of Armenia and the United States of America. The TRIPP project will be implemented through the operation of at least energy and railway infrastructures, integrating Armenia into large regional infrastructure projects.

7. **Deepening the strategic partnership with France:** The Armenia-France co-operation will be raised to a qualitatively new level, particularly in the areas of politics, economy, security, culture, education and decentralised partnership, taking as an institutional and political basis the Joint Declaration on the Establishment of Strategic Partnership signed on 5 May 2026.
8. **Transformation and deepening of the partnership relations with Russia:** Dialogue aimed at mutually beneficial multi-sectoral co-operation with the Russian Federation will continue, with a view to transforming, developing and deepening relations in the new context of a balanced foreign policy with a balancing function and the establishment of peace in the region.
9. **Deepening the strategic partnership with China:** The consistent implementation of the agreements reached as a result of the meeting between the Prime Minister of Armenia and the President of China on 31 August 2025a, as well as the activities aimed at developing co-operation in the sectors identified in the Joint Statement on elevating Armenia-China relations to the level of a strategic partnership and achieving tangible results, will continue.
10. **Deepening the partnership with India:** Active efforts will continue for the development of co-operation in sectors of mutual interest, including economy, defence, transport, education, culture, healthcare, information technology and other sectors and for raising the Armenia-India partnership to a qualitatively new level.
11. **Further deepening relations with other strategic partner states:** The strategic relations established with the Netherlands, Kazakhstan, Germany, Luxembourg, the United Kingdom, Bulgaria, Croatia and Lithuania have defined the main areas of bilateral interest, and implementation of the future activities in regard to them is important for the development of Armenia. Activities for expanding the number and geography of strategic partners will continue.

12. **Expansion of effective co-operation within the scope of the Eurasian Economic Union:** The effective application of the mechanisms provided for by the Treaty on the Eurasian Economic Union is key to the future and further development of the Union. Activities will continue for full and unhindered exercise of the fundamental freedoms of the Eurasian Economic Union (freedom of movement of the workforce, services, goods and funds), as well as for development of relations with member and observer countries.
13. **Advancing a future-oriented agenda on multilateral platforms:** The Republic of Armenia will continue to be an active member of the United Nations and its separate specialised agencies, the Council of Europe, the Organization for Security and Co-operation in Europe, the Commonwealth of Independent States, the International Organisation of La Francophonie and the European Political Community. The Republic of Armenia has also become a member of the Board of Peace initiated by President of the United States of America Donald Trump and will continue to work in this format. The Government will make efforts towards accession to the Shanghai Cooperation Organisation.
14. Efforts will be made for developing relations and establishing new relations with countries of the **Middle East and Africa**.
15. With a view to serving the best interests of the Republic of Armenia and deepening partnerships, the Government will continue **the policy on gradual increase of diplomatic presence** in foreign countries and within international organisations.

Chapter 2. Security

Peace is the only effective and reliable guarantee for ensuring security, and the Republic of Armenia, its citizens and public-political circles need to care for peace on a daily basis in order to make it strong, more institutional, irreversible and

guaranteed.

What plays an essential role in the ensuring of security are the increase of the level of the country's defence capability; the management of borders and migration flows; the ongoing capacity-building for counterintelligence, intelligence, fight against terrorism and maintenance of constitutional order; the fight against crime; disaster risk management; informational, food and energy security; cybersecurity; the security of infrastructures of critical significance; the introduction of a comprehensive defence and security system, the aim of which is to ensure the development of a culture of preparedness and proper response of the entire society to military situations and emergency situations. The result of concentration of these factors is the shaping of comprehensive resilience of the State.

1. Armed Forces

The Armed Forces serve as a measure of last resort for ensuring external security for cases when the above-listed political and diplomatic measures — for ensuring external security and targeted at the latter — have failed to work. The Armed Forces of the Republic of Armenia must not be deployed beyond the internationally recognised territory of the Republic of Armenia (except for the engagement in international peacekeeping missions based on international treaties) and must serve solely for meeting the objectives of defence of the internationally recognised territory of the Republic of Armenia.

Accordingly, the Government will ensure the technological, capacity-based and cultural transformation of the Armed Forces and their ongoing transition to a professional army, by raising the level of defence capability of the country through the expansion and diversification of military and military-technical co-operation. The replenishment of arms and logistical capacity of the Armed Forces will be increased, including through the capacity-building of Armenia's military-industrial complex.

The following reforms will be made in this area:

- (1) There will be continuous transition to a professional army through the

creation of more favourable conditions for engaging contractual (professional) servicepersons, including through the introduction of new systems for education, combat readiness, remuneration, career, promotion, engagement and management of human resources, reserve force, moral and psychological support and social guarantees in military service. Special focus will be on women's involvement in the Armed Forces.

- (2) The capabilities of the Armed Forces will be further developed by enhancing the readiness of the command and management system, ensuring adequate provision of armaments and military equipment, personnel, logistical resources and other support capabilities, and improving planning and other relevant systems, thereby ensuring alignment between the goals, objectives and capabilities of the Armed Forces.
- (3) The Armed Forces and their management system will undergo digital transformation, including the digitalisation of command and management processes and the introduction of a modern electronic information system for pre-conscription registration, conscription, the participation of reservists in training assemblies, mobilisation preparedness, and human resource management. The system will also cover the organisation of medical examinations and the recording of their results.
- (4) A new system for replenishment of regular forces and an operational, professional and strategic reserve force for constant combat readiness will be introduced.
- (5) Military-educational institutions will be brought into compliance with the criteria of leading Western countries, excellence centres will be set up, a totally independent national military-educational system will be established in the defence sector.
- (6) The housing issues of contractual servicepersons included in the housing registration as prescribed by the legislation, the persons equalled thereto, former servicepersons released from service as prescribed, as well as the

family members of killed (deceased) servicepersons and former servicepersons with disabilities with deep, grave or medium level restriction of functionality, will be resolved in phases.

- (7) The system of long-term defence procurement from local manufacturers in line with the future needs of the Armed Forces will be improved, the manufacturing of joint ammunition and military equipment with foreign partners will be localised, and opportunities for servicing, repair and upgrading of samples of available military equipment will be created within the Armed Forces.

2. Border and Migration Management

Integrated border management will contribute to not only ensuring the guarantees of the state's security environment, but also facilitating the passenger flows and export and import processes, strengthening and modernising the traceability and control mechanisms. The transformation of the Republic of Armenia from an outbound country to an entry or transit country makes it vital to improve the efficiency of migration management.

The following reforms will be carried out in this area:

- (1) Phased expansion of the border protection areas under the responsibility of border guards of the Republic of Armenia will be carried out, with a view to assuming full border protection.
- (2) An integrated border management system compliant with the EU and international standards and best practices will be introduced, including through the use of biometric technologies and digital solutions for the modern border management system.
- (3) The Border Guard Service will be transformed by reducing its military component and incorporating international best practices.
- (4) A comprehensive modernisation of migration management will be carried out by clarifying the visa policy, strengthening the entry and residence

mechanisms, preventing irregular migration, establishing the system for voluntary and forced return and continuously developing the asylum system.

- (5) A new biometric system compliant with the highest international standard will be introduced, equipped with future-oriented solutions and regularly upgraded with innovations in the sector.

3. Fight Against Crime

For the purpose of addressing the current internal security challenges and ensuring effective fight against crime, the state policy will be based on two complementary directions which include, on the one hand, strengthening lawful conduct within the society, fostering public intolerance of crime and of the causes and conditions that contribute to its occurrence and recurrence, including criminal subculture, strengthening trust between citizens and the law-enforcement system, and on the other hand, technological upgrade of the law enforcement system and continuous development of its capacities.

The following reforms will be carried out in this area:

- (1) Criminological analysis capabilities will be upgraded (including by use of AI) through introduction of advanced analytical tools for assessment of crime patterns, territorial distribution, and risks and threats, while adopting new methodologies for forecasting crime trends, early identification of risks, enhancing the effectiveness of prevention and evidence-based decision-making.
- (2) Systemic mechanisms for combating criminal subculture as a risk factor for crime and its typical behavioural patterns will be developed by fostering zero tolerance and dismissive attitude towards them within the society, strengthening the values of the rule of law and lawful conduct, and ensuring firm and uncompromising response by the law enforcement bodies to any manifestation thereof.

- (3) Institutional transformation of the video surveillance system of the Republic will be carried out (based on the "Smart City" model) to ensure public safety, fight against crime and road traffic safety, in line with the principles of the European Union's General Data Protection Regulation.
- (4) The operational intelligence system will be upgraded.
- (5) "Digital Police" will be established, including AI-based "AI police officer", by ensuring the safety of citizens in the digital environment, providing round-the-clock (24/7) services, operating a cyber laboratory, conducting a risk assessment, personal profiling, and introducing other advanced digital tools, as well as developing digital capabilities of the Police.
- (6) The functional scope of the "112" unified operational management centre will be expanded by integrating emergency medical assistance calls into the unified system for receiving emergency calls and operational management to ensure that a single unified platform provides the public with the emergency response services.
- (7) The legislation regulating the circulation of firearms will be reviewed by bringing it into compliance with contemporary challenges of fight against crime and international best practices.

4. Disaster Risk Management

The main focus of development of the disaster risk management system is to enhance the resilience of the State, communities, and the population by reducing disaster risks and strengthening early warning capacities.

The following reforms will be carried out in this area:

- (1) A comprehensive multi-hazard disaster early warning and hydrometeorological hazard early warning system will be introduced, river basin modelling, risk assessment for floods and other hydrometeorological hazards will be conducted, as well as digital tools for risk assessment and management will be introduced.

- (2) The disaster risk management plans will be updated and digitised, systems and equipment providing rescue personnel with real-time situational awareness and operational information at the scene of an incident will be introduced.
- (3) Unified fire safety standards will be adopted to introduce risk-based approaches and enhance the effectiveness of fire prevention.
- (4) Comprehensive and large-scale upgrade of the seismic monitoring network will be carried out which will include the acquisition of state-of-the-art seismic monitoring and measurement equipment unprecedented in the region, thus significantly enhancing the capabilities for early detection of earthquakes, accurate data analysis and seismic risk assessment.
- (5) A disaster risk insurance model will be introduced to enhance the effectiveness of financial management and recovery of losses resulting from disasters.

5. Food Security

The following reforms will be carried out in this area of food security:

- (1) A new model of material reserves will be introduced to ensure food security and to stock up on food necessary for crisis situations.
- (2) The list of food products stored for crisis situations will be developed in such a way that the necessary food products included in the list are represented by several interchangeable types, thus diversifying the potential risks associated with their acquisition and storage and minimising the external dependency.
- (3) Self-sufficiency of products of animal origin will be increased: beef — from 88% to 93%, milk — from 78.6% to 88.7%.

6. Information Security and Cybersecurity

The State adopts the principle of cybersecurity by design and guarantees the invulnerability of the state information systems and uninterrupted provision of digital

services.

The following reforms will be carried out in this area:

- (1) The vulnerability assessment, penetration testing of all critical infrastructures, round-the-clock monitoring and rapid incident response mechanisms will be introduced.
- (2) The capacities necessary for introduction of international best standards (EU NIS 2, ISO/IEC 27001) in the private and public sectors will be developed, including for the purpose of early warning, early detection of and rapid response to cyber threats.
- (3) As part of the unified policy implemented by the Government, a National Cyber Defence Centre (NCDC) will be established within the National Security Service, capable of addressing contemporary challenges, equipped with software and hardware, operating in compliance with the international standards, staffed with highly qualified personnel in the areas of defence, national security, and foreign relations.
- (4) Programmes for raising public awareness and developing educational capacities will be implemented to increase the level of cyber maturity of the society.

Strengthening the **information resilience** of the society is also essential, with a focus on the following reforms:

- (1) Targeted measures for prevention, early detection of and mitigation of impact of foreign information manipulations and interventions (FIMI), disinformation and fabricated digital content (synthetic (AI), deepfakes) will be implemented.
- (2) The capacities for critical evaluation of information, recognition of disinformation, cybersecurity and responsible digital behaviour will be strengthened at all levels of education and through lifelong learning, with an aim of enhancing media and digital literacy of the citizens, with particular attention on children and young people.

- (3) The legal framework for ensuring on-line safety of children will be improved by setting forth regulations on on-line rights of children, their protection from harmful content (including on social networks), the responsibility of digital service providers and the safe use of digital devices in schools.

