



Republic of North Macedonia

Ministry of Defence

**LONG TERM
DEFENCE CAPABILITIES DEVELOPMENT PLAN
2023 – 2032**

Skopje, January 2023

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INTRODUCTION

After three decades of independence filled with dedicated work on implementing reforms in the defence sector and strengthening defence capacities and capabilities, on 27 March 2020, the Republic of North Macedonia fulfilled its long-standing foreign policy priority – membership in the North Atlantic Alliance (hereinafter referred to as: NATO). Membership in the NATO family represents a historic moment and a turning point when it comes to the defence concept of the Republic of North Macedonia, as the collective security system has also brought a reliable security guarantee in the extremely complex, dynamic and unpredictable modern security environment.

One of the fundamental imperatives of the Republic of North Macedonia in striving for continuous, comprehensive and sustainable development is the existence, maintenance and strengthening of the national defence and security system, which enables progress in all spheres of social life. At the same time, guided by the general goal of continuous development of defence capabilities and capacities for the fulfillment of strategic defence missions, the Long-Term Defence Capabilities Development Plan (hereinafter: LTDCDP) has been updated in order to review and confirm the defined goals, capabilities and capacities. In addition, the updating of the LTDCDP also included an appropriate consideration of the utilization of capacities (human, material and financial) in view of achieving maximum effectiveness.

By joining NATO, the Republic of North Macedonia joined the defence planning process, the main process in the development of the Alliance defence capabilities. Integration in this process implies the explicit fulfillment of the obligations assumed as a full member by fulfilling the principles of Fair Burden Share and Reasonable Challenge.

The success of the transformation of the Ministry of Defence (hereinafter: the Ministry) and the Army of the Republic of North Macedonia (hereinafter: the Army), inter alia, depends on the connection of LTDCDP with the key defence priorities and on their synchronization with the programs of the Planning, Programming, Budgeting and Execution system (hereinafter: PPBI). The Government of the Republic of North Macedonia (hereinafter: the Government) will provide adequate conditions to support the implementation of the LTDCDP, the processes of modernization and equipping of the Army and, thus, with proper management of human, material and financial resources, achieve the best results in the further development of the defence.

Based on the fact that reform processes can only be carried out through stable defence financing, the Government remains determined to gradually increase the defence budget by 0.2 percent annually. The goal is for the defence budget to reach 2% of GDP by 2024, which is in line with the decisions of the NATO Summit in Wales. The national intention is to maintain a stable defence budgeting of at least 2% of GDP beyond 2024.

In updating the LTDCDP 2023-2032, the following starting points have been taken:

- The Defence Law of the Republic of North Macedonia;
- Defence Strategy 2020;
- Strategic Defence Review 2018;
- Long-Term Defence Capabilities Development Plan 2019-2028;
- Mid-Term Development Plan 2020-2023;
- Programming Guidelines 2023-2026;
- NATO Defence Planning Capability Review by the NATO Defence Policy and Planning Committee 2019/2020;
- Corrigendum Bi-SC Capability Codes and Capability Statements dated 29.07.2020;
- Identified lessons from the previous transformations in the defence and the Army of the Republic of North Macedonia and the participation in international operations;
- NATO 2030 - Transatlantic Agenda for the Future and other strategic documents;
- NATO Deterrence And Defence Concept;
- NWCC (NATO Warfighting Capstone Concept) – Basic NATO warfighting concept;
- NATO Package of Capability Objectives 2021 for the Republic of North Macedonia.

STRATEGIC SECURITY ENVIRONMENT

The strategic security environment is characterized by intense geopolitical competition and rivalries of major global powers, where the Russian Federation represents the most direct threat to European security. After gaining full NATO membership, the security threats and risks for the Republic of North Macedonia follow those of the Alliance, where in addition to conventional and transnational threats¹, asymmetric, hybrid, and cyber threats continue to pose an increasing security challenge.

SEE states face the same threats to peace and security as other states in Europe. Turbulence and threats of possible spillover in neighboring regions affect the overall political, security and socio-economic situation.

The immediate security environment of the Republic of North Macedonia is strongly influenced by the global processes and the complex specific situations and relations on the Balkan Peninsula, which have a direct impact on the overall security environment in the country.

The security of the Republic of North Macedonia can be threatened directly and indirectly by disruption of stability and conflicts, which occur in the immediate environment, regional and global security challenges and wars.

Considering the NATO membership and the continuous development of the national defence system, a direct military threat to the Republic of North Macedonia is unlikely. Taking into account the current geopolitical developments and security challenges, the region once again becomes a zone of increased interest and action of international actors whose primary goal is to disrupt regional stability, undermine the democratic processes and slow down or stop Euro-Atlantic integration.

Terrorism remains one of the most immediate asymmetric and significant threats to national security. Non-state actors (extremists, radical groups and organizations, foreign fighters and returnees, as well as groups and individuals driven by national, political or religious extremism and radicalism) also represent a threat and appear as a potential destabilizing factor.

The speed, scale and intensity of hybrid threats have increased in recent years. Through the synchronized application of a wide range of hybrid threats and disruptive action, state and non-state actors seek to undermine the country's sovereignty and cohesion for strategic political vision and decisions.

¹Terrorism, pandemic, climate change and migration.

The Republic of North Macedonia is facing intensified intelligence and propaganda activities of foreign intelligence services which, in addition to the intelligence operations, also act through dissemination of purposefully created disinformation and propaganda, aimed at compromising the democratic development of the state. In doing so, the attempt is to influence the formation of the public opinion in the country and among the international public, with the aim of contributing to the strategic political interests of their countries.

The risk of foreign malicious influence and security threats is especially possible through new information technologies and communications, which can have a dual purpose and pose a threat to the security and defence of the country and the Alliance. The enormous progress in information technology and the intensive process of digitization of society will enable additional activities in the cyber domain and breach of security through cyber espionage, attacks on critical information infrastructure, cyber crime, as well as the spread of misinformation and fake news through social networks and internet media.

The global security environment, in the future, will be largely conditioned by climate change, natural and human disasters, as well as the demographic trends in the countries of the region and beyond. The limited natural resources and pollution will most likely accelerate the scarcity of resources, as well as the access to food and drinking water. The afore-stated will be one of the most significant problems in the near future and will represent a security risk in the long term, which can indirectly affect the defence system.

The consequences of the crisis caused by the pandemic of the COVID-19 virus have shown the large and dramatic impact of global health crises on the security and stability of the country.

The security environment of the Republic may be threatened by risks of a financial and economic nature, energy crises and disruption of the global supply system, which may result in disruption of social peace. The high dependence on imports of all types of energy, the absence of diversification in supply and the more pronounced use of energy by certain international actors as a means of projecting influence and realization of interests, all pose a serious security challenge.

Although the differences of national, ethno-religious and cultural character and the conflicting goals and interests of the Balkans can be a challenge for the safety and security of the region, the focus of the countries of the region on integration into the European Union, the improvement of regional security, stability and economic growth, combined with enhanced cooperation in the field of defence, is expected to contribute to the improvement of mutual relations and building trust, as well as to create a positive security climate in the long term. This, to a large extent, should contribute to relaxing the security situation and stability of the region.

DEFENCE POLICY

Bases of defence policy

The strategic goal of the defence policy is the realization and protection of the national interests, which derive from the Constitution of the Republic of North Macedonia (hereinafter: the Constitution) and the conceptual and strategic documents for security and defence. The common values of the Alliance for collective defence, crisis management and cooperative security are also shared through the national interests.

The defence policy of the Republic of North Macedonia is fully aimed at fulfilling the basic national defence interests: protection of the independence, territorial integrity and the inviolability of the internationally recognized state borders, contribution to the establishment of peace, security and stability in the region, in Europe and the world, as well as support of the civilian institutions in various crisis, emergency and war states, situations and conditions.

Upon gaining full-fledged NATO membership, the Republic of North Macedonia attained one of its most important strategic goals, both in terms of defence and foreign policy. At the same time, enormous progress has been made on the road to EU membership and pending the start of the accession talks, we will continue to make a particular contribution towards compliance with Chapter 31 of the EU external security and defence policy. The development and promotion of good neighborly relations and regional cooperation also remain strategic and long-term goals of the defence policy of the Republic of North Macedonia.

The Ministry and the Army will remain strongly committed to the modernization of the defence system and will continue to make continuous efforts to improve defence capabilities and capacities. Through the implementation of the basic postulates of the adopted strategic documents, we will continue to maintain and strengthen the national defence and security system.

Upon joining NATO, the Republic of North Macedonia shifted from a system of individual defence to a system of collective defence. It represents the most visible benefit of NATO membership and will contribute to the long-term security and stability of the country. As a conscientious and responsible ally, we will develop military capacities and capabilities designed to contribute to the collective security system, without neglecting the military capabilities for national needs. To that end, we will work with utmost dedication, within the framework of our real economic opportunities, to build mobile, sustainable and properly equipped units, capable independently, and in cooperation with allies, to defend the independence and territorial sovereignty of the Republic of North Macedonia. They will also contribute to the defence of allies, take part in international operations and missions and

provide support of the civilian institutions in dealing with various types of emergency challenges, risks and threats.

By joining the process of NATO defence planning, the Republic of North Macedonia undertook obligations for the development of specific capabilities and capacities, necessary to fulfill the three key tasks of NATO: collective defence, crisis management and cooperative security.

The Government remains committed to a gradual increase in defence spending by 0.2% from GDP annually. The goal is to provide a defence budget of 2% of GDP by 2024, of which at least 20% will be allocated to equipping and modernizing the armed forces. This structure of stable budgeting and maintenance of defence costs at a minimum of 2% of GDP even beyond 2024 will enable the development of defence capabilities, that is, transformation and modernization of the armed forces in the longer term.

