



Република Северна Македонија
Министерство за одбрана

2025

COMMUNICATION STRATEGY OF THE MINISTRY OF DEFENCE



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MINISTER OF DEFENCE
Vlado Misajlovski

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INTRODUCTION



The Ministry of Defence's 2025 Communication Strategy outlines the Defence's commitment to accountable, transparent, and open communication with Macedonian citizens. This is considered essential in the context of evolving security challenges and the impact of disinformation on society, necessitating a reliable information system based on factual accuracy.

The strategy emphasizes the development of defence capabilities through three key pillars: stable budgetary allocation, procurement of modern equipment, and the development of human resources. The Defence aims to ensure that all Macedonian citizens are informed about the allocation of public funds towards national security, i.e. a more stable and safe country. We invest in the individual and collective development of our soldiers, non-commissioned officers and officers, as well as in our civil servants because they are the pillar of the defence system. We respect their rights, but at the same time we demand full dedication and unwavering professionalism.

The Communication Strategy identifies key target audiences, including domestic and NATO stakeholders in the same way that we have defined the relevant topics, narratives, and communication channels for engaging with these audiences. Our country is a trusted ally contributing to the collective security of all 32 of our countries joined together in the Alliance of Values.

The Communication Strategy is a comprehensive document that, in addition to our messages, publicly and transparently demonstrates the principles on which the defence operates in the field of public affairs, as well as the professional standards for communicators in the Ministry. The strategy demonstrates that our system is set on solid grounds and reinforces the Ministry's commitment to transparency and openness.

We recognize that only informed citizens are critical for building social resilience against security challenges that will enable us all to build a system of a collaborative response to all security threats

MINISTER OF DEFENCE

Vlado Misajlovski

COMMUNICATION PRINCIPLES

The Ministry of Defence has been the most transparent institution in the country at the central and local levels for five years in a row, the last four of which have been with a maximum, 100% fulfilment of the criteria according to the Active Transparency Index. This shows that the Ministry, as the pivot of the defence sector, views transparency as a supreme democratic value from which we do not deviate. A significant part of this transparency relates to the quantum of available information on the functioning of the defence, the spending of funds intended for the defence, but also the constant and proactive communication with key audiences.

The communication system in the Ministry is set on solid grounds – through the Strategic Communications Policy and the rulebooks that define this area, which allows for continuity, predictability and gaining public trust that the Ministry respects the public interest and that citizens have the right to know how their money is invested in a safer country.

Proactive communication is also supported by easy access to information, as well as the principles according to which defence communicators work. The Ministry is continuously working to facilitate the way in which citizens can access the desired information, including changes to the Ministry's website, www.mod.gov.mk which represents the key defence information data base.

The development of the Communication Strategy essentially systematizes the themes, narratives and messages that the Ministry places towards the public and for which it expects feedback, which is carried out through all available tools, including social networks as one of the key communication channels through which two-way communication with key audiences is established.

Taking into account the changing security environment, the Ministry has reduced the period for developing a Communication Strategy from two to one year, thus enabling appropriate modelling of the themes, narratives, and messages of our citizen's day-to-day reality.

The communication period of this Strategy stems from the 2025 Work Program of the Government of the Republic of North Macedonia, the Annual Working Plan of the Ministry of Defence, as well as the priorities of the defence leadership.

The Ministry of Defence remains firmly on its path – which is to continue to be a relevant, credible, and open institution that communicates with the public quickly, efficiently, in a timely manner, and with factually accurate information.

KEY AUDIENCES

Defining key audiences is the starting point of this Communication Strategy. We remain focused on researching the information environment and accurately defining the characteristics and interests of key audiences, a fact that allows us to accurately define communication themes, narratives and messages.

Defence focuses on two separate key audiences: domestic and external (NATO) publics.

The domestic public is actually the Macedonian public, from all categories of citizens and ages. The most important target groups are defence employees, the Army and their families, young people aged 18-25 as a pool of citizens for recruitment of professional soldiers for the Army, as well as the representatives of the non-governmental sector and the academic community. Media representatives are also one of the priorities within the communication process, as an audience that is significant in the communication efforts for broadcasting communication messages to the general public.