SECTION 2. HUMAN CAPITAL AND WELL-BEING

Government policies are people-centred and aimed at identifying and developing individuals' talents, enabling each person to build a dignified and prosperous life. A person who works and creates value in Armenia contributes not only to their own and their family's well-being, but also to the well-being and development of society and the State. The formula "the State must empower a person, and a person must empower the State" serves to advance this vision. The key model for building well-being is the following: education - employment – professional capacity-building – healthy lifestyle – earned income. Meeting the social needs of those having no or limited work capacity will continue to remain a priority for the Government.

To implement this approach, the Government intends to undertake the following actions:

- based on the principle of *inclusiveness* — ensure fair and equal access to quality education, healthcare, social, cultural, sports and recreational services, regardless of sex, age and socioeconomic status of a person;
- based on the principle of *lifelong development* — promote continuous education, continuous development of competencies, and healthy lifestyle at all stages of life, from early childhood to dignified old age;
- based on the principle of *future orientation* — guarantee that the social systems, provided services, healthy environment and responsible attitude thereto prepare people for future needs and technological, demographic, climate and labour market challenges.

The reforms for development of human potential will include:

- Continuous improvement of the quality of educational services, including through widespread use of digital and technological solutions, as well as continuous development of professional competencies of teaching staff, thus ensuring the development of globally competitive human capital;
- Promotion of technological education which will foster the development of a technology-driven society and economy with a high level of digital literacy;
- Development of the universal health insurance system;
- Development of the system for early detection and prevention of diseases in the healthcare system, particularly through the promotion of healthy lifestyle;
- Establishment of a data-driven and people-centred system of social policy, ensuring the social security, inclusion and/or economic activity of target groups at all stages of life.

Chapter 1. Education

In the sector, priority will be given to reforms aimed at continuously improving the accessibility, affordability, quality and effectiveness of education at all levels of education system, in particular establishment of modern and safe infrastructure, development of education content and assessment systems, improvement of the professional advancement and incentive mechanisms for teachers, as well as strengthening of the links between the vocational and higher education and the labour market, science and innovation. Extracurricular education will be positioned as a unified system for discovery and development of creative, cultural, technological and athletic talents of children. The infrastructure of newly-built and renovated schools and kindergartens will be used for extracurricular education, as well as for adult education and socialisation programmes outside the regular teaching hours.

Measures will be taken to make digital and technological education accessible to all learners by expanding the capacities of engineering laboratories, robotics, programming, AI and experimental learning in natural sciences, including in rural and border settlements.

The education system will be fully digitised through the development of unified and interconnected information systems, introduction of mechanisms for one-time entry of data, full digitisation of educational services, and data-driven decision-making.

1. Pre-school Education

- (1) Construction, reconstruction and major renovation of 100 kindergartens and preschools will be carried out.
- (2) Different forms of public-private partnership will be used to ensure access to preschool education for children under 2 in all enlarged communities and at least one year of compulsory preschool education for children aged five.
- (3) An institutional mechanism for regular update of preschool education standard will be introduced, with particular emphasis on preparing children aged 5-6 for school education as a guarantee for successful start to their education, and introducing external quality control systems.
- (4) the institutional mechanism for continuous improvement of professional skills and remuneration of employees of preschool institutions through qualification category and voluntary certification will be expanded.

2. General Education

- (1) The next 300 schools will undergo construction, reconstruction, major renovation and will be fully furnished.
- (2) The education content will be regularly updated with an aim to develop learners' critical thinking, creativity, communication, digital, technological, financial and entrepreneurial skills, while promoting civil engagement, as well as the skills to apply the knowledge in practice.
- (3) Engineering, robotics, programming and AI-based (including personalised) education in schools will be expanded, while making technology clubs and laboratories an interconnected component of the general education and extracurricular education.
- (4) An external assessment system for learners' education outcomes will be

introduced which will be comparable with the international assessment mechanisms, with the aim of continuously improving the education content and quality.

- (5) The second stage of voluntary certification will be carried out for teachers having successfully completed the first stage of voluntary certification of teachers, with the rate set at AMD 300 000, with an additional payment of 30, 40, 50%, as the case may be.
- (6) The law will establish comprehensive guarantees based on the status of teachers, including through the implementation of a housing support programme.

3. Extracurricular Education

- (1) A programme for construction, reconstruction or major renovation of at least 100 extracurricular institutions will be implemented in the areas of art (including music, fine arts, art, children and youth creative centres) and sports (sports schools and sport centres).
- (2) Platforms for promoting creativity will be established, including through the continuous development of international art camps, competitions for original performances and other environments.
- (3) The quality of teaching in community and state extracurricular institutions and centres will be improved through continuous development of the voluntary certification programme for teaching staff and coaches.
- (4) In addition to 25 youth centres established with state support, 30 more youth centres will be established in various communities.
- (5) Reading promotion programmes will be implemented, including through digital solutions.
- (6) The implementation of inclusive programmes aimed at creating equal conditions for persons with disabilities to access art education will continue.

4. Vocational Education and Training

- (1) At least 30 VET institutions (colleges) in state-priority areas will be constructed, reconstructed or undergo major renovation and be equipped with necessary furniture and equipment.
- (2) Cooperation with the private sector will be expanded through the joint management of colleges and full introduction of a dual education system based on the needs of the economy, with work-based learning becoming the primary mode of learning.
- (3) The certification system that provides at least doubling of remuneration of college lecturers and practical training instructors will be developed and fully introduced in all VET areas.
- (4) All colleges will undergo accreditation in accordance with the international standards.
- (5) New professions aligned with the needs of the economy, including those of each marz, will be continuously introduced and developed to improve the education quality.

5. Higher Education

- (1) The first phase of establishment of the Academic City will see the launch of the technological cluster with the infrastructure necessary for its full operation, including accommodation facilities for 3600 students.
- (2) In co-operation with leading international universities, the consolidation of public universities and their merger with scientific organisations will be completed, resulting in the establishment of 6 consolidated research universities.
- (3) The internationalisation of higher education will be promoted by increasing the number of foreign students to at least 15 000. At least 50 foreign-language higher education programmes will be introduced under the new licensing and accreditation regulation, also in co-operation with reputable international universities, to ensure more efficient engagement of international students.

- (4) A new admission system that ensures effective and smooth transition from school to university will be put into operation based on the external (centralised) assessment in subjects of Armenian language and Mathematics, and through introduction of the intra-university admission system, where, in addition to academic performance, the civic engagement will also be taken into account, thus promoting volunteer work.
- (5) New mechanisms for financing of public universities and providing student scholarships will be introduced, as a result of which the financing of universities will be linked with the performance indicators reflecting academic excellence and progress. The provision of competitive educational services will be promoted, no student demonstrating satisfactory academic progress will be excluded from education due to social problems. A financing programme will be introduced to support targeted education at leading foreign universities in professions or under educational programmes that are of crucial importance for the State and are unavailable in the educational system of the Republic, on the condition of employment in the relevant sector.
- (6) The continuous advancement of Armenian universities in the international ranking systems will be ensured, with an aim of having 4 universities ranked among the top 500 universities in the international ranking systems in 2030.
- (7) A nationwide programme for talent discovery and development will be introduced to identify and develop the potential of children and young people with outstanding abilities.

6. Language Policy

- (1) An on-line system for testing and assessing the proficiency in the Armenian language in compliance with the international standards will be introduced, providing unified mechanisms for continuous development and measurability of proficiency in the Armenian language in the education

chain and across the lifespan.

- (2) Programmes for teaching Armenian in foreign-language environments, advancing education in Armenian studies and research, and preserving Armenian cultural and educational identity will be developed, including the development of relevant education content, teaching and methodological materials, and professional capacity.
- (3) Taking into account the repatriation trends, programmes for continuous development of written and spoken Armenian language among repatriates will be promoted.

Chapter 2. Ties with the Armenian Diaspora

The Government will redefine the relations with the Diaspora, building them around the ideology of "Real Armenia" and Armenian statehood. It is important to redefine Armenia-Diaspora co-operation in the context of peace. To this end,

- (1) Programmes promoting professional repatriation from the Diaspora will be introduced.
- (2) The co-operation with pan-Armenian professional, expert, youth and student networks will be expanded.
- (3) The access for educational institutions of the Diaspora to educational programmes aligned with the general education content of the Republic of Armenia, educational materials, Armenian-language printed and electronic educational resources, digital educational services, capacity-building and exchange programmes will be continuously expanded, and the integration of educational institutions into the educational system of Armenia will be ensured to the extent possible.
- (4) The co-operation between the educational, scientific and cultural institutions of the Republic of Armenia and the institutions of the Diaspora, including research centres and organisations, will be expanded, promoting the development of joint educational programmes, research projects,

academic mobility, and exchange of experience.

Chapter 3. Healthcare

The next pillar of human capital is the physical and mental health which determines human well-being. The Government intends to include the whole population in the Universal Health Insurance system, and increase the life expectancy and quality of life by improving the accessibility and quality of healthcare services. The following reforms will be carried out in this area:

- (1) The Universal Health Insurance system will include all population groups.
- (2) 50 healthcare organisations will be upgraded, i.e. constructed, reconstructed and re-equipped.
- (3) The efficiency of management of medical centres will be improved through introduction of integrated clinical centre model and increased financial and operational autonomy, issue of shares of at least one wholly state-owned medical centre on the stock exchange.
- (4) A quality management system for medical organisations will be introduced, and 20 medical organisations will undergo quality accreditation in accordance with international standards (EU, USA, Canada and equivalent standards).
- (5) The localisation of the best international models studied will help establish a system for competency-based training in clinical residency, preparation of qualified personnel in line with the actual capacity of clinical sites and the system's needs, a modelling system for forecasting professional shortage, and a clinical residency system aligned with the EU and/or USA standards will be introduced, the continuous training in protocols throughout the education of medical workers will be ensured.
- (6) The institute of family medicine will be introduced in at least 20 urban primary healthcare institutions for the prevention and early detection of diseases, provision of cost-effective services. The institute of family

medicine will contribute to a shift in the logic of the system from "treating a disease" to "maintaining health" which is the only sustainable path to both improving the health outcomes and ensuring the financial sustainability of the system.

- (7) The screening programmes for prevention and early detection of diseases will be expanded.
- (8) Access to medicines and medical supplies will be enhanced through improved regulation of circulation of medicines and ensuring the continued implementation of universal health insurance programmes.
- (9) A fully digital, integrated healthcare data ecosystem will be introduced, including a unified electronic information system which will enable the analysis of big data, thus contributing to the improved prevention, increased effectiveness and cost-effectiveness and full digitisation of the services provided, including digital protocols and other tools supporting medical workers in their work.
- (10) The digital systems for preventing shadow economy and abuses in the healthcare sector will be developed.

Chapter 4. Sports and Healthy Lifestyle

Promoting healthy lifestyle and physical activity is an important prerequisite for maintaining public health, improving quality of life and developing human potential. The Government will consistently expand access to sports, with particular attention to children, young people, women and people with harmful habits. Each person should have an opportunity to engage in sports and/or exercise in his or her own community. It is also important to promote healthy lifestyle through mass sports, healthy diet, and encouraging people to refrain from harmful habits. The Government will be committed to ensuring access to sports infrastructure based on the principle of proportional territorial development and on co-operation with the private sector, and carrying out public awareness-raising campaigns on healthy lifestyle aimed at

promoting behavioural change.

The Government will also continue its policy for promoting high achievement in professional sports by improving the systems for early talent identification, athlete training, incentives and post-athletic development.

The policy on the commercialisation of sports is aimed at attracting private investments, expanding the sports service market, organising major tournaments, and revenue-generating and efficient management of sports infrastructure.

The Government will carry out the following key reforms:

- (1) Healthy lifestyle will be promoted through education, finance, healthcare (including UHI system incentives), economy, urban development, transport and community development policies, creating conditions for safe walking, cycling, exercising outdoors and in gyms, thus expanding the network of workout areas and other publicly accessible sports grounds and gyms (including sports infrastructures of newly-constructed and renovated schools, which will also serve community life outside school hours), and encouraging people to give up harmful habits and strengthening the components of physical activity and healthy diet, including through educational programmes.
- (2) 100 combined sports grounds, including community swimming pools will be constructed in all communities of the Republic.
- (3) A minimum guaranteed range of sports accessible to children will be established in each community by expanding the network of sports clubs and ensuring the shared use of school and community sports facilities.
- (4) Additional financing mechanisms based on performance of sports organisations and the results achieved by athletes will be introduced, and the activities for generating their own revenues will be promoted.
- (5) The position of Armenia on the international sports map will be strengthened by hosting international championships and tournaments in at least 2 Olympic sports each year.

- (6) A new national stadium compliant with UEFA standards, with a capacity of 35 000 spectators, will be constructed in the Academic City, and two new stadiums, with a capacity of at least 10 000 spectators will be constructed in Vanadzor and Ijevan.

