

ARMENIA 
ALIANCE

**365 DAYS:
THE FUTURE STARTS NOW**



365 DAYS+: THE FUTURE STARTS NOW

Our statehood is under the threat of collapse due to disgraceful governance of the authorities, their antinational actions and felonious blunders. There is no time to spare! We are confident that through the principles of justice and freedom, national statehood and cohesion we can build a strong state, establish lasting peace and ensure real development conditions for each and every one.

Alliance “Armenia” hereby presents its priority actions plan titled “365 days +: The future starts now”, which is founded on the declaration of its establishment. It will serve as a basis for the future government program and will be elaborated in accordance with the consultations with the electorate.

Dignified peace

1. We opt for stable and coherent foreign policy, effective regional cooperation, establishment and development of decent relations with all the neighboring states.
2. Congruent with the new geopolitical challenges, new models of establishing cooperation, mutual aid, and regional peace will be formed with ally countries pursuing interests in the region.
3. We renounce the psychology of defeat, being convinced that Armenia, together with its allies, can develop a new regional agenda and protect its interests.
4. Supporting the idea of sustainable peace, open communications and frontiers in the South Caucasus, we are strongly committed to finding reasonable and mutually beneficial solutions with the allies, which derive from our national and state interest.
5. We will expand the scope of the universal recognition and condemnation of the Armenian Genocide, we will pursue the execution of imperishable rights of the Armenian people – as a precondition for preventing new genocides, as a guarantee for security of future generations and as an earnest of lasting and dignified peace in the region.
6. Armenia will restart the relations with the Russian Federation in all the directions, and, consistent with the regional challenges, will shape new development paths.
7. We will intensify and expand strategic cooperation with the Republic of Georgia – as an immediate neighbor and a country with common geopolitical interests. Georgia is a



friendly country, where Javakheti Armenians fully exercise their rights to preserve national identity and to develop.

8. Cooperation and partnership with Iran will be reinforced and redefined.

9. Cooperation with China will be moved towards a new quality level, including in the context of regional collaboration.

10. We will continue fully performing the commitments undertaken by Armenia within the UN, CIS, EAEU, CSTO, OSCE, CoE, EU and other international organizations and exercise all the opportunities granted under such membership.

11. We will develop constructive and effective bilateral cooperation with the USA and the countries of the European Union. In order to promote peace and protect our national interests, we will foster dialogue and mutually beneficial foreign policy with India, countries of the Near East, Canada, South America, Japan and other countries.

Overcoming the consequences of the 44-day war

12. We will immediately take measures to return the captives of the 44-day war and clarify the data on the deceased and missing.

13. We will struggle for the international recognition of the Turkish-Azerbaijani aggression and of the losses inflicted on the Armenian people, for the fair settlement of the Artsakh conflict through a new stage of peaceful negotiations. We will make all the efforts to resume the negotiation process under the mediation of the OSCE Minsk Group Co-Chairs, aimed at restoring the territory of Artsakh based on the right to self-determination, and ensuring a guaranteed and secure land communication with the Republic of Armenia.

14. We will immediately initiate the mitigation of the heavy consequences caused by the Turkish-Azerbaijani aggression. We will establish new and appropriate conditions for the recovery of the wounded persons and turn the Government-owned summer houses within Kond district into a modern rehabilitation center. We will provide accommodation for all the refugees, arrange proper living conditions for them and, to the extent possible, organize their return to the former places of residence. Necessary financial aid will be provided to the families of all the deceased and wounded.

15. Problems occurred as a result of the war, like freight transportation, transport routes, agricultural activities, as well as security and socio-economic problems derived



from the loss of stable income, will be urgently resolved.

16. The issues of preserving the Armenian historical, cultural and religious heritage will become the priorities of cooperation between Armenia and international organizations.

New agenda for regional cooperation

17. Armenia can become a cross point for regional communications, a transit country linking the Black Sea and the Gulf countries, as well as the reestablished new Silk Road.

18. At this development stage, turning Armenia into a transit country will become one of the major achievements. There is a chance to merge into the North-South Corridor, considering the fact that this concept is intensively promoted by our friendly countries and strategic partners.