The external public consists of the public in the NATO Alliance, segmented into NATO commands and entities, the leaderships of allied countries, as well as the leaderships of partner countries, especially within the Balkan region.

I. THEMES AND NARRATIVES

The Ministry of Defence actively communicates with the public on the following topics:

PART 1. DOMESTIC PUBLIC

TOPIC 1 – MACEDONIAN CITIZENS ARE SAFE, OUR HOMELAND IS SECURE

TOPIC 2 – STABLE FINANCING FOR MODERN AND CONTEMPORARY EQUIPMENT

TOPIC 3 – DEFENCE AND ARMY WITH STRONG HUMAN RESOURCES

TOPIC 4 – CAPACITIES IN THE SERVICE OF COLLECTIVE DEFENCE

TOPIC 5 – SERVING THE CITIZENS AND THE PUBLIC INTEREST

PART 2. EXTERNAL PUBLIC: NATO AND MEMBER COUNTRIES

TOPIC 1 – NORTH MACEDONIA – TRUSTWORTHY AND DEDICATED ALLY

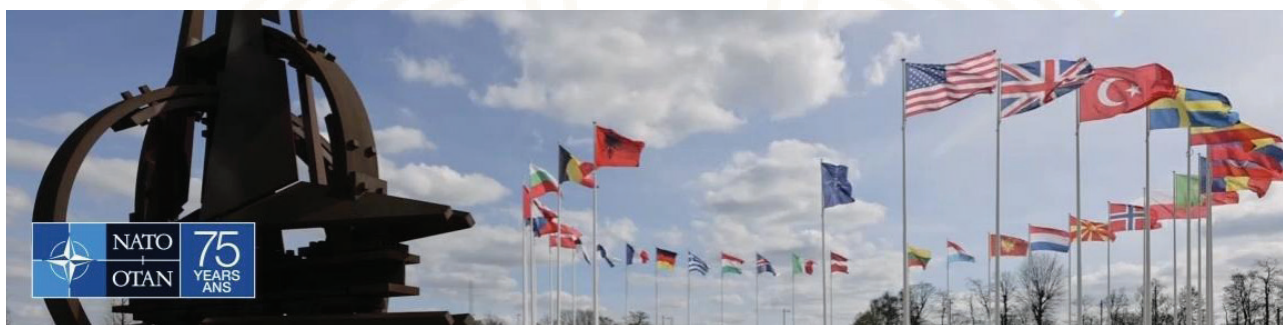
TOPIC 2 – SECURITY IN A CHANGING SECURITY ENVIRONMENT

TOPIC 3 – MACEDONIAN CONTRIBUTION TO COLLECTIVE SECURITY

PART 1. DOMESTIC AUDIENCE

THEME 1 – MACEDONIAN CITIZENS ARE SAFE, OUR HOMELAND IS SECURE

North Macedonia is a safe and secure country. That is the top priority of the Defence and the Army because without security there is no prosperity and economic development. With NATO membership, a new chapter began for the Macedonian country in which the defence system became an integral part of the collective defence of 32 allied countries that combine the values of democracy and the commitment to the principles of international law and international order. North Macedonia actively participates in discussions in the NATO Alliance and all decisions



made on behalf of 32 countries are made with the approval of Macedonian representatives. This is sufficient proof that we are not behind closed doors when the topic of discussion is us and the global geopolitical trends, but that we actively participate in the discussions at the table where decisions with global implications are being made.

In NATO, we are one for all and all for one, and that is why we remain steadfast in protecting every inch of NATO territory, which includes the Macedonian territory.

Today's reality indicates strong changes in geopolitics on a global level, and for our country it is essential not to be on the side-lines of this process, but to protect Macedonian interests and the interests of our allies from within. In that context, we call for a halt to military actions and the establishment of peace.

Security also guarantees enhanced economic growth. NATO membership brings new opportunities, a new market and an intensified progress. Our goal is to ensure peaceful development, independence and sovereignty of the state, security for citizens and business through defence policy. NATO membership is a guarantee for new investments in the country, but also a chance for our business community and companies to participate in the large supply chain of products for the needs of the NATO Alliance. The Center that supports domestic companies in NATO tenders and public calls facilitates access to the NATO market and guides Macedonian companies in this process.