Chapter 5. Labour and Social Protection

The objective of the state policy in the field of labour and social protection shall be to promote the well-being of individuals and families and to prevent and manage the risks of difficult life situations arising at all stages of life. A targeted social protection system shall constitute an important prerequisite for ensuring a dignified life, social inclusion and equal opportunities for every individual. The Government shall continue to develop needs-based social services, paying particular attention to the prevention and reduction of poverty and to enhancing the competitiveness of vulnerable groups. Community-based support services for children and families shall be modernised by expanding access to early intervention, family preservation, community-based, social rehabilitation and alternative care services. This shall contribute to the implementation of the right to live in a family environment and the deinstitutionalisation policy, gender equality, the prevention of violence, trafficking and exploitation, the independent living and social inclusion of persons with disabilities, and the independent living of older persons.

In this area, the Government shall introduce a unified digital social protection system, ensuring the digitalisation and provision of at least 80 per cent of social services through a one-stop-shop principle (hartak.am). Programmes aimed at enhancing the competitiveness of individuals in the labour market shall be implemented. The development of the system for the protection of labour rights shall also remain at the focus of attention of the Government.

1. Children

- (1) A new child protection system shall be introduced by developing preventive, community-based and family-centred services, strengthening mechanisms for supporting children and families, and ensuring the protection of the

best interests of every child.

- (2) Particular attention shall be paid to enhancing the competitiveness of children deprived of parental care through education.
- (3) A housing support programme for large families shall be launched.
- (4) Community-based services for children, including day-care services, shall be expanded and shall operate in accordance with the approved quality standards.
- (5) A cumulative investment system for tuition fees of children shall be introduced, expanding financial access to children's education and contributing to human capital development and the long-term social and economic stability of families.

2. Youth

- (1) Approximately 5,000 young people who are neither employed nor involved in education shall be engaged in employment support programmes. Priority shall be given to young people residing in the marzes.

3. Older Generation

- (1) In order to ensure decent living conditions, pensions shall be indexed in such a manner that the average actual pension shall not be lower than the minimum consumer basket.
- (2) A pension system for self-employed citizens shall be introduced.
- (3) Programmes aimed at promoting the economic and labour-market activity of older persons shall be introduced.
- (4) The scope of community-based services for older persons shall be expanded, contributing to the implementation of a policy aimed at active and healthy ageing.

4. Ensuring Equal Opportunities

- (1) New support mechanisms aimed at family well-being and sustainable demographic development shall be introduced.
- (2) Reforms of the social protection system shall continue through the

introduction of a new system for assessing vulnerability, thereby increasing the targeting of social assistance and contributing to poverty reduction through employment programmes.

- (3) The legal foundations of the system for ensuring employment and labour force competitiveness shall be established, including unemployment insurance, mechanisms for preventing job loss and protecting income, as well as instruments for continuous training and requalification of the labour force, enhancing employability, and responding to labour market needs.
- (4) Programmes aimed at promoting women's economic activity and employment shall be expanded, ensuring the engagement of at least 10,000 women, with priority given to women who are outside the labour market, face barriers to employment and are in vulnerable situations.
- (5) At least 3,000 representatives of socially disadvantaged and vulnerable groups shall be engaged in state employment programmes aimed at poverty reduction, including training and re-specialisation programmes aligned with labour market demand.
- (6) A programme to provide 1,000 new social housing units for vulnerable groups shall be implemented.
- (7) The programme for providing housing to 10,000 families displaced from Nagorno-Karabakh shall continue.
- (8) The programme for constructing 3,000 new houses in border-adjacent and other rural settlements shall continue.
- (9) Access to personal assistant services shall be ensured for 2,000 persons with disabilities.
- (10) Deinstitutionalisation reforms shall continue by developing community-based care services, including small community home services, with the aim of providing persons with disabilities and older persons with care in an environment resembling a family setting.
- (11) Support based on individual needs, as determined by the results of

functional capacity assessments of a person, shall be developed and expanded by developing community-based, independent living and social inclusion services for persons with disabilities and other vulnerable groups.

- (12) Programmes aimed at promoting socialisation and creativity among youth, persons with disabilities and representatives of the older generation shall be adopted.

Chapter 6. Culture

The Government shall continue to pursue an active cultural policy, viewing it as a most important factor in the preservation and development of identity. The preservation of cultural heritage, the decentralisation of culture, the expansion of access to cultural life, as well as inclusion in and engagement with cultural life shall also remain at the centre of attention. The commercialisation of culture and the digitalisation of the sector shall also be promoted by developing the creative industries, expanding the opportunities for cultural organisations to generate their own revenues, and introducing a unified digital system for cultural services, including with a view to enhancing Armenia's tourism attractiveness.

In this area:

- (1) Five monuments shall be included in the UNESCO Tentative List of World Heritage and one new monument shall be included in the World Heritage List.
- (2) An inventory of intangible cultural heritage shall be carried out, and the submission of two nomination files for inscription on the UNESCO Intangible Cultural Heritage List shall be ensured.
- (3) The renovation, strengthening, restoration and accessibility of 40 historical and cultural monuments shall be carried out.
- (4) The comprehensive development concept for the historic capital city of Artashat shall be implemented in phases, the Getamerdz district shall be restored, and tourist accessibility shall be ensured.

- (5) The underground exhibition area of the History Museum of Armenia shall be expanded to include the archaeological site located at Republic Square.
- (6) With a view to decentralising cultural life, sustainable platforms for cultural and creative activities shall be developed in communities, the number of regional programmes shall be increased, their genre diversity shall be ensured, the regional touring activities of state cultural organisations shall be expanded, and travelling cultural festivals shall be established.
- (7) Particular attention shall be paid to developing the creative potential of young artists and creating a favourable environment for self-employed artists.
- (8) In the management and financing system of theatres, concert halls and other cultural organisations, alongside basic allocations, additional financing incentives shall be introduced based on the results achieved in terms of the quality of services, attendance and engagement of new audiences, regional activities, private partnerships and growth in own revenues; the autonomy of organisations to manage their own revenues and reinvest them in development programmes shall be expanded.
- (9) The creative industries shall be promoted by establishing instruments to support the financing, entrepreneurial development and international promotion of projects in the fields of film, music, publishing and related sectors.
- (10) With a view to promoting cultural tourism, guest performances by at least two internationally renowned artists shall be organised each year.
- (11) Libraries shall be transformed into modern information, educational, cultural, recreational and community centres through programmes for expanding book collections, expanding electronic services and promoting reading.
- (12) With a view to expanding access to culture and cultural life, as well as inclusion in and engagement with cultural life, the activities of cultural and

youth centres shall be promoted, and the activities of amateur groups and clubs shall be encouraged, including through the provision of infrastructure of newly constructed schools and kindergartens, provided that this does not interfere with their primary activities.

- (13) The salaries of museum and library employees shall be increased through certification.

Chapter 7. Spiritual Security

In order to address the need for a value-based spiritual life, the reform of the Armenian Apostolic Holy Church shall be of vital importance. The agenda for the reform of the Armenian Apostolic Holy Church shall serve to bring the Church into the field of canonical order and to preclude the politicisation of the Church.

With a view to ensuring spiritual security, precluding attempts by external forces to turn the Armenian Apostolic Holy Church into a foothold for hybrid warfare, and reforming the Armenian Apostolic Holy Church, efforts shall be undertaken to implement the following agenda:

- (1) The dismissal (retirement) of the de facto head of the Armenian Apostolic Holy Church shall be ensured, and the election of a Catholicosal Locum Tenens shall be carried out in accordance with the established procedure.
- (2) The adoption of the Charter of the Armenian Apostolic Holy Church shall be ensured, which shall establish mechanisms for ensuring compliance with the stipulated principles, financial transparency and the integrity of the clergy.
- (3) The election of the Catholicos of All Armenians shall be ensured in accordance with the established procedure.

The Government shall also undertake to include clergymen in the state system of social guarantees and to ensure transparency in the financing of the Church.

Chapter 8. Environment

Care for the environment shall constitute an important condition for well-being,

happiness and health. The protection of nature and biodiversity shall remain at the centre of state and public attention. Commitments in the field of the environment shall be aimed at the effective management of natural resources, the conservation of biodiversity and the reduction of adverse impacts on the environment, thereby ensuring a healthy and safe environment for present and future generations.

Starting from October 2026, the Republic of Armenia shall assume the Presidency of the 17th Conference of the Parties (COP 17) to the UN Convention on Biological Diversity, serving for approximately two years as a country playing a central role in the adoption of global decisions aimed at environmental protection and undertaking to properly fulfil this role.

The agenda of reforms aimed at environmental protection shall be as follows:

- (1) The full harmonisation of environmental legislation with EU directives in the areas of air, water quality, biodiversity, environmental impact assessment, industrial emissions, climate change, chemicals and waste management, as undertaken under the Comprehensive and Enhanced Partnership Agreement, shall be ensured.
- (2) Climate policy shall be improved by introducing economic mechanisms that contribute to the reduction of greenhouse gas emissions, including a carbon pricing system.
- (3) A system for nationwide monitoring of air quality complying with international standards shall be established, comprising 16 modern monitoring stations and a reference laboratory.
- (4) The network for radiation monitoring of the environment operating on a “24/7” basis shall be expanded.
- (5) Comprehensive management and protection of water resources shall be ensured by promoting water conservation, preserving river ecosystems and limiting water use from the Artesian Basin of Ararat to the annual renewable maximum volume of 926 million cubic metres established by law.

- (6) An ecosystem-based management model for Lake Sevan and its catchment basin shall be introduced, restoring river ecosystems and biodiversity, ensuring at least the “good” water quality standard established by a Government decision and reducing the volume of pollution, as well as carrying out the clearing of at least 100 hectares of forest plantations flooded by Lake Sevan, in accordance with areas prioritised based on assessments. Alongside these efforts, activities shall also be carried out aimed at waste collection in the coastal areas of Lake Sevan and the return of areas within the territory of “Sevan” National Park leased and (or) occupied on unlawful grounds.
- (7) Approximately 10,000 hectares of afforestation and reforestation activities shall be carried out.
- (8) The Ecopatrol Service shall ensure, through modern monitoring technologies, the protection of forests and specially protected natural areas throughout the entire territory of the Republic on a 24/7 basis, including the protection of wild animals from poaching.
- (9) The environmental management information system and permitting services in the sector, including the environmental impact assessment and expert examination process, shall be digitalised, transitioning to data-driven and unified digital risk management.
- (10) The provisions of the Law “On responsible treatment of animals” shall be continuously enforced, including, inter alia, through the construction of shelters and related infrastructure for stray domestic animals.
- (11) The environmental education system aimed at developing public behaviour conducive to environmental protection shall be strengthened through both formal and non-formal education.

SECTION 3. ECONOMIC TRANSFORMATION

In view of the new geopolitical realities, the restructuring of global value chains and technological developments, the Government shall continue its policy aimed at an **open, inclusive, internationally integrated, competitive, knowledge-based and innovative economy**, characterised by continuous growth in productivity, employment and value added created.

Economic policy shall be aimed at developing transparent businesses with high productivity and value-added creation, based on technology and oriented towards exports, transforming the structure of the economy, and achieving deeper integration of Armenian businesses into regional and global value chains. At the same time, priority shall be given to creating a protected, favourable, predictable and reliable environment for investment, simplifying and digitalising regulations, promoting competition and equal opportunities, digital and technological modernisation of businesses, broad application of international standards, expanding access to finance, developing infrastructure, and developing a competitive workforce.

The philosophy of economic policy shall be based on the following principles:

- *inclusive economic development* — eliminating structural barriers to the creation and development of businesses, precluding artificial monopolies, promoting and protecting competition, ensuring equal access to financial resources and economic opportunities, as well as creating favourable conditions for every citizen to realise their creative and entrepreneurial potential;
- *regional connectivity and global integration* — developing transport and economic connectivity, positioning Armenia as a trade and transit hub, and expanding access to new markets, investments and international value chains;
- *knowledge-based and technological transformation* — increasing productivity and competitiveness through the application of science, innovation, digitalisation, AI and data-driven governance;
- *competitive, high-quality and resilient economy* — creating and developing

products and services that comply with international standards, and diversifying export markets, sectors and sources of supply;

- *sustainable and balanced development* — ensuring the proportional distribution of economic growth among marzes and social groups, protecting the environment, ensuring the efficient management and use of resources, and promoting the circular economy.