Long-term goals for the development of defence capabilities and capacities

The established defence missions and development goals defined in the series of strategic documents, i.e. in the Defence Strategy, the Strategic Defence Review 2018 (hereinafter: SDR 2018) and LTDCDP 2019-2028 represent the basis for the development of defence capabilities and capacities.

In order to support the national security, the defence system of the Republic of North Macedonia should be constantly ready to perform the following defence missions:

1. Defence of the independence and territorial integrity of the Republic of North Macedonia and NATO allies,
2. Strengthening regional and global security and stability by participating in international operations and missions, and
3. Support of civil authorities and citizens.

In order to realize the level of ambitions set forth in the strategic documents, the Ministry has developed and established complementary long-term goals for the development of defence capabilities and capacities for the upcoming period, divided into three groups, primarily aimed at:

Reorganization and harmonization:

- Continuation of the reorganization of the Ministry and the General Staff of the Army (hereinafter: General Staff) for the purpose of improving mutual horizontal interaction and functional cohesion, with the aim of improving the efficiency and effectiveness of management, leadership and coordination;
- Harmonizing the priorities of the national defence planning with the priorities of NATO defence planning, in order to meet the requested NATO capability targets;

- Advancement of the personnel management and talent management system, which will enable the attraction, selection, recruitment, retention and engagement of high-quality, qualified and motivated personnel with appropriate professional and work competencies in the defence and in the Army;
- Building a modern system for education and training of personnel in the defence and in the Army, based on competencies, identified needs and enhanced integrity;

Modernization:

- Maintaining a flexible, financially acceptable and sustainable structure of the Army - "Future Armed Forces 2028";
- Modernization and equipping of the Ministry and the Army in accordance with the established priorities and available resources (personnel, equipment and finances);
- Revitalization and functional consolidation of optimal locations of defence compounds, facilities, installations and infrastructure and transformation towards green defence;
- Advancement of logistic planning and implementation at all levels;
- Upgrading of a communication information system (hereinafter: CIS) to support management, leadership and control in defence and development of cyber defence capabilities.

Contribution:

- Integration in the NATO political and military structure;
- Interoperability in accordance with NATO standards and participation in collective defence, crisis management and cooperative security;
- Providing a national element to support the Army in operations abroad;
- Provision of host nation support to NATO forces;
- Integrating the national air defence into the air defence system of the Alliance.
- Contribution to the Common Security and Defence Policy (hereinafter: CSDP) of the EU;
- Achieving and maintaining an efficient, effective and balanced allocation of the budget in accordance with the Defence Investment Pledge agreed during the NATO Summit in Wales 2014.

Defence capabilities

In the upcoming period, the reorganization and harmonization will be combined with modernization and national contribution to NATO and global commitments to preserve international peace and security. All activities in the context of the afore-stated, some of which have already started, will be properly aimed at timely and complete achievement of the capability targets assigned in the NATO package of Capability Targets 2021 for the Republic of North Macedonia. At the same time, it should be noted that in the coming period

at the level of the Alliance, the processes of reorganization and implementation of the defined perceptions in NATO 2030, as well as the implementation of the NATO Warfighting Capstone Concept (NWCC), have already begun, which also means appropriate consideration and implementation on defence and army level.

Considering the above, in the period from 2023 to 2032, we will focus on achieving and implementing the following capability groups:

Capabilities for development, generation and preparation of the military force.

With the development of these capabilities, the Ministry and the Army will establish a system, which will define the necessary capabilities with a time frame for their implementation and a time range of use. After defining the required capabilities, the formation, staffing, training and readiness assessment of the defined military force will be initiated accordingly. The generation of the military force will result from the already defined combat formations of the Army, but also from the civilian capacities of the Ministry, as well as the related institutions in the field of defence.

Capabilities for sustainment of the military force (personnel, equipment and infrastructure)

Through the development of these capabilities, the Ministry and the General Staff will build a capacity, which will be aimed at fulfilling the needs related to the sustainment of the military force, while the functions will be integrated according to the competences.

Capabilities for strategic analysis, decision-making, leadership and implementation of decisions

The development of these capabilities will enable the interoperability of the overall allied, defence and general staff processes, which will define and direct the development movement of the overall defence. The defined principles for a fully functional integration of the entire state administration (Whole of Government Approach), but also the entire society (Whole of Society), will require an appropriate (re)organization of the place and role of defence.

Capabilities for deployment and sustainment of the deployed capacities

Deployment is a result of the need for contribution of the Republic of North Macedonia as a full member of NATO, but also as part of the countries that directly influence the building of regional and world peace. On the other hand, the sustainment of the deployed capacities is a national responsibility, which means building and sustaining a flexible and comprehensive support system, which will enable the successful implementation of the set goals.

Capabilities for national civilian resilience and stabilization and reconstruction

These capabilities represent a part of the non-military capacities, whereby the national capabilities are appropriately integrated under the same umbrella. They have a dual focus: internally – on the national level and externally – participation in international operations

and missions. The success of their definition, design, manning, building, exercise and sustainment will be an essential factor for their full functionality and fulfilling their purpose.

REORGANIZATION OF THE MINISTRY OF DEFENCE

The Ministry of Defence is the parent institution that, together with the citizens, state administration bodies and the armed forces, takes care of the organization and implementation of the defence system. In accordance with the current approach for the involvement of the whole Government and the whole society in defence, the Ministry takes care of the functioning of the whole defence system. That is why the appropriate structural and functional organization of defence, manned with highly professional staff, the management of the existing and initiation of new processes, enables the full realization of defence as a prerequisite for stable social development.

The obligations for defence security, stability and development are also associated with membership in international organizations. The expectation that the full membership in NATO will increase the volume of work turned out to be correct. The dynamics of the processes have increased several times, and the amount of information that has been opened has imposed the need to strengthen the organizational setting and human potential.

In addition, the defence system also needs appropriate improvement and upgrading in accordance with the trends of national development, as well as those that are carried out and promoted in the Alliance. In order to achieve true harmonization of national and allied efforts to maintain a consistent defence system, special attention will be paid to aligning national strategic documents and processes in building appropriate capabilities and capacities across the PPBI system. Solutions and decisions will be aimed at building and maintaining national goals for societal resilience, cyber defence, the impact of technology development and the effects of climate change.

For the above reasons, there is a need to continue the already initiated processes for structural reorganization of the Ministry, as well as for promotion of horizontal interaction and functional cohesion and coordination between the Ministry and the General Staff. The main goal is the positioning of the institutional capacities in the direction of fulfilling the competences and functions, meeting the obligations arising from NATO membership, and at the same time achieving economy of resources and processes that take place at the defence level.

Taking into account the stated elements and considerations, the following priorities are defined for the period 2023 - 2032:

1. Support and guidance for timely and full achievement of the Capability Targets assigned in the NATO 2021 Capability Targets Package;

2. Advancement of administrative and management processes through functional interaction and reorganization;
3. Implementation of the 7 NATO baseline requirements for national resilience² by establishing and supporting national resilience goals;
4. Increasing horizontal interaction, functional cohesion and mutual coordination among the various organizational units in the Ministry and the General Staff;
5. Harmonization of national defence planning priorities with NATO defence planning priorities, in order to meet the requested NATO Capability Targets;
6. Making infrastructural improvements to the working premises in the Ministry;

The fulfillment of these priorities will follow through the realization of the following goals:

Structural reorganization of the Ministry of Defence

The manner of setting up and the internal interaction of the constituent parts (organizational structure) of the Ministry has a great influence on the creation, adoption and sustainability of decisions in work processes. A periodic analysis of the work processes will give a real and complete picture of the institution's readiness to achieve work performance.

In accordance with the need to build and maintain an efficient and effective organizational structure in the Ministry, the number of employees was reduced in the past period and the set goal of up to 700 employees was achieved. In the period from 2023 to 2032, the Ministry will maintain this number of employees.

The structural reorganization of the Ministry will be aligned with the existing processes of reorganization of the state administration bodies at the national level. The reorganization, will enable increased and stronger coordination and cooperation at the middle level, simplify the functioning and improve the possibility for more efficient and effective performance.

In the definition of the Ministry structure, the system of levels represents a model on which organizational units and defence processes are organized. Through this system, the levels of creation, review and approval/adoption are defined and arranged. Accordingly, the highest decision-making level is the first level presented by the Minister of Defence, the Deputy Minister of Defence and the State Secretary, as the highest political governing body. The second level encompasses the state advisers who represent the framework and the main driving force for the management of the work processes in the Ministry and they are the main stakeholders of the preparation and harmonization (coordination) among the

²Uninterrupted state management, electricity supply, mass movements, resilience of food and water resources, mass casualties, resilience of civilian communication systems and resilience of civilian transport.

various organizational units of the Ministry. And the third level includes the departments, independent sections and other organizational units that are the stakeholders of the working processes and the creators of the current and development acts in the Ministry.

Transformation process in the defence system

The full fledged NATO membership has imposed the need for transformation of the defence system and processes. Defence will grow into an organizational driver of national processes, which are in support of comprehensive allied dynamics and mobility. On the other hand, the established normative framework and practice in the overall defence system will be considered from the perspective of our membership as an ally. At the same time, only with an appropriate, clear and precise definition of the organizational and functional framework will the necessary synchronization of all components be achieved.

One of the more important areas that will be given due attention is the resilience system. This system represents a national responsibility and in accordance with the established allied parameters it will be properly defined, established and integrated into the entire defence infrastructure in the following period through the 7 NATO basic requirements for resilience.