Key messages:

1. North Macedonia is a safe and secure country, a member of the most powerful military-political alliance in history. We are at the same table with the most powerful nations, where we make decisions for a safer world. NATO membership is another guarantee of the sovereignty and territorial integrity of our homeland.
2. Security changes require constant vigilance and agility. We support decisions that result in peace and security, but, what's more, result in a secure NATO and a secure country. We call for reason, cessation of hostilities, and the establishment of a sustainable and long-lasting peace.
3. Guaranteed security is also a guarantee for faster economic development and investments. NATO membership means stability and new investments in the country. We are fully committed to supporting our business community in entering the NATO market. More NATO tenders, greater economic development.

THEME 2 – STABLE FINANCING FOR A MODERN AND CONTEMPORARY ARMY

Defence budgeting is moving upwards. The Macedonian defence budget is within the jointly reaffirmed level – 2 percent of the country's gross domestic product. In 2025, the defence budget is at the level of 2 percent of the Macedonian GDP, or 329 million euros, which is 5 million euros more compared to last year. It is also important that investments in the Army are not only not decreasing, but are also intensifying. This year, over 32 percent of the defence budget have been allocated for new and modern equipment for the Army. That is over 106 million euros, or 18 million euros more than in 2024 – for new, modern and sophisticated equipment in accordance with the highest NATO standards.

2025 is a year of intensive introduction of new and modern equipment within the Army. We continue with the procurement of modern light armoured vehicles from the JLTV team, 38 of which are already part of the Army arsenal. This year, the arrival of Stryker



armoured vehicles will also begin. With respect to the anti-aircraft and artillery equipment systems, this year the "Boran" artillery systems from allied Turkey and the "Mistral 3" short range air defence system from France will also become part of the Army's capabilities. In 2025, procurement of the necessary individual and supporting equipment will also follow, because the modernization and equipping of the Army is a comprehensive process.

The procurement of aircraft that are part of the Army's aviation component continues. The contract with the Italian Republic and the company "Leonardo" is active and is the largest contract that the Ministry of Defence has concluded. For us, it is important that this contract and this procurement are implemented in accordance with all legal provisions and regulations. The procurement of the new eight helicopters will ensue and we expect the first 2 helicopters as early as 2026.

Stable funding of the Army allows for an increase in the combat readiness and interoperability of the Army, as well as improving working conditions. The focus of the modernization is on

the declared forces, specifically the Light Infantry Battle Group, and the modernization and equipping process is in accordance with the Long-Term Defence Capabilities Development Plan 2023-2032 and NATO capability targets.

Key messages:

1. We are fully committed to stable defence funding, including the intensifying modernization and equipment process. Every year we are allocating more money for a more motivated, modern and stronger NATO Army! The defence budget amounts to 329 million euros, of which over 32 percent or 106 million euros are intended for modernization and equipping. This is a guarantee that modernization will continue to be implemented intensively.
2. We are purchasing new and modern equipment for a stronger country and a safer NATO Alliance. NATO Army needs NATO conditions. In 2025, we continue the process of purchasing JLTV armoured vehicles, the Stryker armoured vehicles are arriving, the Boran artillery systems and the Mistral 3 very short range air defence system are arriving.
3. Our focus is the Light Infantry Battalion Group, our declared NATO unit, but at the same time we are investing in every segment of the Army! Modernization is being implemented in accordance with the strategic documents and it is a process led by top defence and Army professionals. For us, the main guidelines are the 2023-2032 Long-Term Defence Capabilities Development Plan and the NATO capability targets.

THEME 3 – DEFENCE AND ARMY WITH STRONG HUMAN RESOURCES

Strong and developed human resources are one of the three pillars on which we base the Macedonian defence. The Ministry will continue to invest in its employees and in all members of the Army, in their professional development, but also in fully respecting all of the obligations arising from the Law on Employees in the Ministry of Defence, the Law on Service in the Army and the Collective Agreement. Investing in the Defence also means investing in our employees and therefore all obligations towards them are consistently respected, in the same way that they, with their professionalism, are fully engaged in maintaining the security of the country. This year, one third of the budget is intended for our employees, which will cover all financial requirements in accordance with the laws and by-laws.