The priority steps of economic policy shall be aimed at:

- diversifying export markets and the structure of goods, which shall be made possible through improving the quality of products of Armenian origin, the widespread application of international standards, expanding logistics capabilities, applying insurance instruments, and integrating into global value chains;
- continuously increasing the volume of investment, including through attracting supranational corporations and applying differentiated investment promotion instruments;
- increasing the share of value added created by Deep Tech organisations, technology companies and start-ups in GDP.

Chapter 1. Global and Integrated Economy

For the long-term economic development of the Republic of Armenia, it shall be necessary to expand the country's participation in international trade, investment flows and global value chains. The openness of the economy shall be reflected not only in the growth of foreign trade volumes, but also in increasing the value added in exports, diversifying markets and products, deepening the international production linkages of local organisations, and positioning the Republic of Armenia as an investment and logistics hub.

1. Promotion and Protection of Investments

With a view to making Armenia one of the most attractive investment destinations in the region, the Government shall establish a protected, predictable, transparent,

stable and reliable investment environment. The Government shall focus not only on increasing the volume of attracted investments, but also on enhancing their quality and economic impact, with priority given to investment projects that contribute to the creation of high value added, the technological transformation of the economy, the growth of productivity and exports, the development of the professional capacities of the workforce, and the creation of new high-productivity jobs.

To this end:

- (1) Legislation relating to the regulation of investments (taxation, licensing, issuance of permits, conducting inspections, bankruptcy, and land relations) shall be continuously improved and aligned with international best practices and modern approaches to investment policy, thereby enhancing Armenia's competitive advantage.
- (2) In the context of developing co-operation with foreign States, the framework of international agreements on the promotion and mutual protection of investments shall be reviewed and expanded in accordance with the investment priorities of the Republic of Armenia.
- (3) A targeted policy shall be implemented to attract the production, research, technological and regional management centres of leading transnational corporations in priority sectors. To this end, the availability of the necessary infrastructure and specialists shall be ensured, and transparent and results-based incentives shall be introduced. Through continuous post-investment support, reinvestment, the transfer of knowledge and technologies, workforce training, and export expansion shall be encouraged.
- (4) A comprehensive system of modern economic and logistics infrastructure shall be established, including specialised industrial zones and logistics hubs. These shall provide investors with ready-to-use infrastructure, efficient supply chains and access to external markets.
- (5) Mechanisms shall be introduced for the effective protection of investments by minority shareholders and their rights.

2. Diversification of Exports and Imports, Including E-Commerce

The foreign trade policy of the Republic of Armenia shall be aimed at diversifying export markets and the structure of product groups, increasing the sophistication of products of Armenian origin and expanding exports, diversifying sources of imports, and increasing the volume of sales of products of Armenian origin through e-commerce. The Government shall seek to double the volume of exports of products of Armenian origin.

In this regard:

- (1) Armenia's preferential trade opportunities shall be expanded through the conclusion of new economic co-operation agreements with at least five countries.
- (2) Support shall be provided to local producers for targeted products and markets to enable their inclusion in the supply chains of foreign trade networks, enhance production standards, and conclude long-term export contracts.
- (3) Sources of supply of goods of importance to the economy shall be diversified by engaging new supplier countries for at least 15 product groups.
- (4) The issuance of certificates of origin of goods shall be digitised and liberalised, ensuring a competitive and transparent system.
- (5) At least 25 cold-storage facilities and two agro-logistics centres shall be operated for agri-food exports.

The tourism policy shall be aimed at positioning the Republic of Armenia as a tourism hub and an attractive, high-quality, safe, peaceful and competitive year-round tourism destination. The objective shall be to increase the number of inbound tourist visits to at least 3 million annually and the number of domestic tourist visits to at least 4.5 million by 2031. As a result, the Government shall seek to increase employment in the tourism sector by approximately 10%.

In this regard:

- (6) The decentralisation of tourism shall be promoted and the tourism offering of the Republic of Armenia shall be diversified through the modernisation of urban and rural tourism infrastructure, the development of tourist routes, and the introduction of navigation systems. In particular, development programmes for Gyumri, Goris, Jermuk, Areni, Yeghegis, Dilijan and Dvin shall be implemented.
- (7) The attraction of international hotel chains and renowned international brands in the fields of leisure, entertainment and hospitality to the Republic of Armenia shall be promoted.
- (8) The Republic of Armenia shall be positioned as a competitive destination for hosting international conferences, exhibitions, business meetings and major events.
- (9) A unified digital tourism sector management system shall be introduced, including by ensuring comprehensive statistics on visits and the provision of digital services and tourism products.

3. Capital Market Development

The diversification of sources of financing and the development of the capital market shall be important for ensuring the long-term and productive growth of the economy.

To this end:

- (1) The legislation regulating the securities market shall be improved with a view to ensuring a predictable regulatory environment conducive to market development and aligned with international best practices.
- (2) The entry of large and reputable companies with the potential to drive the market into the corporate securities market shall be promoted with a view to establishing a track record of successful issuances and building investor confidence, ensuring the engagement of at least 3 key issuers.
- (3) At least 2 reputable catalyst intermediaries shall be attracted to the capital market, being organisations providing investment banking services that shall provide issuers with professional services in structuring, pricing and

placement of securities issuances, as well as in attracting investors.

- (4) Co-financing tools for the costs of securities issuance, international credit rating and professional advisory services shall be improved and continued with a view to promoting new issuances and enhancing companies' readiness to access local and international capital markets.
- (5) Opportunities for local and foreign investors to invest in Armenian securities shall be expanded through the development of automated and periodic investment mechanisms using mobile and other digital solutions, as well as by providing foreign intermediaries with remote access to the stock exchange platform.

Chapter 2. Competitive Economy

The foundation of the economic competitiveness of the Republic of Armenia shall be the continuous increase in the productivity of labour and capital and innovation. To achieve this objective, a reliable regulatory environment shall be established, the modernisation of the technological base of enterprises shall be promoted, and quality assurance infrastructure shall be improved.

1. Improvement of the Business Environment

With a view to ensuring a protected, predictable, reliable and institutional environment for businesses and investors, the reforms shall be based on the World Bank's Business Ready (B-READY) assessment methodology. The objective of the Government shall be for Armenia to rank among the world's leading countries under the said indicator, outperforming at least 70% of countries. Reforms shall also be implemented to strengthen mechanisms for protecting the rights of economic operators in the market, with a view to eliminating potential unjustified market restrictions and barriers to market entry and ensuring a more transparent market environment, including for local producers.

To this end:

- (1) Regulations aimed at improving the business environment shall be

developed, targeting insolvency, dispute resolution and enhancing market competition.

- (2) Existing regulations shall be continuously reviewed with a view to reducing unnecessary administrative burdens, enhancing the effectiveness of regulations and promoting their digitalisation.
- (3) State services provided to economic operators shall be fully digitised.
- (4) Comprehensive digitalisation of customs control and services shall be implemented through a unified account, AI tools, and new platforms for customs control, land border crossing points and permits.
- (5) The annual turnover threshold established for an entity to qualify as a microenterprise shall be at least doubled. At the same time, the right to benefit from this preferential regime shall be conditional upon the proper fulfilment of tax obligations: in the event of essential or repeated violations of tax legislation, the economic operator shall be deprived of the preferential tax regime.
- (6) For the purpose of completing the consumer protection system, the establishment of an alternative dispute resolution institution shall be provided for, through the development and implementation of the relevant legislative and sub-legislative regulations and the establishment of the practical mechanisms necessary for their enforcement.
- (7) The “World Trade Center Armenia” project shall be implemented in co-operation with the private sector, establishing a world-class platform for international trade, investment, export promotion and business services.
- (8) Mechanisms aimed at balancing the bargaining positions of large and small economic operators in the market shall be improved with a view to protecting small suppliers in commercial relations and narrowing the gap between the bargaining positions of market participants.
- (9) Mechanisms aimed at promoting competition and ensuring transparent pricing of goods shall be introduced; in particular, trading in goods

through commodity exchanges shall be developed.

2. Productivity Growth

The productivity growth will be promoted through the technological modernisation of businesses, the development of management capabilities, and the introduction of new equipment and production solutions. In parallel, targeted investments in human capital will increase labour productivity and global competitiveness.

The policy for the development of small and medium-sized entrepreneurship will be aimed at increasing the productivity, technological capabilities, and management efficiency of SMEs, as well as strengthening specialised niche positioning in domestic and foreign markets. The export opportunities of SMEs will be expanded through state support instruments and the development of e-commerce. As a result of reforms in this area, the Government plans to increase the share of SMEs in GDP up to 40%, compared to 34.3% in 2024.

Agriculture should henceforth be understood primarily as intensive agriculture. Policy in the agricultural sector will be aimed at intensification, increasing the resilience of food systems, and developing digital agriculture.

For the purpose of achieving this target:

- (1) With state support, the agricultural insurance system will be expanded to include new insurance products and a broader range of beneficiaries.
- (2) A reform for the consolidation of agricultural land will be implemented, reducing land fragmentation through various incentive mechanisms.
- (3) Around 3,000 units of agricultural machinery and 2,000 units of equipment for the agri-food sector will be acquired.
- (4) 1,500 ha of intensive orchards and 150 ha of greenhouses equipped with advanced technologies will be established annually.
- (5) Water-saving technologies will be introduced on around 8,000 ha of land.
- (6) The share of breeding large and small cattle will be tripled, increasing from 2.5% to 7.5%.

- (7) The average milk yield of cows will increase from 2,500 kg to 3,600 kg, while the live weight of young meat animals will increase by 30 kg.
- (8) 50 smart livestock buildings or livestock buildings for 2,500 heads of livestock will be constructed.
- (9) At least 15 breeding farms will be established, and data on around 20,000 breeding animals will be included in the digitisation process.
- (10) Within the framework of the development of digital agriculture, electronic information systems will be expanded, and agricultural data will be digitised.

The industrial policy will be aimed at the technological and structural transformation of the production base of the Republic of Armenia, the expansion of manufacturing industry, and the development of export-oriented and resource-efficient productions that create high added value.

In this area:

- (11) The economic modernisation programme will be expanded with the aim of modernising the production capacities of the manufacturing industry with at least 15,000 units of advanced machinery and equipment and their components.
- (12) Support instruments for the digital transformation of industry, the introduction of “Industry 4.0”, “Smart Manufacturing” and AI technologies will be expanded with the aim of increasing productivity, automating production processes, optimising costs, quality control, and increasing productivity.
- (13) Systematic investments by the private sector in employee training and re-qualification programmes will be encouraged, ensuring their alignment with national technological and innovation priorities.
- (14) A unified digital register of industrial enterprises will be established.

The Government will pursue the aim to increase productivity, management efficiency, predictability, and transparency in the **subsoil use sector**, to create a more

favourable and competitive environment for investments, which will contribute to the sector's integration into international value chains and financial markets. More efficient use of mineral resources and the technological modernisation of the sector will also be priorities. To this end:

- (15) The mechanisms for transparency, accountability, and responsible governance in the field of subsoil use and protection will be improved in accordance with the requirements of the Extractive Industries Transparency Initiative (EITI) Standard and through the application of environmental, social, and governance (ESG) criteria. The listing of mining organisations on international stock exchanges will be promoted, including through alignment with international standards.
- (16) The capacities of the sectoral laboratory will be developed through alignment with the international ISO/IEC 17025 standard and the establishment of a reference laboratory.
- (17) The unified management and accessibility of the state cadastre of mineral deposits and occurrences, the state balance of reserves, subsoil use rights, the movement of reserves, and other sectoral data will be ensured through the establishment of the Geological Service and the formation of a unified digital information database.
- (18) For the purpose of simplifying administrative processes, increasing transparency, and improving the investment environment in the subsoil use sector, full digitisation of management processes will be carried out, including the processes of granting, extending, modifying, and terminating subsoil use rights.

The **development of a green economy** will be promoted through the introduction of resource-efficient solutions.

- (19) Circular economy principles and mechanisms will be introduced. The green transformation of industrial enterprises will be promoted through support for the introduction of energy-efficient, resource-saving, renewable energy, waste recycling, and low-carbon technologies.

- (20) At least one production infrastructure for biogas and one for green hydrogen will be established.

3. Quality Standards and Infrastructure

The Government will establish a modern and efficient quality infrastructure system in compliance with international requirements, developing the areas of standardisation, metrology, accreditation, technical regulation, and conformity assessment, expanding laboratory capacities, and digitising sectoral services.