19. We will work with renewed vigor on developing the Georgia-Armenia-Iran energy platform, by ensuring that the excess energy produced in Armenia is exported to the countries of the region.

20. The construction of Kajaznuni Tunnel and the southern segment of the North-South Road will have strategic significance. We contemplate this in the context of a free economic zone at the border with Iran and in terms of Iran-EAEU relations. Such infrastructural solutions will promote motor vehicle freight transportation between the Gulf and the Black Sea ports.

21. We will advance the initiative to create new opportunities for the development of regional communication infrastructures; to construct new Georgia-Armenia-Iran communication routes and to expand the existing ones. It will enhance the opportunities for development in information technologies and innovations within the participant countries and promote the establishment of a new digital platform for cooperation in the region.

22. We will support those communication development projects which boost trade flow in the region and serve the Armenian national and state interests, for instance, the construction of the tunnel between Russia and Georgia. We must facilitate transport communication between Georgia and Abkhazia.

23. The option of turning Armenia into a regional airline hub for passenger transits from Europe to Asian countries, such as for instance India or China, or vice versa, will be



contemplated. Armenia can become an important base for Arab airlines carrying out flights to the third countries. All the best endeavors will be used, and the Agreement on Air Transportation with the EU will be finally ratified. Consideration will be given to the possibility of having a national carrier.

24. All these concepts should necessarily be linked with China's "One Belt, One Road" initiative on global cooperation and infrastructure development.

25. We will intensify active trade and economic relations with Arabic countries, such as UAE, Qatar, Kuwait, as well as Egypt, Syria and Iraq.

26. We will undertake specific actions to ensure the exercise of Armenia's rights deriving from a landlocked country status.

Safe and stable country

27. In order to prevent the penetration and influence of foreign anti-national forces and to ensure military, economic, information, environmental and energy security, along with the intention of coordinated fight against cybercrime, we will modernize the country's state security system (the Armed Forces, the Security Council, civil defense and law enforcement systems).

28. We will adopt and implement a new national security strategy, as well as a new military doctrine, and new concepts for the development of the military industry system and the idea of NATION-ARMY. The issue of protecting national values will be included in the National Security Strategy as a key component.

29. We will modernize the Armed Forces through a modern and collaborative defense policy, create properly structured armed forces ready to carry out battle tasks and ensure the security of Armenia and Artsakh, their territorial integrity, protection and inviolability of borders.

30. Priority will be given to the swift equipping of settlements and engineering structures in the territories of Armenia and Artsakh, technological equipping of military and non-military strategic deterrence capacities, combined with the high mobility personnel trained based on modern experience.

31. We will reform the law enforcement system ensuring public order and internal security, by depoliticizing it and directing it towards the primary task of combating crime.



32. We will eliminate the current exaggerated system of law enforcement agencies that is common for a police-driven state, turning most of the security services toward the role of solving the country's defense issues.

33. We will establish a more effective government structure and public administration system, on the basis of public and professional consultations. The executive branch will become fully accountable to the people's representative bodies at the state and local levels.

34. We will restore the Ministries of Agriculture and Culture as a matter of priority.

35. We will induce new qualities to public governance and public service, based on high-level perception of statehood, responsibility, professionalism and proper remuneration.

36. We will form new agendas for cooperation and dialogue between Armenia and the Diaspora, review restrictions on the involvement of persons with dual citizenship in the RA state administration and introduce new mechanisms for such cooperation.

37. Based on the rule of law principle, we will introduce new administrative and pre-trial structures which ensure the direct implementation of fundamental human rights.

38. We will exclude the pressure of political authorities upon the judicial system and abolish the vicious practice of depriving a person of liberty for political reasons.

39. We will guarantee the independence of the investigative bodies and the Prosecutor's Office from the executive branch.

40. The powers between the President, the National Assembly and the Government will be redistributed through constitutional reforms. The powers and self-responsibility of a parliamentarian and a government official will be made equal and effective.

41. We will facilitate the performance of participative and direct democracy institutions (referendums, nationwide polls, etc.), as an effective measure of expressing the peoples' will.

42. The unified "authorities-opposition" political system will be improved, providing real influence levers and defining public responsibility for the political opposition in terms of controlling, restraining the authorities and carrying out tangible anti-corruption fight.