The improvement of the crisis management system will be a special segment that requires special attention in the upcoming period for the purpose of normative and process improvement and active interaction within the Alliance. The totality of defence organization and functioning will result in a consistent sustainable system, which will integrate all subjects into a common whole for the achievement and protection of national goals and interests.

Promotion of strategic communications

In accordance with NATO concept of strategic communications, as an ally, and in accordance with NATO requirements, in the upcoming period we will create conditions for the implementation of new capacities for information, continuous development of transparency and reduction of the influence of disinformation as a destructive element in any modern society.

For this purpose, by establishing an appropriate structure within the Ministry, the Department for Strategic Communications will carry out a complete process of providing the necessary information, i.e. analysis and monitoring of the information environment, as well as planning and implementation of activities in defence and operations in the domain of public relations, as well as the creation of products that will successfully deal with

misinformation that may have a negative impact on the accomplishment of missions and tasks.

To that end, parallel to the process of implementing the new structure of the Ministry in the coming period, we will also work on the creation and functionality of the strategic communications system within the Ministry, while simultaneously building internal capacities to deal with fake news and misinformation.

TRANSFORMATION AND REORGANIZATION OF THE ARMY

The future structure and military capabilities of the Army

The Army protects the territorial integrity and independence of the state according to Article 122 of the Constitution. It is organized, prepared and trained for armed combat and combat and other actions for the accomplishment of its constitutional function for defence of the state according to Article 23 of the Defence Law.

The Army has a permanent and reserve composition. Defence and security strategic documents define defence missions.

The Army has to fulfill the following military objectives:

- deterrence and defence against armed aggression and protection of the territorial integrity and independence of the Republic of North Macedonia;
- participation in operations within the framework of NATO-collective defence, crisis management and cooperative security, and
- engagement of military capacities and capabilities to support the other components of the defence system in support of civil authorities and citizens.

Organization and structure of future armed forces

The structure of the "Future Armed Forces 2028" is defined based on the national needs and NATO 2021 set of Capability Targets, set on three levels: strategic, operational and tactical, with a strength of up to 7,100 members.

Throughout the transformation process, a series of measures and activities will be undertaken to meet the general and special development goals, with the aim of achieving the future force structure of the Army with the required capabilities and capacities.



Transformation of the Army into an effective and efficient "Future Armed Forces 2028"

The transformation process of the Army is aimed at achieving the structure of the "Future Armed Forces 2028" for an adequate response to modern challenges and threats.

The intention of the Army transformation is to achieve:

1. Developing new capabilities and capacities, necessary for the execution of missions and tasks;
2. Improving the efficiency of the command and control system (C2) and
3. Concentrating the human and material resources and capacities for the execution of the Army missions and tasks.

The transformation will enable the further development and sustainment of deployable interoperable forces and capabilities at the level of 50% of the overall structure of the Army's land force, as well as manning in accordance with the standards for operational efficiency of units, which implies manning at a minimum of 70% with well-trained professional military personnel and 90% with military equipment, in accordance with the requirements for the combat readiness level defined by the NATO package of Capability Targets 2021.

The implementation of the transformation process will enable the achievement of a structure of the Army future forces organized as follows:

General Staff of the Army. The General Staff of the Army is the highest professional body within the Ministry of Defence for the execution of operational and professional work related to organizing, preparing and commanding the Army. It executes the plans and policies determined by the Ministry. The transformation of the General Staff is aimed at increasing the efficiency and strengthening the existing analytical and planning capacities, especially for the medium and long-term development of the Army, including all branches and services. The General Staff is dimensioned to perform tasks on a strategic level, but also to delegate tasks on the operational level to subordinate commands and units. In the future structure of the General Staff, the Chief of General Staff, as the highest ranking officer in the Army, will be supported by the Deputy Chief and the Director of the General Staff, who will direct and coordinate the daily work in the organizational units. Directly subordinate units to the General Staff are: the Operations Command, the Training and Doctrine Command, the Logistics Base and the Honors Battalion.

Operations Command. The Operations Command is dimensioned to carry out tasks at the operational level, but will also be responsible for the preparation and provision of C2 of all operations in the country and abroad with the integration of its own and attached units by order of the Chief of General Staff.

The Operations Command has an Operations Center in its composition, which will be responsible for monitoring and leading all operations in the country and abroad in accordance with the tasks delegated by the Chief of General Staff.

Directly reporting to the Operations Command will be: Infantry Brigade, Air Wing, Military Police Battalion, Liaison Battalion, Reconnaissance Battalion, Special Forces Battalion and NBC Company.

Training and Doctrine Command. The basic mission of the Training and Doctrines Command (TRADOC) will be organization, coordination and execution of individual training of soldiers, cadets, non-commissioned officers and officers from the standing and reserve composition, support of the collective training of the Army commands and units and development of doctrines and lessons learned in the Army. TRADOC comprises a Command with HQ, Individual Training Center, Cadet Training Center, Foreign Language Center, Canine Breeding and Training Center, Training Support Center, Doctrine, Rules, Guidelines and Lessons Learned Development Center, Simulation Center and Reserve Forces Center.

Logistic Base. The basic mission of the Logistics Base will be to provide 3 (third) level logistic support for all Army units. The Base will be responsible for the storage of weapons and military equipment, for maintenance, transport and medical support. In its structure, the Logistic Base includes: Material Management Center, Accounting Section, Command Platoon, Host Nation Support Coordinating Center and Movement Coordination National Center (MCNC), Technical Overhaul Center, Military Medical Center, Supply and Transportation Center, Logistics Support Battalion. 1 (first) and 2 (second) tier logistic

support will be provided by logistic elements, which will be an integral part of combat and combat support units, thus providing organic logistic support.

Honors Battalion. The Honors Battalion will be responsible for protocol duties for the needs of the President of the Republic, the Ministry and the Army. The unit will consist of a command, one honors company and a military band.

Reserve forces. The structure, capabilities, strength and development of the Army's reserve forces will be conceptualized based on national needs and the needs to meet NATO 2021 package of Capability Targets through the development of the reserve force concept. The new reserve force concept will define the general and active reserves. The active reserve will have a surgical team and a team of specialists for civil-military cooperation (CIMIC) in its composition, in order to fulfill the obligations arising from the NATO package of Capability Targets 2021.

MILITARY CAPABILITIES OF THE ARMY

In accordance with the NATO Capability Targets 2021 package, the Army should possess the minimum necessary combat, combat support, combat service support and C2 capabilities.

Hence, in order to implement the defence policy and the military targets and execute the assigned missions/tasks, the following main military capabilities are to be developed:

- **Capability to perform missions and operations in different space and weather conditions** (on national territory, in air and cyberspace, in territorial waters, outside national territory);
- **Command and control capability** (in areas of Army activities, conducting military analyses, developing military capabilities, and using military capabilities in missions and operations);
- **Mobility capability** (on a strategic, operational and tactical level through agility and capability to move smoothly, using the existing road infrastructure and bridging possible obstacles in the areas of operations);
- **Deployment capability** (deployment of forces in the area of operations in accordance with the prescribed norms up to 50% of the land force structure);
- **Force sustainment capability in operations** in line with the national level of ambition includes sustainment of 10% of deployable forces, continuity in sustained operations in which land forces participate.

The level of ambition for force deployment is defined as follows:

- For short-term operations (6 months) without rotation: one light infantry battalion group and two special forces teams;
- For long-term operations with rotations: two infantry companies and two special forces teams;
- **Interoperability capability** (in armament, equipment, procedures and doctrines with the forces supported by the Army, with national institutions and NATO);
- **Modularity capability** (appropriate grouping, formation of provisional joint formations in accordance with specific operational requirements of the assigned mission);
- **Force protection capability in operations** (ballistic protection, NBC, electronic counter protection, etc.);
- **Cyber defence capability** of the global communication-information system (GCIS) and protection of classified information.

The development of the future armed forces, in addition to the main military capabilities, will be determined and supported by the development of the following goals for the achievement of military capabilities.

Development of an effective and efficient command and control system

An effective and efficient C2 system will be developed in the Army at all levels (strategic, operational and tactical), which will be compatible and interoperable in accordance with NATO standards. The restructuring of the Army will be completed by 2025. With the modernization of CIS and the implementation of modern technical-technological solutions, procedures and instructions, protected and secure exchange of data will be ensured for more efficient support of the command, control and coordination of the Army in peacetime, crisis and war.

Establishing the necessary infantry capabilities and capabilities for maneuver, mobility, firepower, anti-armor capabilities and capacities and force protection

Equipping and modernizing the Army with modern wheeled light armored vehicles with an adequate degree of protection, firepower and sustainability is one of the top priorities for the development of infantry capabilities and capacities. All this will be supported by the necessary package, both for training and logistic support (maintenance) in accordance with the requirements of NATO Capability Targets. The activities for the implementation of the project for procurement of light tactical vehicles were initiated in 2018 and will be continued in accordance with the annual dynamics.

To ensure an adequate level of anti-tank combat capabilities, the identified anti-tank capability gaps are recognized as part of the procurement priorities for modern deployable equipment intended for the infantry combat units. In addition to the rest of the armament, a part of the JLTVs will have integrated systems for medium distance combat operations. The short- and medium-range anti-tank capabilities will be supplemented by the acquisition and equipping of the units with modern portable anti-tank systems (MANPAT – Man Portable Anti Tank).

In accordance with the performed analyses, recommendations and adopted plans for equipping the Army, in the coming period, a transformation will be carried out to establish anti-tank capabilities and capacities embedded in the infantry combat units.