Care for employees also includes stable career development, continuous further education in education centers in and outside the country, as well as participation in exercises and trainings together with all allied armies.

At the same time, we are taking care of ensuring adequate manning of the Army – with new professional soldiers, young and motivated Macedonian citizens who want to serve their homeland. In 2025, the Army will be rejuvenated with 300 new professional soldiers. This year, we are also planning to receive citizens with civilian faculties who will be transformed into officers after completing the 6-month course. Of course, we are also planning to receive 26 cadets who are completing their studies at the Military Academy this year. We also plan to produce



new non-commissioned officers. We are manning the Army with critical specialty personnel. In 2025, we will receive the first scholarship alumni in accordance with the Army Service Law. Thus, we are demonstrating that the system is working, but at the same time we are also focusing on keeping young people at home. We continue to provide scholarships to personnel with specific knowledge required by the Army, who, after completing their education, will use the acquired knowledge in the ranks of the Army. There will also be admissions in the categories of defence officers and civilians serving in the Army, taking into account our needs and the outflow of personnel on various grounds, mainly retirement. The defence system must function and therefore we will not allow the defence and the Army to face a shortage of professionals.

Key messages:

1. Human capacities in the Defence and the Army are our top priority. The Army must have a motivated and professional staff whose primary task is the security of the homeland and the safety of its citizens.
2. The Ministry invests in its employees. We fully respect the obligations towards our employees established by law and the Collective Agreement. We remain focused on their professional development, continuous training and exercises, both at home and in allied countries.
3. We focus on manning and rejuvenating the Army. The planned intake of professional soldiers, non-commissioned officers and officers will maintain the required level of staffing in the Army and will enable the system to continue to function flawlessly.

THEME 4 – CAPACITIES IN THE SERVICE OF COLLECTIVE DEFENCE

NATO membership resulted in our country and Army transforming from a national to a collective defence system in which interoperability and the development of a specific set of capacities that complete the collective defence of the entire NATO territory and 32 member states are at the forefront. The Macedonian Army does not make only a declarative contribution, but realistically contributes to one of the most important claims of the Alliance, i.e. defence and deterrence, and it does this in the multinational NATO forces in Latvia, Bulgaria and Romania. The contribution continues this year, in 2025, through the planned rotations for which there is also budgetary support.



North Macedonia remains committed to maintaining and strengthening security at the regional level - through participation in the NATO mission in Kosovo, KFOR, the European Union led operation in Bosnia and Herzegovina, EUFOR - ALTHEA, and we continue with our contribution in the United Nations led mission in Lebanon, UNIFIL, as a region that is geographically close to the Balkan region.

Our country also operates one of the largest military areas in the region, the Training Area Krivolak, where large and complex multinational exercises are continuously conducted. TA Krivolak has repeatedly demonstrated its value as a place where several different activities can be conducted simultaneously as part of the same exercise. The Ministry of Defence has set the development of the content and infrastructure of this range as one of its top priorities.



In terms of the capacities and capabilities with which the country contributes to NATO, it is worth emphasizing the development of the Public Affairs Regional Center (PARC), which is positioned at the center of the Alliance's requirements for new, motivated, trained public affairs officers. This area is even more important considering the current information environment characterized by a large quantity of disinformation and a strong need to share factually accurate information.

After the successful implementation of the assessment visit of the NATO team, this Macedonian capability received unconditional NATO accreditation, which is proof that the Center operates in accordance with the highest standards of the Alliance, and that it has established a quality control system that indicates that the trainings that are conducted have a continuously high quality level, as provided for in the relevant NATO documents.

Key messages:

1. Our country is an active and committed ally that makes a real contribution to strengthening NATO's defence and deterrence. Macedonian soldiers are part of the Alliance's multinational forces in Latvia, Bulgaria and Romania, and we will remain there in 2025, working together with all Allied armies in maintaining peace and security of NATO's eastern flank.
2. TA Krivolak is our largest training and exercising facility, enabling comprehensive training and exercise development of interoperability with all allied armies. The Ministry of Defence continues to develop the contents and infrastructure of this training area, which is one of the priorities for the Army and the Defence.
3. We also contribute to the Alliance's non-kinetic capabilities. The Public Affairs Regional Center has received unconditional NATO accreditation, which means that the training and exercises organized at this one-of-a-kind Center are in accordance with the highest standards of the Alliance.