Cohesion and engagement of all-armenian potential

43. We will overcome the internal national disruption by means of restoring vital atmosphere of social cohesion and dialogue in the country.

44. We will implement programs, together with charity funds and humanitarian organizations, for the socialization, training and providing jobs for the people injured during the war and those with limited abilities, thus solving their employment issues.

45. Ensuring of accessibility and full social integration for the people with disabilities will be fully systemized, with clear objectives and timetable.

46. We will implement policies in spiritual, educational, youth, sports, cultural, information and economic areas for engaging the all-Armenian potential as the basis for overcoming the value crisis in the society, strengthening the foundations of statehood and national security, and forging a citizen.

47. In order to consolidate the All-Armenian potential, a comprehensive investment program will be implemented aimed at preserving and growing the national wealth, capitalizing on economic, social and environmental resources, and developing Armenia economically.

48. Prevention of emigration and proper planning of immigration, as well as stimulation of birth rate in specific rural settlements, and rapid reduction of the mortality rate, will become the long-term objectives of the demographic policy.

49. After reconsidering the existing social assistance programs and introduction of new programmatic approaches, birth of the next child in the family will become a new and real opportunity for development and strengthening in the own country.

50. Women's potential will be effectively used in various spheres of social life. A national mechanism will be adopted for achieving balanced representation of women at all levels of government.

51. The Holy Armenian Apostolic Church will be granted opportunities based on its exceptional status to accomplish its vital mission of building our spiritual life and preserving the nation.

52. Special targeted programs will be implemented focused on repatriation of our compatriots, especially of highly qualified specialists.



53. We will create a unified information field for Armenia and the Diaspora, which will provide reliable exchange of information.

54. Confidence in the Hayastan All-Armenian Fund will be restored, excluding the non-statutory use of the Fund's means.

55. Without prejudice to the freedom of speech and expression, new structures will be introduced which will prevent the constant circulation of false news, manipulative schemes of public opinion, personalized or intra-national hostility, hate speech, discreditation and humiliation of state institutions.

ARMENIA: A COUNTRY TO LIVE IN

Economic policy

56. Every citizen of the Republic of Armenia should be able through own work to ensure for himself, for his family and for the next generation a life that guarantees safe, prosperous, decent and predictable development.

57. Every citizen of the Republic of Armenia should have the opportunity to fully manifest, implement his intellectual, physical and spiritual abilities in his country, in his homeland, in his state, and in return, receive proper material, moral and spiritual compensation.

58. Anti-crisis initiatives will be immediately carried out to stabilize the socio-economic situation, restrain inflation, prevent the increase of unemployment and poverty, dispersion of public funds and curb the possible crisis in the banking system.

59. Special attention will be paid to high-risk problems of the population, in particular, those connected with consumer loans.

60. In the field of economic relations and competition, fair, transparent rules and equal opportunities will be preserved as much as possible.

61. Policies aimed at stable economic growth, processing industry and agriculture development, oriented at the creation of a large number of jobs in trade and services field, as well as those targeting the infrastructure and urban planning development, will be implemented, having strictly combined the criteria for the preservation of cultural heritage and standards for construction of modern settlements.



62. In order to ensure stable and high economic growth, we will take steps to overcome the low level of productivity. It is mainly conditioned upon the current technological level, the existing equipment of the older generation. Within this scope, it is especially important to create a favorable environment for technological re-equipment.

63. We will drastically eliminate corruption and the embezzlement of state property by excluding the entire chain of underlying motivations.

64. The legal procedures for doing business will be simplified and clarified, the decision-making transparency will be increased, and the ambiguity of laws will be eliminated to the possible extent.

65. We will review those legal acts that were adopted based on the economic interests of a particular economic entity through violating the competitive environment. We will suspend the application of laws creating unfavorable investment environment.

66. We will review the budget policy, including public debt management and public procurement systems. We will return to the golden rule of internationally accepted and applied fiscal policy: the amount of external public debt should be expended only for investment purposes.

67. In exchange for external debt, a program will be implemented focusing on the environmental and sustainable development investments. Within this framework, the environmental and sustainable development programs in Armenia will be financed with the funds allocated for the repayment of the external debt in the format stipulated by the external partners.