In addition, with the aim of increasing the protection of the units, in the period until 2026, the equipment for ballistic protection will be gradually procured and upgraded for all Army formations.

Development of indirect fire support capabilities

The capability for indirect fire support is one of the key capabilities that will increase the firepower of the Army combat formations. As a NATO ally, this capability will be upgraded to achieve full interoperability with allied armies, as well as with the ASCA (Artillery Systems Cco-operation Activities) project.

The development of the indirect fire support capability will be based on the procurement of 105mm caliber artillery pieces, with a special focus on the procurement of appropriate combat ammunition sets, in order to complete the entire system with an upgraded and modern integrated system for digital marking and targeting.

Special attention in the development of the capability will be aimed at achieving: modularity, deployability, target precision and accuracy, greater range, mobility, sustainability, reduced logistic need and provision of indirect fire support for the LIBG and the Army.

Development of individual and collective nuclear, biological and chemical defence capacities and capabilities (NBC)

The intention is to strengthen the NBC capacities and capabilities of the Army to ensure the capabilities of the units to stay and operate in a contaminated environment, as well as to support the civil institutions in the country during industrial accidents, disasters and epidemics.

The project includes equipping all Army members with new NBC assets and equipment, with priority given to the personnel deployed to missions outside the territory of the country, units of the LIBG and the special forces, as well as to the NBC unit for carrying out special tasks.

Development of engineering capabilities and capacities and systems

The intention is that the engineering battalion will provide capabilities for general and combat engineering support to Army units, national capabilities in terms of the necessary support of the civilian authorities in the country and prepare engineering deployable units, which will be integrated into the LIBG and the Southeast Europe Brigade (SEEBRIG).

With the implementation of the project for procurement of engineering machines and equipment, initiated in 2018, the engineering battalion was equipped and its engineering capabilities and capacities were improved.

In the period until 2026, the Army engineering capabilities will be upgraded by focusing on the development of engineering combat support and protection of units from improvised explosive devices aimed at the deployable combat units.

Development of integrated capacities and capabilities for air surveillance and reporting

In order to improve the capabilities for air policing and to support air operations over our territory, the development of the integrated capacities and capabilities for air surveillance and reporting will be combined, that is, it will be made with our own forces and with the support of NATO.

Development of capacities and capabilities for air defence at very low altitudes

The necessary capabilities and capacities for the protection and defence of airspace at very low altitudes, which is a national responsibility, will be provided by the development of air defence units with an integrated air defence system, interoperable with NATO capabilities. The equipping and modernization with modern and high-tech systems will provide air defence of the Army and facilities and events of special importance, as well as support of the units.

Ensuring airspace sovereignty (Air Policing)

Ensuring the sovereignty of the airspace of the Republic of North Macedonia is realized by air policing by the air forces of the allies. The Supreme Commander of the Allied Powers Europe issued a directive for the implementation of air policing over the Republic of North Macedonia as a NATO mission.

Development of capacities for the special forces

Special Operations Forces will continue to be developed according to NATO doctrinal models and standards. Such development will serve to respond to the national needs and to the NATO needs, through the fulfillment of quantitative and qualitative Capability Targets. In the context of national needs, the Special Operations forces will continue to act independently, in cooperation with or as support of the conventional units of the Army and other state institutions (Ministry of Interior, Crisis Management Center, Protection and Rescue Directorate, etc.).

Development of capacities and capabilities for effective military intelligence

For the successful execution of missions, the Army will develop capacities and capabilities for effective and integrated military intelligence, which will contribute to creating an up-to-date and realistic picture of the operational environment.

The intention is to upgrade the intelligence structure in which the intelligence personnel, systems, information, processes and procedures will be in function of the intelligence process, in order to create a realistic picture of the operational environment.

Intelligence, reconnaissance, surveillance and target acquisition and electronic surveillance

In accordance with the SDR 2018 conclusions for the development of capabilities for reconnaissance, intelligence, surveillance and target acquisition (hereinafter: ISTAR), the existing and planned development capabilities in the tactical and operational reconnaissance-intelligence capacities have been grouped and advanced within the structure of the Army in accordance with NATO Capability Codes and Capability Statements.

The goal is to upgrade the ISTAR architecture in support of the Army intelligence through the use of a modular approach. The focus of the capacities will be on the tactical and operational level in planning and carrying out operations on its own territory, as well as in missions and operations led by NATO and the EU.

Development of non-lethal capacities and capabilities

In the period until 2026, the development of non-lethal capacities and capabilities based on technologies will be aimed at providing non-lethal capabilities for the control of personnel, equipment, infrastructure facilities, buildings and zones and protection of critical infrastructure.

A priority in the development of these capabilities will be the equipping and training of their personnel from units engaged in NATO-led operations.

The handling and use of assets and equipment will provide additional capabilities to support and improve the protection while performing missions and tasks.

Development of aviation capacities and land force support capabilities (helicopter capabilities)

Regarding the transport component, it is planned to maintain their capabilities and capacities until the procurement of new multi-purpose platforms of western production.

The goal is to develop and maintain a helicopter squadron with multi-purpose platforms to carry out missions in support of Army units and national authorities. The intention is for the Air Force to develop capacities for efficient land force support/transportation for independent performance of tasks. The platforms will have self-defence equipment and means compatible with NATO standards.

In the area of aviation-technical security, the intention is to ensure a high degree of operational efficiency of the aircraft, as a condition for meeting the NATO standards for crew training and qualification. Regarding the training of military flight personnel, it is necessary to provide an average of 140 flight hours and 40 simulator hours for crews.

Improving the capacities and capabilities of the Army to support the civilian authorities and citizens

In terms of improving the capacities and capabilities of the Army to support the police, the state administration bodies and the local government, citizens and other organizations and institutions in peacetime and in conditions of a crisis and emergency, the Army will engage forces from its permanent composition, which amounts to 10% to 15% of the capacities and capabilities of the Army, will prepare and engage in support of the civilian authorities and citizens, upon decision of the President of the Republic.

Depending on the degree of threat and in accordance with the defence missions, the pool of Army capacities and capabilities will include certain forces of the Army, as follows: infantry,

special forces, helicopters, military police, engineering, logistics, NBC and military intelligence.

Development of available Army capabilities for NATO-led operations

The Republic of North Macedonia, as a full fledged member of NATO and as part of the most powerful military political family of developed democracies, will make its contribution to world peace and security. To that end, the Government has accepted that certain capacities of the Army should be ready and available for NATO-led operations and missions.

By making appropriate development plans for the accepted available elements (quantitative goals), the main focus will be directed towards reaching the required level and fulfilling the qualitative goals. Equipping and modernization, training and achieving the required level of readiness will be a paramount priority and will aim to support the timely achievement of the required capacities and capabilities.

Development of a Role 2 basic Medical Treatment Facility

For national and international needs related to supporting operations and missions we will develop and maintain a Role 2 basic MTF.

As a priority, it will be aimed at providing the necessary personnel by developing a pilot project from the active reserve, educating and training the personnel, maintaining medical equipment and supplying the necessary medical materials for the operation of the hospital. Through the establishment of an active reserve, the hospital will be formed, exercised and evaluated at the national level, which will also be followed by a NATO (MEDEVAL) evaluation.

The designated medical personnel in the Role 2 MTF will actively participate in all trainings and exercises of the Balkan Medical Task Force (BMTF), which will create conditions for the advancement of the foreseen capabilities.

Development of Joint terminal Attack Controller Capabilities (JTAC)

The Army will develop capabilities for its own capacities to support tactical land force units and provide effective land and air JTAC support in the conduct of NATO-led operations for combat support of the armed forces.

The implementation of this goal will provide the necessary Joint Terminal Attack Controller (JTAC) capabilities and capacities following the purchase of new equipment and selection of appropriate non-commissioned officer personnel and training, certification and maintenance of the active JTAC personnel.

MODERNIZATION AND EQUIPPING OF THE ARMY

Equipping and modernization, as an essential process in the transformation of the Army, is of crucial importance for the upgrading of the existing and the development of new capabilities and capacities.

The overall process of equipping and modernization will be implemented by executing the defence budget on an annual level, which by 2024 is expected to reach 2% of GDP, and with acquisition assistance from strategic partners through various programs and contracts, aligned with our priorities and needs.

Equipping and modernization is a basic tool for managing the process of developing capacities and capabilities in the defence. The replacement of the existing armaments, weapon systems and equipment will be realized in accordance with the clearly expressed priorities and with the dynamics of acquisition. The highest priority for equipping and modernizing are units for participation in NATO-led operations and missions. Moreover, the Ministry's plan is to provide a necessary budget of 955 million euros (which represents 28% of the entire budget) in the period 2023-2032 for equipping and modernization.

According to the 2021 NATO Capability Targets package (quantitative and qualitative), the first priority will be equipping and modernizing the units that are part of the LIBG. According to the established development plans, the units will be equipped with funds and equipment that will ensure the improvement and development of:

- Capabilities for deployability, transportation and rapid supply;
- Capabilities to perform operations in various terrain and climate conditions, as well as urban environment operations;
- Protection of personnel with modern individual combat equipment;
- Manoeuvre, firepower, unit mobility and anti-armour combat capabilities;
- Interoperable Tactical C4;
- Control and coordination of ground air support;
- Capabilities for indirect (intermediate) fire support with a range of up to 20 kilometers;
- Very Short Range Air Defence Capabilities;
- Capability for engineering combat support and protection of units from improvised explosive devices;
- The individual and collective capacities and capabilities for protection against chemical, biological, radiological and nuclear (CBRN) weapons, as well as the development of chemical, biological, radiological and nuclear (CBRN) reconnaissance capabilities;
- Intelligence, surveillance, targeting and reconnaissance capabilities.