THEME 5 – SERVING THE CITIZENS AND THE PUBLIC INTEREST

The Ministry of Defence continues to be at the top of the institutions, with the highest active transparency compared to all other institutions at the local and central level. For us, transparency is our code and we do not deviate from this. In 2024, we remained at the top with 100 percent fulfilment of the criteria according to independent measurements, and we will continue to do so in 2025. Our principle is clear – the Defence is fully open to the citizens.

At the same time, through comprehensive media monitoring and activities within the preventive pillar of the system for countering disinformation, the Defence is actively and continuously combating this harmful phenomenon. We continue to work with credibility, with accurate and timely information, as well as with the development of strategic communications capabilities, to ensure that the Defence continues to be a transparent, open and accountable institution.

г. изврш. 2024	г. изврш. 2023	Институција	Резултат 2024	Резултат 2023
1	1	Министерство за одбрана	100,0 %	100,0 %
2	4	Министерство за труд и социјална политика	97,8 %	95,7 %
3	10	Министерство за внатрешни работи	95,7 %	87,5 %
3	4	Министерство за земјоделство, шумарство и водостопанство	95,7 %	95,7 %
5	6	Министерство за здравство	93,5 %	91,3 %
5	7	Министерство за локална самоуправа	93,5 %	90,9 %
7	8	Министерство за животна средина и просторно планирање	91,7 %	89,1 %
7	8	Министерство за информатичко општество и администрација	91,7 %	89,1 %
9	3	Министерство за финансии	90,7 %	98,1 %
10	1	Влада на РСМ	87,0 %	100,0 %
11	11	Министерство за економија	82,6 %	87,0 %
12	16	Министерство за надворешни работи	78,3 %	67,4 %
13	12	Министерство за образование и наука	76,1 %	82,6 %
14	13	Министерство за транспорт и врски	75,0 %	80,4 %
15	15	Министерство за култура	73,9 %	71,1 %
15	14	Министерство за правда	73,9 %	79,2 %
17	17	Министерство за полиција, безбедност и национална одбрана	60,9 %	52,2 %

Key messages:

1. The Ministry continued to be an institution with 100 percent compliance with the criteria of independent measurements of active transparency in 2024. We were and remain the first institution to reach 100 percent and we will remain committed to working in this field.
2. We continue to develop the Ministry's communications system that guarantees transparency, while simultaneously building trust with our key audiences. We will continue our cooperation with civil society organizations and the academic sector so as to enable the smooth development of social resilience to all negative influences in the information space.
3. We also pay attention to the system for countering disinformation, which we are combating with credible, accurate and timely information. The Ministry positions itself as the single and most accurate source of information in the field of defence.

PART 2. NATO AUDIENCE

THEME 1 – NORTH MACEDONIA – TRUSTWORTHY AND DEDICATED ALLY

With our country in the Alliance, NATO is more secure and stable. Macedonian citizens live with the same values as all other citizens of the member states. North Macedonia is a functional democratic state in which Western values are deeply founded - equality on all grounds, rule of law, freedom of speech and expression.

БУЏЕТ НА МИНИСТЕРСТВОТО ЗА ОДБРАНА
ЗА 20205 ГОДИНА

2% од БДП, 32% за опремување и модернизација

Our mission is the mission of the Alliance – security of every inch of allied territory and of over 1 billion people in the world. We fully respect the decisions taken jointly in NATO. We allocate 2 percent of the gross domestic product for the defence budget, of which a high 32 percent is for equipping and modernizing the Army. With investments in defence, we invest in a stronger collective defence of NATO.

We INVEST in the defence, MODERNIZE the equipment and armaments, and CONTRIBUTE to peacekeeping missions, operations, and other Alliance activities.