68. Necessary conditions will be provided for effective work in the financial field, along with banking and insurance sectors, especially in terms of bank secrecy.

69. Existing obstacles to the development of SMEs will be eliminated: in particular, the threshold of "turnover tax" for trade, services and production sector will be raised, after which we will move on to defining a universal tax for SMEs (for example, only turnover tax or presumptive tax).

70. Without violating the international obligations assumed by Armenia in the public procurement process, preference will be given to goods produced in Armenia, especially in the areas of strategic and security importance.

71. An incentive tax policy will be executed. Taxes should not be collected but paid



according to the law. One of the components of improving the competitiveness of local products is tax legislation. It should create opportunities for manufacturing more competitive products compared to foreign competitors. Provisions that prevent exports and create additional administrative burden should also be excluded.

72. The transition from a levy to a mandatory payment regime will be achieved through an immense increase in the efficiency of State budget expenditures. Hence, every single citizen will make sure that the taxes paid are spent accurately and purposefully to the extent possible.

73. We will additionally deliberate on approximating real estate cadaster values to market values when levying property tax, by prioritizing social justice principle, public interests and incomes of the population.

74. The vicious practice of instituting criminal proceedings in connection with the obligations set out in the acts which turned to be non-appealable before being verified, will be abolished.

75. With the purpose to promote investments, tax system will be reviewed for eliminating any unfair increase in tax burden.

76. Favorable conditions will be created for family-owned microbusiness.

77. Policies aimed at widely participative economic and social entrepreneurship will be implemented.

78. Foreign trade policy aimed at the protection of domestic producers' rights and fostering foreign trade will be put into practice. We will make the most of the opportunities provided by the Eurasian Economic Union, the European Union and the World Trade Organization, as well as preferences envisaged by bilateral trade agreements: GSP, GSP+ systems will be utilized to the full extent.

79. In the area of promoting foreign economic relations, special importance will be attached to the efficient use of Armenian diplomatic potential, as well as trade representation in different countries. We will restore the nullified relations with the international financial and economic organizations, such as the IMF, WB, WTO, ADB, EBRD, and EIB, especially in the framework of infrastructural development programs.

80. We will ensure increased international competitiveness and quality in the sectors, where creating a large number of jobs is a priority, such as: tourism, agriculture, food



industry, diamond processing and jewelry, and light industry.

81. Military industry will become one of the leading and progressive sectors of the economy.

82. Energy policy will be developed upon modern and applicable norms. Feasibility study for the construction of a new nuclear power plant will be initiated and negotiations with the potential investors will commence. The issue of waste management will find its solution through the construction of small thermal power plants, which will also allow for extracting electrical energy.

83. Armenia must be turned into a large construction site. The procedures and terms for obtaining construction permissions will be considerably simplified: importance will be given to the norms pertaining to technical safety, architectural appearance and utilization capacity of the buildings.

84. Mining industry will be brought into compliance with the international standards on environmental protection.

85. In the context of the new realities that have been created, a new strategic water resources management program will be implemented to ensure responsible environment for future generations. The volumes and mode of using renewable resources will not exceed the acceptable level of their recovery capacity and the level of environmental pollution, and the non-exhaustible natural resources will be used to the maximum extent, while maintaining the principle of minimal negative impact on the environment. Considering the progressive restoration of the water resources of the Ararat Valley as strategic, we will exclude excessive exploitation and depletion of the underground basin. Armenia's forest territories will be expanded.

86. The policy benchmark for all the types of transportation means will be quality service and accessibility, safety and full-fledged delivery of increasing traffic flow and freight transportation volumes. Reequipment of the transport park will be scheduled.
Digital Armenia

87. The digital management agenda of Armenia will be developed and implemented. It will include the digitalization of the public service delivery, providing the existing optimized, accessible and personalized public digital services, ensuring the development of data-driven policies and decision-making, and the expansion of opportunities for effective and "invisible" cooperation between public authorities.



88. Policies will be implemented to expand digital skills, create an effective and efficient link between the requirements of education and the labor market, introduce "smart" specializations, as well as develop and expand digital opportunities among employees of the public administration system.