With the equipping and modernization, projects are defined that will be implemented through the implementation of the PPBE system and in accordance with the positive legal regulations, according to the 2023-2032 LTDCDP Action Plan.

HUMAN RESOURCES

Human resources represent one of the key factors that define the potential of the defence. The need for planning and creative solutions for adequate quality maintenance and improvement is a stake that requires adequate focus of the overall defence and army authority. The changes and needs that occur in the wider social human potential, and focused on the new generations, need to be recognized, analysed and introduced in appropriate normative documents, in order to become competitive on the labour market.

Thus defined, the human resource management system (hereinafter: HR) constantly strives to develop and maintain the organizational and conceptual infrastructure for consistent, optimal and long-term utilization of personnel productivity within the defence system.

The objective of the HR Management System is to plan and direct the identification, recruitment, creation, maintenance and development of professional and motivated human potential in the defence, to rationally use the knowledge, competencies and experiences for achieving the national defence interests and to successfully deal with the future security challenges.

Membership in NATO also imposes the need for adequate participation of national human capacities in the NATO structures. Participation in NATO command and military structures with quality civilian and military personnel is a necessity that will add value to the Alliance, but also promote the Macedonian human potential in its entirety.

The assigned 2021 Capability Targets are primarily based on adequate and qualified human potential. The knowledge, skills and values they are required to possess will increase the need for comprehensive and creative approaches and solutions for human potential in the coming period. One of the priorities of the HR management system will be fully focused on generating those needs through the systems approach, especially in the direction of developing capability objectives for the needs of the Light Infantry Battalion Group (LIBG).

The increase in the speed of the system processes within the defence related to the generational shift of the human resources in the defence and the Army, created the need to identify the appropriate personnel to lead, as well as the future engagement of the personnel that is to be replaced. The matching of these two human potentials, especially the process of transfer of experience will be more than necessary, in order to maintain the institutional knowledge and memory generated over the years. It is no less important in the coming period to increase the process of job rotation of employees in the Ministry and in the Army in order to create a larger pool of human resources, which will be able to perform a greater number of work duties.

In the period from 2023 to 2032, the HR management system will focus on the improvement of the working processes, which will enable in the long term to deal with and overcome the challenges to achieve the set/assigned goals. At the same time, the role of the leaders, their

ability, training and competence to determine the priorities and to direct the personnel they manage towards the performance of the set goals, is of vital importance.

In the above-mentioned period, the priorities of the HR management are:

1. Developing human resources in the direction of timely and overall achievement of the capability targets assigned in the NATO 2021 Capability Targets Package;
2. Promoting the military profession and the specific nature and significance of administrative officers, i.e. civil servants, in the defence;
3. Raising the personality, integrity and initiative of the personnel to a higher level;
4. Attracting and recruiting high-quality personnel;
5. Targeted career guidance based on performance, potential and mid-term and long-term career projections;
6. Retaining, motivating and caring for the personnel for the duration of their service and upon its completion;
7. Defence leadership development at all levels and creative resolution of the assigned goals;
8. Continuous education and training of personnel in the MoD and Army.

The identified priorities in the part of the LTDCDP for HR management will enable the leaders and personnel tasked with HR planning to prioritize and improve the work processes and steps for HR management in accordance with national interests, defence objectives and the legal framework. The priorities will be developed and implemented through two focus areas:

1. Human Resource Management

The Human Resource Management is a complex and multidimensional process of increasing the HR capacity, as the most important resource. At the same time, a clearly created system, simple and logically connected steps and optimal respect for the established process by all stakeholders in the defence is a prerequisite for its success.

At the same time, this focus area will be fulfilled through the following general objectives:

Promotion of the Human Resource Management System

The HR Management Strategy in the Defence is a comprehensive reference document that regulates and directs the vision for development. The Strategy envisages integration of the information technology, artificial intelligence and management of organizational knowledge in the processes of the System, so as to plan and direct the creation, maintenance and development of professional and motivated human potential in the defence.

A prerequisite for the successful continuous development of the HR management system is the development, advancement and evaluation of the total individual potential, for which an appropriate legal solution has been foreseen, which will regulate the status, rights and obligations of the employment relationship of the personnel in the Ministry. By adopting a

new law, the possibility of developing the HR management system will be operationalized in accordance with the vision of the Strategy.

Attracting and recruiting personnel

The consistent functioning of the defence processes is conditioned by the continuous personnel manning. The high level of motivation and satisfaction of the personnel in the defence from their work and living standards, privileges from the working relationship and the emphasized care for the employees and their families ensure the competitiveness and attractiveness of the duties in the defence of the labour market.

In the period specified in the action plan, a projection will be made for attracting and recruiting personnel in accordance with the needs of the Ministry and the Army, aligned with the models for education and training, and targeted popularization of the military profession and work in the defence sector will be carried out, in order to motivate a sufficient number of citizens to start a career in the Ministry and the Army.

The manning of the active and reserve composition of the Army will be carried out in accordance with the legal provisions of this domain, with a special emphasis on personnel recruitment especially aimed at meeting the 2021 Capability Targets.

Targeted career guidance of the personnel

Designing a career for each individual in the long-term and mid-term ensures the individual management of the defence personnel.

The career development models ensure the personnel planning, vertically and horizontally, through the hierarchy of the defence. This will be achieved through the authorized boards, which will enable targeted and expedient career guidance in accordance with the needs of the defence, and based on the efficiency, the achieved results, the competencies and the potential at hand.

The projection for targeted career guidance will determine the minimum and optimum time for performing each duty in the defence and it will condition the timely and gradual movement of personnel through the structure of the organization. This kind of career guidance will ensure the development of complete individuals dedicated to the profession, as well as leaders with high integrity and ethics.

By improving the entire personnel career development system, the integrity of decision-making will be increased and transparency, responsibility and accountability will be strengthened.

Defence Personnel Retention

Personnel retention is key for the professionalization of the HR in the defence and their career projection in the long-term. The defence needs, phases, and career development models condition the retention and incentives for the personnel.

Care after the end of their career in the defence

The personnel leaving the defence structures after completing their career in the defence, at any stage of the career, conditions the inflow of new personnel in the initial phase of the career. The MoD will develop appropriate modalities of ending the career for all categories of defence employees, which will ensure adequate planning of the inflows and outflows of the personnel in both, the MoD and the Army.

The respectful and tailored departure of the personnel working in the defence allows for a positive popularization of defence and increasing the interest of the citizens to start a career in the defence.

Reduction of the age limit of persons serving in the Army and defence employees

Service in the Army requires a "young" workforce. In the past years, a process of gradual reduction of the age limit in the overall defence has been started and the same trend will be maintained in the coming period. The ultimate goal is to achieve an optimal proportional distribution of personnel in accordance with the age in the Ministry and in the Army.

The proposed activities that will be undertaken to reduce the age limit of officers and non-commissioned officers will be by meeting the conditions for retirement, but also early retirement of certain personnel, which will enable the influx of younger personnel.

Special attention will be paid to the average age of professional soldiers. The criteria for service in the Army will be increased significantly, which will allow for a necessary outflow of such personnel and thus create a need for admission.

The second focus area is:

2. Appropriate and fair ethnic and gender representation

In the Ministry and in the Army, measures are taken to protect the principles of non-discrimination, equal opportunities for men and women and the appropriate and fair representation of members of the communities, based on the criteria of expertise and competence.

In order to ensure the fulfilment of this focus area, the following general goals have been foreseen:

Equal and equitable ethnic representation in the defence

Equal and equitable ethnic representation, in accordance with the socially accepted norms and standards, is a complementary criterion for recruitment, retention and career guidance. Such representation ensures the multicultural social reflection of the defence.

Gender perspective in the defence

The incorporation of the gender perspective and equal opportunities for men and women in the defence is in accordance with the strategic determination of the Government, the

strategic goals of the National Action Plan for Gender Equality, the Second National Action Plan of the Republic of North Macedonia for the implementation of the Resolution of the United Nations Security Council Resolution 1325 – Women, peace and security 2020 – 2025 – strategic framework and the NATO policy on "Women, peace and security", related initiatives and documents. This implies the development of gender equality in all segments of the working processes, and in HR management.

EDUCATION AND TRAINING

The established education and training system is the first basic element in the overall defence, which combines the capacities of the main defence resources, that is, human capital with material and technical means. In doing so, the combined capacities grow into capabilities through which the assigned missions and tasks are realized.

The system of education and training in the defence and in the Army covers the entire education and training in the course of the career of the personnel. As part of the framework of this system, the various forms of implementation ensure the continuous individual and institutional professional learning, through obtaining positive values, acquiring new knowledge, skills and abilities to perform assigned tasks and activities and perform the functions of the Ministry and the Army.

The actors in the education and training system in the Ministry and in the Army are divided into management elements, which are mirrored through organizational units in the Ministry and the General Staff, as well as through the executive elements that directly implement the education and training. Their interaction is reflected in the single implementation plan, as well as in the organized and systematic adoption and updating of strategic documents, doctrines, rules and regulations related to education and training.

Full-fledged membership in NATO provides mobility, i.e. the transfer of professional knowledge and skills, but also the use of education and training facilities from our allies. Our participation and integration in those global values in the field of education and training will be an additional benefit.

Through the harmonization of the national defence planning process with the NATO process of defence planning, defining and accepting the assigned 2021 Capability Targets, priorities are determined and guidance is provided for HR education and training. That provides a solid basis for continuous development and improvement of the already established system of education and training with the ultimate goal of creating capable human capital in the Ministry and in the Army.