In this area:

- (1) The harmonisation of technical regulation and metrology systems in the field of product safety with EU and EAEU regulations will be carried out.
- (2) The digitisation of technical regulations and ensuring their accessibility through a unified electronic platform, with the possibility of integration with information systems, will be carried out.
- (3) Work will be carried out aimed at the international recognition of the national accreditation system and the international mutual recognition of conformity assessment results, as well as the introduction of mechanisms for the digital provision of conformity assessment services.
- (4) A digital system for monitoring the quality and sale of imported pesticides and fertilisers will be introduced.

4. Business Digitisation

The policy of the Government will be aimed at increasing the level of digital maturity of enterprises, automating business processes, developing a data-based management culture, and expanding the application of modern technologies.

In this area:

- (1) A system of financial incentives will be introduced to support enterprises in acquiring and implementing digital tools, e-commerce, cloud technologies, cybersecurity, data management, and production process automation solutions.

- (2) The application of AI tools will be promoted for the purpose of automating business processes, increasing productivity, forecasting demand, improving customer service and managerial decision-making.

5. Corporate Governance

The policy of the Government will be aimed at expanding the application of corporate governance principles in the real sector of the economy and making them an effective tool for the institutional development of companies, enhancing investment readiness, and increasing access to financing.

The following reforms will be made in this area:

- (1) The scope of companies having joined the Corporate Governance Code will be expanded, with priority given to large and medium-sized enterprises, companies with state participation, and organisations with the potential to attract investment financing.
- (2) A unified corporate governance assessment methodology will be developed, based on which the corporate maturity of companies will be assessed. Based on the assessment results, companies may receive preferential treatment in state support, investment programmes, and financing instruments.
- (3) The adoption of unified legislation regulating the activities of commercial organisations will be initiated, in accordance with international best practices and domestic specificities.

Chapter 3. Knowledge-Based and Innovative Economy

The development of a knowledge-based economy will be based on a unified system for the creation, dissemination, application, and transformation of knowledge into economic value. In 2026–2031, science funding is planned to reach 1% of GDP. The policy will be aimed at improving the entire “research-to-market” innovation chain, as a result of which scientific results will be commercialised, transforming into new technologies, competitive goods and services, start-ups, and highly productive jobs.

1. Development of the Intellectual Property System

The policy of the Government will be aimed at establishing a competitive and reliable intellectual property ecosystem compliant with international standards.

To this end:

- (1) The intellectual property legislation and rights protection system will be modernised, and the effectiveness of enforcement of rights in civil law, administrative, criminal law, customs, and digital environments will be increased, also strengthening the fight against counterfeit products.
- (2) The processes of filing applications for intellectual property objects, examination, registration, protection, transfer of rights, and licensing will be fully digitised, establishing a unified, secure, interoperable digital system that meets the needs of beneficiaries.
- (3) The mechanisms for the protection of copyright and related rights, collective governance, and the calculation and distribution of royalties will be improved.
- (4) Programmes will be implemented to promote the international patenting of intellectual property objects created by Armenian resident organisations and individuals and the filing of “Patent Cooperation Treaty” applications.

2. Commercialisation of Science

A decentralised system for the commercialisation of scientific, research, and creative outputs and technology transfer will be established, including the assessment of market potential, intellectual property protection, prototyping, testing, certification, licensing, attracting investment, and market entry. Co-operation among universities, scientific organisations, and businesses will be strengthened with the aim of linking scientific potential to the technological demand of the economy.

In this area:

- (1) At least 2 comprehensive programmes in the fields of AI and semiconductors, as well as at least 10 major research programmes will be implemented in the priority areas of science and technology.

- (2) A competitive programme for commissioning research and rapid implementation of results will be launched to address the problems of state agencies, financing at least 80 targeted research or development projects.
- (3) Support programmes for conducting research and development in the private sector will be elaborated; in parallel, privately commissioned research, university–industry collaborative research, open-innovation programmes and technology scouting will be promoted.
- (4) National and applied research laboratories, prototyping centres, and shared-use testing platforms will be modernised; scientific organisations will continue to be equipped with modern equipment, while prototyping infrastructures will be established at leading universities.
- (5) Technology transfer offices will be established in at least 3 leading universities.
- (6) Phased grant projects for Proof of Concept and commercialisation will be launched, financing testing, prototyping, technology validation, intellectual property protection, certification, pilot production, and market testing.
- (7) Within the framework of the first phase of the “Academic City” programme, a university start-up incubator of the technological university will be established, and a state-university-private sector co-investment mechanism in university start-ups will be introduced, through which at least 30 university start-ups will be financed.
- (8) The creation of spin-off companies based on scientific results, their initial financing, access to venture capital, and scaling in international markets will be promoted.

3. High-Tech Manufacturing

Armenia will position itself as a centre for the development, production, and export of high technologies and deep technologies (Deep Tech), where science, engineering potential, international technology companies, and local entrepreneurship form an

integrated value chain creating high added value, from research and design to prototyping, testing, certification, pilot and serial production, and international markets. The development and production capacities in AI and smart systems, semiconductors and microelectronics, robotics and embedded systems, biotechnology and medical technologies, as well as other deep technology areas, will be prioritised.

To this end:

- (1) Regional technology parks will be established, similar to those in Gyumri and Vanadzor, operating as incubation and acceleration platforms, as well as shared-use platforms for engineering, laboratory testing, prototyping, certification, and small-scale pilot production.
- (2) An integrated chain for the financing and commercialisation of start-ups and technology companies will be established, from idea and early stage to scale-up, growth capital, international sales, and exports. The Government will support the development of private investments, state-private co-investments, grants for testing applied ideas, and first-buyer mechanisms for innovative solutions.
- (3) The transition of high-tech solutions developed in Armenia from prototyping to pilot and serial production will be promoted through instruments for production engineering, testing, international certification, co-financing and leasing of initial production batches and equipment, as well as export support.
- (4) Capacities for chip design, embedded systems, testing and validation, advanced packaging, as well as economically viable specialised production will be developed in the semiconductor and microelectronics sector, deepening the participation of Armenia in the global semiconductor value chain.
- (5) A targeted policy will be implemented to attract research, engineering, and production units of leading international technology companies to Armenia, promoting technology and knowledge transfer, the development of a local

supplier network, and the involvement of Armenian companies in global technology value chains.

- (6) The policy of state investments in the defence industry and dual-use high-tech sector will continue through long-term state procurement, joint production with foreign partners, product localisation, and the development of serial production and export capacities.

By 2031, as a result of the high-tech manufacturing policy, the transition of at least 20 high-tech products developed in Armenia from prototyping to serial production and international markets will be ensured, while the annual export volume of high-tech products manufactured in Armenia will be increased to at least USD 500 million. The effectiveness of the policy will additionally be assessed based on indicators of local added value created in the sector, high-productivity jobs, private R&D investments, internationally certified products, scale-up companies generating international revenue, private investments attracted, and contracts concluded by Armenian companies in global supply chains.

4. Artificial Intelligence

The Government considers AI as a general-purpose technology for increasing economic productivity, the efficiency of public administration, scientific and national competitiveness. AI policy will be aimed at strengthening Armenia's position as a state that develops AI infrastructure, creates research and technological solutions, and also widely applies them in the economy and public administration, by forming an integrated chain of “computing power → talent → research → application → commercialisation”.

To this end:

- (1) A specialised Artificial Intelligence Office will be established under the Ministry co-ordinating the sector, which will co-ordinate the implementation of the national AI policy, state AI programmes, mechanisms for access to computing resources, AI ecosystem development programmes, and international co-operation.

- (2) At least one national laboratory will be established, aimed at carrying out R&D activities in the areas of AI engineering and Intelligent Digital Systems, as well as Deep-Tech Engineering, Prototyping, and Embedded Systems.
- (3) The implementation of the “Garden of AI Factories” concept will continue, forming in Armenia an interconnected ecosystem of AI factories of different purposes and scales, state-of-the-art data centres, and computing infrastructure. The energy, digital, communications, and engineering infrastructure necessary for their operation will be developed, aligning the growth of AI computing capacity with the development of the energy system of the country, the attraction of international and local investors will be encouraged, and mechanisms for access to computing capacity will also be ensured for Armenia’s science, start-ups, industry, and public sector.
- (4) A modern and open AI infrastructure for the Armenian language will be established through the development of high-quality and lawful datasets, speech and text recognition and synthesis, language and multilingual models, translation and other language tools, as well as independent standards and criteria for assessing their quality. Access to data, models, and tools created with state support will, where possible, be ensured for scientific, educational, and entrepreneurial use.
- (5) The widespread application of AI tools in the economy will be promoted, with priority support provided to those sectors and companies where their implementation can ensure a significant increase in productivity, quality, exports, or competitiveness.
- (6) The impact of AI on the labour market, occupations, and required skills will be assessed regularly, forecasting occupations and skill requirements that are changing most rapidly. Based on the assessments, employee training and reskilling, skills development programmes co-financed by employers, paid internships, and work-based learning programmes will be introduced, with resources prioritised for those sectors where AI will have the most

significant impact on the content of work and productivity.

The results of the AI policy will be assessed both by the volume and accessibility of the computing infrastructure created in Armenia and by the economic, scientific, and public value created through it. The effectiveness of the policy will additionally be assessed based on the coverage of companies and government processes using AI, revenue generated through the use of AI, exports and productivity growth, private investments in the AI sector, scientific outcomes and commercialisation, as well as the number of AI specialists and researchers trained and attracted in Armenia.

SECTION 4. URBAN DEVELOPMENT AND INFRASTRUCTURES

The Government is committed to ensuring the spatial planning and infrastructure development of the country in a manner that will make **Armenia a safe, innovative, and competitive crossroads, ensuring the integration of the country into regional energy, transport, and communications networks**. The full unblocking of the region will allow Armenia to position itself as an important link on the route connecting the north with the south and the west with the east. The reforms in this area will be guided by the following principles:

- *regional integration*, ensuring the connectivity of Armenia's transport, energy, and communications infrastructure with regional networks, positioning Armenia as a logistics hub;
- *diversification*, eliminating as much as possible Armenia's dependence on any single infrastructure, route, and the price and volume of supplied goods;
- *resilience and security*, ensuring the enhancement of capacity of infrastructures to withstand disasters and crises;
- *promotion of public-private partnership*, expanding the practice of applying public-private partnership mechanisms within the framework of the implementation of infrastructure projects;
- *balanced territorial development*, making communities co-authors of the

development and implementation of territorial economic and investment policies, with full consideration of local potential and development priorities.

To this end, the focus of the Government will be on:

- the implementation of the initiative “Crossroads of Peace”, including the operation of at least the railway and energy infrastructure of the TRIPP initiative;
- the diversification of energy connections and resources, energy transition, including the transition to clean and low-carbon energy systems, diversified sources, and energy-efficient technologies;
- the management of water resources and systems, as a result of which the foundations of a climate change-adapted, resilient system will be established, ensuring sustainable, safe, and reliable water supply and wastewater collection management;
- waste management, with the development of recycling infrastructure and culture as its priority objective;
- the implementation of subsidy programmes aimed at the development of community infrastructure, with the introduction of quality control mechanisms;
- ensuring the continuity of administrative-territorial reforms, developing administrative and financial capacities of local self-government bodies through consolidation of communities on a regional basis and decentralisation of powers.

Chapter 1. Transport

The transport sector policy of the Government will be based on the construction, restoration, and modernisation of the key infrastructure included in the initiative “Crossroads of Peace”. The objective of developing transport infrastructure is to integrate Armenia into regional and international logistics routes.

The following reforms will be made in this area:

1. Air Transport

- (1) The infrastructures of the international airports of “Zvartnots” of Yerevan and “Shirak” of Gyumri will be modernised, including the former terminal building of “Zvartnots” Airport of Yerevan, which will be converted and commissioned as a new terminal for passenger services.
- (2) “Syunik” Airport of Kapan will be granted international airport status.
- (3) Institutional and legal reforms in the aviation sector will be implemented, aimed at alignment with EU aviation regulations and the improvement of the organisational and legal model of the aviation authorities;
- (4) The geographical coverage of direct air connections will be expanded, and the volumes of passenger and cargo air transportation will be increased.

2. Railway Transport

- (1) The railway infrastructure of the TRIPP route will be commissioned.
- (2) The railway sections “Gyumri-Akhurik-Armenia/Turkey border” and “Yeraskh-Armenia/Nakhichevan border” will be reconstructed and commissioned;
- (3) The accredited railway management system will be revised in a manner that does not hinder the realisation of the historic opportunity that has been created for the integration of the Republic of Armenia into the international transport system.

3. Automobile and Public Transport

- (1) A unified passenger transport route network will be introduced throughout the territory of the Republic of Armenia, as a result of which all marzes will have quality transport services.
- (2) The infrastructures of the bus station system will be modernised, and services will be provided in accordance with international standards.
- (3) New systems for collecting road usage fees and weighing will be introduced for freight vehicles using motorways.