89. Digital infrastructures will be created, which will provide equal conditions in Armenia for ensuring digital inclusion and the prerequisites for turning Armenia into a regional data center.

90. An effective cybersecurity system will be established, also through public-private sector cooperation.

91. Thanks to the digital economy tools, the digitalization of non-technological industries will begin, business direction of "digital entrepreneurship" will be developed, and the opportunities for making business decisions based on data collection and analysis will be expanded.

92. In order to attract Armenian high-quality IT specialists from abroad, incentive solutions will be established for taxing the income of foreign IT specialists. New legislative solutions will also be given to foreign IT companies registered as residents in Armenia.

93. Special conditions will be established for companies selling products and services via world-famous international digital platforms.

94. With the purpose of developing electronic trading, we will start negotiations with international payment organizations, such as PayPal, Google Pay, Apple Pay, Samsung Pay, etc., in order to ensure full availability of payment gateways for Armenian subscribers.

95. A new structure will be established on the basis of "Haypost" which will allow the population to provide services in different areas in accordance with international standards.

Investing in Armenia

96. We will introduce modern frameworks for investment promotion and investor protection. The target is to provide at least USD 500 million worth of investment in the first year, and to reach at least USD 3 billion in total for five years.



97. In order to promote foreign investments, we will firstly adopt a new law, essentially strengthening the guarantees and safety mechanisms for foreign investments. We will exclude any pressure on foreign investors, which had become bad practice in recent years.

98. We will define and clarify the mechanisms for promoting and supporting investment projects. For this purpose, an institution effectively operating within the concept of one-stop-shop for promoting foreign investments will start functioning. We will activate and enhance the SME development and support center and revitalize the structures operating in marzes.

99. Public-Private Partnership (PPP) mechanisms will be widely applied in the investment projects implemented by the state, and the PPP legal framework will be simultaneously improved.

100. We will enhance the capital market. Special significance will be attached to introduction of best practices in corporate governance, wide application of securities market instruments and effective integration into international markets. We will implement legislative and law enforcement reforms on protecting the rights of minor shareholders.

101. Throughout the country, we will assume voluminous investments and creation of new jobs in the fields of construction, agriculture and light industry, with special emphasis on new investment projects aimed at integrating those fields into regional value chains (firstly, the Eurasian Economic Union and the Gulf countries).

102. In Armenia, the protection of intellectual property rights, copyright and patent rights, etc., must be undisputable. The Armenian quality infrastructures will be competitive and distinguishable, ensuring the effective operation of expertise and inspection laboratories and centers.

Hospitable Armenia

103. The tourism sector should regain its leading position in the dynamically developing sectors of Armenia. A new policy of stimulating tourism sector will be adopted. With state assistance, the losses caused to the sector (tax allowance, public-private partnership programs, subsidies and tax refund mechanisms) will be restored. It will help to increase Armenia's touristic attractiveness, its proportionate development and reduction of poverty.



104. Tourism development strategy will be modernized, clearly differentiating the public and private sector direct obligations and identifying specific areas of cooperation.

105. The state will provide necessary infrastructure for tourism development and state care for the cultural and spiritual heritage.

106. The state will promote the processes of presenting Armenia's tourism potential and attractiveness on international platforms. Cultural, religious, adventure, eco, gastronomic and wine tourism will be of particular importance.

107. One of the priorities of the state is to ensure safety and free movement of inbound and outbound tourists.

108. A special program will be developed and implemented to attract investments in the tourism sector, develop a unique brand of the country and increase its awareness.

“Made in Armenia”

109. The slogan "Made in Armenia" will become the cornerstone of recognition and quality. Armenia should posture itself in the region and the world as a country that produces quality and highly consumable products. The label "Made in Armenia" should be associated with the notions of high-quality, usefulness, safety and accessibility.

110. We will radically reform the state quality control and certification system of manufactured goods.

111. We will modernize the entire animal health system.

112. In cooperation with private companies, the state should initiate a special campaign to advertise our products in traditional markets and reach for new ones. In our view, the new markets are the Gulf countries, China, African countries, and eventually the EU.

113. Unified logistics centers should be established for exporting goods from Armenia under a single umbrella brand (for example, drinking water, juices, fruits and vegetables, berries, processed agricultural products). This will ensure that the required number of products are available, identical in quality and character.