THEME 2 – SAFETY IN A CHANGING SECURITY ENVIRONMENT

We recognize the new reality burdened by the disruption of security on the European continent. We call for the establishment of sustainable peace and lasting security.

NATO has one primary goal – the protection of its territory. The Alliance poses no threat to anyone. Our moderation and pragmatism should leave no doubt that together we are ready to defend our territory and values.



THEME 3 – MACEDONIAN CONTRIBUTION TO COLLECTIVE SECURITY

For more than two decades, members of the Macedonian Army have been contributing to the establishment of peace and security on a global level. By participating in the ISAF and Resolute Support missions in Afghanistan, we have proven that we can and know how to jointly bring peace. Today, we are working together with our allies in maintaining the security of NATO's eastern flank, but at the same time, with our soldiers, we are also placing stamp on regional security.

North Macedonia actively participates in the Alliance's multinational forces in Latvia, Romania and Bulgaria and, alongside other Allied countries, is a guarantor of the security of the Alliance's eastern flank. In 2025, participation in the NATO mission in Kosovo, KFOR, will continue, just as we will continue our participation in the EU-led mission in Bosnia and Herzegovina, EUFOR-ALTHEA.



The unconditional NATO accreditation of the Public Affairs Regional Center also means serious support in the development of strategic communications and military public affairs at the level of the entire Alliance. We

continue to work with the intention of training as many NATO communicators as possible who will help us in our fight for the truth!

II. COUNTERING DISINFORMATION

Disinformation is recognized as one of the key security challenges in any contemporary society. This is especially visible in today's security reality. The conflict on European soil has shown that in parallel with the fight on land, at sea and in the air, there is also a fight for truth in the information sphere. The Ministry of Defence is actively working on developing capabilities for countering disinformation, primarily through the system for countering disinformation, within which the so-called preventive and educational role is being developed, along with the function of rapid and timely detection of disinformation and the establishment of a rapid response system for detecting disinformation. The responsible authority for this system is the Department for Information and Communications (with its proactive and reactive function) and the Department Public Affairs Regional Center (with its preventive function).

According to the Concept for the Development of a System for Countering Disinformation, **the preventive function** focuses on the development of media literacy through the organization and implementation of trainings and courses, as well as through close cooperation with the Ministry of Education and Science, the academic community and the non-governmental sector. Prevention also includes the implementation of seminars and workshops with media representatives to increase understanding of the defence field, as well as cooperation with the faculties of journalism and public affairs.

The proactive function refers to the continuous production of information material that will enable the efficient disinformation countering, timely planning for possible occurrences of disinformation, organization of so-called "community events" in order to bring defence activities closer to the citizens, as well as networking with national, NATO and EU capacities for countering disinformation (the so-called "fact-checkers").

The reactive function primarily refers to the comprehensive media monitoring and the creation of a rapid information sharing system on the existence of certain disinformation (rapid reporting system within the Ministry and the Army). The Ministry of Defence operates a system of rapid reporting on detected news and its forwarding to the leadership. Using digital communication tools, any news with a negative connotation and the potential to be defined as disinformation is effectively checked, as a starting point for subsequent activities in the field of public affairs.

The development of the capacities of the Ministry and the Army in the domain of strategic communications is one of the top priorities, especially in the domain of human resource development for their implementation. The Public Affairs Regional Center, in accordance with the annual training plans, continuously conducts public affairs courses. This Center also focuses on the development of capacities and human potential with knowledge in the field of countering disinformation, for which a Course on Countering disinformation and Building Resilience was developed.

III. COMMUNICATIONS SYSTEM IN THE MINISTRY OF DEFENCE

The Ministry operates according to the principle of "maximum openness with minimal delay", while at the same time continuously establishing itself as the fastest source of completely accurate and verified information, i.e. **as the first and most credible source of information in the field of defence and security** in our country. This also implies the continuous creation of a brand that is recognizable and which deserves the unquestionable trust of the citizens.

One of the foundations for effective communications is the development of a comprehensive strategic communications process in the Ministry and the Army, which refers to the efficient and effective coordination and implementation of its communication activities and capabilities, in support of other policies, operations and activities, aimed at fulfilling the goals of the country, the Ministry and the Army.