- (4) Reforms of the vehicle technical inspection process will be implemented in line with EU and international best standards.
- (5) The implementation of the next phase of transport reforms of Yerevan will be ensured, including the comprehensive modernisation of the Yerevan Subway, the expansion of the Subway network through the construction of two new stations (“Ajapnyak” station and a new above-ground station in the intermediate section between “Zoravar Andranik” and “Sasuntsi Davit” stations), the development of an above-ground green transport network through a phased transition to electric rolling stock (with at least 250 new electric buses introduced in the first phase) and the establishment of dedicated transport corridors, and the construction of 6 new transport infrastructure facilities.
- (6) Advanced transport systems and infrastructures will be introduced within the framework of the “Smart City” concept, ensuring the operation of a comprehensive ecosystem for real-time traffic analysis and management, starting with Yerevan.
- (7) Standards applicable to vehicles of older model years will be established, ensuring the phased removal from circulation of vehicles that do not meet the established standards, while simultaneously developing state incentive mechanisms for the modernisation of the vehicle fleet with the aim of enhancing road safety.
- (8) A digital system for tracking the movement of cargo will be introduced for the purpose of ensuring road safety and promoting foreign trade.
- (9) A new model for providing vehicle registration, issuance of registration plates, and driver’s license services will be introduced based on the public-private partnership principle.

4. Other Logistics Infrastructures

- (1) The modernisation of postal and logistics infrastructures and the

transformation of “HayPost” CJSC will be carried out through the selection of a more effective management model, the full digitisation of services, the enhancement of operational and financial efficiency, ensuring the quality, accessibility, and affordability of the universal postal service, as well as developing Armenia’s capacities as a regional hub for e-commerce and transborder logistics.

- (2) Construction and modernisation works will be carried out at border crossing points, in particular, the reconstruction of the Meghri and Bagratashen points, the expansion of the Margara point, and the construction of the Akhurik and Yeraskh points and the logistics centres in Yerevan and Syunik.

5. Roads

- (1) For the purpose of continuously improving the quality and safety of road infrastructure of Armenia, 2,500 km of state roads and transport facilities will be modernised and rehabilitated (including 40 bridges, the Pushkin and Dilijan tunnels). To promote international freight transportation, reconstruction and modernisation works will commence on the road sections of two “Crossroads of Peace” transit routes: Armenia border (Türkiye)-Akhurik-Gyumri-Vanadzor-Dilijan-Ijevan-Kayan-Armenia border (Azerbaijan) and Armenia border (Türkiye)-Margara-Ashtarak-Abovyan-Sevan-Dilijan-Ijevan-Kayan-Armenia border (Azerbaijan), prioritising the design and construction of road sections bypassing Gyumri and other settlements.
- (1) For the purpose of developing border infrastructures, the Margara and Meghri bridges will be constructed and commissioned.
- (2) The construction of the North-South Road Corridor will continue, including:
 - The reconstruction works on the Kajaran-Agarak road section, with a total length of approximately 32 km, will be completed.
 - A new road section between Sisian and Kajaran, with a total length of

approximately 60 km, will be constructed.

- The construction programmes for the Kajaran and Bargushat tunnels will enter the final stage.
 - Design works will be carried out for the Artashat-Sisian road, with a total length of approximately 165 km, and construction will commence on two subsections.
- (3) The launch or implementation of at least 5 investment projects aimed at the construction of new urban road infrastructures of priority importance in Yerevan will be ensured.
 - (4) Modern systems compliant with EU regulations will be introduced for road infrastructure safety and for improving the quality of interstate, republican, and local motorways, as well as for road maintenance and preservation.
 - (5) 14 measures enhancing road resilience will be implemented on 6 interstate and 2 republican roads, aimed at preventing and reducing climate risks arising from rockfalls, landslides, and river flooding.
 - (6) The safety assessment and rating of approximately 1,400 km of interstate motorways will be carried out.
 - (7) A safety audit will be carried out for approximately 750 km of public motorways.
 - (8) 40 “black spots” will be eliminated, enhancing road safety.
 - (9) A feasibility study for the construction of the Artanish-Noratus bridge will be carried out, and further progress will be ensured.
 - (10) An intelligent transport system for traffic management will be introduced on interstate and republican public roads.

Chapter 2. Energy

In the energy system, the objective of the Government’s reforms is to ensure energy security and the creation of a sustainable and competitive energy system, by integrating Armenia into regional energy infrastructures and markets within the scope

of the "Crossroads of Peace" Initiative. Energy sources will be diversified, enhancing the nuclear, gas, hydro, solar and other renewable energy capacities, including the potential of green hydrogen. The energy transformation of Armenia will be launched.

The priority actions in this direction are as follows:

- (1) Legislative and institutional reforms of the electrical energy system will be carried out, fostering resilience of the energy sector, liberalisation of the market and increase in competitiveness.
- (2) Renewable energy will be enhanced, with the intention to make the capacity of solar and wind energy reach 2000 MW by the year 2040.
- (3) To ensure the flexibility and stability of the energy system, state-of-the-art storage plants will be introduced, with the aim of achieving at least 800 MW of energy-storage capacity by 2031.
- (4) Energy-efficiency programmes will be carried out for reducing consumption and raising the level of effectiveness in household, industrial and commercial sectors, including through the improvement of buildings and urban development standards.
- (5) The double extension programme for 2026-2036 for the term of operation of the 2nd energy block of the Armenian Nuclear Power Plant will be fully implemented.
- (6) The programme for the construction of a new nuclear power unit will be launched, with at least the selection of the unit technology to be completed by the end of 2027.
- (7) Upgrade of local networks will be carried out for integration into regional energy networks, by expanding opportunities for import, export, internal sales and transit. The Iran-Armenia 400 kV double-circuit overhead transmission line and "Noravan" 400/220/20 kV substation will be operated. Construction of the Armenia-Georgia 400 kV overhead power transmission line and the "Ayrum" and "Ddmashen" 400 kV substations will be launched.
- (8) Dialogue and co-operation with Turkey and Azerbaijan, as well as the

regional countries at large, will be promoted in order to expand new energy communication routes.

Chapter 3. Communication

The Government will make efforts to develop modern, safe and accessible communication systems and integration into regional infrastructures. Taking into account that the development of stable fibre-optic communication is a key precondition for the digital transformation of the economy:

- (1) Activities will be carried out for increase in the number of international telecommunication routes entering Armenia and transit international telecommunication routes, the growth of capacity, geographical diversity and the creation of new fibre-optic cable lines, ensuring diversification of communication and resilience of the network.
- (2) Fixed broadband fibre-optic Internet access will be provided in all settlements of the Republic of Armenia.
- (3) The introduction of the new generation broadband mobile communication technologies and expansion of coverage will continue; the outdoor coverage of 5G technology will be available in all urban settlements — in at least 60% of the administrative territory of each urban settlement. At the same time, outdoor coverage of mobile broadband Internet will be provided along at least 98% of the total length of interstate common use automobile roads, including roads to be constructed, at least 10% of which — via 5G technology.
- (4) Necessary conditions will be created for the introduction and development of high-speed broadband satellite Internet connection.

Chapter 4. Water Resources and Systems

The Government is committed to the sustainable and effective management of water resources, ensuring a high level of reliability and accessibility of water supply, wastewater management and irrigation systems. The objective for the further

development of the system is to ensure that all used water is properly treated in accordance with safety standards before being returned to the natural environment or reintroduced into the water system. As a result of the actions taken in this direction:

- (1) Management of the drinking water supply system will be improved by the approval of a new long-term contract with a highly reputable organisation that has great international experience in the sector concerned.
- (2) The quality of water and the average duration of water supply will be improved in the whole territory of the Republic of Armenia — the "Solak-Arzakan-Yerevan" water supply system will be built, new sources of water will be explored and engaged.
- (3) The more accident-prone drinking water supply systems and distribution networks will be fully renovated, other water supply systems will be constructed and reconstructed, as a result of which water losses will be reduced by at least 50 mln cubic metres compared with the 2025 level.
- (4) Differentiated tariffs will be introduced, including measures aimed at limiting the use of drinking water for technical purposes and promoting alternative solutions to the use of drinking water for economic and other activities.
- (5) The wastewater collection and disposal facilities and the existing mechanical treatment plants in Gavar, Martuni and Vardenis and the adjacent settlements will be upgraded, and biological treatment systems will be added. Wastewater management models will be developed for all settlements of the Republic of Armenia in order to bring the treatment level of water returned to the environment into compliance with the established standards.
- (6) Irrigation systems will be upgraded, including the "Mkhchyan" and "Ranchpar" pump stations and the irrigation infrastructure served by those pumping stations. There will be an opportunity for irrigation for an additional 10,000 hectares of land.

- (7) Use of water for irrigation from Sevan will be restricted by 5 mln cubic metres per year.
- (8) The institutional environment for management of water resources and water systems will be improved, ensuring also full digitalisation of the system, approximation of the regulating legislation and water resource management with the international best standards.

Chapter 5. Urban Development and Spatial Planning

In the sector of urban development and spatial planning, the aim of the Government will be to establish safe, human-centred, inclusive and environmentally responsible settlements, ensuring balanced territorial development, quality public spaces and resilient infrastructures. The urban development policy must foster also the preservation of historical and cultural heritage, economic revitalisation of communities and ongoing improvement of the quality of life of citizens.

For implementation of these goals:

- (1) The National Geoportal will be developed within the scope of the National Spatial Data Infrastructure, ensuring access of state and local self-government bodies, legal and natural persons to unified, current and reliable spatial data. In the Geoportal, based on base and thematic layers, openly accessible analytical tools will be introduced for data-based planning, monitoring and decision-making for spaces, infrastructures, natural resources and risks.
- (2) The urban development norms and criteria will be harmonised with EU norms, and new construction criteria (including road construction criteria) will be set.
- (3) The digital system of technical supervision over the quality of construction will be launched, all services relating to urban development permits will be fully digitalised, and integration of all data into the Geoportal will be ensured, from design to end of construction and operation.
- (4) The main plan for resettlement and spatial organisation of the Republic of

Armenia will be approved, integrating it completely into the Geoportal.

- (5) The system of registration of immovable properties will be reformed, as a result of which state registration of land plots and buildings and constructions will be carried out once — during their state registration for the first time; the data on further origin, transfer, modification or termination of rights over registered immovable properties will be recorded and reflected in the unified and integrated databases, without carrying out new state registration.
- (6) The urban development environment in Kond neighbourhood of Yerevan will be modernised.
- (7) The shaping of an urban development environment in the "Old Yerevan" and 33rd neighbourhoods will be completed.
- (8) The "Cascade Cultural Hub" architectural investment programme in Yerevan will be carried out.
- (9) The "Downtown Yerevan" urban development investment programme of Noragyugh will be launched.
- (10) The programmes for the establishment of green zones of Dalma Urban Forest, Hrazdan Gorge and Nork-Marash will be implemented.
- (11) The project for urban development zoning of the coastal sections of the catchment basin of Lake Sevan will be approved, the implementation of which will foster the regulated development of the area and the promotion of investments.
- (12) The programme for phased renovation of the housing fund (including update of the housing fund and increase of energy efficiency) and transformation of the roofs of buildings into green (breathing) roofs will be launched; the models for their implementation and the engagement of private investors will be determined.

Chapter 6. Waste Management

The Government is committed to introducing an effective solid household waste management system in the country that covering the full chain from waste collection to recycling.

For this purpose:

- (1) An integrated waste-collection and municipal solid-waste management system will be introduced in the whole territory of the Republic of Armenia, with proper collection and disposal of generated wastes in accordance with EU standards.
- (2) The share of recyclable waste in total waste generated will be augmented; among other measures, campaigns promoting behavioural change and programmes for sorted collection will be carried out.
- (3) At least one new sanitary landfill will be built.

SECTION 5. DEMOCRACY, JUSTICE AND FIGHT AGAINST CORRUPTION

Strengthening democracy and the rule of law is fundamental for the advancement of the State and society. The development of democratic institutions is a precondition for protecting the rights and interests of every citizen and business, making voices heard and increasing the legitimacy of public bodies. At the same time, democracy and judicial and legal reforms have civilisational, security-related and economic significance for the Republic of Armenia. Therefore, in this direction, it is the commitment of the Government to establish an **independent, impartial, accountable justice system that is based on respect for and protection of human rights and enjoys public confidence, and that guarantees fair, accessible and predictable justice for every person which is administered in a timely manner, as well as zero tolerance towards corruption.**

The reforms will be guided by the following key principles:

- *rule of law*, ensuring equality of everyone before the law;
- *integrity*, the strengthening of which among public officials will rule out any manifestation of corruption;

- *independence and impartiality*, which will ensure the activities of the judicial and legal system, without external influence;
- *“digital-first” principle*, guaranteeing the provision of services and processes without physical presence or administrative intervention by individuals.