114. New mechanisms will be developed for insuring export-oriented products in Armenia.

115. The opportunities of involving the Diaspora in promoting goods produced in Armenia will be used, for example, celebrities of the Armenian origin could support this initiative.

116. We can confidently consider exporting munition from Armenia.

117. We will undertake measures to expand the production of some traditional goods, such as carpets, and encourage the production of new types of goods. We consider it promising to expand organic agriculture production.

Education and Science

118. Education, science and culture will be among the key priorities of the state policy and the vital support for overcoming the value crisis in the society and forging an RA citizen.

119. Erudition will be the core of the education sector reform, as a precondition for shaping high-quality human potential in the country. For this purpose, we will review the entire chain of management and control in education, as well as state and subject criteria of general education, and will adopt an educational model focused on the development of Armenia.

120. We will provide high-quality education throughout the country, eliminate the optimization of schools in mountainous, highland and border communities. Accessibility of preschool education will be increased to 90-95%.

121. In order to fulfill the teacher shortage in rural communities and improve the quality of school education, a system of social guarantees will be introduced for the future teachers working in such communities.

122. We will develop and implement new standards for the next generation school textbooks and teaching materials, including digital, technical and content-based ones, which will ensure the compliance of the structure and content of textbooks with the age and knowledge of students.

123. In the near future, the system of final examinations in schools and unified entrance



examinations to universities will be decentralized and digitalized. Digitalization will improve the quality of inspecting educational results. Decentralization of entrance exams will allow future students to take exams in their regions. We will review the procedure and criteria for the formation of university management councils.

124. We will increase funding per student by 50% for specializations in natural science, technology, engineering, mathematics and Armenian studies. In general, all types of financial assistance to students will be thoroughly reviewed in order to improve the targeting of such assistance.

125. Benefits will be defined for highly qualified foreign specialists if they are hired by locally registered Armenian scientific and technical organizations. Contingency reserve fund will be set up to finance the lecturing and long-term scientific activities of leading foreign specialists in the RA scientific and university systems with partial and full involvement.

126. We will adopt an effective model for science management and financing. Moreover, we will define the priority areas of science, for them to serve the country's security and competitiveness issues, as well as the military industry.

127. In order to create an innovation system, comprehensive measures will be implemented to arrange the promotion and financing of the entire chain of turning the science products into specific applied and consumer products, while ensuring its commercialization from all stages of creating a scientific product.

Culture

128. A pivotal program and strategy for the development of the cultural sphere will be adopted with the aim of improving the moral and psychological atmosphere of the society, overcoming spiritual poverty, providing institutional conditions for the spiritual and cultural development of the individual and society, introducing effective management mechanisms, modernizing cultural infrastructures, identifying and stimulating creative potential.

129. Long-term programs that create reverence for the national culture will prevent threats to the Armenian identity, increase the level and accessibility of art education, and enhance the potential of the Diaspora.

130. The legislation of the sphere will be improved, which will make it possible to



preserve national historical and cultural monuments to the extent possible, to develop museums, libraries and contemporary art.

131. The State will encourage and assist non-state cultural groups, as well as individuals, by creating favorable conditions for them in taking advantage of the opportunities of cultural infrastructures and institutions.

132. New mechanisms and maps will be developed for the export, internationalization of Armenian cultural products, and their positioning in the art markets.

133. Legislation on regulating special reserve funds for scientific, educational and cultural activities will be developed. This will allow the transfer of up to 5% of the income tax to these funds, emphasizing the priority of the state and stimulating investment in these areas.

Youth and Sport

134. The state youth policy will be developed and implemented, aimed at forging the civic consciousness of the young Armenian people. Guaranteed conditions and real opportunities will be created to ensure their full-fledged social, economic, spiritual and cultural realization and development.

135. Social guarantees and housing issues of young families will be one of the key concerns of the state.

136. Funding for sports will be increased, the work of sport schools and clubs, along with the social conditions of coaches, will be improved. In order to ensure the proper participation of Armenian athletes and national teams in the international arena, the importance of the state's participation will be emphasized.