In the period from 2023 to 2032, the main priorities of the education and training system are:

1. Support and guidance for timely and overall achievement of the capability targets assigned in the NATO 2021 Capability Targets Package;
2. Improvement of the education and training system and its management;
3. Revising and upgrading the normative framework of the education and training system;
4. Continuous maintenance of the pool of certified trainers and experts as well as their conditioning through continuous training of trainers in specific areas;
5. Continuous maintenance and modernization of the educational materials;

6. Continuous cooperation with relevant institutions in the field of education and training at the national and international level.

In order to successfully execute the defined priorities, the general goals for education and training will be:

Promoting the defence education and training system

The Ministry of Defence, through the Human Resource Department (hereinafter: HRD) is the organizational stakeholder of the functional tasks for managing the education and training system, through the distribution and coordination of the competences and responsibilities of all its parts, thus enabling it to implement the strategic determinations and policies of the Ministry in the field of education and training.

Organizing and conducting training in the Army

The General Staff, as the single strategic command, is responsible for the implementation of the education and training policies in the Army, the planning of the training in accordance with NATO standards for the accomplishment of the missions and tasks of the Army. Continuous reform of the training is the main tool for improving interoperability of the Army commands and units.

In the context of the above-stated, the maintenance of flying personnel capabilities within a separate squadron in the Army will continue, parallel to the development, generation and maintenance of forces and capabilities for contribution to NATO-led operations and missions as currently required by the defined NATO capability targets. Continuous training and assessment of forces and capabilities for contribution to NATO-led operations and missions will be consistent with the NATO CREVAL, TACEVAL, MEDEVAL and SOFEVAL. This will include contribution in NATO, national and other exercises, in order to maintain the required level of interoperability and readiness for deployment with NATO capabilities.

Advancement of defence education and training

The defence education and training system through various forms of education and training provides institutional and continuous professional learning, acquisition of new knowledge, skills and abilities of the HR for the execution of missions and tasks and the realization of the functions of the Ministry and the Army.

As part of this system, the General Mihailo Apostolski Military Academy (hereinafter: MA) is responsible for the education of personnel for the needs of the Ministry and the Army. The Army (Training and Doctrine Command - TRADOC) is responsible for the military professional training of cadets. At the same time, MA is responsible for the education of the officer corps in the Army, for all cycles of studies (first, second and third cycle of studies), the course for professional training and improvement of officers for services in the Army and of officers for pilots, as well as continuous professional training. In that direction, the

MA will continue to develop in the next 10 years into a higher education and research institution of regional character.

In the coming period, the Defence Training Center "Dr. Joseph Kruzel" will continue with the implementation of specialized training for the needs of the defence and security at the national level. In accordance with the capability objectives, the Training Center will grow into a national capacity for conducting pre-deployment training for participation in stabilization and reconstruction operations. Moreover, the Center will develop by increasing the number of offered training areas, by promoting the cooperation with training centers in the region and beyond, as well as by advancing the capacities and capabilities of trainers for various training modules.

In accordance with the work program of the Government of the Republic of North Macedonia for the period 2020-2024, and in the spirit of the concept of "smart defence", the Public Affairs Regional Center (PARC) will grow into a Center for Public Affairs and Countering Disinformation by developing their own training capacities in this area. These facilities will represent the preventive segment of the system for detecting fake news and dealing with disinformation in the Ministry. In accordance with NATO needs and requirements for individual training in the field of public affairs and disinformation management, and in cooperation with the Riga Strategic Communications Center of Excellence, these capacities will be offered to NATO.

Finally, with the aim of further developing PARC as an established NATO Partner Training and Education Center, the provision of institutional accreditation of the Quality Assurance Center has been foreseen.

Increasing TRADOC capabilities

TRADOC carries out planning, organization, coordination and realization of individual training of soldiers, cadets, non-commissioned officers for the needs of the Army. At the same time, it supports the collective training of the commands and units of the Army and the development of doctrines and lessons learned in the Army. More attention will be paid to the education and training of non-commissioned officers through combat and staff courses, specialized courses and leadership courses as well as by providing basic non-commissioned officer courses. In addition, the development will include modernization, reconstruction and upgrading of the training area, equipment and existing infrastructure.

In the period from 2023 to 2026, an increasing number of new combat systems are expected to come into use in the Army. Building the appropriate infrastructure through a series of simulators, as well as through plans and programs for training and education, will be one of the focuses of the TRADOC activities.

At the moment, NATO has begun a process of conceptual redefinition of military doctrine, which is led by the Allied Command Transformation. One of the priorities in the work of TRADOC will be the active participation and contribution with their own ideas, as well as supporting the normative arrangement of the national military doctrine.

Learning foreign languages and improving language skills

Improving the quality of language training is a priority of the Ministry and the Army in the direction of increasing the level of knowledge in foreign languages of the employees through updating the curricula, continuous training of the teaching staff and introducing modern methods of teaching and learning.

The emphasis on learning foreign languages will be the study of the English language, and according to the needs, other foreign languages will also be learned.

The level of knowledge of the English language in the Ministry and in the Army in the future will be determined based on the NATO standard STANAG 6001, and the Foreign Languages Center will conduct testing with the ALCPT test for the needs of English language training. The priority levels of foreign language proficiency, in accordance with STANAG 6001, will be levels 2, 2+ and 3 in order to meet the requirements for efficient and effective interoperability with NATO member states.

LOGISTIC SUPPORT

The logistic support system is implemented in accordance with the existing concept for logistic support of the defence of the state. Logistic support represents one of the main segments of the overall defence system with which all defence capabilities and capacities are maintained at the required level of readiness. Changes in the wider environment, especially related to the material and technical factor and the manner of providing support and assistance, represent a need for constant recognition, analysis and taking actions to harmonize the entire system.

In order to overcome the perceived weaknesses for the needs and requirements of the Army and the Ministry, an integrated logistics support will be developed, which will include the basic, additional and auxiliary logistics functions. Their interaction and synergy with the system for creating (projecting) and maintaining the combat force throughout the cycles of rest, preparation, readiness and utilization, is an important and complete element.

The main goal of the logistic support system is to identify the defence and combat service needs for the capabilities and capacities in a planned manner, to create prerequisites for procuring and/or securing the needs and merging them through the material and service needs in the country, but also during the deployment of the defence capacities outside the country.

The defined defence capabilities in accordance with the assigned capability objectives will also represent a special focus of the overall logistics support system. The system will be developed from three components, namely: **defence** where the function of procurement of the necessary funds and storage of material reserves will be realized, **operational** capacities where the support of the army capacities will be carried out with day-to-day work tasks and obligations as well as **deployable** capacities, which will be in operation to support the formations during missions and operations.

In the period from 2023 to 2032, the priorities of logistic support will be directed towards:

1. Timely and full achievement of the capability targets assigned in the 2021 NATO Capability Targets Package;
2. Logistical support of deployable force capabilities for NATO-led operations and missions and other international missions outside the country;
3. Revision and implementation of the logistical support of the new force structure;
4. Building a material base with all materials;
5. Providing necessary living and working logistical conditions;
6. Introduction of organic logistic support.

General logistics goals, which will provide support in fulfilling the afore-stated priorities, are the following:

Improvement and regulatory adjustment of the logistic support system.

The concept for logistic support of the defence of the Republic of North Macedonia is a reference document through which the postulates for the establishment and development of the logistics system are defined. One of the elements in the concept is the introduction of organic logistic support for all units of the Army, which was realized with the restructuring of the organizational and formational structure of the Army. An additional element is the medical support, which is defined through the concept of medical support. In the next period, the regular analysis of the established system of logistic support will be continued, with the intention of improving the basic postulates.

As a member of NATO, the concept of a host country represents one of the basic normative frameworks through which it is possible to fulfil the missions of collective defence, crisis management and cooperative security. Successful completion will also represent success in fulfilling the basic missions.

The overall logistic support will be completed by using the logistics information management system, which will be in accordance with the established needs.

Improvement of the system for procurement of materials and services

The procurement of materiel and services will be carried out according to the positive legal regulations of the Republic of North Macedonia for public procurement and procurement in the defence and security in the section for current supply of commands and units. In the part of modernization of the Army from the field of logistics, specifically for equipping the commands and units intended to carry out missions outside the country (NATO, EU, and UN led missions) other possibilities for concluding contracts and security arrangements with all supply classes I to V will be utilized.

Improving the maintenance of equipment and materiel

From 2023 to 2032, completion of the material base of the defence facilities is expected in accordance with the needs defined by the development plans. A key element of logistical support will be the upgrading of the entire maintenance system.

At the same time, the maintenance of the technical material assets will be realized in accordance with the concept of logistic support. The first and second level of maintenance of the equipment and MTS will be realized by the organic logistics elements of the combat units. The third level of maintenance will be realized in the maintenance facilities of the Logistics Base, and the fourth level of maintenance will be realized in the capacities of the national economy or by strategic partners through the conclusion of maintenance support agreements.

For the technical material assets for which the Army does not have its own maintenance facilities, and their development is unprofitable, the maintenance at all levels will be realized through the conclusion of maintenance support contracts. The choice of the maintenance support facilities will depend on the available own facilities, the complexity of

the technical material assets and the possibilities of the potential maintenance support facilities (available technology, spare parts, tools and equipment).

The focus will be placed on improving and adapting the system for maintenance and training of new capacities for maintenance of technical material assets, which are subject to equipping and modernization.