Taking into account the imperative of strengthening public confidence in the justice system, the priority reforms will be as follows:

- the adoption of a new Constitution;
- the digitalisation of services of the justice system;
- the increase in the effectiveness of the judicial system;
- the increase in the effectiveness of compulsory enforcement;
- the efficient and transparent management of confiscated assets.

Chapter 1. Adoption of a New Constitution

The adoption of a new Constitution is aimed at establishing complete public and political legitimacy of the legal system, making it the result of expression of free will of the people, and is targeted at the formation of a "contract" between the State, the society and citizens in which the authorities are subject to public oversight, accountability, and act on the basis of the primacy of public interest, while citizens consider the legal system established in the country as an expression of their agreement. The new Constitution must become not only a legal document, but also the joint political agreement of the people of Armenia over the future of the State and the basic principles of internal and external relations. The key objective of the State is to maintain independent, peaceful, secure, advanced and prosperous Armenia and transmit it to the future generations.

The aim of the new Constitution is to strengthen the State and the power of the people, the protection of human rights and the rights of citizens, the system of the separation of powers and checks and balances, as well as to ensure increase of the effectiveness, accountability and transparency of the activities of state institutions. The

new Constitution must foster the functioning of a legal state, the deepening of democracy and public confidence and the long-term and sustainable development of the State. Justice and the judicial system must become closer to the bearer of public authority — the people, particularly by increasing the independence of the judiciary and strengthening public trust in it.

The draft of the new Constitution will be finalised and submitted for public and professional discussion, and steps will be taken for putting it to a referendum.

Chapter 2. Reforms of the Electoral System

The reforms of the electoral system will contribute to the guaranteed protection of the right to elect and be elected, by ensuring the integrity of the people's will in the elections.

In this direction:

- (1) The terms of participation of political parties in the elections will be clarified for the political parties reorganised or renamed immediately before the elections.
- (2) Enhanced mechanisms to guarantee the suffrage of non-party persons within the composition of political parties will be established.
- (3) Supervision over the financial activity of political parties will be expanded.
- (4) Liability measures for the activity undermining the free expression of will of an elector or for prohibited foreign funding will be envisaged.

Chapter 3. Revaluation of the Institution of Citizenship

Comprehensive review of the institution of citizenship of the Republic of Armenia will be carried out, aimed at revaluating citizenship as a stable legal and value-based interconnection between the individual and the State, and re-establishing the conceptual significance of this institution. The approach will be through transformation from the automatically granted legal status to a model of relationship based on genuine and conscious belonging, integration with the Republic of Armenia and the mutual rights and responsibilities towards the State.

In particular, the review will focus on the tool-set to confirm — throughout the procedure for obtaining citizenship — the fact of being Armenian by nationality, the opportunity for obtaining citizenship will be shaped by establishing the requirement for residency, including for Armenians by nationality, guaranteeing a value-based institution anchored on the principle “The Republic of Armenia as a centre of vital interests of a subject”.

Chapter 4. Human Rights Protection

The State is obliged to ensure the efficient protection of the rights and freedoms of everyone, the equality, non-discrimination and the proper guarantees for protection of private life and personal data. The reforms being implemented in this direction will target the improvement of the legal and institutional system, the introduction of effective mechanisms in line with the international standards, as well as the advancement of education in human rights, strengthening the respect for human rights, raising public awareness and increasing tolerance.

The endeavours of the Government will, among other things, result in the following:

- (1) Creation of an efficient national legal and institutional system of prevention of discrimination and protection against discrimination, with the adoption of a comprehensive legislation, and establishment of a body responsible for ensuring equality.
- (2) Consolidation of the mechanisms and system for combating the culture of violence, including family and domestic violence, through, *inter alia*, legislative reforms.
- (3) Formation of an efficient national legal and institutional system of personal data protection in compliance with the best international standards, as well as of a newly formed autonomous body for personal data protection, endowed with proper guarantees of independence which, during the further stages of its activities, will also be vested with the function of guaranteeing the right to freedom of information.

Chapter 5. Strengthening the Independence and Effectiveness of the Judicial System

Strengthening the rule of law lies at the core of judicial reform, so that citizens, businesses and the State have equal confidence in the lawfulness, professional quality and impartiality of court decisions.

In the context of increasing public trust in the judicial system:

- (1) In order to strengthen the independence of the judicial system, the procedures for training, selection, appointment, evaluation, promotion and responsibility of judges will be improved.
- (2) The judicial procedures will be completely digitalised through the introduction of a single digital system, which will centralise the administration of all proceedings, substituting the currently fragmented systems.
- (3) In order to fully exercise the right to judicial protection of persons, mechanisms of effective examination of cases before courts in a reasonable period of time will continue to be introduced, and this will help to relieve the workload of courts and will ensure the implementation of efficient court examination.
- (4) In order to ensure the normal functioning of courts, access to courts and proper conditions for administration of justice, uniform standards to provide for building and logistic support to courts will be developed, and their stage-by-stage introduction will be ensured.
- (5) The field of expert activity will be improved through the development of common legislation, the introduction of standards for the qualification of experts and conduct of expert examinations, and capacity-building of expert institutions in line with the international standards.
- (6) The comprehensive development of professional capacities of the judicial and legal system and the Academy of Justice will be ensured through the creation of a research and analytical centre, ongoing modernisation of

educational programmes.

Chapter 6. Reforms of the Penitentiary, Probation and Compulsory Enforcement Systems

The criminal justice system should be restorative and human-centred, not punitive. Its evolution will be grounded in the principles of proportionality, individualisation, restorative justice, enhancement of effectiveness of the penitentiary system, efficient application of probation and prevention of recidivism, by contributing to re-integration of a person into the society and ensuring public safety.

In this direction, the Government will undertake the implementation of reforms as follows:

- (1) The reforms of the penitentiary system will continue — the introduction of a new model for execution of punishment based on the principle of re-socialisation and individualisation (ensuring access to education, professional, working programmes in conformity with the individual needs of convicts) and development of security systems. The full digitalisation and the data-based management of the penitentiary system will be ensured through the e-penitentiary system.
- (2) Application of the system for conditional early release from further serving the sentence will be scaled up, as a targeted re-socialisation tool.
- (3) The systematic and devoted fight against the criminal subculture will be intensified through its prevention, curtailing the influence within penitentiary institutions and the probation system, as well as through the combined and proactive use of educational, awareness-raising and preventive measures. Projects and measures aimed at shaping law-abiding behaviour will be implemented, by ensuring expansion of involvement of beneficiaries therein and generating a negative attitude towards the criminal subculture.
- (4) In order to ensure the effectiveness, security and proper detention conditions of the penitentiary system, construction of a new up-to-date

penitentiary institution equipped with building and security facilities complying with the international requirements, will be envisaged.

- (5) The functions of the Compulsory Enforcement Service will be reviewed, also by considering the opportunities for engaging the private sector; also, the methodology for implementation of the initiated proceedings will be upgraded, which will enable compulsory enforcement officers to focus on more complex and key processes.
- (6) Comprehensive reform of the probation system will be implemented, through the development of institutional capacities of the Service, education of the beneficiaries, promotion of employment and continuous modernisation of electronic control technologies. The reforms will be accompanied by the complete digitalisation of procedures, the introduction of an AI-driven risk and needs assessment system and data-based management.

Chapter 7. Expansion of Extrajudicial Avenues for Dispute Resolution

It is also important to deepen the culture of resolving disputes without appealing to courts and by using more flexible mechanisms in Armenia. Such reforms will not only help to reduce the workload in courts, but will also enable the parties to resolve disputes through more expedited, flexible and low-cost procedures.

The following reforms will be ensured in this direction:

- (1) The arbitration and mediation system will be developed, including by raising public awareness on such reforms and intensifying their application. Also, support to the activities of the Arbitration and Mediation Center of Armenia will be ongoing, by ensuring its financial sustainability and its formation as a trustworthy platform for alternative resolution of disputes. In order to foster mediation, the scope of mandatory mediation will be enhanced, also encompassing the disputes arising from labour and, as the case may be, legal relations. Meanwhile, aiming to guarantee the adequate implementation of reforms, the activities of arbitration and mediation

institutions will be regulated, which will contribute to the introduction and application of the criteria for proper functioning in such areas.

- (2) The means of extrajudicial administrative appeal will be developed, through, among other things, the establishment of appeal authorities, which will help to resolve disputes with administrative authorities without judicial intervention as much as possible, thus helping to reduce the workload of administrative courts. In this regard, apart from the provision of extrajudicial mechanisms themselves, there will also be particular focus on the ongoing reforms of the legislation pertaining to administrative offences.

Chapter 8. Digitalisation of Justice and Judicial Systems

Digitalisation of services in the justice sector aims to ensure improvement of the quality of services provided to citizens, by introducing a digital tool-set targeted at corruption prevention, echoing the dictates of the time and complying with international standards.

The following reforms will be ensured in this direction:

- (1) The services in the justice sector provided to citizens will be fully digitalised, including through the optimisation of public services and creation of key databases at the state level. Full digitalisation and modernisation projects on Civil Status Acts Registration, State Register of Legal Entities and the notary system will be implemented. Also, an AI-enabled tool-set will be introduced in the system, with a view to enhancing the efficiency of services, reducing service-delivery timeframes and ensuring the secure circulation of data.
- (2) The processes related to archive-keeping will be improved and digitalised, which provides for realisation of the “National Memory Centre” reform, its full digital modernisation with AI integration, as well as the introduction of leading international standards. This all-encompassing transformation will allow converting our historical content from a simply preserved material to a high-value digital asset that will be accessible for the international

scientific community and the creative economy.

Chapter 9. Anti-Corruption Policy

The anti-corruption policy will be aimed at establishing and continuously developing a comprehensive and sustainable anti-corruption system, ensuring not only the effective detection and investigation of corruption-related offences and the availability of effective accountability mechanisms, but also the systematic reduction of corruption risks, the causes, drivers and opportunities for corruption through improved legislative regulation.

In this direction, the Government will undertake to implement the following reforms:

- (1) The institution of corruption prevention will be developed, including through the adoption of a comprehensive law on prevention of corruption, where the mechanisms for the unified application and management of the elements of the integrity framework for persons holding public positions and public servants will be combined.
- (2) A periodic assessment of corruption risks related to draft legal acts will be carried out, identifying and eliminating the possibilities of abuse. The procedures will be digitalised and automated, ensuring transparency, traceability, and limiting, as much as possible, the direct contact between officials and citizens.
- (3) The effectiveness of pre-trial investigation and judicial examination of corruption-related crimes will be enhanced by strengthening the institutional capacities of anti-corruption bodies and developing the professional skills of judges, prosecutors and investigators handling corruption-related cases.
- (4) The whistleblower protection system will be improved. The reforms to the whistle-blowing system, the effective implementation of whistleblowers' protection will help increase public trust in state institutions, while contributing to increase in the number of whistleblowing reports.

- (5) Efficient management of property forfeited in favour of the Republic of Armenia will be implemented, by forming a body responsible for management of forfeited assets and introducing effective mechanisms for transparency and accountability in management of such assets through improvements to legislation and secondary legislation.
- (6) Improvement of Armenia's results in international anti-corruption assessment and rating systems will be ensured. Efforts aimed at increasing the level of anti-corruption education and raising public awareness will also be carried out in order to disseminate the values of integrity, promote anti-corruption behaviour, and strengthen the culture of intolerance towards corruption.

SECTION 6. EFFICIENCY OF PUBLIC ADMINISTRATION AND DIGITAL TRANSFORMATION

In order to bring to life the ambitious agenda proposed by the Government, enhancing administrative efficiency and developing the institutions are crucial, which is feasible thanks to professionals and large-scale implementation of modern technologies. **The Government is committed to forming a new-generation digital, technology-based, professional and optimal administration system that will serve for enhancing the citizens' quality of life and strengthening the country's resilience and democracy.**

The administration reforms will be guided by the following principles:

- *“Human-centredness”* — by putting a citizen's interest, needs and experience at the very core of developed policies and services;
- *“Zero bureaucracy”* — by eliminating unnecessary administrative procedures;
- *“Digital by design”* — by designing any service and function primarily based on digital logic and for the digital environment;
- *“Artificial intelligence — first and foremost”*, considering AI as a primary

approach while resolving administration-related tasks.