137. The sports potential will serve for Armenia's international recognition.
Social protection

138. Every citizen will have the necessary conditions for education, work and residence, in order to build, through his own efforts, the welfare for himself and for his family. Thus, the citizen will contribute to the safe, decent and predictable development of the Armenian people, the state and the next generation.

139. Notable results of the sectoral policies, including fair and effective social policies,



will be the reduction of poverty and unemployment, the suspension of emigration and the creation of proper conditions for immigration, the increase in pensions and salaries, the formation and establishment of a real middle class in the country. Policies based on a minimum life-support budget will be consistently implemented.

140. Along with the economic development, we will improve the life quality. Every family, every person in a difficult life situation, will experience the direct and proper support of the state.

141. On the basis of comprehensive facts and realistic assessments, the mandatory pension system will be addressed. The pension system should ensure intergenerational and intragenerational cohesion, full application of the principle of decent pension for all the members of society, and the long-term stability of the system.

142. There will be a consistent policy of decent remuneration. First of all, the living standards and social security of the military officers, teachers, medical workers, lecturers, scientists will improve. In proportion to economic growth and high inflation rates, the amounts of pensions, social and family benefits, and the minimum salary will be increased. Working-age persons from indigent families will be provided upon full state support with stable employment and decent remuneration full state support, will be provided with decent wage.

143. We will promote corporate social responsibility. In order to fully protect the workers' rights, we will increase the role of trade and business unions by establishing social dialogue and partnership at the sectoral, territorial, and national levels of organizations.

Healthcare

144. First of all, the deadly flywheel of the pandemic will be halted by providing the population with the necessary quantity and quality of vaccination. Sufficient hospital facilities will be provided, and specialists and services engaged in the struggle against the pandemic will be significantly encouraged.

145. A new strategy for the development of the health system will be elaborated, both for the upcoming years and for the long-term period. Priority will be given to the professional, legal and social protection of medical staff.



146. Within one year, clinical guidelines and procedures for the most widespread 100 diseases will be developed and introduced, as well as monitored through the electronic healthcare system. As a result, we will have standardized, evidence-based, and applicable treatment criteria. Health insurance will become more affordable and with broader coverage.

147. The principle of "no citizen without proper treatment" will be applied. In fact, free healthcare for the population will be provided on the basis of a minimum basic healthcare package. Health problems should not lead to the impoverishment of citizens or the deterioration of their social situation. The issue of full access to the health services for socially vulnerable groups will be resolved.

148. In each region, there will be at least one medical facility that will not be inferior to the medical centers of the capital city in terms of its technical and professional equipment, scope and quality of services.

149. The activities of experienced doctors and young specialists in marzes will be encouraged.

Agriculture

150. The main and priority beneficiaries of state support will be the small and medium-sized farms and enterprises. Programs will be implemented to improve their efficiency and profitability, and to foster their integration into agricultural value chains.

151. Development of high-value and organic agriculture will be promoted. Effective steps will be taken to modernize agriculture in Armenia. Intensive agriculture and the introduction of water-saving irrigation systems will be supported.

152. The areas of cultivated land will be consistently augmented. New approaches to subsidizing the agricultural sector will be developed, giving preference to primarily direct interrelations with farmers.

153. The upcoming agricultural works and harvest will be considered as an urgent issue. For the proper purveyance, the processing organizations will be provided with the necessary working capital.

154. The current system of subsidies in agriculture will be fundamentally transformed, moving from indirect subsidies (water seller, fertilizer seller, diesel fuel seller) to direct,



targeted subsidies for the agricultural producer. We intend to restore, activate and expand the operations of the regional agricultural support centers, with the aim of introducing and applying in the agricultural sector large-scale and effective consultation, and a subsidy system based exclusively on it.

155. Once every three years, in parallel with the medium-term expenditure program of the state budget, the "RA Food Balance" will be drawn up and approved.

Proportional development

156. Within the scope of safe, proportionate and stable development, we will reconsider Armenia's administrative-territorial division and the community consolidation programs, and decentralize public administration. In the local self-government matters, we will prioritize the opinion of the population and make community development programs measurable along with the implementation of a system ensuring it.

157. Over the next year, proportional territorial development will be supported in all its necessary areas, ensuring a real locomotive potential around all the regional centers.