Long-term logistic support for aircraft operations

The subject of long-term logistical support for aircraft operations will be determined separately for each type of aircraft, if it is not possible to determine a single one. When determining the subjects, all available modalities will be used, including "Government to Government" (G2G) arrangements, whereby the subjects should be "original equipment manufacturers" (OEMs) or authorized by OEMs. Verification of the subject's authorizations will be carried out by a competent organizational unit in the Ministry.

Disposal of obsolete and redundant military equipment and weapon systems

The procurement of the new weapon systems also requires the appropriate release of the equipment that is in use in the Army. The initiated process of analysis of the review of obsolete equipment and surplus of armaments, as well as obsolete weapon systems, will be constantly upgraded with the aim of appropriate and planned replacement of the systems. The consolidated review in accordance with the normative regulation will be realized through the Disposal Plan.

In order to avoid additional costs during the disposal of obsolete armaments and equipment, during future acquisition projects, i.e. during the implementation of future purchases of weapon systems and equipment, the disposal thereof will be planned within the projected life cycle in accordance with the acquisition instructions.

Codification of classes of materials

The codification of materials is of particular importance in the material management process, and as such, impacts the logistics support system's capabilities for rapid identification and distribution of materials. The importance of codification comes to the fore especially in the context of a multinational environment and achieving interoperability within NATO. Through the appropriate completion of this system, the necessary conditions will be created for a quick and accurate exchange of information about materials with NATO partners, as well as for enabling producers from the national economy to present their "codified" products as a potential source of supply for the needs of the NATO members.

As a full-fledged member of NATO, in the category of TIER2 (full access), we have the right to codify materials by issuing appropriate NSN (NATO stock number) and registration of national companies and associations in the database of the NATO Procurement and Supply Agency (NSPA) by issuing NCAGE (National Commercial and Government Entity) codes.

Divestment of non-essential activities

In order to improve the logistic support and promote the overall work processes the Ministry and the Army will start and continue with the divestment of non-essential activities. In accordance with the conclusions of the functional analysis, the need for divestment of non-essential activities related to meals, catering and accommodation services, hygiene, maintenance of facilities and infrastructure, as well as improving the security of facilities of the Ministry and the Army has been determined. Divesting the aforementioned non-essential functions for the defence and improving the security of the facilities will also contribute to the reduction, that is, the appropriate personnel assignment and a better organization for the performance of the basic functions.

The evaluation of the proposed divestment models, which go in the direction of transferring the non-essential activities to a public company, public-private partnership, concession or other contractual solution, is in progress.

Strategic transport of deployable capacities

In accordance with the objectives of the capabilities it is necessary to conclude one or more contracts for secondment to a mission of the deployable forces for NATO-led operations and missions, with special emphasis on the strategic transportation needs of the LIBG/LPBN for deployment within the unit's area of operation. Strategic transportation should be provided within the available capacities of NATO member states, or with consortia and agencies that perform strategic transportation for the needs of NATO member states.

Strategic transport will achieve interoperability with NATO, i.e. it will enable the rapid deployment of Army units to participate in NATO, EU and UN led international operations and peace support missions, conflict prevention and humanitarian operations and other regional initiatives.

DEFENCE COMPOUNDS, FACILITIES, INSTALLATIONS AND INFRASTRUCTURE

The defence compounds, facilities, installations and infrastructure are an integral part of the defence system, which enable adequate accommodation, operation and training of the personnel employed in the defence and in the Army. The need for adequate planning, organization, constant maintenance as well as regular modernization is a necessary prerequisite for the fulfilment of the defence capabilities. On the other hand, creating the necessary living and working conditions of the human resources and the necessary conditions for maintaining the material and technical assets is an essential need for creating a modern working environment.

The rapid technological development imposed the need to include the modern development flows towards the appropriate rearrangement of the entire infrastructure system towards the so-called "eco-defence". The requirements from this initiative will be gradually integrated in their entirety into the overall infrastructure used by the Ministry and the Army. This initiative will be complementary and integrated in the already started investment for improving the condition of the infrastructure and it will continue with an enhanced pace in the coming period.

The assigned 2021 capability targets are largely based on modern weapon systems. They represent an important element in the part of the infrastructure, which is why it is necessary to carry out adequate planning, organization and establishment of conditions for accommodation and storage of the newly acquired material and technical assets. In doing so, preconditions will be created for investing in the longevity of the acquired assets.

The fact that the defence compounds, facilities, installations and infrastructure are long-term commitments imposes the need for a constant review of the created vision for the deployment of the defence and army capacities. The projection for determination of consolidation of the Army units in locations outside of populated areas along with factors such as economy, centralization, multi-functionality and comprehensiveness will be elements that will be constantly reviewed.

In an international context, particular attention will be paid to ensuring the support and future maintenance of the SEEBRIG Command in Kumanovo, as well as providing accommodation and living facilities for their employees and their families.

In the period from 2023 to 2032, the priorities in the domain of infrastructure will be the following:

1. Development of the infrastructure facilities in order to support and streamline the timely and overall achievement of the capability targets assigned in the NATO 2021 Capability Targets Package;
2. Construction and modernization into a modern infrastructure for new material and technical assets;

3. Creation of modern and standard living and working conditions for the human capacity;
4. Improvement of the infrastructure maintenance and provisioning system;
5. Modernization of the infrastructure for education and training;
6. Implementation of the "eco-defence" concept in the entire infrastructure;
7. Renovation and maintenance of the representative infrastructure of the Ministry.

The priorities will be realized through the fulfilment of the following general goals:

Improved normative framework for management, provision and maintenance of facilities and infrastructure

The normative framework represents a basis that defines the system, the competences and the steps taken in the domain of infrastructure. In order to create a system that will increase the quality of planning, as well as the maintenance of the facilities, an appropriate analysis and understanding of its comprehensiveness and sustainability will be performed. The procedure for registering the usufructuary right for the land depends on the amendment of the Law on the use and disposal of state-owned property and municipal-owned property.

Intensification of the procedure for amending the legal regulation is expected in the coming period. On the other hand, appropriate decentralization in the domain of basic maintenance of facilities used by units and institutions is a necessity for completing the entire system. In this part, the possibilities for divestment of the function of maintenance and providing security to the facilities and infrastructure will be considered through creative consideration of possible solutions. At the same time, it is necessary to update the Plan for the Divestment of Non-Essential Property of the Ministry of Defence.

Renovation and/or construction of new living and working infrastructure

The establishment of appropriate and standard living and working conditions for employees in the defence and in the Army is a necessary condition for achieving advanced work results. The success achieved from the already started renovation of the living and working facilities will continue.

The start of gradual renovation of all facilities where training is carried out and the facilities where food is being prepared and distributed will be considered as an additional initiative in this domain. In the period from 2023 to 2032, the renovation of the facilities for accommodation, life and work of the personnel, technical workshops and service stations, support installations where the military units are deployed will begin.

Membership in NATO also requires increased interaction and working meetings, which will take place in the Republic of North Macedonia. The Ministry will start with appropriate renovation and adaptation of the representative building "Army Hall" in the center of the city of Skopje, which will be used for this purpose. In the long term, appropriate assessments and analyses will be initiated to include other representative facilities on the territory of the country.

Development and modernization of the infrastructure for education and training

Training infrastructure and facilities are one of the basic prerequisites for ensuring quality and efficient training, and their effective management will provide training support in order to fulfil the missions and tasks of the Army, as well as to fulfil the Capability Targets. For this purpose, it is planned to modernize and upgrade the existing facilities, namely:

- Development of the army Training Area (TA) "Krivolak", to include modernization, reconstruction and upgrading of training areas, equipment and existing infrastructure;
- Development and modernization of the facilities intended for conducting the education in the MA, to include modernization, reconstruction, construction and completion of the sports hall and sports terrains, equipment and the existing infrastructure;
- A project for the modernization and equipping of the facilities for establishing the "Dr. Joseph Kruzel" Training Center at a the national, regional and international level for conducting training in the field of stabilization and reconstruction will be developed;
- Modernization of training and accommodation facilities is planned for PARC, with the aim of reaching modern training standards within the foreseen application process for obtaining institutional accreditation of PARC in 2026.

FINANCIAL RESOURCES

Defence financing is one of the most important elements that contributes to the creation of prerequisites for successful strengthening and maintenance of the entire defence system. At the same time, in the past years, great attention was paid especially to the undertaken obligation, which stems from NATO's commitment for defence investment by reaching 2% of the Ministry's budget from the GDP and a minimum of 20% investment in equipping and modernization.

Namely, in accordance with the projections from the previous development document for the period 2019-2028, the budget approved by the Ministry of Defence has a tendency of permanent increase.

Reg. no.	Element	2018	2019	2020	2021	2022
1	Budget of the Ministry (in % of the GDP)	0.98	1.19	1.37	1.57	1.77
2	Equipping and modernization	11.84	15.39	18.23	23.63	31.81

The projection of the budget for the Ministry for the development of the 2023-2032 Long-Term Defence Capabilities Development Plan, has been made based on the projected Gross Domestic Product (GDP) in the next ten-year period and percentages of allocation from the GDP for the requirements of the Ministry, for the same period.

The projected GDP for the period 2023-2027 was prepared by the Ministry of Finance. The projected GDP for the specified period is in accordance with the mid-term fiscal goals and strategic priorities of the Government and enables the monitoring of the dynamics of revenues and expenditures in relation to the fiscal goals.

For the period 2028-2032, the Department of Finance prepared a GDP projection by applying the GDP growth rate and projected inflation (derived with a formula).

The Ministry of Finance emphasizes that in the coming period, with the preparation of the mid-term fiscal strategies, the projections may undergo changes to reflect the more realistically expected macroeconomic movements in the international environment and the economic measures and policies that will be planned/implemented in the country. It is not expected that the possible changes will lead to major changes in the GDP projection.