Considering the peculiarities, needs and international trends in this stage of development of the State, the priority reforms will be as follows:

- Drastic reforms of human resource management within public authorities will be implemented, by creating a competitive public service endowed with high professionalism and ethics.
- The core services provided to citizens and businesses will be optimised and fully digitalised, based on unified standards and the highest cybersecurity criteria.
- A legal, ethical and technical regulation system for application of AI tools in the public sector will be embedded, which is underpinned by the principles of risk-based approach, cybersecurity, data protection and human control.

The reforms will also focus on the efficiency of policies and decision-making, as well as the improvement of the applied quality of laws and secondary legislation and amplification of fiscal system resilience.

Chapter 1. Professionals

The public servant pushing the system forward with their everyday work is the one forming the backbone of governance reforms, who realises his individual responsibility for evolution of the governance machinery and intensification of resilience of the State. Advancing the interests of the Republic of Armenia and those of each of its residents should be the mission of the public servant both within the State and in the relations with the global role players. For that purpose, the system needs professional specialists with high professional knowledge, excellent communication skills and ethical values.

In order to create such a state system, it is a priority to enhance the attractiveness of work, and the following reforms will be implemented for this purpose:

- (1) A modern, transparent and merit-based system for attracting public servants will be commissioned, which will make it possible to attract the

best and most suitable specialists. The use and transparency of external recruitment competitions for vacant public-service positions will be expanded.

- (2) The remuneration and non-financial incentive system for all types of public service will be reviewed to ensure the competitiveness of the public sector vis-à-vis comparable positions in the private sector.
- (3) New regulations targeted at performance assessment and continuous education of public servants will be introduced within the scope of reforms of the remuneration system to increase the work efficiency and the quality of public services.
- (4) The system of interns and volunteers will essentially develop as a mechanism for engaging young specialists in public service.
- (5) All procedures for human resource management will be digitalised and automated via one single system (HRMIS).

The governance system will become more flexible and efficient through capacity-building and increased work efficiency of public servants, the digitalisation of internal procedures and the elimination of administrative processes.

Chapter 2. Evidence-based and Effective Policies

The goal of public policy is to identify the needs of citizens, businesses and the State and to predetermine the most effective paths to address them. Simultaneously, the legitimacy of policies is equally essential in a democratic society - a citizen should have the opportunity to take part in decision-making and have trust in public authorities.

The ever-changing environment also requires that flexible decision-making mechanisms are in place which will allow for rapid response without significantly reducing the quality of policies. Besides, the existing regulations also need to be reviewed periodically, considering as basis the feedback from beneficiaries and the effectiveness of the regulations. The use of modern technologies may address those challenges.

As a result, in this direction:

- (1) Systematic participation of citizens, the civil society, the professional community and the private sector will be ensured in all stages of development, implementation and evaluation of state policies, through common standards for public participation, institutional mechanisms, public councils, digital and physical participation tools, a single feedback mechanism, as well as through capacity-building of state servants.
- (2) The system for assessing the effectiveness of policies through the use of big data analysis, AI, feedback from citizens and other up-to-date tools will be introduced, due to which the applied quality of policies being developed, decisions made and draft laws will increase, and unnecessary regulations will be reduced.
- (3) The project management system in the public administration system will be introduced, as a result of which the timely and proper implementation of key reforms of the Government will be ensured.

Chapter 3. Human-centred Services and Digital Transformation

Increasing the quality of public services through digital transformation is among the priorities of the Government. Any kind of communication with the state system should be quick, predictable, reliable, ruling out, to the extent possible, any physical contact and a repeated request from a citizen for data already available for any state authority. The continuous increase of satisfaction among citizens with the rendered services will be the indicator attesting to the success of reforms. In this direction, the development of digital infrastructure will be pivotal, namely:

- (1) A new system of electronic identification and trust services in line with the best international standards will be introduced, ensuring fast and safe receipt of services for citizens.
- (2) Digitised databases will be created and/or brought into compliance with common standards. In particular:

- State Population Register: personal identification data and key life events — from birth to death, including family ties and civil status acts;
 - State Register of Legal Entities: the registration and identification data of the businesses and other organisations, based on a unified business identifier complying with the international standards;
 - State database of addresses: unified and standardised data of administrative-territorial units, settlements, streets, buildings and other address components;
 - National spatial databases: basic and thematic spatial data generated on the basis of international standards (cadastral, administrative-territorial, urban planning, transport and engineering infrastructure, natural resources, environment, etc.), which will ensure the creation of a geoportal equipped with cartographic layers;
 - Real estate database: data on real estate units and ownership rights;
 - Databases on vehicles, drivers and vehicle-related rights, including data on driving licences, technical inspection and operating restrictions;
 - Health sector databases: data on the history of medical services, health workers, medical institutions, licenses and medicines;
 - Social protection databases: data on allowances, pensions, employment, disability and social services;
 - Education sector databases: data on learners, pedagogues, educational institutions and processes, educational programmes and qualifications;
 - Databases on the justice sector: judicial and criminal proceedings, legal acts, notary, etc.
- (3) The state information systems providing digital public services will also be transformed or essentially improved on the basis of databases digitised under unified standards, including:

- National geoportal for integration, publication, comparison, access and use of state spatial data;
- Integrated border system, including Electronic Border Management Information System (EBMIS) for efficient management of migration flows and border crossings;
- Official statistics information system for integrity of statistics and data-based design, construction and use;
- Government Financial Management Information System (GFMIS), including budget planning and treasury functions;
- Information systems on tax and customs administration for efficient use of digital tax administration tools, including the introduction of electronic cash-register machines, goods traceability and gaming operator tools;
- Unified e-health system (ARMED) and Universal Health Insurance Information System in order to ensure quality services by fully registering health-related data, their traceability and access to e-health;
- The unified information system of social protection and welfare for assessment of social needs, including the use of social scoring tools, to provide quality services based on them;
- Information systems of justice and judicial power to provide quality digital services relating to civil, administrative and criminal proceedings, as well as notary and compulsory enforcement;
- The unified information system of education management for access to quality educational services;
- The information system of territorial administration for complete digitisation of community services through community development programmes and their financing.

These systems will ensure for citizens and businesses the visibility and measurability of

improvements in public services predetermined in the Programme of the Government. They should also ensure the safe and standardised exchange of data for the purpose of providing services, following the principles of the single legal source of data and “Data — only once” request.

Ensuring the highest standards of cybersecurity will be the prerequisite for commissioning any digital system.

In that direction:

- (4) The public sector will lead by example, including by establishing cybersecurity protection and a Cyber Security Operations Center (SOC) in line with international best standards, to be verified through independent audit and certification.
- (5) Vulnerability assessments, penetration testing and auditing of all state information systems will be carried out both before introduction and during operation.

The ultimate goal of development of digital infrastructures is to provide quality services to citizens. In this direction:

- (6) The key public services will be provided fully digitally, by the unified standard and “one-stop shop” principle, on hartak.am website, ensuring at least 300,000 unique visitors annually.
- (7) A quality assessment and customer feedback system will be introduced across all the services, enabling the constant improvement thereof.
- (8) Co-ordinated introduction of AI tools into public administration will be implemented, primarily within the processes where they can significantly enhance labour productivity, quality of services and decision-making efficiency. A secure AI environment, shared-use technological solutions and relevant mechanisms for data access and management will be created for public authorities, avoiding unnecessary duplication in the development of similar systems across public authorities.

Chapter 4. Effective Management of Public Finances and Assets

The objective of fiscal policy is to implement a growth-promoting fiscal policy, where the efficient allocation of state resources and the favourable tax environment generate breakthrough development that ensures the ongoing expansion of fiscal space, by creating a prerequisite necessary for uninterrupted financing of the State's future development.

The expenditure policy of the Government will prioritise the expenses fostering productivity, by channelling the public resources to investments in human capital and economic development, which create long-term economic value, strengthen fiscal resilience, and contribute to sustainable and inclusive economic growth.

As a result:

- (1) The volumes of state investments will consistently increase, bringing the level of capital expenditures to 6.3% of GDP by 2031.
- (2) Expansion of the public investments portfolio will be ensured, bringing the volume of programmes included in the public investment priority list to 6% of GDP by 2031.

A revenue policy will be implemented that ensures a stable consolidation of state resources, while stimulating the productivity and long-term growth of the economy. The tax policy will focus on creating a tax environment with predictable, fair and efficient economic incentives, where the tax system will be regarded not as a restrictive tool, but as a basis for building trust for investors, businessmen and citizens.

Ultimately, the tax funds generated by the State are spent to ensure the life-sustaining activities of citizens and legal entities; the safety, freedom and well-being of citizens, the efficiency of vital functioning of economic operators largely depend on the volume and effectiveness of spending of public finances.

The tax legislation will improve based on the principles of fairness, simplicity, predictability and stability and guided by the philosophy that the tax system is a “social

contract” between the State, business circles and the public, resulting in the formation and strengthening of the culture of paying taxes voluntarily, “to oneself”. In this sense, the future progress of the comprehensive declaration system for individuals’ incomes is essential, also with a view to increasing the target orientation and effectiveness of social credits.

One of the key directions for further development of tax administration will be the transition to a partnership model of servicing based on the assessment of needs of taxpayers, through the introduction of advanced digital technologies and risk analysis mechanisms, creating an environment of mutual responsibility and trust. The improvement of tax administration will target the formation of an efficient, transparent and technologically sophisticated system, which will contribute to both the sustainable growth of tax revenues and improvement of the business environment. At the same time, the improvement of tax administration will contribute to identification and targeted control of taxpayers who have shadow turnover and generate high risks of tax evasion, to ensure the formation of general perceptions that operating in shadow economy is more costly.

In this regard:

- (3) Advanced digital comprehensive tools of tax administration and cutting-edge digital tax platforms (“Taxpayer” electronic management system, online cash-register machine, unified platform for natural persons, AI and digital intelligence tools) will be introduced.
- (4) Systems of monitoring tax administration in the gaming sector, comprehensive traceability of goods, taxpayer rating systems and sector-specific disciplinary projects will be introduced.
- (5) The tax revenue growth will be ensured, by stabilising the tax-to-GDP ratio at 26% by 2031.

The prevailing application of competitive procedures will be at the core of the procurement policy as a fundamental guarantee of transparency, reduction of corruption risks and efficient use of public resources. Meanwhile, in order to meet the

priority needs of the State in a timely and efficient manner, the operational speed and flexibility of procurement processes will be raised, reducing the procedural time frames as much as possible.

The reforms being implemented in this direction will yield the following results:

- (6) The relative share of contracts concluded through competitive procedures (with the exception of non-competitive procedures conducted on the basis of Government decisions) will increase to at least 95% in the total sum of contracts.
- (7) The average rate of participation in the competitive procedure will be at least 3.5.
- (8) The average time span between the procedures for announcement and for selection of the successful bidder will be no more than 55 days.

The public debt management policy will be aimed at ensuring the Government's continued ability to meet its financing needs by considering as priority — in a long-term perspective — the reduction of the debt servicing costs and the management of risks inherent in the debt portfolio. For this purpose, an optimal structure of public debt will be formed, considering the risks associated with the exchange rate, re-financing and interest rate that will help ensure debt sustainability and the continuity of ongoing and prospective state financing.

It is planned to reduce the servicing costs of public debt in the setting of improvement of macro-economic and fiscal indicators, also through improvement of the sovereign rating based thereon, intensification of stable and predictable relations with foreign and domestic investors, as well as the expansion of the state securities market. The reforms being implemented in this direction will yield the following results:

- (9) In the internal debt market, the participation of investors who are natural persons will grow.
- (10) The ratio of the interest costs for debt servicing to the budget revenues will decrease from 12.1% in 2025 by at least 2 percentage points.
- (11) Government debt-to-GDP ratio will be maintained at a level lower than

50%.

The digitalised and institutionally consolidated system of public finances and property management is the key guarantee for ensuring efficient implementation of Government policies, strategic management of state resources and long-term fiscal stability.

In this direction:

- (12) The system of state and community property management will be completely digitalised.
- (13) A new mechanism of state property sale and efficient management will be introduced, applying public-private partnership tools.
- (14) Classification of state assets and partial or full sale of non-critical assets will be carried out, including through initial public offering (IPO).
- (15) Inventory of state assets and compilation of a registry will be conducted, by ensuring access to complete and unified information.

SUMMARY

Based on this Programme, the Government will adopt a five-year action plan of its activities and will implement it. The implementation of the Programme is expected to bring about a transformed State and ensure the progress of the State. Thus, the Republic of Armenia is entering the stage of its history that we call the Fourth Republic.