158. A program for the transport park and system modernization will be implemented in Yerevan. It will not only contribute to the comfort of the capital, but also increase the attractiveness of Yerevan as a new tourist hub in the region.

159. The construction of the Cascade complex in Yerevan will be completed. The sights of Yerevan, the museum facilities, including the Charles Aznavour House-Museum and the Erebuni Museum will be modernized by new architectural solutions.

160. Special attention will be paid to the development of Gyumri. The Gyumri-Ani axis may become a new interesting tourist cluster in the north of Armenia. In this context, the importance of modernizing the Gyumri airport is attached.

161. Within the public-private sector cooperation framework, new impetus will be given to the application of the law on investment promotion in Dilijan, along with the large-scale projects for the systematic development of the city.

162. Within the public-private sector cooperation framework, a program will be launched to create a unique tourist cluster in the of Khndzoresk community of the Goris district, which will ensure the activation of the Khndzoresk-Goris-Tatev axis.



163. A tourism development program is planned for Lori, including Vanadzor, Stepanavan and Akhtala. This direction will become some kind of cross-border tourism destination between Armenia and Georgia.

164. In order to develop regional logistics, at least one multifunctional regional logistic center will be set up in the Shirak and Syunik regions.

165. Sevan is a national treasure, and an important strategic reserve. It will be considered in the context of the UN Biosphere Reserve Management Concept, which will combine the sustainable development of the basin population and the environmental interests.

166. The cleaning systems around Lake Sevan will be modernized and new ones will be created. The number of new stations will be increased, and biological mechanisms for wastewater treatment will be introduced.

167. A large-scale program for the construction of small and medium-sized reservoirs will be implemented. Eleven small and medium-sized reservoirs are subject to priority construction: Argich, Astkhadzor, Yel'pin, Khndzorut, Vernashen, Khachik, Kasakh, Hakhum, Artik, Koghb, Khndzoresk. Shirak-Armavir water pipeline construction program will be launched. In the Armavir region, the construction of 5 reservoirs will be provided, which will turn about 5 thousand hectares into irrigated, and 52 thousand hectares into steadily irrigated land.

Road construction, Transport, Freight transportation

168. Construction of strategically important and unfinished roads will begin. Particularly, the Ashtarak-Talin and Talin-Gyumri roads of the Yerevan–Gyumri section within the North–South highway, as well as the Alaverdi–Bagratashen road.

169. A program will be implemented for the construction of the Sisian-Kajaran road section of the North-South highway, which will include several tunnels and bridges.

170. Berd-Navur-Ijevan road will be reconstructed.

171. Road improvement works will continue, which will also cover rural roads and highways.

172. We will start working on providing transport access to all the communities of Armenia and unloading roads in Yerevan. A new intercity and transport scheme of



Yerevan will be implemented. An electronic map will be prepared, according to which all communities of Armenia will have transport access, and as a result, the existing transport route network will be significantly improved, and the roads of Yerevan will be unloaded.

173. The reform of the capital city's transport system will be a part of the country's transport strategy and a starting point for the reforms on a national scale. Also, works will be carried out for the development of the metro network.

174. Ensuring the safety of flights and lifting the ban on flights of Armenian airlines to the EU will be a priority of the Armenian authorities.

175. Together with a strategic investor, programs will be developed and implemented for the integrated development of the new terminal and public production zone at Zvartnots Airport.

176. We will consider the possibility of restoring the railway connection in the northern direction: Ijevan-Dilijan-Vanadzor-Gyumri. The old branches, including Yerevan-Dilijan, will be restored and modernized, and a new branch from Dilijan to Vanadzor will be constructed.

177. The country's transport issues will be addressed within the framework of a full-scope program, with the aim of creating a unified transport system throughout the country.

178. Works on the practical implementation of shorter and logistically convenient freight transportation will begin from Iran to Europe through the territory of Armenia.

DEAR FELLOW ARMENIAN

Armenia is going through hard times, but the choice is quite simple. There are two options, to either urgently stop this disastrous decline, heal the wounds and help our country recover, or continue having new losses.

For those who see their future in Armenia, the choice is clear:

ARMENIA 
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