Strategic communications is seen as an adaptive process that allows for a thorough understanding of the target audience, continuous coordination and synchronization of narratives, themes and messages, as well as determining the specific result of the activities undertaken. The main benefit of establishing an efficient strategic communications system is the ability to place information in a coordinated, preventive, proactive and reactive manner through all channels and with all appropriate public affairs tools at a crucial moment for achieving the vision and mission of the Ministry and the Army.

Informing citizens is based on accuracy, clarity and timeliness, by using various communication channels, which are most appropriate for the defined key audiences, at home and abroad. Public interest is our main commitment.

The communication system in the Ministry of Defence consists of the Department for Information and Communications (DIC), as the nucleus responsible for implementing communications – both internal and external. The department, functionally located in the Communications Directorate is comprised of the Section for Public Affairs and the Section for Media Analysis Department and the Publishing Department. This Sector, due to its function, is inextricably linked to the Public Affairs Regional Center (PARC) Department, which is part of the Directorate for Human Resource, Education and Training Management.

The functions of this Department include the development of the information system, complete organization of media activities, preparation of written material to promoting the activities of the Ministry, preparation of media analyses and daily overviews, organization and implementation of publishing activities, and in cooperation with PARC, the implementation of trainings with the aim of improving public affairs capacities in the country and in the Alliance.

What are the principles of strategic communications that guide us?

Strategic communications should be understood as a process and mindset that enables a broader understanding of the characteristics of the information environment in which the main narratives are translated into specific themes from which campaigns and activities emerge.

All these elements are based on the following principles and tenets:

- All activities are based on democratic values;
- Credibility and trust are essential and as such should be a priority when conducting communications;
- Activities are carried out in accordance with the objectives of the Ministry and the Army set out in strategic documents, policies and narratives;
- Words must reflect actions; actions must reflect words;
- Strategic communications are a joint, coordinated and integrated process of the Ministry and the Army;
- Understanding the information environment in which public affairs products are broadcast, using appropriate tools, through appropriate channels, is essential for achieving the desired effect. This includes understanding the target audience's values and mindsets;
- The understanding that every person who is an integral part of the Ministry and the Army is a representative of the institution and in that context conveys the messages of the institution according to the principle of "one voice";
- The understanding of every employee in the Ministry and the Army that they belong to a common collective that has the same goal, the same mission and the same vision;
- The focus of all strategic communications activities is on achieving the desired effect and result(s).

We are taking care of the professionalization of communications in the Defence. We are investing in professionals who work in this domain because their abilities also mean a more efficient information system. The officials in the Ministry are also government communicators and, in that context, follow the Code of Conduct for Government Public Affairs Officials, according to which their primary duty is to convey the official positions and policies of the Ministry to the public and with their ethics, motivation, skills and abilities to contribute to the basic principles of the functioning of the executive branch – transparency, openness and accountability.

Public Affairs Officers at the Ministry of Defence:

- ✓ always tell the truth;
- ✓ are impartial;
- ✓ are cautious in their approach;
- ✓ maintain objectivity;
- ✓ make decisions solely based on prior analysis;
- ✓ place the obligations arising from the service before their personal interests;
- ✓ have an exceptionally developed awareness of the possibility of a conflict of interest;
- ✓ clearly separate their private and professional activities.

The Ministry recognizes the value of new communication channels, social networks that enable direct and two-way communication with citizens, which is an additional reason for our interest in being an active participant in this area. Our goal is to attract the attention of citizens through social networks, but also to actively and directly assist them in understanding the defence system, its functions and duties.

Communicators in the Ministry of Defence are also careful about the way they use social media with their private channels. The behaviour of these communicators on their private channels is directly related to their personality and credibility, which is also reflected in their working environment. The undisputed link between their conduct on their personal profiles with the position as Public Affairs Officers in the Ministry of Defence has the potential to damage the credibility of the institution and therefore inappropriate communications that contain discriminatory, offensive, threatening content or elements of hate speech should be completely avoided. The credibility of the institution, which in communication is based primarily on factual accuracy, must not be called into question.

MINISTRY OF DEFENCE
DIRECTORATE FOR COMMUNICATIONS
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Министерство за одбрана