In accordance with the politically adopted commitments for investment in the defence, as well as the defined goals in the national strategic documents, the percentage of GDP allocated to the defence budget will increase by 0.2 percentage points per year, until the allocation of 2% of GDP for the defence by 2024. The national intention is to maintain a stable defence budget of at least 2% of GDP after 2024.

The financial resources determined in this way will be the basis for financing the determined goals, tasks, activities and projects determined in the LTDCDP, the projected organization and formation structure of the Ministry and the Army, the undertaken international obligations to participate in international operations and missions, the undertaken obligations to fulfil the accepted NATO capability targets and equipment and modernization requirements.

The table shows the projection of the defence budget for the period 2023-2032 and the percentage of allocation from the GDP³.

Reg. no.	DESCRIPTION	YEARS									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1	Projection of the real GDP growth rate	2.9	4.1	5.0	5,6	5.4	5.4	5.4	5.4	5.4	5.4
2	Projected Inflation (%)	7.1	25	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
3	GDP (in million MKD)	920,229	980,467	1,049,969	1,130,711	1,215,721	1,306,997	1,405,127	1,510,624	1,624,041	1,745,974
4	Percentage of MoD Budget in the GDP	1.85	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
5	Budget of the Ministry of Defence (in million MKD)	17,024	19,609	20,999	22,614	24,314	26,140	28,103	30,212	32,481	34,919

Based on projections and regulations for multi-year planning, programming, budgeting and execution, the Ministry will develop programs and projects for defence development and classification of costs in accordance with the NATO cost methodology for: personnel, operations and maintenance, as well as for equipment and modernization.

³Data on the projected GDP, real GDP growth rate and inflation for 2023 were published by the Ministry of Finance in December 2022, for the period 2024-2027 they were received from the Ministry of Finance in March 2023, and for the period 2028-2032 they were prepared in the Department for Finance.

COMMUNICATION AND INFORMATION SYSTEMS AND CYBER DEFENCE

The Ministry and the Army are planning and organizing a continuous system for C4 (Command, Control, Communications and Computers) and cyber defence.

The rapid technical and technological development imposes a need for modernization and equipping with C4 systems and cyber defence with the implementation of modern hardware and software solutions for communications, networks and services, which provide conditions for strategic planning and interoperability used by the commands and units of the Army on the national level and when conducting missions in NATO.

The modernization of the C4 and cyber defence systems will be developed in accordance with the allied C3 strategy (C-M(2018) 0037) and will be implemented within the framework of the allied C3 policy (C-M(2015)0041-REV2), and the fulfilment of the accepted 2021 Capability Targets for the Republic of North Macedonia.

Key principles

Information is a critical resource and the support of CIS and its services are the basis for the successful implementation of C2 (Command and Control). CIS is the basis for information exchange and successful operation, thus it is necessary to define the principles that will enable success in using these technologies and complex systems.

1. Strategic management with CIS and resources - with the aim of providing functional, secure, durable, flexible and interoperable capabilities based on:
 - seamless exchange of information between the static and deployable elements of the CIS;
 - monitoring the life cycle of the CIS equipment and providing expert staff for its management;
 - integrating short-term, med-term and long-term requirements and plans.
2. The modernization of CIS will be based on the following principles:
 - operability – to ensure the necessary functionalities of the CIS in support of the C2 system;
 - interoperability – national and multinational operations require CIS that is interoperable, both at the national level and with NATO and NATO member states;
 - CIS flexibility – which provides dynamic allocation of resources from CIS for the needs of maintaining C2 functionalities during deployment or redeployment of the national commands and units and support to allied forces in NATO operations;
 - CIS resistance – the ability to quickly restore the CIS functions after certain interruptions or changes, which is generally ensured through redundancy and robustness;

- service-oriented CIS - enables easy incorporation of communications in all business processes, providing a basis for improving the interoperability and additional use of these services, with the aim of implementing new CIS services;
- autonomy – which represents the ability of the CIS to be operational, regardless of the availability of appropriate infrastructure or logistical support. This is especially important for carrying out missions outside the country, where communication facilities are not always available;
- timeliness – CIS consists of a set of networks and systems, some of which are critical, and they require timely availability of CIS and its functionalities;
- readiness – refers to the degree of readiness of CIS to fulfil urgent claims;
- security – adequate security of the CIS guarantees a degree of confidentiality, integrity and availability of services, systems and information.

3. Development of a secure, safe, reliable and resilient cyber space - supported by qualitatively built capabilities and capacities, highly qualified experts and national and international cooperation in the field of cyber defence, according to the following principles:

- maintaining freedom of action in cyberspace; and
- ensuring timely execution of tasks in accordance with military objectives.

The defined priorities for C4 and cyber defence will be properly developed and achieved through the following general development goals:

Upgrading and modernization of GCIS

The adopted strategy for the development of GCIS defines rules, operational procedures, principles and ways for further development of CIS in the Ministry and in the Army. In the context of the Strategy, an Action Plan for implementation has been adopted, with precisely defined deadlines for implementation. In accordance with NATO directives, the Army will develop and adopt a CIS doctrine (NATO compliant - AJP-6).

According to the structure, location, purpose and level of operation, this general objective is divided into several specific objectives:

- 1) Modernization of stationary CIS capacities, which includes:
 - telephone system;
 - video-teleconference system;
 - cable-optical infrastructure;
 - communication (connections) ground – air – ground;
 - radio relay systems for link connection.
- 2) Deployable (mobile) CIS capacities and capabilities that include:
 - satellite links for declared units;
 - radio communication systems.
- 3) Tactical CIS capabilities, including:
 - communication at the tactical level.

Development and upgrade of a system for active cyber defence and C3

In accordance with NATO regulations, cyberspace is defined as a separate domain for NATO operations and cyber defence is based on:

- cyber resilience – ability to respond to an attack and recover from it;
- cyber activities – ability to perform cyber activities;
- raising cyber awareness;
- incorporation of cyber defence in all national exercises;
- cooperation and sharing of information both at the national level and with NATO and other partner countries;
- signing agreements on cooperation in the area of cyber defence.

The 2018-2022 National Cyber Security Strategy was adopted and enacted in July 2018. An action plan for the implementation of the strategy was developed and adopted in December 2018. The world trend of an increasing number of cyber-attacks on networks imposes the need to upgrade and implement appropriate cyber defence at the national level and information security of networks in the Ministry and the Army.

In 2020, the Ministry adopted a Cyber Defence Strategy, in accordance with which it is planned to develop capacities and implement technologies that will ensure adequate protection of information during the transmission of speech and data in real time, building capacities for cyber defence and information security for the transmission of classified and unclassified cross-domain information, object-level protection, virtual private networks, computer incident identification and response capabilities.

The development of cyber capacities and capabilities within the Ministry and the Army will be implemented as part of the 4 projects, namely:

- a) development of a national defence network, with a level of NATO Secret classification;
- b) development of cyber defence capabilities in the Ministry and the Army;
- c) development and modernization of cryptographic security;
- d) development of an Institute for Cyber Security and Digital Forensics focused on education and research.

In accordance with NATO directives, the Army will develop and adopt a cyber defence doctrine in accordance with AJP-3.20 and MC 0665.

Developing and achieving interoperability of CIS with entities in the country and NATO member states

The Ministry and the Army, as the stakeholders of the defence organization in the country, are responsible for ensuring the interoperability of the CIS among all national entities that participate in the defence preparations and planning and interoperability with NATO.

At the national level, a CIS Interoperability Improvement Plan between the defence and other government institutions 2018-2028 was adopted aimed at:

- providing a vision for the establishment of a common interoperable CIS;
- ensuring interoperability by adopting common guidelines, standards and procedures;

- providing support in joint trainings, education and exercises for the realization of interoperability of CIS in the defence;
- initiating interoperability with all national entities that participate in the defence preparations and planning at the strategic, tactical and operational level;
- demonstrating the need for modernization and financing in this strategic direction; and
- providing a basis for the implementation of the strategic guidelines resulting from NATO membership.

Interoperability is a common denominator of all the listed projects and it is the main prerequisite for exchanging and sharing information between systems that differ in their infrastructure, architecture, purpose and security conditions.

FINAL WORD

The twenty-ninth anniversary of the declaration of independence of the Republic of North Macedonia is marked by achieving one of the primary foreign policy goals – full-fledged membership in NATO. This historic success is a result of years of hard work and national perseverance in implementing the necessary defence reforms and improving the required defence capabilities.

From today's perspective, the new primary defence goal of the Republic of North Macedonia is a firm demonstration of the necessary political will, strategic vision, planning acumen and willingness to invest in the defence. This will provide a reliable response to all challenges and survival as a conscientious, responsible, credible and unwavering member of NATO.

2023-2032 LTDCDP is a complementary document, which is directly supported by the **2023-2032 Action Plan**, which elaborates the defined priorities and goals with an established time frame in detail.

The implementation of 2023-2032 LTDCDP will be operationalized in accordance with the established system for planning, programming, budgeting and execution through the mid-term plan for the development of defence capabilities in the Ministry of Defence and continuous and regular six-monthly and annual analyses at the highest level of administration.

TRANSITIONAL AND FINAL PROVISIONS

The implementation of the 2023-2032 Long-Term Defence Capabilities Development Plan will be undertaken by the Ministry of Defence.

This 2023-2032 Long-Term Defence Capabilities Development Plan enters into force on the eighth day from the day of publication in the "Official Gazette of the Republic of North Macedonia".

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_____ 2023
Skopje

President of the Assembly of
Republic of North Macedonia,
M.Sc. Talat Xhaferi